

UNIVERSITY OF LJUBLJANA
FACULTY OF ECONOMICS

MASTER'S THESIS

**THE INFLUENCE OF A PSYCHOLOGICAL CONTRACT ON THE
EMPLOYMENT OUTCOME: COMPARING EMPLOYERS' AND
EMPLOYEES' VIEWS**

AUTORSHIP STATEMENT

The undersigned Ajda Biber a student of the University of Ljubljana, Faculty of Economics, (hereafter: FELU), declare that I am the author of the master's thesis entitled Influence of a psychological contract on the employment outcome: comparing employers' and employees' views, written under the supervision of Professor Robert Kaše.

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INTRODUCTION

First signs of psychological contract concept, reaches back to the writings of Barnard in 1930s, followed by March and Simons in 1950s. Primary researchers used the psychological contract as the basis for understanding the employment relationship. Only in the last two decades, there has been a respectable progress in scholarly literature on this topic.

Many authors argue and address Rousseau article and book (1989, 1995) as a key author, which stimulated renewed interest to the idea. It can be said, there is no agreed and accepted universal definition of psychological contract, but can be still universally defined as the mutual obligations that employer and employee agreed upon one another. Still the most commonly used and accepted definition is Rousseau's (1989), where she argues psychological contract as a contract of individual's belief, potential opportunities and mutual commitment in exchange relationships.

Being meticulous here we can argue how it can even be called a contract, if contracts are normally written down or at least agreed upon, whereas psychological contract is usually formed only in the head of the individual. Moreover, she defines psychological contract as an individual belief, shaped by the organisation, regarding terms of exchange arrangement between the individual and their organisation (Rousseau, 1995). From the employer's point of view, knowing his/her employee qualities, an employer can gain important and valuable benefits to the organization. From the employee's perspective, knowing his/her employer qualities, an employee can influence and change his/her own job into desirable career.

An important issue to mention in psychological contract is that not only content is relevant, but that the breach of the contract is the biggest and the most problematic issue. The breach refers mainly to the non- fulfilment of promises. Due to this fact Cullinane and Dundon (2006) stated the problem that there is not so much that managers (employer or direct supervisor) fail to deliver on some unspecified deal, but 'how' and 'why' employees come to perceive and interpret managerial expectations and behaviours in the first place. Nowadays, in a time of crisis and consequently in a time when organisations have to adapt to changes, psychological contract plays a very important role in employment relationship (Robinson, 1996). In a time of such a dynamic environment, organisations may become less willing and/or less able to fulfil all of their promises to employees (Maguire, 2003). Linked with Cullinane and Dundon (2006) statement it is important to know that perception of non- fulfilment can occur in either employee or employer side. At the same time, it has to be pointed out that most of the literature stresses that psychological contract concerns only employees, where it should pay more attention to employers, as well. Consequently, the biggest attention should be on the connection between the two. Moreover, not only literature, also studies that have been conducted in the past are mostly

concentrated only on what is happening and what happens to an employee. That is mainly due to a reason that in organisations every person working in it has someone above him/her. Therefore, it is hard or perhaps even impossible to connect their psychological contracts. However, because the psychological contract is dependent upon two parties, a goal in this research is to connect the two. To be able to do so I have concentrated on “small sized personal businesses/firms”, where there is only one leader (boss/owner), who will be called the employer, but it has to be kept in our mind that he/she is the only employer and that no one is above him/her. By doing so both ‘why’ and ‘how’ will not be an issue any more. Furthermore, despite psychological contract and its studies exist for a long time, there is still a hole between the theory and implementation. People are rarely familiar with the term Psychological contract. They know the components that psychological contract consist of but they do not know or are not aware of the existence of a contract itself.

Unlike elsewhere in the world, I have found only few research studies that have been conducted in Slovenia. Researchers such as Kaše and Zupan (2007) and Mihalič (2007) are not enoughto have a notable impact on the human resource practice. In my opinion and experience Slovenia lacks of human resource practices (psychological contract is a tool that helps to shape human resource practice), so the term psychological contract was not given as much importance as elsewhere. When employers (managers) are aware that the familiarity with psychological contract as a whole can be beneficial it can be introduced in the workplace and it can be maintained by monitoring, negotiating and adjusting. By exercising those processes, their own as well as their team member’s, psychological contract cannot only be maintained, but it can be restored to a healthy state as well.

The purpose of this thesis is to familiarise people with psychological contract, to look for the influence of the psychological contract, to bring together employers’ and employees’ individual psychological contracts

The goal of this thesis is thus to examine the relationship between psychological contract and employment outcome from both perspectives, to examine the influence of psychological contract in various areas, to research if familiarity and usage of psychological contract has any influence on employees as well as employers. Furthermore, the goal is to determine whether psychological contract does influence the employment outcome, meaning if employment relationship is considered to be successful from both employee’s and employer’s point of view. Successfulness is considered as an outgoing relationship between the two parties, without any internal problems, having positive mutual relationship. By doing so, my aim is to present and argue the importance of psychological contract and to bring the concept itself closer to the firms and employers, as well as to the organisations and managers so it will become a standard practice tool of a human resource management.

For the overview of theoretical fundaments, I have used available domestic and international literature in the form of books, various journal articles and periodicals. Furthermore, I have also taken the advantage of documents from the web sites, conferences, associations and other electronic sources, which have provided an adequate theoretical background. In my research, I have primarily focused on quantitative data collection. I have also made the analysis based on the data I have collected from the questionnaire. Questionnaires were carried out in several different “small sized personal businesses/firms”, where both employers and employees have had to answer it.

1 THE PSYCHOLOGICAL CONTRACT

When investigating what year the first writings mentioning psychological contract appeared I came across the authors such as Schein (1965), Argyris (1960), Levinson, Price, Munden, Mandl and Solley (1962), Blau (1964) and last but not least Gouldner (1960). The last two authors represent the foundational ideas of social exchange theory upon which subsequent theorizing on the psychological contract draws (Barling & Cooper, 2008). Despite Barnard in 1930s and March and Simons in 1950s when they were first to mention employment relationship as an exchange, Argyris in 1960s was the first to announce the psychological contract term.

Barnard's (1938) theory of equilibrium posits that employees continued participation depends upon adequate rewards from the organisation. Some years later, March and Simon (1958) devised his theory, where they have argued that employees are satisfied when there is a greater difference between the inducements offered by the organisation and the contribution they need to give in return. Organisation needs to be attractive enough to lure out employee contributions, whereas on the other hand employee contributions need to be sufficient to generate organisations incentives.

Furthermore, step forward was made by Argyris (1960) where according to Taylor and Tekleab (2004) he viewed the psychological contract as an implicit understanding between a group of employees and their foreman, and argued that the relationship could develop in such a way that employees would exchange higher productivity and lower grievances in return for acceptable wages and job security.

Moreover, Argyris (1960) believed that employees would perform at a higher level if the organisation did not interfere too much with the employee group's norms and in return employees would respect the right of the organisation to evolve (Barling & Cooper, 2008). Overall Barling and Cooper (2008) sum up so it can be said that the first views and understandings of psychological contracts can be viewed as an exchange of tangible,

specific and primarily economic resources agreed by the two parties that permitted the fulfilment of each party's needs.

Focusing his work on the primary researchers, Roechling (1996) later added the importance of the exchange between the two parties needs to provide mutual satisfaction in order for the relationship to continue. Relevant to this research is also Schein (1965) where he emphasises the matching of expectations between the employee and organisation. He argues that the matching of expectations and their fulfilment is crucial to attain positive outcomes such as job satisfaction, commitment and performance.

In this thesis my intention is neither to try to capture nor to take into consideration all the authors' point of view regarding the psychological contract as it would not be possible. Yet the most important and relevant to this research is Kotter. His article from 1973 was based on a study where he captured psychological contracts from both employers and employees sides. Meaning he was one of the first, if not the first, to concentrate on the connection and alignment between the contracts. Even though he concentrated solely on the joining-up process, his reasoning can be generalised on any stage of person's employment in the organisation. His research was based on the questionnaire that was given to both managers and employees, with a goal, to compare and connect the two sides. According to Kotter (1973), an individual in the organisation has expectations of what he expects to receive as well as the expectations of what he expects to give. The organisation also has expectations of what it expects to receive from the employees and expectations of what it expects to offer employees in return. It can be said that what employee expects to receive is what organisation expects to offer, and what employee expects to give is what organisation expects to receive. Here comes the problem due to the fact, the expectations are not always the same. That is also the reason it is vital in any stage of the employment relationship to secure the best fit in expectations and consequently to minimize the mismatches in either the side, as much as possible.

Investigating the outset and beginning of psychological contract brought me closer to 1990s, where it can be said the decade was a milestone for more expansive consideration of a psychological contract and its application to management theory. At that time, according to Cullinane and Dundon (2006) interest in the psychological contract was driven by a desire among academics and practitioners to search for new and more innovative people management practices due to a context of economic restructuring, heightened international competition and changing labour market dynamics. A writer named Rousseau (1989; 1990) was and still is the most influential writer of a psychological contract, where she captured labour market flexibility and economic restructuring of the employment relationship. As Rousseau (1990) described, employees did not expect a long-lasting 'relational' process with their organisation based on loyalty and job security, but rather perceive their employment as a transaction in which long hours are provided in

exchange for high contingent pay and training. Moreover, Guest (2004) capsulate Rousseau's findings and state that workplaces have become increasingly fragmented because of newer and more flexible forms of employment, where at the same time, managers have become increasingly intolerant of time-consuming and sluggish processes of negotiation under conventional employment relational systems. On that account, deals and promises that are made between the employer and employees are quickly broken, because of a range of market imperatives. Cullinane and Dundon (2006) argue that, with the decline in collective bargaining and the rise in so-called individualist values amongst the workforce, informal arrangements are becoming far more significant in the workplace. Psychological contract seeks to go beyond the limitations of the legal contract of employment (which focuses exclusively upon the formalised aspects of work) and instead considers some of the subjective and normative elements associated with people management (Arnold, 1996).

According to David & Morrison (n.d) article, Levinson (1966) defined psychological contract in a working set and listed five defined qualities: unspoken expectations, expectations from the past, interdependent, psychological distance and dynamic. It is known that in legal contract expectations are defined, whereas in the psychological contract expectations are unspoken and connected with a person's past. Moreover, people are always interdependent between each other, meaning they need each other. In addition, psychological distance comes in to play where at the same time people need distance not to get distracted but still need to feel close enough to others to have a feeling of affiliation. Due to its dynamics, psychological contracts can change without formal acknowledgment. Usage and proper implementation of psychological contract gives guidance to understand human responses because it gives structure to otherwise ambiguous challenge (David & Morrison, n.d.).

Moreover, because it is constantly changing Cullinane and Dundon (2006) argued four time relevant occurrences when psychological contract changes: pre-employment, recruitment, early socialization and later experience stages. In this research a concentration will mainly be on the last one, due to the fact employees will be already working in the firm, and will be asked to concentrate on the present not on the past.

Before going into specifics and essence of the psychological contract it is important to present some basics and common examples of which psychological contract consist of. Moreover, to understand psychological contract, we have to know the difference between formal legal contract and implicit (psychological) contract. As a formal legal contract differentiates in each country, for the purpose of this thesis research, being conducted and performed in Slovenia, I will use basis of formal legal contract based on Slovenian legislation law and compare it to the psychological contract. Contracts are connected due to the fact that when an employee signs the legal contract (agreed upon the legislation),

he/she makes in his/her mind the psychological contract that is based on expectations as well, but is not written down. Mihalič (2007) presents and sums both contracts in her research by following components presented in Table 1.

Table 1. Formal vs. Psychological contract

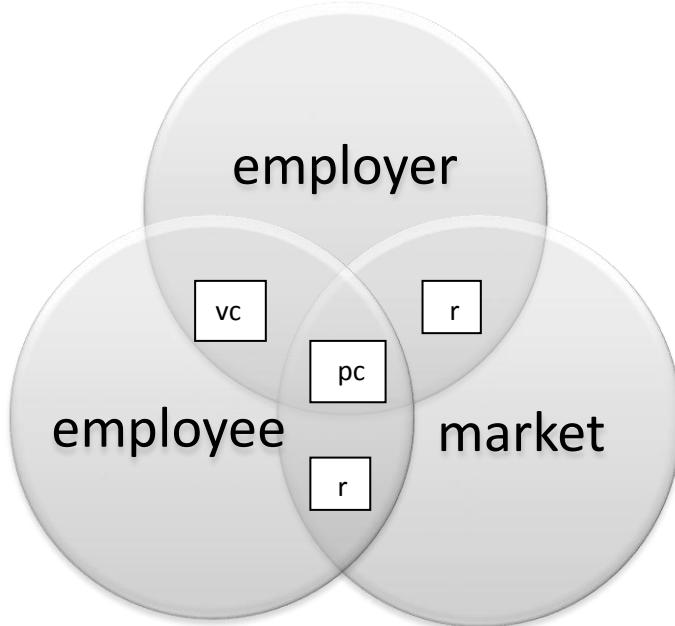
COMPONENTS OF FORMAL LEGAL CONTRACT:	COMPONENTS OF PSYCHOLOGICAL CONTRACT:
<ul style="list-style-type: none"> • Employees' basic information • Date of beginning, duration and information about the way of occupation (permanent/temporary, full-time/part-time) • Place of work and occupation data • Provision of daily or weekly working hours, of annual leave or manner of appointing an annual leave • Provision of amount of a basic payment, provision of other payments, payment period, way of payments • Length of periods of notice • Indication of collective agreements 	<ul style="list-style-type: none"> • Employee's development agreement • Employee's and employer's obligations • Consensually agreed objectives • Commitment to bilateral excellence • Democratic communication principle • Commitment to information feedback • Awards for successfulness and competences • Opportunities and forms of promotions • Commitment to respectful relationship • Successfulness achieving criterion • Commitment to bilateral honesty • Education options • Criterion for quality and quantity of work • Outline or plan for long-term collaboration

Source: R. Mihalič, *Uporabimo psihološko pogodbe zaposlenih*. 2007, p. 21

Where on one hand a formal legal contract is a necessity between an employer and employee, on the other hand psychological contract is the one that is the most responsible for both employers' and employees' success. Consequently, that leads to a positive behaviour and to organisation being successful which is in the end of the day primary goal for the both sides. Moreover, a formal legal contract is based on the legislation, where it has almost no room for a change and has a little room for negotiation. A psychological contract on the other hand has no restrictions and regulations, so it has a room for negotiation and formulation. Because it is subjective, both employer and employee can adopt and form the psychological contract based on their expectations, goals, and desire and so on. In Figure 1 a psychological contract is presented, representing more or less a complex view of the psychological contract, to a great extent includes external factors that are mostly overlooked in attempting to appreciate and apply the psychological contract theory. Figure 1 will be formed with the help of Venn diagram, which will help to provide

a simple interpretation of the factors and influences operating in the psychological contract.

Figure 1. The psychological contract model



Source: Business balls, The psychological contract, 2010

Note. VC- visible contract, the usual written employment contractual obligations on both employer and employees side to work safely and appropriately in return for a rate of pay or salary, usually holidays also, plus other employee rights of notice and duty of care (Business balls, 2010).

PC- psychological contract, which is hidden, unwritten, unspoken, and takes account of the relationship references (R) between employee and market (which includes other external factors), also the employer's relationship with the market (also R), and the visible contract (VC). Only the visible contract (VC) element is written and transparent, where all the other sections are subject to perception until/unless clarifies (Business balls, 2010).

Moreover, connected with PC there are two types of psychological contract obligations, transactional and relational (Rousseau & McLean, 1993). Transactional obligation explains the economic exchange and is short-termed. Hughes and Palmer (2007) give examples of this kind of a contract as a willingness to work overtime, to provide high levels of performance for contingent pay, and to give notice before quitting, all without loyalty to the organisation. On the other hand, relational obligation is composed of more long-term reciprocal expectations and obligations and it explains the social exchange (McDonald & Makin, 2000). Relational contracts are associated with emotional interactional dimensions, with non-financial, socio-emotional, intrinsic focus between employer and employees (Rousseaus, 1995). Moreover, Hughes and Palmer (2007) give an example of this kind of a contract, where employees may believe that employers are obligated to provide job security, but understand that performance is their reciprocation for such security.

1.1 Problems with adopting psychological contract

Nowadays many human resource practitioners use Schein work on organisational psychology and use it as a basis for their practice. Schein (1965) describes psychological contract as the unwritten expectations operation at all times between every member of an organisation and the various managers and others in that organisation. Each employee has expectations about common things such as salary, working hours, benefits and privileges that go with the job. The organisation also has expectations that the employee will enhance the image of the organisation, will be loyal, will keep organisational secrets and will do his/her best.

One of the biggest challenges when adopting psychological contract in the organisation is that they are implicit where they should be explicit. Organisations rely on hints that may be dropped at the different stages on the recruitment and induction process, or discussions at performance review time, to shape mutual expectations and the psychological contract between the organisation and its people (Wellin, 2007). People pick up information every day, they pick up what is expected from them and what they can expect from the organisation, yet this information is not formal because they are coming in at all times, during discussions, comments and even during observations.

That is the reason why the psychological contract is in most organisations unconscious, which means it is not clear, where it should be communicated and articulated. When adopting communication at that level, holes and vagueness of what organisation expects from their people, and what people expect from working in that organisation can be reduced to minimum. Wellin (2007) argues that the psychological contract can impact on behaviour, and in turn, performance of employees, which is another proof, the psychological contract should be handled with great importance.

Moreover, why the psychological contract is somehow difficult to use and adopt has to do with the fact that the psychological contract is according to Schein (1965) what management as a group expect from all individual employees. A problem arises when in big organisations there are many managers or it is never clear who the managers are, so how can the best account of different views of different managers be set. In big organisations it is not clearly distinguished who the employer is, due to the fact that even the person who hired you can have someone above him/her as well. If the psychological contract is made upon all of managers' (employers') views, it is hard to decide when the psychological contract has been broken or fulfilled. Alternatively, it can be fulfilled to some people and be broken to others.

That is the reason why the psychological contract is very challenging to measure and consequently, dealing with that problem, Rousseau (1995) concentrated on each person as

an individual, defining psychological contract as individual belief, shaped by the organisation, regarding terms of an exchange agreement between individuals and their organisations.

More straightforward, Rousseau and Grelle (1994) describe psychological contract as the actions employees believe are expected of them and what response they expect in return from the employer. Another issue is that while two people involved in a work relationship will have expectations about each other, there still may be two completely different psychological contracts in operation. According to Rousseau (1995), there is one set of beliefs about the exchange agreement between them in employee's head and another and separate set of beliefs about the exchange agreement between them in the manager's head. While each individual's psychological contract can be analysed and measured, there is a problem to connect employers' and employees', due to the problem of big organisations that was already mentioned.

Further, facts that psychological contract changes over time are well known, it is important to connect the change with employees' progress through their life. Based on Schein (1965), employees' needs from employment could be viewed as falling into three stages:

1. Early work life. During their 20s many people try out, experiment and explore alternative job and career options. This is done in an effort to seek and identify job and career options and paths which are most appealing and personally fulfilling, so that the individual can pursue the paths which are most in their future interests (Schein, 1965).
2. Development. This occurs once the individual has identified a positive path from a work content, lifestyle and reward perspective. It occurs after exploring alternatives, and they then decide to develop and increase their skills and expertise in the chosen area of work, and develop their careers in the area (Schein, 1965).
3. Maturity. Having found and developed their own work niche, the individual typically seeks stability so that they can provide for their increased and continuing family responsibilities. The goal is essentially sustaining the chosen direction (Schein, 1965).

By knowing the stage of employees' life, both employer and employee can adopt psychological contract to the needs that employee is facing at that particular moment. When an employee is identified with the stage and when an employer is aware of the stage in which employee is at, then employment outcome can be considered to have better predisposition to positive and successful relationship between employer and employee.

1.2 Progress of psychological contract

Based on three stages being written in the 1960's we can now argue that this is not the exact case anymore. Because of all the changes in society, global economy and now the consequences of the crisis that we are facing, people can no longer stay in one place for the duration of their career, but have to adapt to ever changing circumstances. The three stages that people in 1960 reached one by one, when one was accomplished they pursue the other one, until they reached the last one, are not in the same order anymore.

Nowadays, one stage can repeat itself many times, even with the possibility maturity stage will never be possible to reach. According to Wellin (2007) dramatic changes in the global economy, including the development of low-cost, high-quality manufacturing and now also services in China and India, are accompanied by ever-faster changes in technology, liberalisations of markets and changing consumer expectations. As organisations are pushed to innovate, increase market and customer responsiveness and reduce costs, they are being forced to bring about equally dramatic changes in work practice and in turn employee behaviour.

Due to time and far reaching changes that affects organisations, Rousseau (1995) described the psychological contract evolvement over three distinct stages:

- Emerging phase. Occurred in the late eighteen century during early industrial production and was characterised by a central workplace with high levels of manager/owner control (Rousseau, 1995).
- Bureaucratic phase. Emerged in the 1930's. It was characterised by an internal labour market, organisation hierarchies which controlled behaviour, with spare resources being allocated to allow for unpredictability. Organisation life was characterised by a paternalistic psychological contract where the company took care of its loyal servants and implied lifetime employment in return for employee loyalty (Rousseau, 1995).
- Adhocracy phase. Emerged since the 1990's. These are boundary-less organisations which emphasise the use of knowledge and are characterised by horizontal career moves, with a diversity of employer-employee relations. Companies in this phase typically operate a range of psychological contracts for different employee groups (Rousseau, 1995).

Due to a change in general, that is happening all over the world, the adhocracy phase has become a dominant type in many countries. To understand the difference between the last two phases Kissler (1994) summarised the changes in the psychological contract and are presented in Table 2.

Table 2. Changes in the psychological contract

Old bureaucratic psychological contract	New adhocracy psychological contract
Organisation is 'parent' to employee 'child'	Organisation and employee are both 'adult'
Organisation defines employees' worth and identity	Employee defines their own worth and identity
Those who stay are good and loyal, others are disloyal	Regular flow of people in and out of the organisation is healthy
Employees who do as they are told will work until they retire	Long-term employment is unlikely-expect and prepare for multiple employments
Promotion is the primary route for growth	Growth is through personal accomplishment

Source: M. Wellin, *Managing the Psychological Contract. Using the Personal Deal to Increase Business Performance.* 2007, p.32, Table 2.5

The table clearly shows how big the difference of psychosocial contracts has become. It can be said that in the adhocracy phase employees are responsible for their own individual lives, whereas in bureaucratic phase lives of employees are the employers' responsibility.

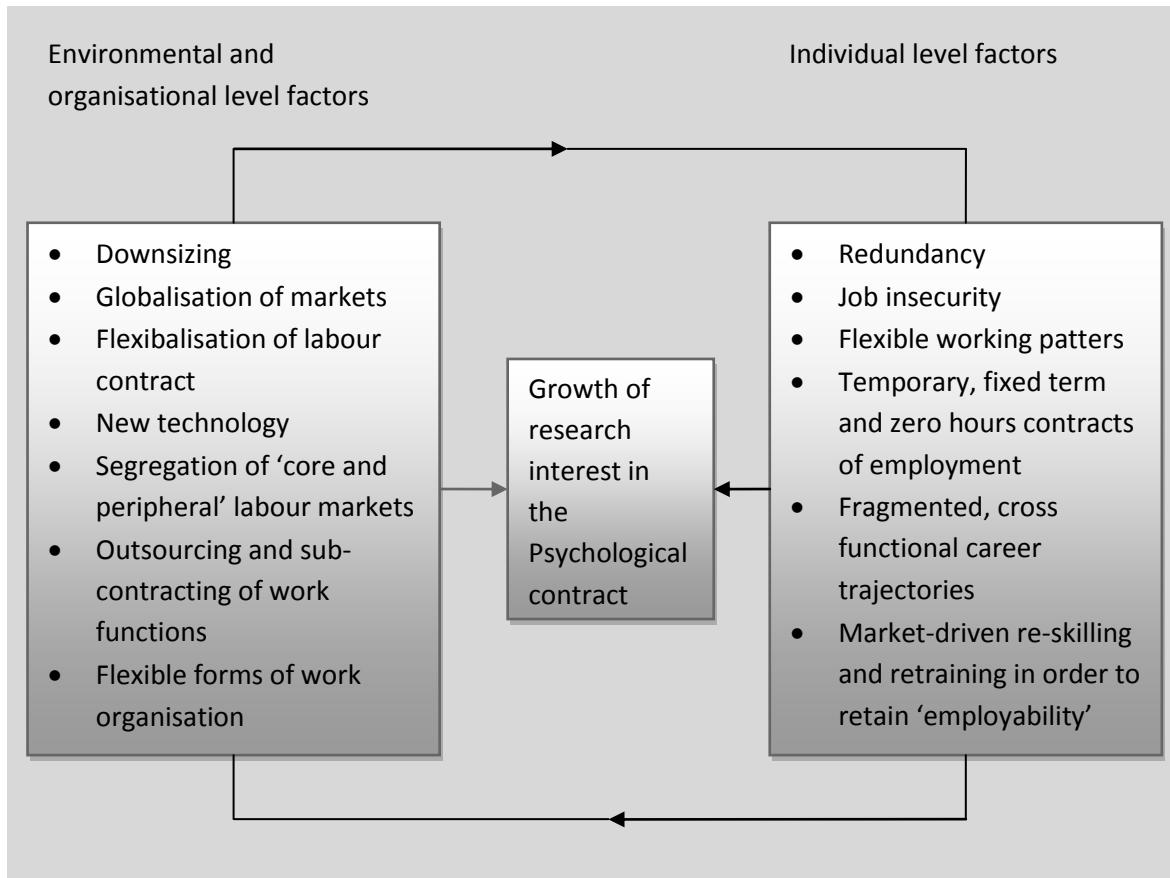
In the past psychological contracts were easier to deal with. The shifts that are happening in the global economy today bring changes in many areas of our lives, social and economic. On that account, it is probably more important than ever to understand how essential employment relationships and consequently psychological contracts are, if people want to manage change and sustain in business.

Generally, the relationship itself between employer and employee is complex and not easy, especially in the time of uncertainty. In economic crisis time, managers have to discuss with their employees, share their problems with them, keep them calm in the work environment, and respect their family life (Xanthakis & Stogiannidou, 2012).

It can also be said, the psychological contracts are a way of understanding the social life at organisational context. According to Cullinane and Dundon (2006), it is amongst other things, affected by jealousy and resentment in terms of salary, responsibility and knowledge and that is why psychological contracts are so important. A knowledge of human nature, sympathy, empathy and a good working atmosphere are important requirements both employer and employee have to possess, for being able to have stable relationship and successful employment outcome. Both parties have to engage with the psychological contract. Time of uncertainty and recession is the time to think through what

expectations were, what they are now and to prioritise those that matter most (Dietz, 2009). Moreover, according to Anderson and Schalk (1998), in Sharpe (n.d), facts why growth in research interest in Psychological contract is happening, are presented in Figure 2.

Figure 2. Factors influencing the growth in Psychological contract research



Source: Sharpe. *The psychological contract in a changing work environment.*(n.d), p.5, Figure 1.

1.3 Development of psychological contract

Employees' first contact with the psychological contract happens already in the pre-employment phase. In a selection process and during initial interviews both employer and employee are building their own psychological contract already, mainly through negotiations and are kept in their own mind only. People in general, meaning both employer and employee (still a candidate at that point) do not always realise that the psychological contract, match of psychological contracts between the two in selection process, is decisive. Employers' decision if a candidate will be invited to step on board and become part of the organisation and candidates' decision if he/she is willing to do that step are in great matter decisions that are made based on pre-employment psychological contracts.

Based on CIPD (2010), possible employment propositions in the pre-employment phase (promises of both employer and employee), so the psychological contract would not be harmed in later stages of employment, are summarised in Table 3.

Table 3. Employers and employees commitments

Employers promise to provide:	Employees promise to:
Pay commensurate with performance	Work hard
Opportunities for training and development	Uphold company reputation
Opportunities for promotion	Maintain high levels of attendance and punctuality
Recognition for innovation or new idea	Show loyalty to the organisation
Feedback on performance	Work extra hours when required
Interesting tasks	Develop new skills and update old ones
An attractive benefits package	Be flexible (taking on a colleague's work)
Respectful treatment	Be courteous to clients and colleagues
Reasonable job security	Be honest
A pleasant and safe working environment	Come up with the ideas

Source: CIPD update. *The psychological contract*. 2010, p.3

Above all, if HR practices in the organisation do not consider the implication and commitment for the psychological contract, could prove costly for organisations in the current changing organisational environment, and this makes it difficult for organisations to specify all conditions of employment at time of hire.

At this point Rousseau and Grelle (1994) argue that lack of definition of condition may lead employees to 'psychologically' fill in more of the blanks in the psychological contract, creating a strong possibility of divergence between the organisations' and employee's understanding of the contract.

Later development of psychological contract is then based on expectations that can be either transactional and/or relational. Both contracts are presented in Table 4. Based on Rousseau (2000) transactional refers to short-term arrangements, are highly monetary, meaning they are primary focused upon economic exchange; arrangements are specific, duties are narrow and worker has a limited involvement in organisation. On the other hand relational refers to long-term or open-ended employment arrangements that are based upon loyalty and mutual trust, where rewards are conditioned on performance, derive from membership and participation in the organization (Rousseau, 2000). Continuing, transactional and relational contract have been argued to differ on five dimensions (Rousseau & McLean Parks, 1993), with respect to the focus of the contract, time frame, stability, scope and tangibility.

Table 4. Transactional vs. Relational contracts

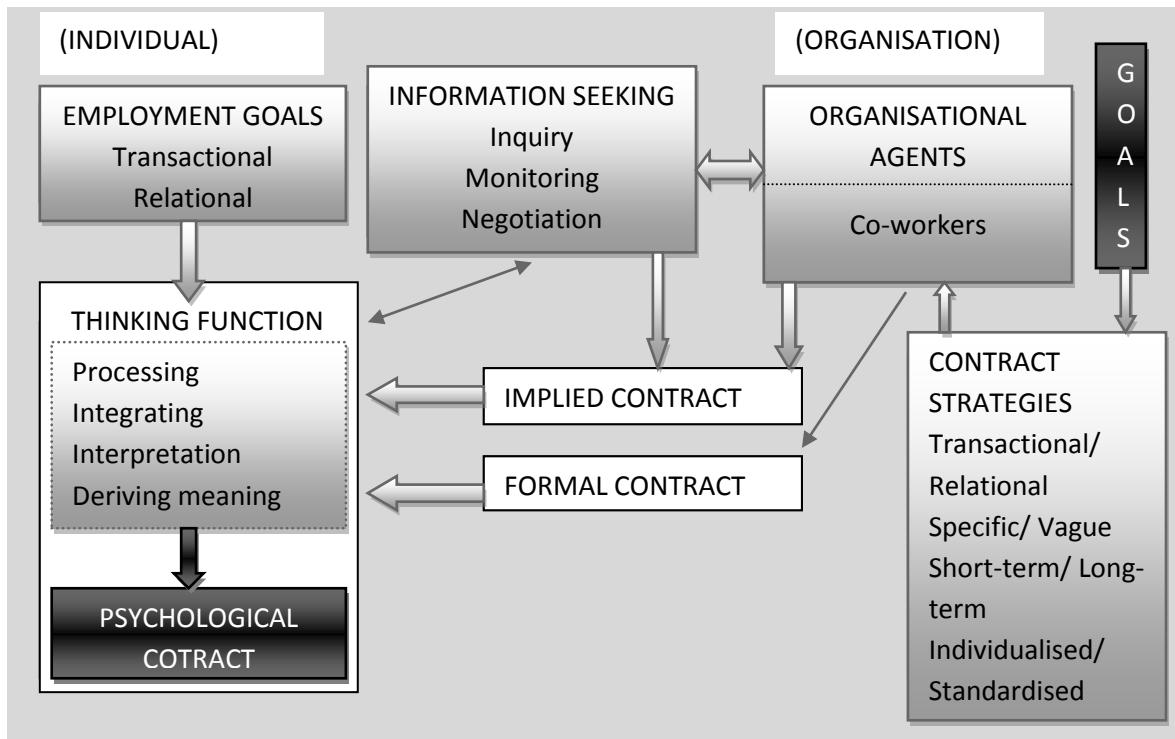
Transactional	Relational
Little organisational loyalty	High organisational loyalty
Employees develop marketable skills	Employees develop company-specific-skills
Unstable employment	Stable employment
Flexibility/easy exit	Willing to commit to one company
Less willing to take additional responsibilities	High intent to stay with organisation
Reward system focuses on short term	Members highly socialised

Source: C. Van de Ven. *The Psychological Contract; a big deal?* 2004, p. 4, Table 3.

In addition, the entire development of psychological contract is illustrated in Figure 2. As Shore and Tetrick (1994) put it, the dynamic nature of the interaction between the parties to the contract, together with organisational goals and environmental conditions and the goal orientation of the individual, influence the development of the psychological contract.

How and from where the psychological contracts are created is best described by Maguire (2003) where she argues that during the employment with certain organisation, employees will integrate, interpret, process, seek and derive meaning from information gained from a different sources. Sources such as supervisors, recruiters and co-workers, as well as the suggested and formal legal employment contract. Through this process, based on individual interpretations of their entitlements and obligations, psychological contracts will be formed. In the following figure, Figure 3 illustrates the link between organisational goals and psychological contracts. Even though organisations were stable in the past, in times of change, uncertainty and recession, a mismatch in perception between employee and employer can happen.

Figure 3. The development of the Psychological contract



Source: L. Shore & L. Tetrick. (1994). The psychological contract as an explanatory framework in the employment relationship. *Trends in Organisational Behaviour*, Vol 1, p. 97, Figure 7.1

According to Shore and Tetrick (1994) a mismatch in perception occurred mainly because the development of a psychological contract is a ‘deliberate, goal-oriented process’ through which employees attempt to establish an agreement with their employing orientation to suit their own employment objectives. In that manner, continuing from before, relational contract or arrangement is where employee is obligated to remain with the organisation and do what is required to keep the job, support the firm, manifest loyalty and commitment to the organisations needs and interests. Whereas employer has committed to offer long-term employment, stable wages, support the well-being and interests of employees. (Rousseau, 2000) On the other hand, transactional contract or arrangement is where employee is obligated to perform only a limited or fixed set of duties and has no obligations to remain with the firm. Whereas employer has committed to offer the worker only limited involvement in the organisation, little or no training or other employee development, employment for only limited or specific time and no obligations to future commitments (Rousseau 2000).

Moving on, when talking about psychological contract we cannot avoid to ask ourselves why would people take the psychological contract seriously or what would persuade them to have a positive opinion. Detailed changes that are affecting workplace at the time we are facing today are as analysed by The Chartered Institute of Personnel and Development (CIPD, 2010) the following and include:

- The nature of jobs: more jobs are being outsourced, more employees are on part time and temporary contracts, tight job definitions are out, functional flexibility is in (CIPD, 2010).
- Organisations have downsized and delayed: ‘leanness’ means doing more with less, so individual employees have to carry more weight (CIPD, 2010).
- Markets, technology and products are constantly changing: quality and service standards are constantly going up, customers are becoming ever more demanding (CIPD, 2010).
- Technology and finance are less important as sources of competitive advantage: ‘human capital’ is becoming more critical to business performance in the knowledge-based economy (CIPD, 2010).
- Traditional organisational structures are becoming more fluid: teams are often basic building block, new methods of managing are required (CIPD, 2010).

A key point of these changes is that employees are now more and more recognised as the key business drivers. The added value of a business is on front-line employees, or ‘human capital’. This resource is now the key factor of an organisation, if organisation wishes to succeed. To be able to do so, first, employers have to know what employees expect from their work and, second, employees have to know what employers expect from their work. Meaning employment flexibility is very important. According to CIPD (2010), psychological contract offers a framework for monitoring employee attitudes and priorities on those dimensions that can be shown to influence performance. Moreover, the psychological contract may have implications for organisational strategy in different areas. Five most influential and important are:

- Process fairness: People want to take part in, when important decisions are made, meaning their interest will be taken into account. Every consultation is important, so people feel satisfied with their job. Even though there is no guarantee that outcomes will be always accepted by employees, but if procedures are in place, acceptance of outcomes will more likely happen (CIPD, 2010).
- Communications: In order to communicate, an effective two-way dialogue between employer and employee is necessary. It is important that employee feels, his/her ‘voice’ is important (CIPD, 2010).
- Management style: It is hard to control ‘top down’ process, so ‘bottom up’ style has to be adopted. A feedback of business performance comes from customers, so it is front-line employees who have the advantage and opportunity in interpreting. A strategic knowledge of managers is due to that very important (CIPD, 2010).
- Managing expectations: Employers need to make clear to new recruits what they can expect from the job. In many cases, positive messages from employers are more likely to be emphasised. If an employee realises, negative sides were not mentioned, his/her trust to employer will be weaken (CIPD, 2010).

- Measuring employee's attitudes: To improve performance attitudes should be monitored on a regular basis, so it could be seen what area and which action should be performed (CIPD, 2010).

When adopting change employers have to play a key role concerning the pace and direction the change is heading. They have to support employees across the organisation in implementing the change. According to CIPD (2010), through a psychological contract, employers can make the business case for incorporating effective people management policies and practices into the change management process at an early stage, and successfully manage their implementation.

1.4 Type of employment contracts shifts

Not only employment flexibility, the most important that holds particular attractions for organisations is contract flexibility (Guest, 2004). As mentioned in the first point of changes that are affecting workplace, type of contracts have to a great extent shifted from permanent to temporary and from full time to part time and also to fixed-term contracts. At this point, distinction between them has to be clarified.

The difference between a permanent and a temporary worker can be roughly and for what is needed in this thesis, explained as the difference in time-length, someone has with particular organisation. Meaning if a worker has a permanent working contract, there is no date stating when the contract will be terminated. On the other hand, a temporary contract has a date, when a contract will stop being valid. What happens after is not an important fact in this research, so those details will be intentionally left out. Continuing, the difference between a full time and a part time contract is the 35-hour border. People working more than 35 hours are working full time, meaning they are registered as full time workers, whereas people with 35 or less hours are working and are registered as part time workers (Statistical Office of Republic of Slovenia, 2011). In the following Table 5 and Table 6, Permanent and Temporary employment data, and Full-time and Part-time data of the numbers (in thousands) of employees between the year 2006 and 2012 are presented.

Table 5. Permanent and Temporary employment (In 1000)

	2006	2007	2008	2009	2010	2011	2012
Employment- ALL TOGETHER	806	829	855	822	799	779	774
Permanent	666	675	707	687	661	636	641
Temporary	139	153	149	134	138	143	133

Source: SURS, *Anketa o delovni sili*

Table 6. Full-time and Part-time employment (In 1000)

	2006	2007	2008	2009	2010	2011	2012
Employment- ALL TOGETHER	806	829	855	822	799	779	774
Full-time	750	771	793	754	728	712	713
Part-time	56	57	62	68	71	66	61

Source: SURS, *Anketa o delovni sili*

From Guest's (2004) point of view, there appear to be benefits through the ability to adjust the workforce size rapidly as demand for the firm's products or services shifts; there may be less need to invest in training and development of contract staff; and contract workers may not incur the range of substantial indirect staff costs. Fixed-term and temporary contracts may for worker be associated with higher job insecurity, a sense of marginalization and a loss of opportunity for development, for both career and for organisational identification. Beck (2000) described the growth of such contracts as shifting the risk from the employing organisation to the individual. Saying it differently, contract workers can be portrayed as marginal and disadvantaged (Guest, 2004).

All that has lead to the growth of the knowledge worker, which has created a new opportunity for freedom and autonomy from the control exercised by organisations. Knell (2000) describes the concept of the 'free worker' who thrives on independence and high levels of employability has been presented as an opportunity to turn the sides and assert the power of the knowledge worker over the knowledge-hungry organisation. Overall, it can be said that this kind of workers normally like to have flexible employment contracts, because with that kind of contracts they can negotiate contracts that serve them first and the organisation second (Guest, 2004).

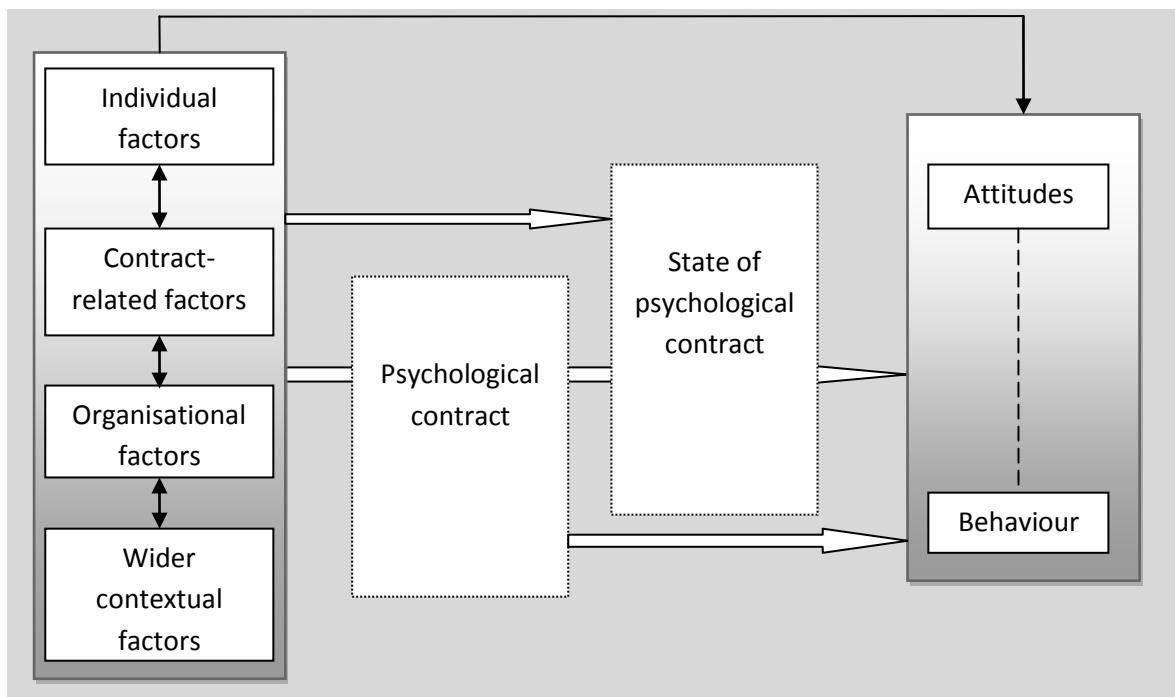
A temporary work in general has both positive and negative sides. Positive or beneficial side includes choice of work, variety of work and flexibility. Negative or drawback side includes lack of benefits, uncertain wages and insecurity, as well as in some cases being treated differently from permanent workers, so it is difficult to build work relationships. In addition, Marler (1998) distinguished between four main categories of temporary work, based on their preference for temporary work and their skill/knowledge level.

- Permanent temporary worker has low skills/knowledge and a high preference for temporary work
- Traditional worker has low skills/knowledge and low preference for temporary work
- Transitional worker has high skills/knowledge and a low preference for temporary work
- Boundaryless worker has high skills/knowledge and a high preference for temporary work

Being on a temporary contract, or being on a permanent contract, many authors argue, difference in the end of the day lies only in psychological contract. What is surprising is that many studies that were cited by Guest (2004) revealed that psychological contract is much stronger for people that are temporary employees. A general trend towards being preferably employed as a temporary worker (wish of employees) can be summarised in the following statements: people do not want the commitment that goes with permanent employment, they do not want to lose freedom they have as a temporary workers and they feel they would lose interest and enthusiasm if they had permanent job.

Generally, what is important in this thesis case is that the type of employment contract influences the state of the psychological contract in relational and to attitudinal and behavioural outcomes, which is presented in Figure 4.

Figure 4. Employment contract, the state of the psychological contract and employee outcomes



Source: D.E. Guest (2004). Flexible employment contracts, the psychological contract and employee outcomes: an analysis and review of the evidence. *International journal of management review*. 5/6(1), p. 6, Figure 1

When talking about flexible contract, two things are important. First, they are important because its indicators are revealing where a general trend of employment is heading, and second, they are important because different workers are not affected in the same way. On one side, less skilled workers and the ones with lower negotiation power can be treated less favourably by employers; and on the other side, workers with high skills and knowledge are due to high demand able to dictate to employers on what terms and for how long they will be willing to work for them.

Due to the changes that have been in recent years a part of people day-to-day activities and probably due to the changes that are happening in employment more than ever, it is important for organisations to familiarise, incorporate and adopt the psychological contract as a day-to-day commitment to one and another.

1.5 Breach and violation of psychological contract

Perhaps more than anything else concerning psychological contract, breach and violation of psychological contract are the most important issues. Where employees believe that management have broken promises or failed to deliver on commitments, this has a negative effect on job satisfaction and commitment.

Generally, we can say every breach has a negative effect on the employment outcome, successfulness and on the psychological contract as a whole. Usually, this can happen when managers (employers) themselves are responsible for breaches, in many cases that happens when employees do not receive promised training, or performance reviews are poorly handled. Due to that, CIPD (2010) advises managers to remember:

- Employment relationships may deteriorate despite management's best efforts: nevertheless it is the manager's job to take responsibility for maintaining them
- Preventing the breach in the first place is better than trying to repair the damage afterwards
- Where breach cannot be avoided, it may be better to spend time negotiating or renegotiating the deal, rather than focusing too much on delivery.

When talking about breach of the psychological contract Van de Ven (2004) according to Rousseau (1995), distinguishes between three forms of breaches: inadvertently, disruptive or reneging, which is presented in the following table (Table 7.)

Table 7. Three forms of breaches

Inadvertent	Able and willing (divergent interpretations made in good faith)
Disruption	Willing but unable (inability to fulfil contract)
Breach of contract	Able but unwilling (reneging)

Source: C. Van de Ven. *The Psychological Contract; a big deal?* 2004, p. 5, Table 4.

Based on that, Van de Ven (2004) argues, that whether the victim understands the source of the breach to be unwillingness or inability to comply has a tremendous impact on how breach is experienced and what victims do in response.

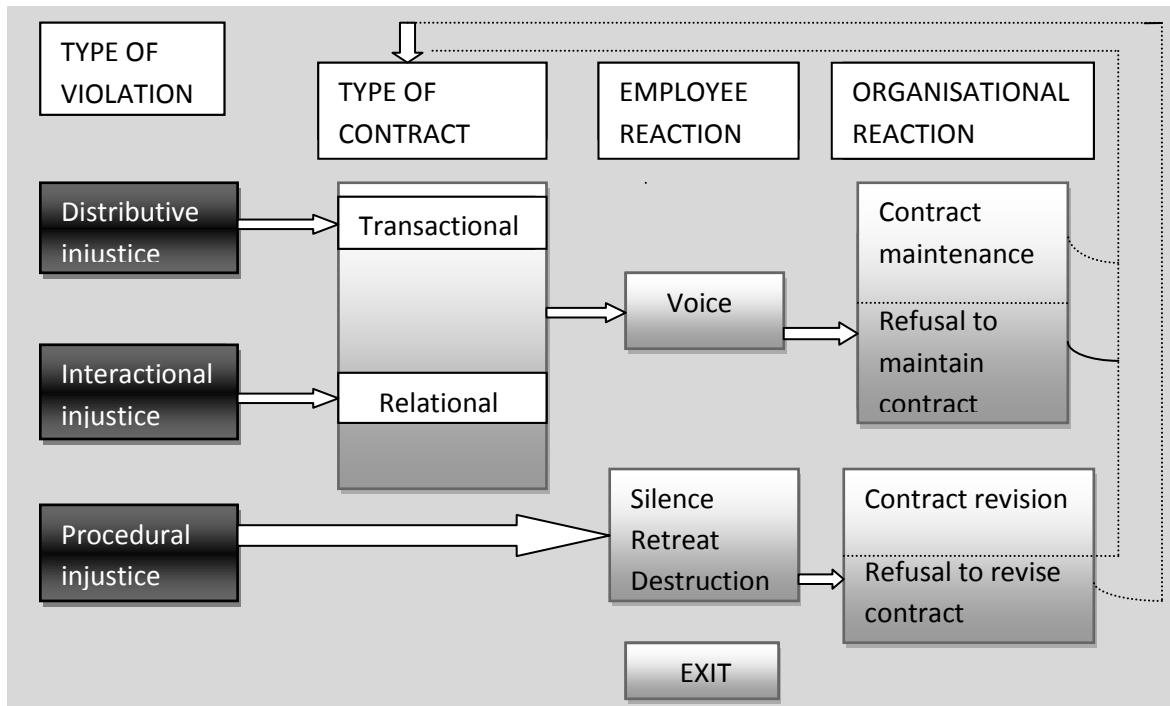
In addition, according to Morrison and Robinson (1997) the lack of fulfilment of aspects of the psychological contract will lead to a violation of the contract, with a change in attitudes and behaviour as a consequence. Also, a violation of the psychological contract may lead

to strong emotional reactions such as anger, resentment and a sense of injustice (Rousseau, 1989).

At this point it is important to clear the distinction between breach and violation of the psychological contract. Breach refers to the cognition than one's organisation has failed to meet one or more obligations within one's psychological contract in a manner commensurate with one's contributions (Robinson & Morrison, 2000). In addition, the common perception among employees that their psychological contracts have been breached may result from the fact that while the expectations that organisations have of their employees for hard work, loyalty and commitment are basically unchanged, the benefits exchanged for such contributions have changed (Maguire, 2003). A violation refers to the emotional and affective state that may under certain conditions follow from the belief that one's organisation has failed to adequately maintain the psychological contract (Robinson & Morrison, 2000).

Moreover, Maguire (2002) suggests there are five potential employee responses to contract violation: voice, silence, retreat, destruction and exit. The last four are referred to as state orientations in which employees attempt to survive the violation by lowering their own or their employer's, perceived obligations or by withdrawing from the employment relationship. Voice is on the other hand described as an action orientation in which an attempt is made to maintain and reinstate the psychological contract (Shore & Tetrick, 1994).

Figure 5. Representation of the response to violation of the psychological contract



Source: L. Shore & L. Terrick (1994). The psychological contract as an explanatory framework in the employment relationship. *Trends in Organisational Behaviour*, Vol 1, p. 103, Figure 7.2

As seen from Figure 5, the employee's response will in part be affected by the type of violation. Maguire (2002) argues that there are three types of violations:

- Distributive injustice, comprising unfulfilled transaction obligations that usually have specific monetisable outcomes (Maguire, 2002)
- Procedural injustice, comprising an assessment of the fairness of procedures through which outcomes have been allocated (Maguire, 2002)
- Interactional injustice, which assesses the interpersonal treatment received during implementation (Bies 1987)

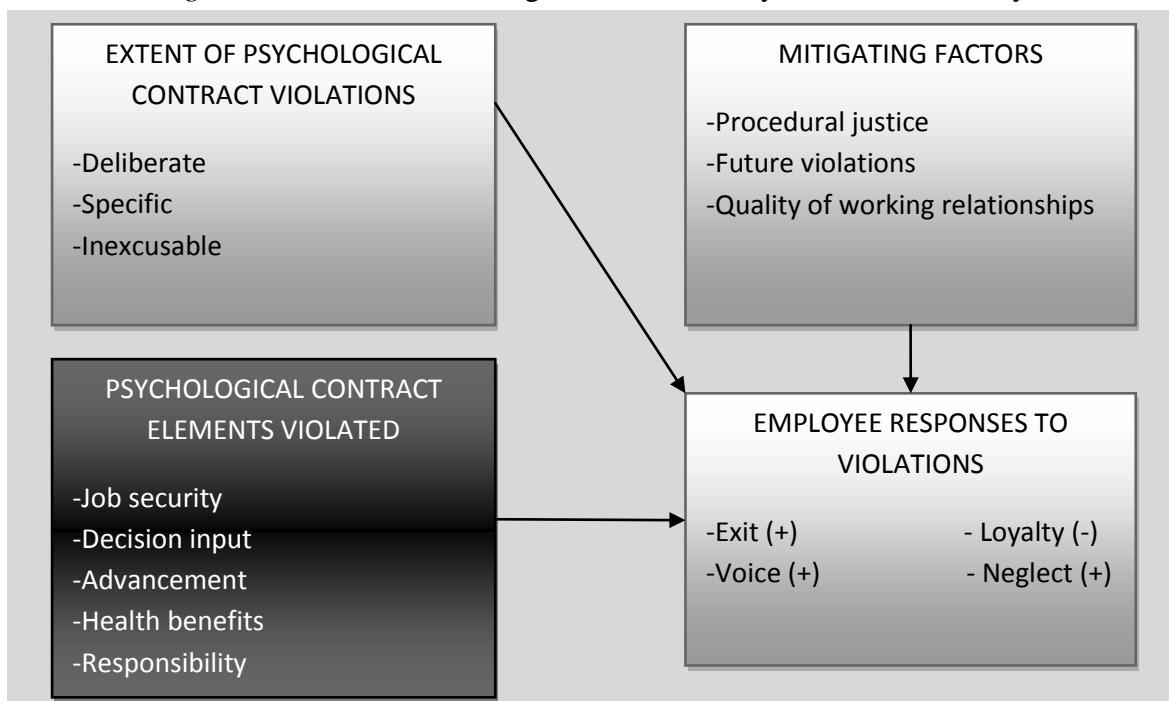
What is also important is that the employee's response to violation also depends on what kind of contract he/she has. Particularly whether the contract is relational or transactional in nature. Reactions to violations of short-term transactional contract may be less intense and more capable of revision, than violation of long-standing relational contract based on mutual trust (Robinson, Kraatz & Rousseau, 1994). According to Maguire (2003), there is a general agreement in the literature that violations of psychological contract are negatively related to trust, organisational citizenship behaviour, employee relational obligations and employee withdrawal behaviour, as well as to intentions to quit and other disaffections. Furthermore, how employees will respond to perceived violations will be in great deal according to Maguire (2003) influenced by: the type of violation, the size of discrepancy,

the degree of assessed organisational responsibility for the unmet obligations, the likelihood of future violations, positive working relationships with co-workers.

At this point it is necessary to mention there are two approaches that can be undertaken to determine how employees will respond to changes in psychological contract: content and situational approach. The first two are content approaches, whereas the remaining three are situational approaches. On one hand content approach posits that the type of violation will determine how employees will respond, on the other hand situational approach suggests that different situational variables play a crucial role in determining the employee's responses by modifying the relationships between violations of the psychological contract and employee's reactions (Turnley & Feldman, 1998).

An important issue that has to be pointed out is also the fact that, violation has its breaking point. Meaning employees react less negatively to changes in psychological contracts when they attribute the violations to legitimate, external events outside the organisations control (Turnley & Feldman, 1998). In that manner, Figure 6 shows those findings.

Figure 6. Model summarising results of Turnley and Feldman study



Source: W. Turnley & D. Fieldman (1998). Psychological contract violations during corporate restructuring, *Human Resource Management*, 37(1), 82

Furthermore, to minimise negativity employees may face when breach and/or violation of the psychological contract occurs, management or employers have to convince employees that (Maguire, 2003):

- obligations cannot be met because of compelling external environmental factors, and the organisation was compelled to introduce such change in order to survive (Maguire, 2003)
- procedures allocating the outcomes of such change were fair and open (Maguire, 2003)
- people involved in the change process were managed in a manner consistent with the notion of trust (Maguire, 2003)
- future violations were unlikely (Maguire, 2003)

Those four statements are important at the time when employees are being told there is no job security and no chance of promotion and that no job is safe from being reorganised or simply eliminated (Navran, 1994). Based on Maguire (2003), she argues that those reactions in such circumstances may include distrust resulting from the breach of implied promises, loss of morale and motivation, pessimism, powerlessness or vulnerability. Reactions like this can lead to dreadful consequences for organisations that are being downsized or restructured, due to the fact they need all the effort and commitment of available employees in order to survive in high competitive environment.

What is also relevant and important is that in times of change or crisis that we are facing today it is more and more unclear what organisations and employees owe one another. Mostly the reason is that traditional assumptions of job security and steady rewards in return for hard work and loyalty no longer exist in the time we currently are (Sims, 1994). Employees get the perception that hard work is no longer the protection of being redundant, so they are no longer prepared to fully attach and commit themselves to the organisations. In that context, David and Morrison (n.d) wrote an argument where they say: For organisation to change, people must change. For leaders to help people change they do not need to understand change, they need to understand people.

Furthermore, in times of change it is very hard to prevent breach and violation of psychological contracts. What is important is that after the psychological contract is broken, both employer and employees have to have in mind careful renegotiation has to take place. As written at alchemy for managers (AFM) web page, a repair of psychological contract can be done by adopting as many as possible and necessary set of following practices an employer has considered (AFM, 2013):

- Providing fair and transparent explanations and communications of sudden changes in policy or practice.
- Helping employees to understand more fully the nature of the business.
- Where possible, involving employees in controlling and/or managing any changes.
- Arranging outplacements to help people find new jobs or gain new skills.
- When possible avoid sudden and major surprises.
- Explain clearly why expectations may have been, or may have to be disappointed.

- Providing regular feedbacks, in both employee-employer and employer-employee directions.
- Seeking support and guidance for themselves from others inside and outside the organisation.

Based on Rousseau findings and taken from alchemy for manager's web-page, a four-stage strategy for renegotiating psychological contract is presented in Figure 7. It shows managers' or employers' role in personal contract damage limitations.

Figure 7. Strategy for renegotiating psychological contract



Source: Alchemy for managers, Psychological contact, 2013

If an employer is able and willing to renegotiate and fix the psychological contract and when an employee realises an employer is doing its best to fix psychological contract that was broken or violated, feelings of being valued are being established again. That increases trust which was once lost and now leads to positive outcomes for the organisation and the employee. Employees whose psychological contract was despite the violation or breach, renegotiated, have a higher propensity to believe that the organisation can be trusted and that the organisation is committed to them. That is fundamental to the whole employment experience, for employee as well as for employer (Robinson, 1996).

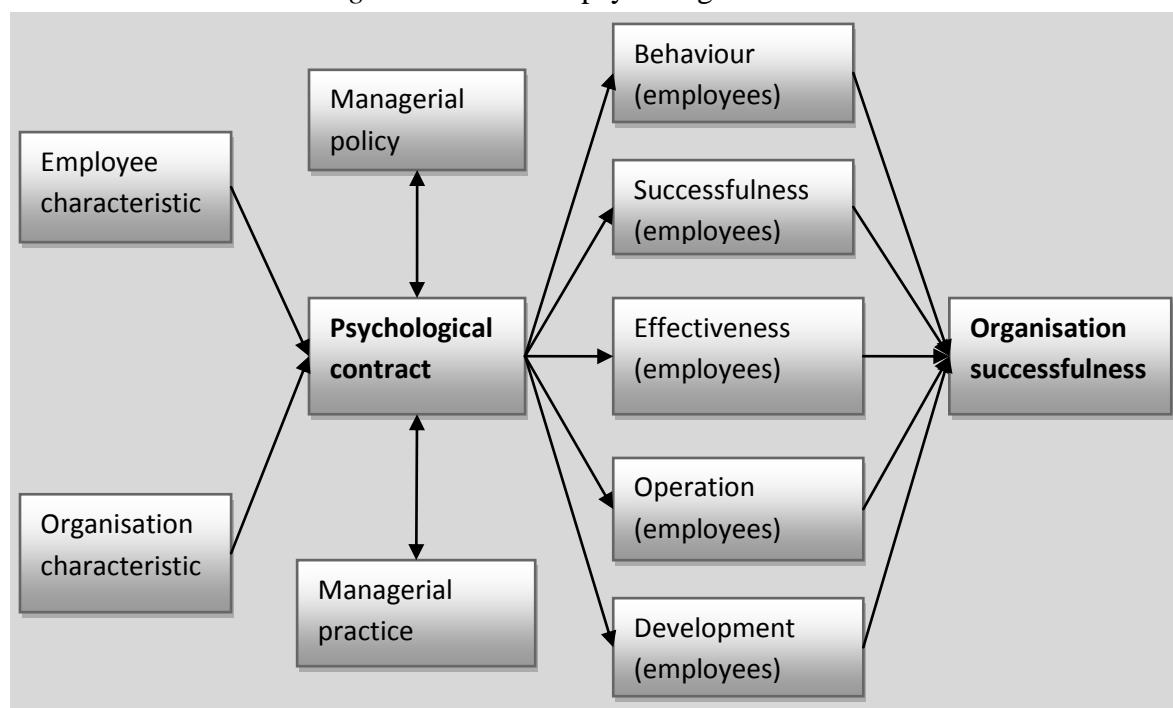
When an employee realises organisation or employer is committed to him/her, affective commitment will happen on his/her side as well. An affective commitment comes from feelings of involvement, shared values and identification and those three indicators then positively affects employees desire to remain with the organisation.

1.6 Positive effects and advantages of psychological contract

Main goals of organisations in the time we currently are, is to focus on enhancement and on development of their workforce. For employees, for being able to do their job as best as possible it is important they are familiarised with what they have to do for the organisation and in return, what organisation will do for them. Vice versa, an employer has to know what insurances and guarantees has to be made for employees and what an employer can expect from each individual.

On the basis of effective mutual collaboration and trust, an employer can then successfully guide and give directions to its employees. To be able to do so, psychological contract plays vital role, by optimising both employers and employees' viewpoints and final impact. Details, based on Mihalič (2007) are presented in Figure 8.

Figure 8. Effects of psychological contract



Source: R. Mihalic (2007). Uporabimo psihološko pogodbo zaposlenih, p.16

Based on Figure 8, it can be said, both managerial policy and managerial practice as well as employee's and organisation's characteristics influence psychological contract. State and form of the psychological contract is then seen in employees' successfulness and effectiveness, their operation and behaviour and is mainly based on mutual trust and agreement. Respecting and following the agreement, influences successfulness of a whole organisation, which is very much dependent on its employees as generators of a human capital. According to Mihalič (2007) this system of a psychological contract process,

works as a key element for achieving mutual goals and success, for development of employees and organisation as a whole.

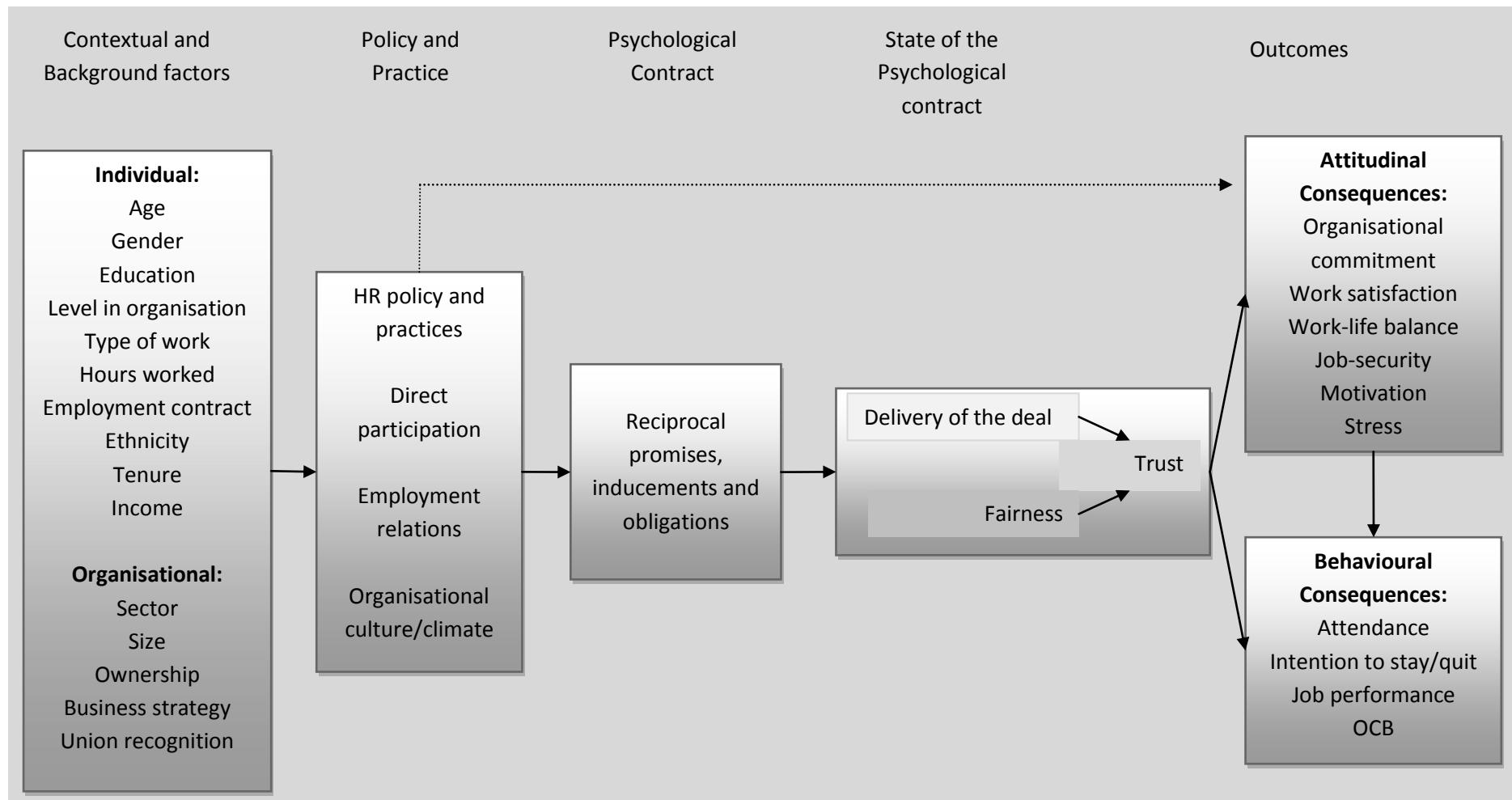
The psychological contract and its system offer many advantages for both employer and employees. Main advantages based on Mihalič (2007) are:

- Reducing risk for both employer and employee
- Criteria transparency for content agreement realisation
- Employee development based on its individual characteristics
- Increase of loyalty and affiliation of employees to the organisation
- Improvement in communication
- Improvement of relations
- Greater satisfaction
- Exact and thorough set of obligations and expectation
- Behaviour predictability in different (similar) situations
- Increase of employees social security
- Leadership establishment, based on employee individual needs
- Better employee development execution
- Better familiarity between each other
- Simplified management of changes
- Reducing of conflict situations
- Establishment of mutual trust

The psychological contract, its usage and introduction to the workplace influences employee's productivity, which leads to higher employers' and employees' satisfaction. Good relations, familiarity with obligation and expectations lead to a positive work atmosphere. By that, psychological contracts consequently influence on a higher rate of intellectual and financial capital and by that, influences efficiency and successfulness of individuals and organisations as whole (Mihalic, 2007).

An employment relationship as in a big picture context is also very well presented by Guest (2004b). He presents a framework, where five following areas are presented namely: contextual and background factors, policy and practice, psychological contract, state of the psychological contract, outcomes. In the following Figure 9, a framework for applying the psychological contract to the employment relationship is presented.

Figure 9. A framework for applying the psychological contract to the employment relationship



Source: D.E. Guest (2004b). The Psychology of the Employment Relationship: An Analysis Based on the Psychological Contract. *Applied Psychology: An International review*. 53(4), p.550,Figure

1.7 I-deals

When investigating psychological contract an issue that is coming up in recent years and is becoming more and more important is I-deals. It is connected with psychological contract due to the fact they both have to do with employment relationships and it can be said I-deals are even a step closer to the individualism.

I-deals or idiosyncratic employment arrangements are special terms of employment negotiated solely between individual workers and their employers that satisfy both parties' needs (Rousseau, Ho & Greenberg, 2006). It gives a worker some preferred employment condition while at the same time it helps the employer motivate, attract and retain a highly valued contributor (win-win situation). According to Williamson, Wachter and Harris (2007) idiosyncrasy is an extreme norm of nonhomogeneity, where significant job-specific skills and related task-specific knowledge is acquired. The reason why I-deals are becoming more and more important is due to four important factors: workplaces are getting smaller, flexibility and fragmentation is increasing, change is becoming urgent, interest in work-life balance is growing. Because of those changing circumstances Guest (2004b) argues a key challenge for the future will become, how to explore the employment relationship in setting where collective arrangements either do not exist, have decayed, or address only a minority of the workforce or a small part of what is considered important in the ongoing employer- employee relationship.

Continuing, deals that are happening in a workplace, and with that i-deals, can be divided into three groups (Rousseau, 2001; Rousseau, Ho & Greenberg, 2006).

- Standard deals; are those that apply to large groups of workers and may typically reflect either legislated employment rights or the negotiated product of collective agreements.
- Position-based deals; are those that apply by virtue of belonging to a distinct category in the organisation.
- Idiosyncratic deals; are those that are negotiated on an individual basis either at the point of joining an organisation or subsequently.
- Individually negotiated; i-deals differ from other arrangements of other individual's co-workers.
- Heterogeneous; i-deals are specially provided to that individual, differing from conditions created for other employees in similar positions or in the same workgroup.
- Benefiting both employer and employee; i-deals differ from other arrangements, in that they are predicated on an individual worker's value to his/her employer.
- Varied in scope; i-deals can vary from a single element in a larger standardized employment package to a completely idiosyncratic employment arrangements.

As pointed out already, i-deals can be negotiated either prior to employment or already once on the job. Rousseaus, Ho and Greenberg (2006) first occurrence refer to as ex ante i-deals, and second one to as ex post i-deals. At any time the negotiation happens, being able to negotiate idiosyncratic conditions, it is a sign of one's potential as a valued contributor. According to Hollander (1958) a valued contributor is someone worthy of special treatment and nowadays employers face pressure to attract highly valued workers by offering special employment conditions.

In this matter, it is important to know that professionals are very much more valued and capable of forming i-deals, as opposed to unskilled workers. At the same time, most capable (most likely) of having an i-deal, are job incumbents, due to having broader opportunities to shape their employment conditions and roles. Rousseau, Ho and Greenberg (2006) even argue that, by customizing at least some of job's duties and ways work is performed, original occupants of jobs tend to have more opportunities to suggest and bargain for idiosyncratic employment terms than occupants of jobs with longer histories. Consequently, also, it is more likely that i-deals that are proposed by workers, will be accepted in start up firm rather than in more established organisational settings and in small firms rather than in big organisations. The reason is that in organisations that exist for a long time already, issues like procedures, rules and norm have developed already, so there is no place for ad hoc options.

Yet another issue that needs to be emphasised when talking about i-deals, is the difference between the mentioned one and other person-specific employment practices. When mentioning person-specific employment practices two widely recognised forms of arrangements are favouritism or cronyism and unauthorised arrangements. In Table 8., differences between the three are presented.

Table 8. I-deals compared to other person-specific employment arrangements

Feature	I-Deals	Favouritism or Cronyism	Unauthorised Arrangements
Allocation	Negotiated by employees	Endowment to employees	Usurped by employees
Basis	Worker's value to the firm and personal need	Particular relationship	Rule breaking
Beneficiary	Employee and employers	Employee and powerful others (e.g. managers)	Employee only

table continues

continued

Feature	I-Deals	Favouritism or Cronyism	Unauthorised Arrangements
Co-worker consequences	Effects on perceptions depend on content, timing and process for creating i-deal	Reduces trust and perception of procedural and outcome fairness	Reduces legitimacy of organisational practices

Source: D. M. Rousseau, V.T. Ho, J. Greenberg. I-deals: Idiosyncratic terms in employment relationships. *Academy of Management Review*. 2006. p. 980, Table 1

Besides the obvious that is written in the table above, favouritism or cronyism can be explained that it occurs when/where a firm's agents (supervisor) favour certain workers over others based on relational factors. These arrangements are self-serving from the individual agent's perspective and are not necessarily beneficial to the firm (Rousseau, 2004). In addition, according to Rousseau, Ho and Greenberg (2006), these arrangements are predicated on connections rather than individual capabilities that add value to the organisation. On the other hand unauthorised arrangement is also person-specific employment practice, such as that in which a worker is permitted (unofficially), to take resource from his/her employer for personal use, without permission (Greenberg, 1996). Due to the manner that it harms the employer, those kinds of arrangements are not i-deals, because they serve individuals but not firms interests.

An issue that has to be pointed out when talking about i-deals, is also the reactions of the fellow co-workers. It is important, that i-deals are also from co-workers perspective perceived as legitimate. If not, meaning if co-workers sense someone is being favoured, then feeling of injustice arises and psychological contract is affected as well. According to Greenberg (1996), an i-deals nonstandard nature can lead other involved parties, such as co-workers, to question its fairness. Putting it differently, it is very much possible that co-workers will have different reactions to i-deals than the principals themselves. That is why, it is important that i-deals are never kept in silent, due to the fact co-workers will raise suspicion that something is being hidden. Arrangements' and informations' have to flow and be loud and clear, so all the parties included have the same information, and thus no unclarity or misunderstanding can take place in the organisation.

1.8 Hypotheses development

The following research hypotheses were derived from relevant sections of the literature review and were examined in my study (Appendix A, Appendix B).

Hypothesis 1

The hypothesis is based on the idea that organisation (in my case employer) has to be attractive in a way that it will have an influence on its employees. When psychological contracts are aligned and connected it means they attract each other and it means they have an influence on each other. Therefore the following hypothesis was conducted:

- Employers' psychological contract has an influence on employees' psychological contract.

Hypothesis 2

Type of employment is divided into permanent and temporary type. The hypothesis is based on the idea that one of the types will play greater role on the psychological contract direction than the other, due to the fact people (in Slovenia) are preferably employed on the permanent contract. Therefore the following hypothesis was conducted:

- Type of employment has an effect on psychological contract direction (positive/negative psychological contract).

Hypothesis 3

The hypothesis is based on the exchange fact. When and if exchange of any issue in the relationship is made (satisfaction in this matter) let it be positive or negative, it can be said that relationship will continue when mutual satisfaction takes place. Therefore the following hypothesis was conducted:

- Employers' satisfaction influences employees' satisfaction.

Hypothesis 4

When an employer is familiar with the meaning and consequently with the usage of a psychological contract, then benefits of implementation should be self-evident. The hypothesis is based on the predisposition that psychological contract is used as a human resource tool as a part of a human resource practice. Therefore the following hypothesis was conducted:

- Employers' familiarity with the concept of a psychological contract has an influence on his/her own psychological contract.

Hypothesis 5

When an employee is familiar with the meaning of a psychological contract, it has a predisposition to influence the orientation of psychological contract. The hypothesis is based on the idea that people always tend to interpret things that are known to them in rather more positive than negative way. Therefore the following hypothesis was conducted:

- Employees' familiarity with the concept of a psychological contract has an influence on his/her own psychological contract.

Hypothesis 6

The hypothesis is based on the predisposition of usage and implementation of a psychological contract in a human resource practice. When psychological contract is used in a working set, meaning it is implemented by an employer, an employee should be familiar with the concept. Therefore the following hypothesis was conducted:

- Employers' familiarity with the concept of a psychological contract has an influence on his/her employees' psychological contract.

Hypothesis 7

Hypotheses are based on the importance of a positive relationship that leads to a job satisfaction. Mutual relationship and by that feelings such as sympathy and empathy are preferences needed for successful relationship. Therefore the following hypotheses were conducted:

- Mutual relationship of an employer and employee has an influence on their job satisfaction.
- H7a: Mutual relationship of an employer and employee, based on obligation fulfilment (fulfilling obligations), has an influence on their job satisfaction.
- H7b: Mutual relationship of an employer and employee, based on promise consideration (considering promises), has an influence on their job satisfaction.

2 METHODOLOGY

The following chapter will outline the methodology and design that were used to either support or dispute the hypothesis stated in the previous chapter.

2.1 Research design

As stated, the aim of this thesis was to verify most of the conceptual studies that were made on the topic, due to that reason a descriptive analysis was made. A survey, using a pre-tested quantitative questionnaire was conducted. Questionnaire itself was formed on the basis of Rousseau's Psychological contract questionnaire (Appendix C), yet adapted to fit the specifics of this research. The examined sample was divided based on position in the organisation, meaning either position of employer or employee. Questionnaires were modified and adapted considering the position, yet still similar with the only difference of

one extra question for employees (employment type). Because of personal decision, background information (age, gender, occupation) was not included in the questionnaire. Decision lies in the limitation of the thesis, where this kind of data would not bring significant contribution to the meaning and to the goal of this thesis.

Due to that the whole research was based to identify which and how independent variables such as satisfaction, communication, obligation, fulfilment, trust, etc., have an influence on the psychological contract as a whole. Moreover, identifying familiarity with psychological contract and knowledge of psychological contract was also performed.

The assessment of the theory and its lack of connecting employers' and employees' psychological contracts gave me the opportunity to develop hypotheses that I was able to test by means of my questionnaire combined with the general literature.

Analyzed data were gathered by means of a questionnaire. Both employers and employees of different Slovene firms have answered the questionnaire. In addition, due to the research purposes, I have concentrated solely on the small firms where employees have only one employer/boss, or as they are named above "small sized personal businesses/firms". By doing so I was able to connect psychological contracts of both employers and employees. I have used a questionnaire that I conducted on the basis of a Rousseau's questionnaire.

Collected data were analysed by means of a SPSS programme. Since I have analyzed the relationship between one dependent and more independent variables, results have, beside other issues, showed if familiarity and usage of psychological contract does influence employment relationship. Data and results also showed influence of satisfaction, influence of employment type and so forth.

The analysis of the questionnaire have also provided more detailed insights on the specific psychological contract components, barriers that firms are facing in respect of psychological contract, and showed possible solutions that firm as a whole (employers and employees) can adopt. Furthermore, the research has demonstrated how current usage/non-usage of psychological contract operates, which gave valuable insight for potential recommendations.

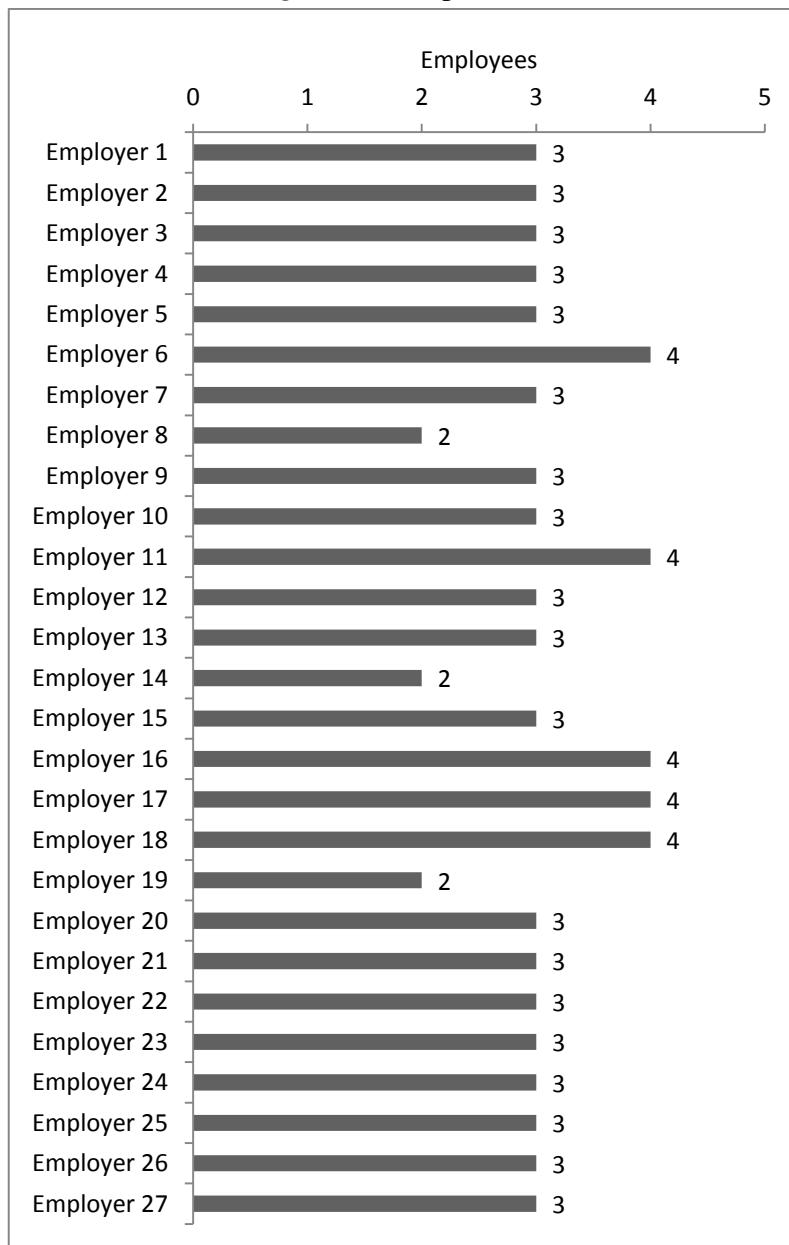
2.1.1 Research sample

A sample unit of analysis were employers and his/her employees of different Slovene firms. In addition, due to the research purposes, research was concentrated solely on the small firms where employees have only one employer/boss, or firms as they are called in the introduction of this thesis "small sized personal businesses/firms". The questionnaires were sent to the 27 firms, consequentially meaning the size of the sample was 27

employers and 83 employees. Average of employees per firm, consequently meaning per employer is 3,07. Out of 83 employees, 71 are employed on permanent contract and 12 are employed on temporary contract. In the following Figure 10 sample of relevance is presented. Due to limitations of the sample, all firms/organisations were pre-picked and pre-arrangements had to be done. A sample unit of respondents can be categorised as:

- Small sized personal businesses/firms, consequently
- Only one employer/boss with few employees, consequently
- Few employees with only one employer

Figure 10. Respondents



2.2 Research instrument and measures

Research was based on the questionnaires (Appendix A, Appendix B) which were divided into two sections.

For employers, the first section of the questionnaire included statements (which they had to evaluate on scale 1-5) of their employees relationship to them and statements of their relationship to the employees. In addition, satisfaction or contentment statements were included in the section. The second section included basic familiarity and knowledge of the psychological contract, where familiarity and usage were examined. For employees, structure of the questionnaire was similar, with one additional question for their employment type in the second section of the questionnaire.

As mentioned, psychological contract was assessed using Rousseau's Psychological contract questionnaire, but adapted to this research requirements and needs, meaning Rousseau's Psychological contract questionnaire was transformed to two separate yet similar questionnaires for both employer and employee. Primary Rousseau's questionnaire assesses:

- Psychological contract transition,
- Psychological contract fulfilment,
- Employer and employee obligations.

The questionnaire is divided into 3 parts. The first part is composed of 35 and 15 statements, the second part is composed of the same number of statements, whereas the third part is composed of 5 statements.

The questionnaire, or two types of questionnaires that were created and adopted to this research, on the other hand are more concentrated on assessment of:

- Psychological contract fulfilment,
- Employers' and employees' obligations,
- Familiarity and usage of psychological contract,
- Connection between the psychological contracts,
- Significance of mutual relationship.

The questionnaire used for employers is divided into 3 parts. The first part is composed of 11 and 15 statements, the second part is composed of 5 statements. The third part is made in a form of two questions (one yes/no question and one open type question). The questionnaire used for employees is similarly divided into 3 parts. The first part is composed of 15 and 15 statements, the second part is composed of 5 statements, whereas the third part has besides the two mentioned questions at the employers questionnaire, also an extra question for an employment type (A, B, C, D response).

A scale in the questionnaires used a fivepoint scale (1- not at all, 2- slightly, 3- somewhat, 4- moderately, 5- to a great extent). Time needed to complete the questionnaire was approximately 10 minutes.

The procedure of data gathering and the method that was used to collect data was "on paper-in hand" survey. It gives freedom and anonymity to the respondent, and there is no interviewer influence.

Method of a step-by-step procedure is described hereafter:

- a) Pre pick the firms/businesses
- b) Introduce the intention of the questionnaire, benefits to the firms/businesses
- c) Get addresses of the firms/businesses
- d) Send the questionnaires
- e) Call an employer and employees after a week and remind him/her to finish
- f) Gather data on excel

The purpose of research analysis was to gather the data that would determine:

- Employers psychological contract orientation
- Employees psychological contract orientation
- **Connection between the two**

- Meaning of psychological contract
- Usage of psychological contract
- Application of psychological contract to human resource practice

3 RESULTS

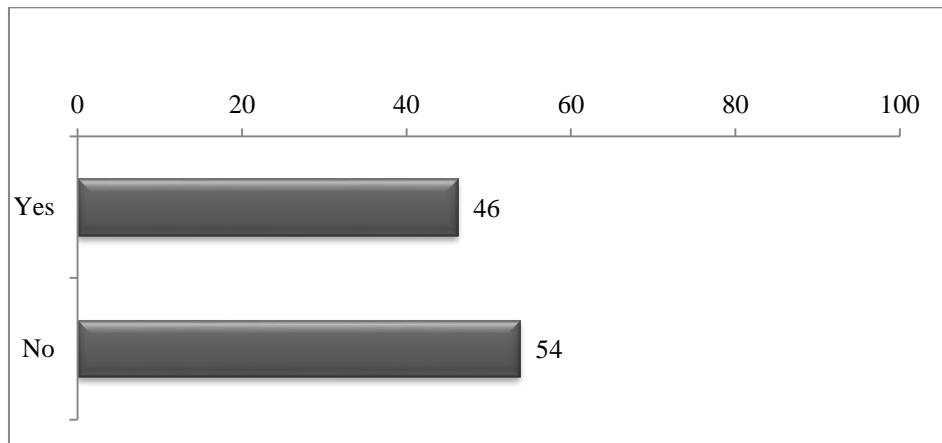
In this chapter, the statistical analysis, research results and interpretations will be presented.

3.1 Respondents recognition of the psychological contract

3.1.1 Employers' recognition of the psychological contract

In the following Figure 11 it can be seen if employers are familiar with the basic meaning of what Psychological contract is. Here the question offered only yes/no answer, to get the overall insight employers' familiarity with the concept of psychological contract.

Figure 11. Knowing the meaning of Psychological contract-employers' (in %)



Moreover Figure 11 and Table 8 clearly show that the concept for employers is vague, due to the fact only 12 (46%) of employers said they know the meaning of psychological contract.

Continuing Table 9 also shows that out of 27 employers 14 did not know the meaning and one employer did not answer the question.

Table 9. Do you know the meaning of the Psychological contract-employers'

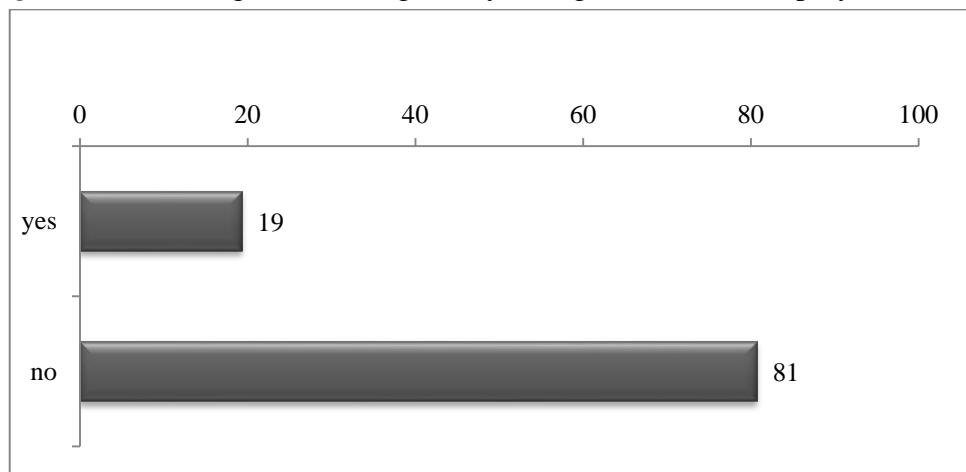
	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	12	44,4	46,2	46,2
Valid No	14	51,9	53,8	100
Total	26	96,3	100	
Missing answer	1	3,7		
Total	27	100		

What is even more interesting is that when employers answer the question about the application and usage of Psychological contract in their firm and how they would explain the meaning of psychological contract in their own words, data showed that out of 15 employers that have answered the question only 3 employers offered valid explanation of the meaning and 3 explained the meaning, but they offered the wrong explanation. Consequently, it shows that out of 27 employers and 15 that answered the question, only 3 employers are familiar with the meaning. Furthermore out of 15 employers, 7 employers said they do not use psychological contract at all and 2 said they use it in small extent, of which it can also be concluded they do not know the meaning of psychological contract, since they did not try to explain it in their own words.

3.1.2 Employees' recognition of the psychological contract

In addition to the above mentioned, where data were explained for employers, the same calculations and data analysis were made for employees. Figure 12 shows if employees know the meaning of Psychological contract.

Figure 12. Knowing the meaning of Psychological contract-employees' (in %)



It is obvious that the meaning of psychological contract is not known to most of the employees. Results show that as much as 81% of employees are not familiar with it. As seen in the Table 9, that means that out of 83 employees 67 do not know the meaning of psychological contract.

Table 10. Do you know the meaning of the psychological contract-employees'

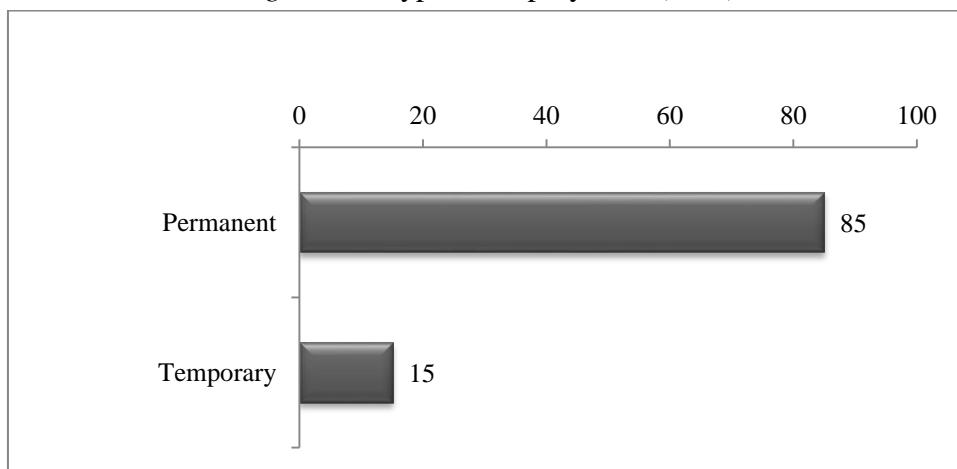
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	19,3	19,3	19,3
	No	67	80,7	80,7	100
	Total	83	100,0	100	

Regarding the same analysis as in the employers' section in the previous page, employees also answered the question about the application and usage of Psychological contract in their firm and how they would explain the meaning of psychological contract in their own words. Data showed that out of 34 employees that have answered the question again only 3 employees gave meaningful explanation and again 3 explained the meaning, but with no relevance to the correct psychological contract meaning. Here it can be summarised, that out of 83 employees and 34 that answered the question, only 3 employers are familiar with the meaning, which is even more disturbing and worrisome. Furthermore out of 34 employees, 11 employees said they do not use psychological contract at all and 2 said they use it in small extent. Again as well as for employers, it can be concluded for these 13

employees as well (11+2) they do not know the meaning of psychological contract, since they did not try to explain it in their own words.

In addition, the questionnaire for employees also contained the question about the type of employment. Results are shown in Figure 13, where they show that 85% of the employees are employed on permanent contract and 15% are employed on temporary contract.

Figure 13. Type of employment (in %)



3.2 Influence of employer's psychological contract on employee's psychological contract

In Hypothesis 1, I posited that employers' psychological contract will have an influence on employees' psychological contract.

Results support the Hypothesis.

Due to a huge sample, detailed analysis is presented in Appendix D. In the following Table 11 I present the findings in the way that it is seen when psychological contract of employer differes from the psychological contract of employees.

Table 11. Results to H1

FIRM	EMPLOYER	EMPLOYEES
1	+	+
2	-	-
3	-	-
4	+	+
5	+	+

table continues

continued

FIRM	EMPLOYER	EMPLOYEES
6	+	+
7	+	+
8	+	+
9	+	+
10	+	+
11	+	+
12	+	-
13	+	+
14	+	+
15	+	+
16	-	-
17	+	+
18	-	+
19	+	+
20	-	-
21	+	-
22	+	-
23	-	-
24	-	+
25	+	+
26	-	-
27	-	-

As seen in the table above, psychological contracts of employer and his/her employees are different in only 5 firms. So it can be said, that out of 27 firms that I have analysed, the psychological contract of employees is connected with the psychological contract of their employers in 81% of the time.

3.3 Effect of type of the employment on the psychological contract

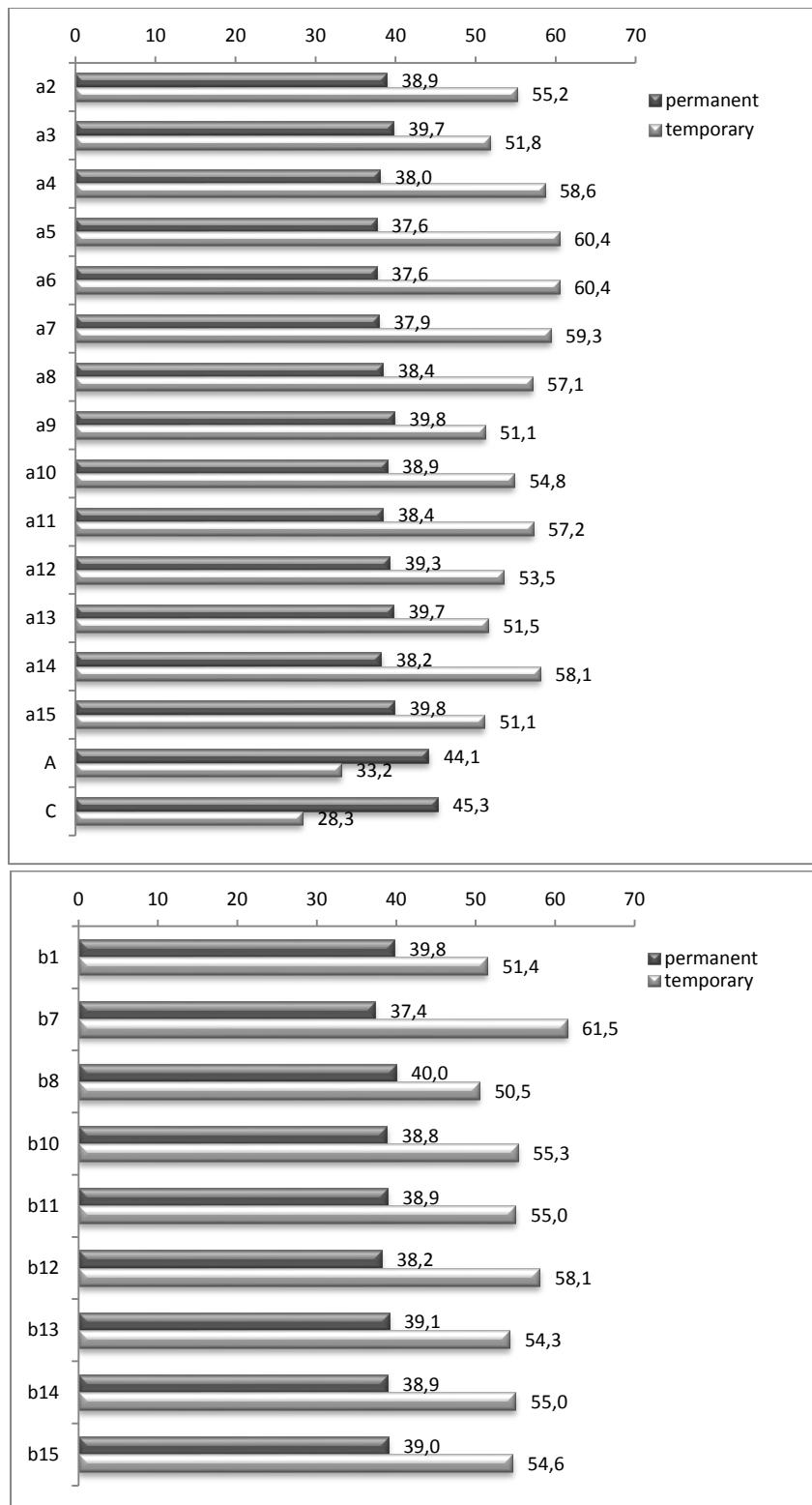
In Hypothesis 2, I posited that type of employment will have an effect on psychological contract direction (positive/negative psychological contract).

Results support the Hypothesis.

If the p-value is less than 0,10 then it implies there is a significant difference between the two variables at a 10% level. Majority of statements show significant difference at the 10% level between the permanent and temporary contract. Analysis from Appendix E, where statistical difference is relevant is presented in the following Figure 14.

It can be seen from the results that the psychological contract direction is more positive for employees that are employed on permanent contract type (lower value) rather than for employees that are employed on temporary contract type.

Figure 14. Average ranks to H2



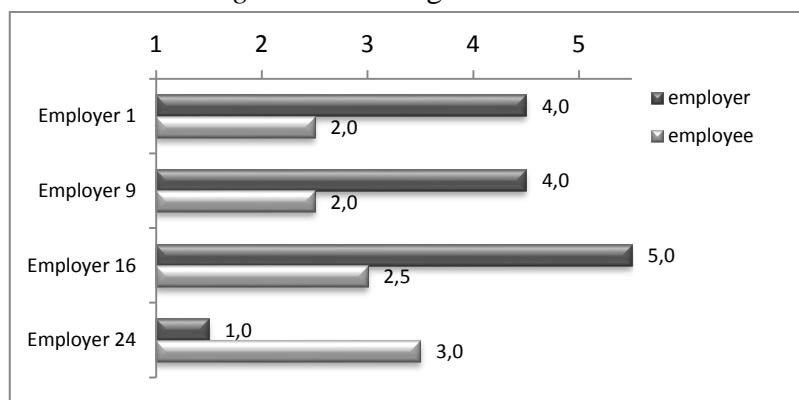
3.4 Influence of employer's satisfaction to employee's satisfaction

In Hypothesis 3, I posited that employers' satisfaction will influence employees' satisfaction.

Results support the Hypothesis.

It can be said that employers' satisfaction influence employees' satisfaction in the cases where there is no significant difference in satisfaction between the two. The analysis shows that is the case in majority of analysed data of relevance (Appendix F), where employers' satisfaction influences employees' satisfaction in 23 out of 27 or in 85% of cases. Here the exception is shown in four cases where there is a significant difference at the 10% level between employers' and employees' satisfaction. Statistical differences are presented in the Figure 15.

Figure 15. Average ranks to H3



In three cases, employers' satisfaction is greater than satisfaction of their employees, and in one case employers' satisfaction is lower than satisfaction of his/her employees.

3.5 Influence of employer's familiarity with the concept of a psychological contract on his own psychological contract

In Hypothesis 4, I posited that employers' familiarity with the concept of a psychological contract will have an influence on his/her own psychological contract.

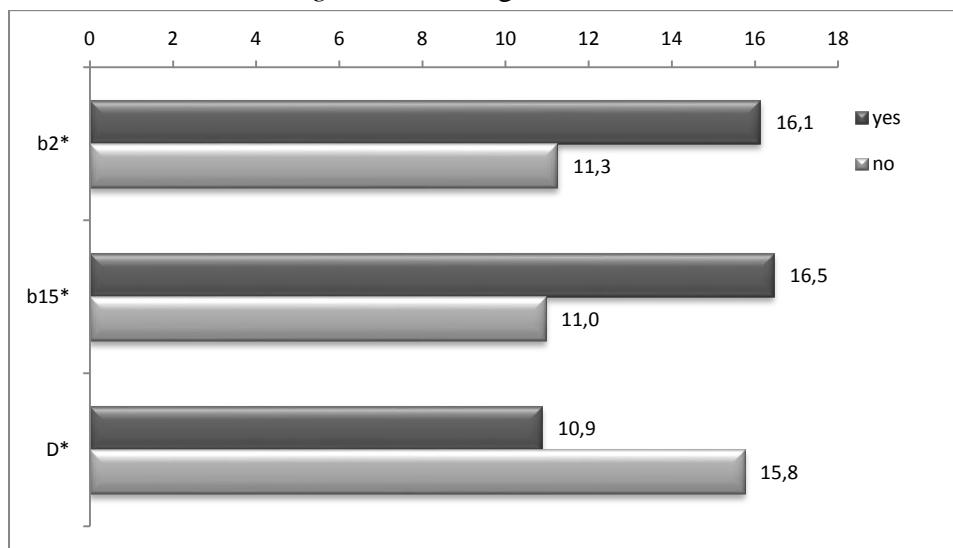
Results dispute the Hypothesis.

Mann-Whitney U test is used due to the fact the data are not normally distributed. When data are not normally distributed it is suitable to use median rather than arithmetic mean.

The positive psychological contract is in part 1(a) and part 2(b) of a questionnaire evaluated with lower ranks, at the third part (part A-D) positive psychological contract is evaluated with higher ranks. Statistical difference at the 0,10 level between the employers that are familiar with the meaning oppose to the employers that are not familiar with the

meaning is shown in three statements (Appendix G) and analysis are presented in Figure 16. With all the other statements there is no statistical difference between the employers that are familiar and between the employers that are not familiar with the psychological contract.

Figure 16. Average ranks to H4



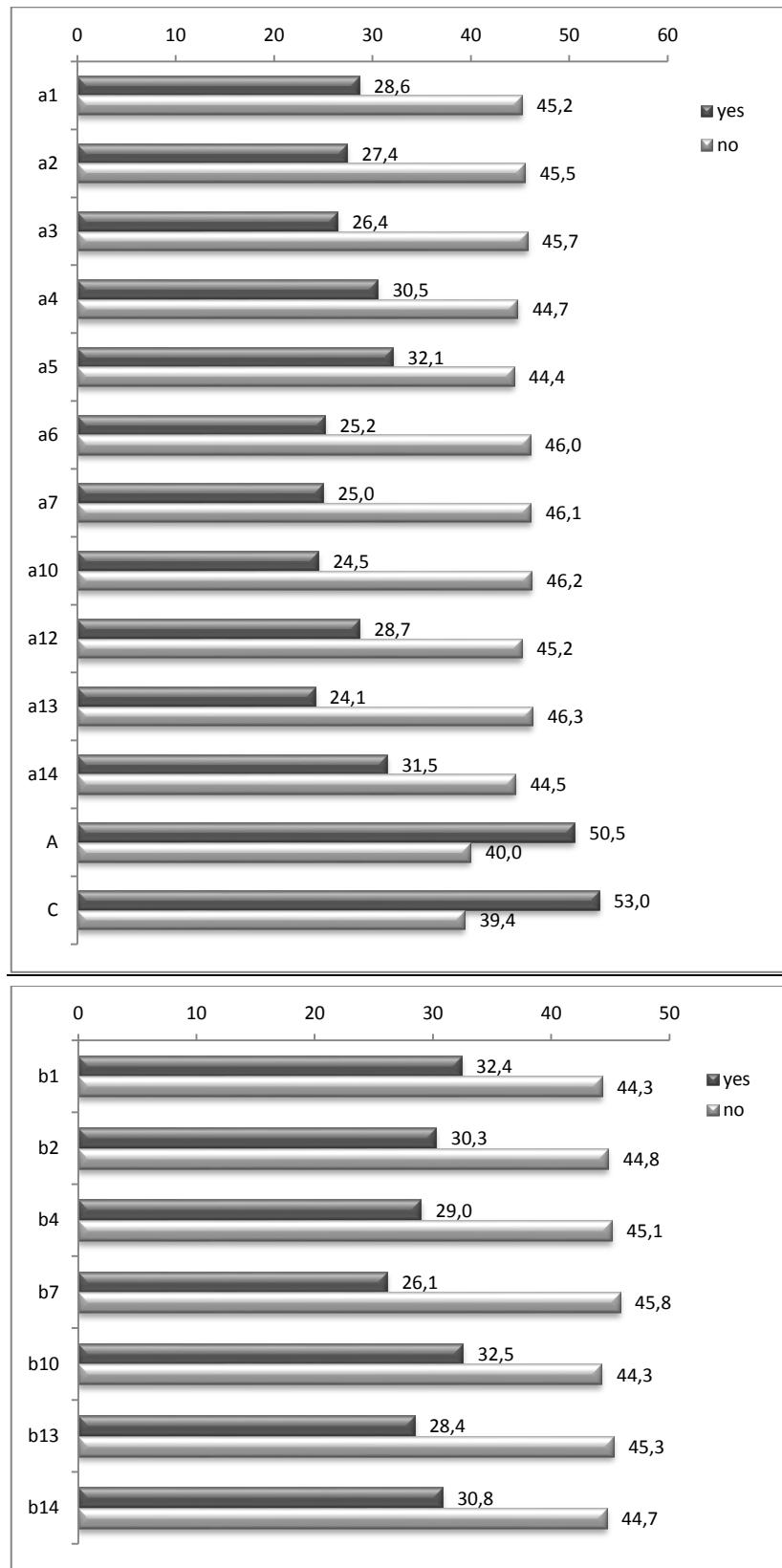
3.6 Influence of employee's familiarity with psychological contract on his own psychological contract

In Hypothesis 5, I posited that employees' familiarity with the concept of a psychological contract will have an influence on his/her own psychological contract.

Results support the Hypothesis.

The same as for the previous hypothesis (hypothesis 4) Mann- Whitney U test is used. Again, positive psychological contract is in part 1(a) and part 2(b) of a questionnaire evaluated with lower ranks, at the third part (part A-D) positive psychological contract is evaluated with higher ranks. Statistical difference at the 0,10 level between the employees that are familiar with the meaning oppose to the employees that are not familiar with the meaning is shown in more than half (59%) analysed factors (Appendix H) and presented in Figure 17. Moreover, the psychological contract is positive every time when an employee is familiar with psychological contract.

Figure 17. Average ranks to H5



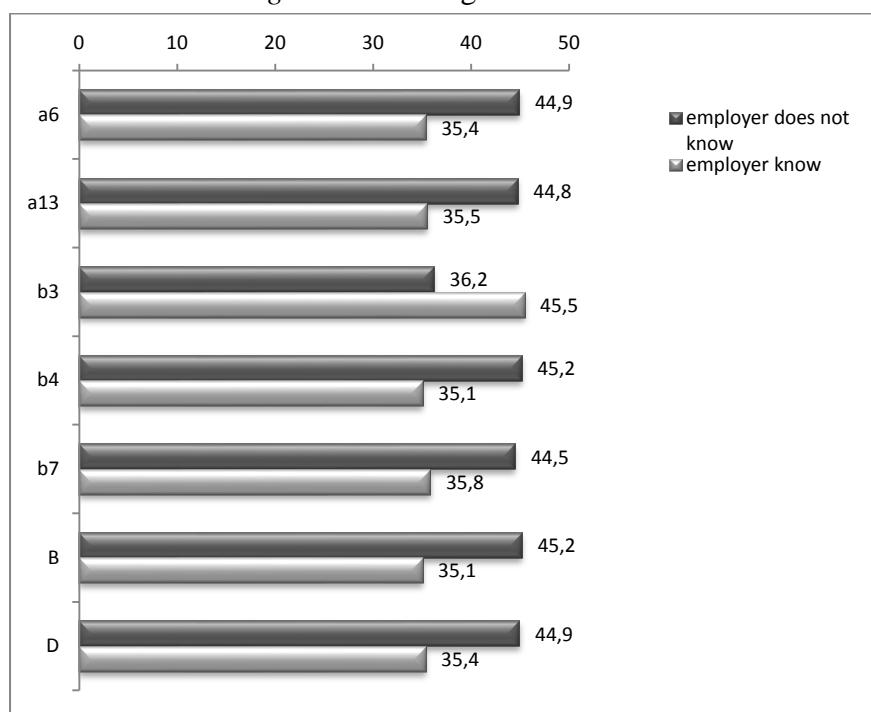
3.7 Influence of employer's familiarity with psychological contract on his employee's psychological contract

In Hypothesis 6, I posited that employers' familiarity with the concept of a psychological contract will have an influence on his/her employee's psychological contract.

Results dispute the Hypothesis.

Again as for previous two Hypothesis 4 and Hypothesis 5, Mann- Whitney U test is used. Evaluation of parts applies the same as well. Statistical difference at the 0,10 level between the employees whose employers are familiar with the meaning of a psychological contract oppose to the employees whose employers are not familiar with the meaning is shown in 21% of analysed factors (Appendix I). Significant statistical differences are presented in Figure 18.

Figure 18. Average ranks to H6



3.8 Influence of mutual relationship on job satisfaction

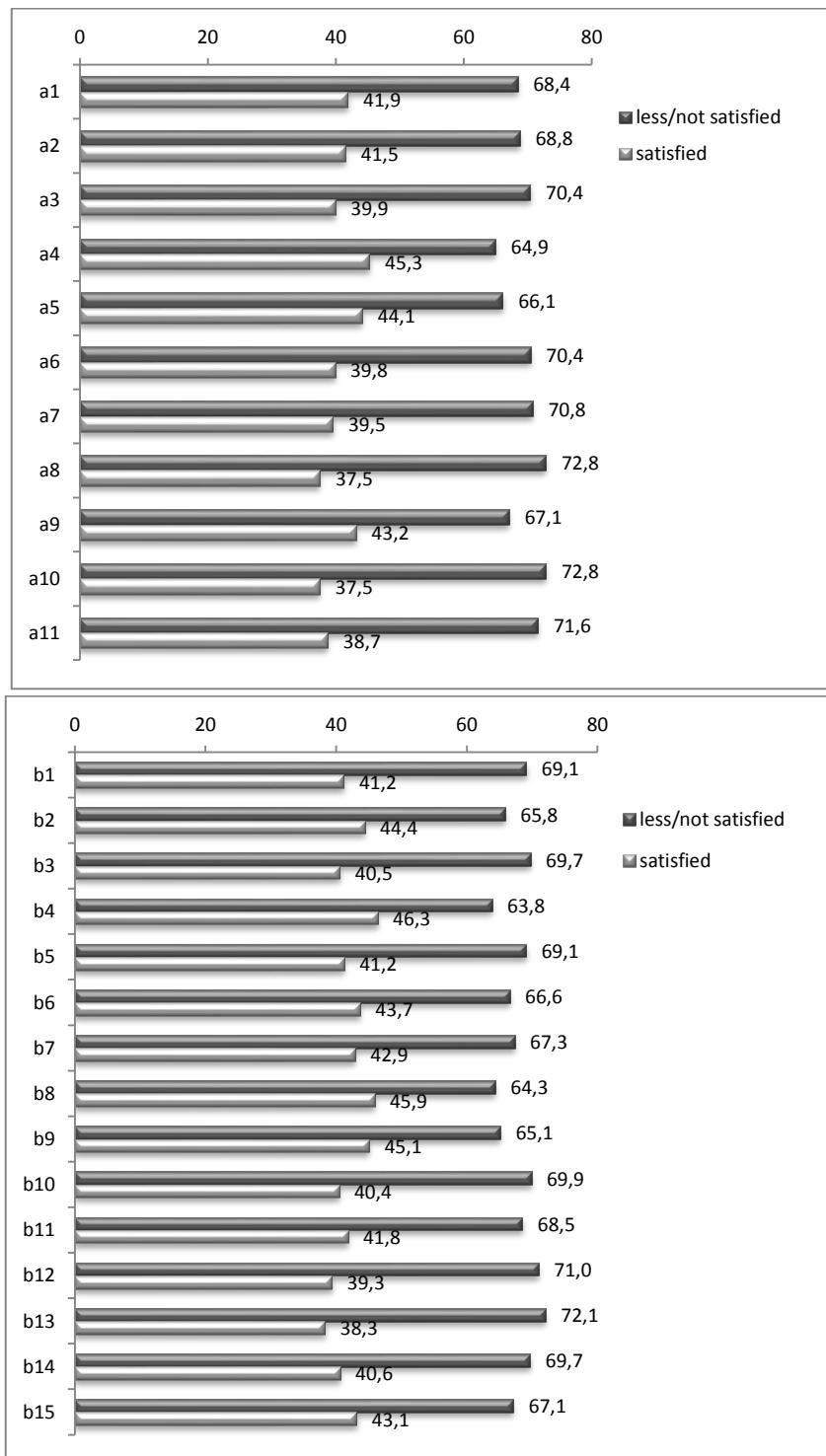
In Hypothesis 7, I posited that Mutual relationship of an employer and employee will have an influence on their job satisfaction.

Results support the Hypothesis.

Again as for previous hypotheses, Mann-Whitney U test is used. Evaluation of parts applies the same as well. For the purpose of this hypothesis analysis, statements in the

questionnaire and with it a fivepoint scale that was used, was re-coded from 1-3 into less/not satisfied and from 4-5 into satisfied. Statistical difference at the 0,10 level between higher and lower job satisfaction is shown in 87% of analysed factors (Appendix J). Moreover, with all statistical different analysed factors, mutual relationship between employer and employee is statistically higher with the ones who are satisfied with their job. Figure 19 presents all the statistically different ranks of statements.

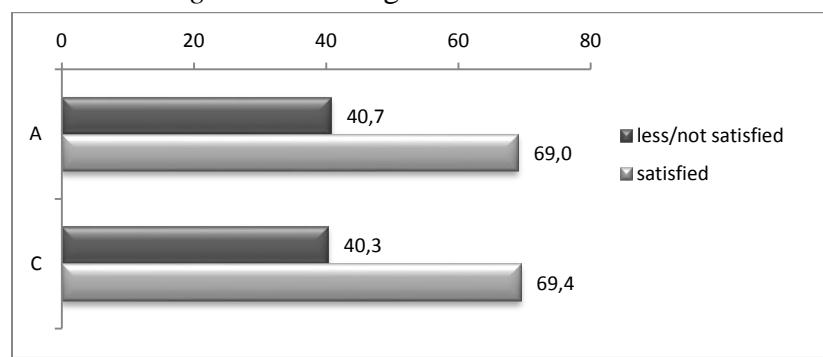
Figure 19. Average ranks to H7



- a) I posited that mutual relationship of an employer and employee, based on obligation fulfilment (fulfilling obligations), will have an influence on their job satisfaction.
 Results support the Hypothesis.

Again as for previous hypotheses, Mann-Whitney U test is used. For the purpose of this hypothesis relevant questions (A and C) were re-coded; 1-3 to less satisfied, 4-5 to satisfied. Positive psychological contract, consequently good relationship is evaluated with higher ranks. Statistical difference at the 0,10 level between higher and lower job satisfaction are shown in both analysed factors. Analyses are seen in the Figure 20 (Appendix K).

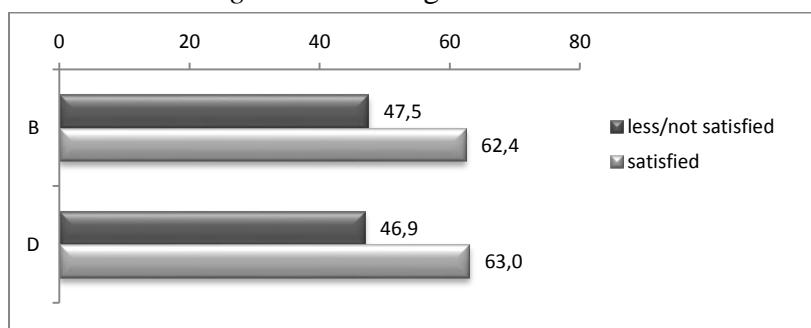
Figure 20. Average ranks to H7a



- b) I posited that mutual relationship of an employer and employee, based on promise consideration (considering promises), will have an influence on their job satisfaction.
 Results support the Hypothesis.

Again as for previous hypotheses, Mann-Whitney U test is used. For the purpose of this hypothesis relevant questions (B and D) were re-coded; 1-3 to less satisfied, 4-5 to satisfied. Positive psychological contract, consequently good relationship is evaluated with higher ranks. Statistical difference at the 0,10 level between higher and lower job satisfaction are shown in both analysed factors. Analyses are seen in the Figure 21 (Appendix L).

Figure 21. Average ranks to H7b



4 DISCUSSION

4.1 Interpretation of findings

The first hypothesis where I have tested, if employer's psychological contract has an influence on employee's psychological contract and was proven to be the correct hypothesis is well aligned with the theory as well. From the historic views and descriptions where authors described the importance of organisations to be attractive, I have proven in my research employers have to be attractive as well. To be attractive means to be attractive in a positive way. When and if employers are attractive, than psychological contract of employees working for him/her have positive psychological contract. As I have already mentioned in the beginning of this thesis, Kotter (1973) with his article gave guidance to ascertainment of how alignment and connection between the contracts does have an influence on both employer and employees. Despite his concentration on solely joining-up stage of employment, my research has proven his reasoning that it can be generalised on any stage of employment. Moreover, talking how a formal legal contract is a necessity between an employer and employee and how psychological contract between each other is the one responsible for success, we can also assume that if the psychological contract is positive, and the assumption that I have proven is correct, positive psychological contract and alignment between employers and employees bring success.

The second hypothesis where I have tested, if type of employment has an effect on psychological contract direction was as well proven to be the correct hypothesis. In my analysis due to sample unit I came to the conclusion that people on permanent type of employment have more positive psychological contract. Here, theory is aligned with my assumption that type of employment does have an influence on a psychological contract of an individual, but with one difference. A general trend around the world is showing that more and more people are employed on a temporary contract, where in Slovenia statistic shows that is not the case. Not only that, Guest (2004) also argues that psychological contract is much stronger for people that are on a temporary contract. Due to a difference in trends that are showing around the world and trend that is showing in Slovenia in my research and also aligned with a general trend of Slovenia, it can still be said the type of employment does have an influence on psychological contract but it is connected with the trend of the country.

The third hypothesis where I have tested if employers satisfaction influences employees satisfaction was proven as well and also aligned with the theory. Here Roechling (1996) describes the importance of the exchange between employer and employee to provide mutual satisfaction in order for the relationship to continue. My research has proven that if an employer is satisfied then most likely the employees are satisfied as well. Meaning mutual satisfaction has taken place in a relationship between the employer and employee.

Moreover, according to Schein (1965) satisfaction's key factor for mutual satisfaction is how well the expectations and consequently the expectations fulfilments are all matched. At the same time the theory also pays attention and warns of breach and violation of a psychological contract, where broken promises and failed commitments have very much a negative effect on mutual satisfaction and consequently on a satisfaction of an individual. Above all, usage and introduction of a psychological contract to employers and employees influences overall productivity as well and good productivity leads to a higher satisfaction of employer as well as employees.

The fourth hypothesis where I have tested if employers' familiarity with psychological contract has any influence on his/her own psychological contract, was one of the two hypotheses where results have disputed my hypothesis. This hypothesis and the one that was also disputed and will be describe in the sixth hypothesis description, can in great deal be connected. As it is known elsewhere in the world Psychological contract plays a big role in organisations and has become a standard practice tool of a human resource management, where as in Slovenia it does not yet play a significant role. This also confirms and has already been discussed in the beginning of this thesis, not a lot of research in the field of a psychological contract was made in Slovenia. Due to that it can be said this hypothesis was disputed due to the lack of theory and due to the lack of implication of the theory in Slovenian organisations that is not yet implemented on a day-to day basis. Because of that, employers are not even familiarised with the concept which consequently lead to the poor results that were presented above. Overall, if employers' knew the meaning and the concept of a psychological contract then influence would be seen as well. Furthermore, it can also be said the hypothesis was disproven because of small and specific business firms that were used as a sample in this thesis.

The fifth hypothesis where I have tested if employees' familiarity with psychological contract has any influence on his/her own psychological contract, was also proven and aligned with the theory. Analyses have shown that if employees are familiar with the concept and meaning of a psychological contract then their psychological contract will be positive. Due to the fact employees that were tasted in my sample mostly said they knew what the psychological contract was and in all of the cases where they said they knew the meaning, their psychological contract was positive. That is why we can argue that if employees are familiar with the concept then they will have a positive psychological contract as well. Here, the theory of Rousseau and Grelle (1994) came into place, where they argue that if employees are not familiar with definition, they will tend to fill undefined conditions with their own interpretation of psychological contract, which leads to a discrepancy between employer and employees. Furthermore also Maguire (2003) argues, when employees seek for information, when they interpret data, when they integrate in communication meaning they are interpreting information on their own, which lead to formation of either positive or negative psychological contract.

The sixth hypothesis where I have tested if employers' familiarity with psychological contract has an influence on his/her employees is the second hypothesis that was disputed and is, as I have already mentioned, connected with the theory which was used for the forth hypothesis as well. Because employers in Slovenia are not using psychological contract as a human resource practice, this results in the fact that their familiarity with psychological contract (unfamiliarity) does not have any influence on their employees' psychological contracts. CIPD (2010) stated that usage and familiarity of a psychological contract in a working set, helps employers to effectively incorporate any changes, policies and practices they want to implement and undertake into management process.

The seventh hypothesis was divided into one main and two "sub hypotheses". I have emphasised the importance of mutual relationship in relation to job satisfaction in all three, and all three were supported. With the main one, I have tested if mutual relationship of an employer and employee has an influence on their job satisfaction. With the first sub hypothesis, I have tested if mutual relationship of an employer and employee based on obligation fulfilment has an influence on their job satisfaction. With the second sub hypothesis, I have tested if mutual relationship of an employer and employee, based also on the promise consideration has an influence on their job satisfaction. All three hypotheses are aligned with the theory. Cullinane and Dundon (2006) stated that sympathy, empathy, good working atmosphere and knowledge of a human nature are all the preferences that are needed for successful employment outcome and positive relationship. Described by Dietz (2009) in the time of uncertainty, obligations needs to be fulfilled from both sides as much as possible, and promises needs to be at least considered, if not possible to realise them, from both sides as well. By realising that, mutual relationship between employer and employee is stronger, that in the end leads to higher job satisfaction. At this point both fulfilment and consideration of any work related aspect is important. If not, the psychological contract will be less and less positive, emotional reactions will allure, resentment and feeling of injustice will happen, which in the end leads to violation and breach of an individual's psychological contract.

4.2 Contributions

As a contribution of this thesis to the theoretical part, few things have to be brought up. One of the most important contributions is definitely that the psychological contract is considered to be important and treated in that manner from both sides- employers and employees. Not only that both employers' and employee' psychological contract are being examined, the connection between the two is being established as well. In that account, both Slovene and International researchers will be able to use the findings and integrate them in future studies. What is also important for Slovenia is that this thesis is one of the few researches based on psychological contract generally, which I hope will give eagerness and opportunity for future developers to investigate this topic.

A practical contribution that has to be brought up is mainly attributed to the fact, that all the firms that I have analysed, were extremely eager to hear about their results. Not only that, in few of the analysed firms, I was already invited to present the topic, to interpret the results and to give practical advices as to how psychological contract of each individual can be improved. To that account I think the practical contribution of this thesis can be to give guidance and familiarise firms with psychological contract, from implementation to usage.

As a less favourable contribution of this thesis would be the type of the firms that were used for the analysis. On one hand it can be said this is a shortcoming, due to the fact it cannot be extrapolated across all organisations. But, on the other hand it can be said it is a starting point of something fresh in a human resource management, a new tool to investigate employment and to minimise the gap in an employer-employee relationship.

4.3 Limitations and Recommendations

For the purpose of the future study and research, the following limitations and recommendations of this thesis should be considered:

- a) The research was focused on small sized business firms, with only one employer, so it cannot give a clear perspective for organisations of all types. In general research and its findings can be used for the organisations of the type as in this research, where as further and more extensive examination has to be made to be able to adopt the findings to any given or any desired organisation.
- b) The research is limited to the country where the meaning of psychological contract is not yet familiar to most of the people. If people at least knew the meaning, then results would probably be all in favour of the theory and statistical analysis would show stronger differences.
- c) The research is limited to the number of employees, where average number of employees per employer is 3,08. Due to overall data not being normally distributed, instead of arithmetic mean, median was used. Here the limitation is that with three respondents median is always the middle number.
- d) Further limitation is based on the type of employment and connection to the psychological contract. The percentage contribution across permanent and temporary contract workers was not the same so it makes it difficult to compare results equally.

Based on the limitations it is recommended that further research includes organisations of any type, that research is not limited to one country only (maybe EU), bigger sample of employees and that research analyses equal number of workers employed on permanent and temporary type.

The research findings of this thesis, despite some limitations, can still be used to give guidance to firms and organisations and to help them understand the importance of

psychological contract and its usage. Organisations can use psychological contract as a human resource tool, if not on the entire level, surely on department levels.

5 CONCLUSION

Based on the literature review, to some extent, prior conceptual studies were performed on the relationship between employer and employee in connection with the psychological contract. To some extent because psychological contracts were never before (or only negligibly) examined and connected in the way they are in this thesis. Meaning both employers' and employees' psychological contract are treated as being interdependent, whereas previous studies have either concentrated on employers (managers) or employees separately.

In the first chapter of this thesis, literature review outlined some historical facts of psychological contract, with the goal of bringing the reader closer to the present time. The first chapter also touches upon issues of adoption, progress and development of the psychological contract. Moreover, it also outlines the meaning of breach and violation, positive effects and advantages and advantages of using psychological contract, meaning of I-deals and finally development of the hypotheses.

The second chapter of this thesis deals with the Methodology, where research design and research measures are discussed exhaustively. Also, the research sample of the thesis is presented and discussed in this chapter.

The third chapter contains the Results. At the beginning of the chapter, a recognition of the psychological contract of both employer and employee is discussed. Further on in the chapter, seven hypotheses are presented and separately discussed. All results of the individual hypothesis are either presented in a table or in a figure.

The fourth chapter contains the Discussion. Starting with the interpretation of the findings, which are based on empirical data that support (or dispute) used conceptual studies. Above all, findings contribute to understanding of psychological contract, to connection of employers and employee's psychological contract, to presentation of importance of psychological contract and to advantages of using psychological contract. Moreover, the chapter also outlines the contributions and touches upon limitations as well as recommendations.

As presented and as proven in this thesis, it can be concluded that there is a great importance of connection between the employers' and employees' psychological contract so this thesis could play an important role in a future development of the psychological contract in academic circles as well as in the business world.

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APPENDIXES

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Appendix A: Rousseau's Questionnaire

Consider your relationship with your current employer. To what extent has your employer made the following commitment or obligation to you? Please answer each question using the following scale:

1 Not at all	2 Slightly	3 Somewhat	4 Moderately	5 To a great extent
-----------------	---------------	---------------	-----------------	------------------------

__(1) Employment for a specific or limited time	__(8) Makes no commitments to retain me in the future	__(15) Short-term employment	__(22) Makes no commitment to retain me in the future	__(29) It can terminate my employment at any time
__(2) Concerns for my personal welfare	__(9) Sacrifice short-term organizational interests for employee interests	__(16) Be responsive to employee concerns and well-being	__(23) Makes decisions with my interests in mind	__(30) Concern for my long-term well-being
__(3) Pay me only for specific duties I perform	__(10) Limited involvement in the organization	__(17) Training me only for my current job	__(24) A job limited to specific, well-defined responsibilities	__(31) Require me to do only limited duties I was hired to perform
__(4) Support me to attain the highest possible levels of performance	__(11) Help me to respond to ever greater industry standards	__(18) Support me in meeting increasingly higher goals	__(25) Frequently changing what it demands of me in response to market pressures	__(32) Set ever more difficult and challenging performance goals for me
__(5) Skill development that increases my value to the firm	__(12) Developmental opportunities within this firm for me	__(19) Advancement within the firm	__(26) Exposure and visibility inside the firm	__(33) Opportunities for promotion
__(6) Help me develop externally marketable skills	__(13) Develop my visibility outside the firm	__(20) Job assignments that enhance my external marketability	__(27) Potential job opportunities outside the firm	__(34) Contracts that create employment opportunities elsewhere
__(7) Secure employment	__(14) Stable wages over time	__(21) Wages and benefits I can count on	__(28) Steady employment	__(35) Stable benefits for employees' families

To what extent do the items below describe your employers' relationship to you? Please answer the question using the following scale:

1 Not at all	2 Slightly	3 Somewhat	4 Moderately	5 To a great extent
-----------------	---------------	---------------	-----------------	------------------------

__(1) Withholds information from me	__(4) Doesn't trust me	__(7) Introduces changes without involving me	__(10) Doesn't share important information with me	__(13) Distrusts its employees
__(2) Difficult to know what its relations are to me at present	__(5) Difficult to predict future direction of its relations with me	__(8) An uncertain future regarding its relations with me	__(11) Uncertainty regarding its commitments to employees	__(14) Uncertainty regarding its commitments to me
__(3) Demands more from me while giving me less in return	__(6) Promises less and less over time	__(9) Decreased benefits in the next few years	__(12) Stagnant or reduced wages the longer I work here	__(15) More and more work for less pay

To what extent have you made the following commitment or obligation to your employer? Please answer each question using the following scale:

1 Not at all	2 Slightly	3 Somewhat	4 Moderately	5 To a great extent
-----------------	---------------	---------------	-----------------	------------------------

__(1) Quit whenever I want	__(8) I have no future obligations to this employer	__(15) Leave at any time I choose	__(22) Work here for a limited time only	__(29) I have made few commitments to this employer regarding the future
__(2) Be loyal to the organization	__(9) Make personal sacrifices for this organization	__(16) Take the organisations' concerns personally	__(23) Protect this organization's image	__(30) Commit myself personally to this organization
__(3) Perform only required tasks	__(10) Perform only specific duties for which I am compensated	__(17) Do only what I am paid to do	__(24) Fulfil limited number of responsibilities	__(31) Only perform specific duties I agreed to when hired
__(4) Accept increasingly challenging performance standards	__(11) Take personal responsibility for making the organization more successful	__(18) Accept frequent changes in performance demands	__(25) Respond positively to dynamic performance requirements	__(32) Continuously exceed my formal accountabilities
__(5) Seek out assignments that enhance my value to this employer	__(12) Build contracts inside the organization that increase my knowledge base	__(19) Build skills to increase my value to this organization	__(26) Make myself increasingly valuable to my employer	__(33) Actively seek internal opportunities for training and development
__(6) Build contacts outside this firm that enhance my career potential	__(13) Continuously work to enhance my marketability	__(20) Increase my visibility to potential employers outside the firm	__(27) Build skills to increase my future employment opportunities	__(34) Seek out assignments that enhance my employability
__(7) Remain with this organization indefinitely	__(14) Not look for a job elsewhere	__(21) Do what it takes to keep my job	__(28) Be a steady employee	__(35) Make no plans to work anywhere else

To what extent do the items below describe your relationship with your employer? Please answer the question using the following scale:

1 Not at all	2 Slightly	3 Somewhat	4 Moderately	5 To a great extent
-----------------	---------------	---------------	-----------------	------------------------

__(1) I cannot believe what this employer tells me	__(4) I expect little from this employer	__(7) I have no trust in this employer	__(10) A gap exists between my employer's promises and what it delivers	__(13) Inconsistency exists between what this employer says and does
__(2) I am uncertain what my obligations are to this employer	__(5) It's difficult for me to predict the future of this relationship	__(8) I cannot anticipate what my future relationship with this employer will be	__(11) It's difficult to anticipate my future commitments	__(14) My commitments to this employer are uncertain
__(3) My job security is diminishing over time	__(6) I'm getting less pay for more work	__(9) I'm doing more for less	__(12) I expect less from this employer tomorrow than I receive today	__(15) I expect increasing demands from this employer for little return

Please answer the following questions using this scale:

1	2	3	4	5
Not at all	Slightly	Somewhat	Moderately	To a great extent

- A) Overall, how well does your employer fulfil its commitments to you?
- B) Overall, how well have you fulfilled your commitments to your employer?
- C) In general, how well does your employer live up to its promises?
- D) In general, how well do you live up to your promises to your employer?
- E) Overall, how satisfied are you in your job (Circle best answer)



To what extent do you believe the commitments your employer has made to you are the responsibility of the following:

- A) Your co-workers/ work group
- B) Your boss/ manager
- C) Senior management
- D) The organization generally
- E) Other(s)?
(Whom?)_____

Appendix B: Slovene Questionnaire for Employers

Spoštovani!

Moje ime je Ajda Biber. Sem absolventka Ekonomsko fakultete v Ljubljani in sicer rednega magistrskega programa Poslovodenje in Organizacija- smer marketing. V svojo magistrsko nalogu z naslovom VPLIV PSIHOLOŠKE POGODEBE¹ NA IZID DELOVNEGA RAZMERJA: PRIMERJAVA STALIŠČ DELODAJALCEV IN DELOJEMALCEV (THE INFLUENCE OF A PSYCHOLOGICAL CONTRACT ON THE EMPLOYMENT OUTCOME : COMPARING EMPLOYEES' AND EMPLOYERS' VIEWS), sem vključila tudi raziskavo v kateri sodelujejo podjetja z izključno le enim nadrejenim. Anketa se razlikuje v tem kdo je anketiranec, ali je to nadrejeni ali podrejeni. Rezultati bodo omogočili primerjavo njihove psihološke pogodbe. Z anketo želim pridobiti vpogled v medsebojni odnos nadrejenega-podrejenega. Namen magistrske naloge je, ugotoviti v kolikšni meri psihološka pogodba, njeno poznavanje in uporaba, vplivajo na delovno razmerje. Prav tako ima naloga cilj, da se koncept psihološke pogodbe približa delodajalcem in delojemalcem oziroma na splošno organizacijam, da bo koncept postal uporaben v vsakodnevni praksi v povezavi s človeškimi viri.

Rezultati ankete bodo predstavljeni v obliki povzetka v magistrski nalogi. Vaša osebna anonimnost ter anonimnost podjetja je v celoti zagotovljena. Vprašalnike bom obdelovala sama, podjetju pa bodo na voljo le interpretacije skupno zbranih podatkov. Prav tako posameznih imen podjetij v nalogi ne bom izpostavila.

Lepo vas prosim za čim večji odziv, saj verjamem, da bo več izpolnjenih vprašalnikov vplivalo na realnejošo sliko raziskovalnega področja. S tem boste tudi vi pripomogli k pozitivni pridobitvi na samem področju medsebojnih odnosov in posledično k samem izboljšanju sodelovanja pri poslovanju.

Za vaš čas in sodelovanje pri anketi, se vam že v naprej najlepše zahvaljujem in vas lepo pozdravljam!

Ajda Biber

Do kolikšne mere spodnje postavke opisujejo odnos vaših podrejenih do vas. Prosim ovrednotite vsako vprašanje z uporabo naslednje lestvice: (odgovor napisite na črtico pred vprašanjem)

1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
---------------	-----------	-------------------	-------------	----------------

__(1) Z menoj ne delijo informacij za katere vedo , da so zame pomembne	__(4) Mi ne zaupajo	__(7) Izvajajo spremembe brez moje odobritve	__(10) Negotovost v povezavi z njihovimi obveznostmi do mene
__(2) S težavo rečem kakšen je njihov trenutni odnos	__(5) Težko predvidim kako vidijo prihodne smernice našega odnosa	__(8) Negotova prihodnost povezana z njihovim odnosom do mene	__(11) So nezaupljivi
__(3) Od mene zahtevajo več kot dobim v zameno	__(6) Izpolnjujejo vse manj stvari	__(9) Z menoj ne delijo pomembnih informacij	

¹ Psihološka pogodba je pogodba individualnih prepričanj, potencialnih priložnosti in skupnih obveznosti v medsebojnih odnosih. Ni formalno zapisana, vendar se oblikuje v glavi vsakega posameznika.

Do kolikšne mere spodnje postavke opisujejo vaš odnos do podrejenih. Prosim ovrednotite vsako vprašanje z uporabo naslednje lestvice: (odgovor napisite na črtico pred vprašanjem)

1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
---------------	-----------	-------------------	-------------	----------------

__(1) Kar mi povedo jim ne morem verjeti	__(4) Od njih pričakujem malo	__(7) V njih nimam zaupanja	__(10) Med njihovimi obljudbami in izpolnitvami je velika razlika	__(13) Veliko je nedoslednosti med njihovimi besedami in dejanji
__(2) Nisem prepričan katere so moje obveznosti do njih	__(5) Težko napovem prihodnost našega razmerja	__(8) Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	__(11) Težko je predvideti mojo obvezanost v prihodnosti	__(14) Moja obvezanost do njih je negotova
__(3) Njihova varnost službe se zmanjšuje	__(6) Dobivajo manjšo plačo za več dela	__(9) Delajo več za manj	__(12) Od njih jutri pričakujem manj kot sem dobil danes	__(15) Zahtevam povečanje storilnosti v zelo majhno zameno

Prosim ovrednotite vsako vprašanje z uporabo naslednjega kriterija: (odgovor napisite na črtico pred vprašanjem)

1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
---------------	-----------	-------------------	-------------	----------------

- __ A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas
- __ B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih
- __ C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali
- __ D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim
- __ E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)



1



2



3



4



5

Ali poznate pojem/pomen psihološke pogodbe?

DA NE

Ali in v kolikšni meri in obliki v vaši firmi izvajate uporabo psihološke pogodbe? (odgovor zapišite na črto).

Appendix C: Slovene Questionnaire for Employees

Spoštovani!

Moje ime je Ajda Biber. Sem absolventka Ekonomski fakultete v Ljubljani in sicer rednega magistrskega programa Poslovodenje in Organizacija- smer marketing. V svojo magistrsko nalogo z naslovom VPLIV PSIHOLOŠKE POGODEB² NA IZID DELOVNEGA RAZMERJA: PRIMERJAVA STALIŠČ DELODAJALCEV IN DELOJEMALCEV (THE INFLUENCE OF A PSYCHOLOGICAL CONTRACT ON THE EMPLOYMENT OUTCOME : COMPARING EMPLOYEES' AND EMPLOYERS' VIEWS), sem vključila tudi raziskavo v kateri sodelujejo podjetja z izključno le enim nadrejenim. Anketa se razlikuje v tem kdo je anketiranec, ali je to nadrejeni ali podrejeni. Rezultati bodo omogočili primerjavo njihove psihološke pogodbe. Z anketo želim pridobiti vpogled v medsebojni odnos nadrejenega-podrejenega. Namenski magistrske naloge je, ugotoviti v kolikšni meri psihološka pogodba, njeno poznavanje in uporaba, vplivajo na delovno razmerje. Prav tako ima naloga cilj, da se koncept psihološke pogodbe približa delodajalcem in delojemalcem oziroma na splošno organizacijam, da bo koncept postal uporaben v vsakodnevni praksi v povezavi s človeškimi viri.

Rezultati ankete bodo predstavljeni v obliki povzetka v magistrski nalogi. Vaša osebna anonimnost ter anonimnost podjetja je v celoti zagotovljena. Vprašalnike bom obdelovala sama, podjetju pa bodo na voljo le interpretacije skupno zbranih podatkov. Prav tako posameznih imen podjetij v nalogi ne bom izpostavila.

Lepo vas prosim za čim večji odziv, saj verjamem, da bo več izpolnjenih vprašalnikov vplivalo na realnejšo sliko raziskovalnega področja. S tem boste tudi vi pripomogli k pozitivni pridobitvi na samem področju medsebojnih odnosov in posledično k samem izboljšanju sodelovanja pri poslovanju.

Za vaš čas in sodelovanje pri anketi, se vam že v naprej najlepše zahvaljujem in vas lepo pozdravljam!

Ajda Biber

Do kolikšne mere spodnje postavke opisujejo odnos vašega nadrejenega do vas. Prosim ovrednotite vsako vprašanje z uporabo naslednje lestvice: (odgovor napisite na črtico pred vprašanjem)				
1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
__(1) Ne sprejema mojih informacij	__(4) Mi ne zaupa	__(7) Vpeljuje spremembe brez da bi vključil tudi mene	__(10) Ne deli pomembnih informacij z menoj	__(13) Mi ne zaupa
__(2) S težavo rečem kakšen je njegov trenutni odnos	__(5) Težko predvidim kako on vidi prihodnje smernice najinega odnosa	__(8) Negotova prihodnost povezana z njegovim odnosom do mene	__(11) Negotovost v povezavi z njegovimi obveznostmi do mene	__(14) Negotov v povezavi z njegovimi obveznostmi do mene
__(3) Od mene zahteva več kot dobim v zameno	__(6) Obljublja vse manj stvari	__(9) Zmanjšuje mi moje ugodnosti za naslednja leta	__(12) Zmanjšuje ali zamrzuje plačo	__(15) Odreja vedno več dela za manjšo plačo

² Psihološka pogodba je pogodba individualnih prepričanj, potencialnih priložnosti in skupnih obveznosti v medsebojnih odnosih. Ni formalno zapisana, vendar se oblikuje v glavi vsakega posameznika.

Do kolikšne mere spodnje postavke opisujejo vaš odnos do nadrejenega. Prosim ovrednotite vsako vprašanje z uporabo naslednje lestvice: (odgovor napisite na črtico pred vprašanjem)

1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
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__(1) Kar mi nadrejeni pove mu ne morem verjeti	__(4) Od nadrejenega pričakujem malo	__(7) V nadrejenega nimam zaupanja	__(10) Med obljudami in izpolnitvami nadrejenega je velika razlika	__(13) Veliko je nedoslednosti med besedami in dejanji nadrejenega
__(2) Nisem prepričan katere so moje obveznosti do nadrejenega	__(5) Težko napovem prihodnost najinega razmerja	__(8) Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti	__(11) Težko predvidim svojo pripadnost/lojalnost v prihodnosti	__(14) Moja obvezanost nadrejenemu je negotova
__(3) Moja varnost službe se zmanjšuje	__(6) Dobivam manjšo plačo za več dela	__(9) Delam več za manj	__(12) Od nadrejenga jutri pričakujem manj kot sem dobil danes	__(15) Pričakujem povečanje zahtev v zelo majhno zameno

Prosim ovrednotite vsako vprašanje z uporabo naslednje lestvice: (odgovor napisite na črtico pred vprašanjem)

1 Sploh ne	2 Malo	3 Do neke mere	4 Precej	5 Popolnoma
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- __ A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
- __ B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
- __ C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
- __ D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
- __ E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)



Ali poznate pojem/pomen psihološke pogodbe?

DA NE

Ali in v kolikšni meri in obliku v vaši firmi izvajate uporabo psihološke pogodbe? (odgovor zapišite na črto)

Kakšna je vaša oblika zaposlitve (obkrožite primeren odgovor, možnih tudi več odgovorov)

- A) Nedoločen čas B) Določen čas C) Polni delovni čas D) Polovični delovni čas

Appendix D: Questionnaire results to Hypothesis 1

KROG 1

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	4,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice našega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	4,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega)
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje)
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo)
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja)
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela)

Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	3,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja
Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	3,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	3,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	5,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	5,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu	5,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba
temno siva = negativna psihološka pogodba

KROG 2

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	2,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	5,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	5,0	2,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	5,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	5,0	5,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	5,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	5,0	5,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	5,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 3

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	5,0	4,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	2,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	4,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	4,0	4,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	3,0	2,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	2,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	4,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	3,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	5,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	4,0	4,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	4,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	4,0	4,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	4,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	3,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	4,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	5,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštевajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali podrejenim	5,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 4

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	4,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	3,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	1,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	3,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	5,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	5,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	5,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	4,5	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 5

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	1,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	1,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	1,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	1,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	1,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva= negativna psihološka pogodba

KROG 6

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	4	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	5,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,5	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	1,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	1,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	1,5	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	2,5	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	1,5	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	1,5	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	1,5	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	5,0	4,5	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,5	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	5,0	4,5	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,5	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba
temno siva = negativna psihološka pogodba

KROG 7

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	2,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	2,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	3,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	2,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	3,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	3,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	1,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	3,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	2,0	2,5	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	2,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	2,0	2,5	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	2,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	3,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	5,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba
temno siva = negativna psihološka pogodba

KROG 8

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	2	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	2,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	1,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	2,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,5	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	2,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	1,5	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	2,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	1,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	5,0	Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	3,0	3,0	Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	4,0	Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 9

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	2,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	2,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	2,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	1,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	2,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	2,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	2,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	2,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštевajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali podrejenim	5,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 10

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	2,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	2,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	1,0	1,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	2,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštевajo obljube ki so vam jih dali	5,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali podrejenim	5,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 11

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	4	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	3,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	4,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	1,5	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	3,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	2,5	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	3,5	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	2,0	1,5	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	2,5	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	3,5	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	2,0	2,5	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	3,0	2,5	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	NA	4,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	3,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	3,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	3,0	3,5	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,5	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,5	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba
temno siva = negativna psihološka pogodba

KROG 12

Statistics

	Vodja	Medi an	Medi an	Zaposleni
n	1	3	n	
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij	
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	4,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos	
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno	
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa	
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	4,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari	
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene	
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene	
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj	
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene	
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti	
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	4,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega	
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje	
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo	
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	4,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja	
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	2,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela	
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja	

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	3,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	2,0	4,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	4,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	3,0	Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,0	Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	5,0	3,0	Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	5,0	4,0	Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,0	Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 13

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	4,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	2,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	3,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	4,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	2,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	3,0	2,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 14

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	2	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	1,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,5	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	1,5	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	1,5	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	1,5	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	1,5	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	1,5	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	1,5	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	1,5	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	1,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	1,5	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,5	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	1,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,5	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	5,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	5,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	4,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 15

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	2,0	4,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	4,0	2,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	4,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	2,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	3,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	3,0	3,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	4,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštевajo obljube ki so vam jih dali	4,0	3,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali podrejenim	4,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštivate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	3,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 16

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	4	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	4,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	4,0	4,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	4,0	3,5	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	4,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	3,5	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	3,5	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	4,0	3,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	3,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	4,0	3,5	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,5	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	5,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	3,0	2,5	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	5,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	3,0	3,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	3,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	3,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	3,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	3,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejnih	4,0	5,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	3,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	5,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 17

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	4	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	1,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	1,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	1,5	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	1,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	1,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	1,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	1,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	1,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	1,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejih	5,0	4,5	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	5,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,5	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 18

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	4	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	4,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	4,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	1,0	2,5	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	4,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	3,0	1,5	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	4,0	1,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	2,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	4,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	5,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	5,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	2,5	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	5,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	4,0	2,5	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	1,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	4,0	1,5	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	1,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	4,0	4,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejnih	4,0	4,5	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali podrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	3,5	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva= negativna psihološka pogodba

KROG 19

Statistics

	Vodja	Medi an	Medi an	Zaposleni
n	1	2	n	
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,5	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij	
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	1,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos	
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	1,0	1,5	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno	
Odnos vaših podrejenih do vas: Mi ne zaupajo	3,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa	
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari	
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	1,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene	
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,5	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene	
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	1,5	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj	
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	1,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene	
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	1,5	Odnos vašega nadrejenega do v: Mi ne zaupa	
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti	
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega	
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	1,0	1,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje	
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	2,5	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo	
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	1,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja	
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	1,5	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela	
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	5,0	1,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja	

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	1,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	1,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	1,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	3,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	5,0	5,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 20

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	3,0	4,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	4,0	4,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	5,0	4,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	4,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	5,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	5,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	2,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	3,0	3,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	4,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	4,0	5,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	3,0	4,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	4,0	4,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	4,0	4,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	4,0	5,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	4,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	4,0	4,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	4,0	5,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	4,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	3,0	2,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejnih	3,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	3,0	2,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	2,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	2,0	2,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 21

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	2,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	4,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	4,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	4,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	2,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	1,0	3,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	2,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	2,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	4,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,0	Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	4,0	Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	3,0	3,0	Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 22

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	3,0	4,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	1,0	4,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	4,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	4,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	1,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	1,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	1,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	2,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	3,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 23

Statistics

	Vodja	Medi an	Medi an	Zaposleni
n	1	3	n	
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	3,0	4,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij	
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos	
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno	
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	4,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa	
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	3,0	4,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari	
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	3,0	4,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene	
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	4,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene	
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	4,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj	
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	4,0	4,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene	
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	3,0	3,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti	
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	4,0	3,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega	
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	3,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje	
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	3,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo	
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	2,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja	
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela	
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	3,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja	

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	2,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	4,0	3,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	3,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	3,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	4,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	4,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	2,0	3,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	3,0	2,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	2,0	3,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	3,0	3,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	3,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 24

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	3,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	2,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	4,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	3,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	3,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	2,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	4,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	3,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	3,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	4,0	3,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	4,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	3,0	3,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	3,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	3,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	3,0	3,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	3,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	3,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	2,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	3,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	2,0	3,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	2,0	3,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	2,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	1,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	2,0	3,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	2,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	2,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 25

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	1,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	2,0	1,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	2,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	2,0	2,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	1,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	1,0	1,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	1,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	1,0	1,5	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	1,0	1,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	1,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	1,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	2,0	2,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	1,0	2,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	3,0	2,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	1,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	1,0	1,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	3,0	2,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	2,0	2,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	2,0	2,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	1,0	1,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	2,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	1,0	1,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	1,0	2,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	4,0	Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	4,0	Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	4,0	Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva= pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

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Statistics

	Vodja	Medi an	Medi an	Zaposleni
n	1	3	n	
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	2,0	3,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij	
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	3,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos	
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	3,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno	
Odnos vaših podrejenih do vas: Mi ne zaupajo	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	4,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodne smernice najinega odnosa	
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	2,0	3,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari	
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	3,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene	
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene	
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	3,0	3,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj	
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	3,0	4,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene	
Odnos vaših podrejenih do vas: So nezaupljivi	3,0	3,0	Odnos vašega nadrejenega do v: Mi ne zaupa	
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	2,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti	
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	2,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega	
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	5,0	4,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje	
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	2,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo	
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	5,0	4,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja	
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	5,0	5,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela	
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	3,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja	

Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	5,0	5,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	5,0	5,0	Vaš odnos do nadrejenega (1: Delam več za manj
Vaš odnos do podrejenih - trd: Med njihovimi obljudbami in izpolnitvami je velika razlika	3,0	4,0	Vaš odnos do nadrejenega (1: Med obljudbami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti mojo obvezanost v prihodnosti	5,0	4,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	3,0	4,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	3,0	3,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	4,0	4,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	5,0	4,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	3,0	3,0	Vprašanja s smeškotí (1-5,: A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejeih	4,0	3,0	Vprašanja s smeškotí (1-5,: B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri podrejeni upoštevajo obljube ki so vam jih dali	3,0	3,0	Vprašanja s smeškotí (1-5,: C) Na splošno, v kolikšni meri nadrejeni upošteva obljube ki vam jih je dal
Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenim	4,0	3,0	Vprašanja s smeškotí (1-5,: D) Na splošno, v kolikšni meri vi upoštevate obljube, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	3,0	3,0	Vprašanja s smeškotí (1-5,: E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

KROG 27

Statistics

Vodja	Medi an	Medi an	Zaposleni
n	1	3	n
Odnos vaših podrejenih do vas: Z menoj ne delijo informacij za katere vedo , da so zame pomembne	1,0	2,0	Odnos vašega nadrejenega do v: Ne sprejema mojih informacij
Odnos vaših podrejenih do vas: S težavo rečem kakšen je njihov trenutni odnos	2,0	3,0	Odnos vašega nadrejenega do v: S težavo rečem kakšen je njegov trenutni odnos
Odnos vaših podrejenih do vas: Od mene zahtevajo več kot dobim v zameno	2,0	3,0	Odnos vašega nadrejenega do v: Od mene zahteva več kot dobim v zameno
Odnos vaših podrejenih do vas: Mi ne zaupajo	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Odnos vaših podrejenih do vas: Težko predvidim kako vidijo prihodne smernice našega odnosa	3,0	4,0	Odnos vašega nadrejenega do v: Težko predvidim kako on vidi prihodnje smernice najinega odnosa
Odnos vaših podrejenih do vas: Izpolnjujejo vse manj stvari	1,0	2,0	Odnos vašega nadrejenega do v: Obljublja vse manj stvari
Odnos vaših podrejenih do vas: Izvajajo spremembe brez moje odobritve	2,0	3,0	Odnos vašega nadrejenega do v: Vpeljuje spremembe brez da bi vključil tudi mene
Odnos vaših podrejenih do vas: Negotova prihodnost povezana z njihovim odnosom do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotova prihodnost povezana z njegovim odnosom do mene
Odnos vaših podrejenih do vas: Z menoj ne delijo pomembnih informacij	2,0	2,0	Odnos vašega nadrejenega do v: Ne deli pomembnih informacij z menoj
Odnos vaših podrejenih do vas: Negotovost v povezavi z njihovimi obveznostmi do mene	2,0	3,0	Odnos vašega nadrejenega do v: Negotov v povezavi z njegovimi obveznostmi do mene
Odnos vaših podrejenih do vas: So nezaupljivi	2,0	2,0	Odnos vašega nadrejenega do v: Mi ne zaupa
Vaš odnos do podrejenih - trd: Kar mi povedo jim ne morem verjeti	1,0	2,0	Vaš odnos do nadrejenega (1: Kar mi nadrejeni pove mu ne morem verjeti
Vaš odnos do podrejenih - trd: Nisem prepričan katere so moje obveznosti do njih	2,0	3,0	Vaš odnos do nadrejenega (1: Nisem prepričan katere so moje obveznosti do nadrejenega
Vaš odnos do podrejenih - trd: Njihova varnost službe se zmanjšuje	4,0	5,0	Vaš odnos do nadrejenega (1: Moja varnost službe se zmanjšuje
Vaš odnos do podrejenih - trd: Od njih pričakujem malo	1,0	2,0	Vaš odnos do nadrejenega (1: Od nadrejenega pričakujem malo
Vaš odnos do podrejenih - trd: Težko napovem prihodnost našega razmerja	4,0	5,0	Vaš odnos do nadrejenega (1: Težko napovem prihodnost najinega razmerja
Vaš odnos do podrejenih - trd: Dobivajo manjšo plačo za več dela	5,0	5,0	Vaš odnos do nadrejenega (1: Dobivam manjšo plačo za več dela
Vaš odnos do podrejenih - trd: V njih nimam zaupanja	2,0	2,0	Vaš odnos do nadrejenega (1: V nadrejenega nimam zaupanja
Vaš odnos do podrejenih - trd: Ne morem predvideti kakšno bo moje razmerje z njimi v prihodnosti	4,0	5,0	Vaš odnos do nadrejenega (1: Ne morem predvideti kakšno bo moje razmerje z nadrejenim v prihodnosti
Vaš odnos do podrejenih - trd: Delajo več za manj	5,0	5,0	Vaš odnos do nadrejenega (1: Delam več za manj

Vaš odnos do podrejenih - trd: Med njihovimi obljudami in izpolnitvami je velika razlika	2,0	3,0	Vaš odnos do nadrejenega (1: Med obljudami in izpolnitvami nadrejenega je velika razlika
Vaš odnos do podrejenih - trd: Težko je predvideti moja obvezanost v prihodnosti	5,0	4,0	Vaš odnos do nadrejenega (1: Težko predvidim svojo pripadnost/lojalnost v prihodnosti
Vaš odnos do podrejenih - trd: Od njih jutri pričakujem manj kot sem dobil danes	2,0	3,0	Vaš odnos do nadrejenega (1: Od nadrejenga jutri pričakujem manj kot sem dobil danes
Vaš odnos do podrejenih - trd: Veliko je nedoslednosti med njihovimi besedami in dejanji	2,0	3,0	Vaš odnos do nadrejenega (1: Veliko je nedoslednosti med besedami in dejanji nadrejenega
Vaš odnos do podrejenih - trd: Moja obvezanost do njih je negotova	4,0	5,0	Vaš odnos do nadrejenega (1: Moja obvezanost nadrejenemu je negotova
Vaš odnos do podrejenih - trd: Zahtevam povečanje storilnosti v zelo majhno zameno	5,0	5,0	Vaš odnos do nadrejenega (1: Pričakujem povečanje zahtev v zelo majhno zameno
Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaši podrejeni izpolnijo svoje obveznosti, ki jih imajo do vas	4,0	4,0	Vprašanja s smeškotí (1-5.; A) Na splošno, v kolikšni meri vaš nadrejeni izpolni svoje obveznosti, ki jih ima do vas
Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do podrejnih	5,0	4,0	Vprašanja s smeškotí (1-5.; B) Na splošno, v klikšni meri vi izpolnite svoje obveznosti, ki jih imate do nadrejenega
Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri podrejeni upoštevajo obljuhe ki so vam jih dali	4,0	4,0	Vprašanja s smeškotí (1-5.; C) Na splošno, v kolikšni meri nadrejeni upošteva obljuhe ki vam jih je dal
Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljuhe, ki ste jih dali nadrejenim	5,0	4,0	Vprašanja s smeškotí (1-5.; D) Na splošno, v kolikšni meri vi upoštevate obljuhe, ki ste jih dali nadrejenemu
Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)	4,0	3,0	Vprašanja s smeškotí (1-5.; E) Na splošno, kako ste zadovoljni v svoji službi (obkrožite najboljši odgovor)

Legenda:

svetlo siva = pozitivna psihološka pogodba

temno siva = negativna psihološka pogodba

Appendix E: Questionnaire results to Hypothesis 2

Ranks			
	nedol_dol dc	N	Mean Rank
a1	nedoločen čas	67	40,0
	določen čas	16	50,5
	Total	83	
a2	nedoločen čas	67	38,9
	določen čas	16	55,2
	Total	83	
a3	nedoločen čas	67	39,7
	določen čas	16	51,8
	Total	83	
a4	nedoločen čas	67	38,0
	določen čas	16	58,6
	Total	83	
a5	nedoločen čas	67	37,6
	določen čas	16	60,4
	Total	83	
a6	nedoločen čas	67	37,6
	določen čas	16	60,4
	Total	83	
a7	nedoločen čas	67	37,9
	določen čas	16	59,3
	Total	83	
a8	nedoločen čas	67	38,4
	določen čas	16	57,1
	Total	83	
a9	nedoločen čas	67	39,8
	določen čas	16	51,1
	Total	83	
a10	nedoločen čas	67	38,9
	določen čas	16	54,8
	Total	83	
a11	nedoločen čas	67	38,4
	določen čas	16	57,2
	Total	83	
a12	nedoločen čas	67	39,3
	določen čas	16	53,5
	Total	83	
a13	nedoločen čas	67	39,7
	določen čas	16	51,5
	Total	83	

a14	nedoločen čas	67	38,2	2557
	določen čas	16	58,1	929
	Total	83		
a15	nedoločen čas	67	39,8	2668,5
	določen čas	16	51,1	817,5
	Total	83		
A	nedoločen čas	67	44,1	2955,5
	določen čas	16	33,2	530,5
	Total	83		
C	nedoločen čas	67	45,3	3032,5
	določen čas	16	28,3	453,5
	Total	83		
b1	nedoločen čas	67	39,8	2663
	določen čas	16	51,4	823
	Total	83		
b2	nedoločen čas	67	41,8	2801,5
	določen čas	16	42,8	684,5
	Total	83		
b3	nedoločen čas	67	39,9	2671,5
	določen čas	16	50,9	814,5
	Total	83		
b4	nedoločen čas	67	40,8	2732
	določen čas	16	47,1	754
	Total	83		
b5	nedoločen čas	67	39,5	2643,5
	določen čas	16	52,7	842,5
	Total	83		
b6	nedoločen čas	67	40,8	2732,5
	določen čas	16	47,1	753,5
	Total	83		
b7	nedoločen čas	67	37,4	2502,5
	določen čas	16	61,5	983,5
	Total	83		
b8	nedoločen čas	67	40,0	2678,5
	določen čas	16	50,5	807,5
	Total	83		
b9	nedoločen čas	67	40,5	2712
	določen čas	16	48,4	774
	Total	83		
b10	nedoločen čas	67	38,8	2601
	določen čas	16	55,3	885
	Total	83		

b11	nedoločen čas	67	38,9	2605,5
	določen čas	16	55,0	880,5
	Total	83		
b12	nedoločen čas	67	38,2	2557
	določen čas	16	58,1	929
	Total	83		
b13	nedoločen čas	67	39,1	2617,5
	določen čas	16	54,3	868,5
	Total	83		
b14	nedoločen čas	67	38,9	2605,5
	določen čas	16	55,0	880,5
	Total	83		
b15	nedoločen čas	67	39,0	2612
	določen čas	16	54,6	874
	Total	83		
B	nedoločen čas	67	43,8	2937
	določen čas	16	34,3	549
	Total	83		
D	nedoločen čas	67	44,2	2963
	določen čas	16	32,7	523
	Total	83		

Appendix F: Questionnaire results to Hypothesis 3

	Employer 1	Employer 9	Employer 16	Employer 24
employer	4,0	4,0	5,0	1,0
employee	2,0	2,0	2,5	3,0

koda = 1,00

Mann-Whitney Test

Ranks^a

	vrsta_vpr	N	Mean Rank	Sum of Ranks
zad	1-vodja	1	4	4
	2-zaposleni	3	2	6
	Total	4		

a. koda = 1,00

Test Statistics^{a,b}

	zad
Mann-Whitney U	0
Wilcoxon W	6
Z	-1,732
Asymp. Sig. (2-tailed)	0,083
Exact Sig. [2*(1-tailed Sig.)]	,500 ^c

a. koda = 1,00

b. Grouping Variable: vrsta_vpr

c. Not corrected for ties.

koda = 9,00

Mann-Whitney Test

Ranks^a

	vrsta_vpr	N	Mean Rank	Sum of Ranks
zad	1-vodja	1	4	4
	2-zaposleni	3	2	6
	Total	4		

a. koda = 9,00

Test Statistics^{a,b}

	zad
Mann-Whitney U	0
Wilcoxon W	6
Z	-1,732
Asymp. Sig. (2-tailed)	0,083
Exact Sig. [2*(1-tailed Sig.)]	,500 ^c

a. koda = 9,00

b. Grouping Variable: vrsta_vpr

c. Not corrected for ties.

koda = 16,00**Mann-Whitney Test****Ranks^a**

	vrsta_vpr	N	Mean Rank	Sum of Ranks
zad	1-vodja	1	5	5
	2-zaposleni	4	2,5	10
	Total	5		

a. koda = 16,00

Test Statistics^{a,b}

	zad
Mann-Whitney U	0
Wilcoxon W	10
Z	-2
Asymp. Sig. (2-tailed)	0,046
Exact Sig. [2*(1-tailed Sig.)]	,400 ^c

a. koda = 16,00

b. Grouping Variable: vrsta_vpr

c. Not corrected for ties.

koda = 24,00**Mann-Whitney Test****Ranks^a**

	vrsta_vpr	N	Mean Rank	Sum of Ranks
zad	1-vodja	1	1	1
	2-zaposleni	3	3	9
	Total	4		

a. koda = 24,00

Test Statistics^{a,b}

	zad
Mann-Whitney U	0
Wilcoxon W	1
Z	-1,732
Asymp. Sig. (2-tailed)	0,083
Exact Sig. [2*(1-tailed Sig.)]	,500 ^c

a. koda = 24,00

b. Grouping Variable: vrsta_vpr

c. Not corrected for ties.

Appendix G: Questionnaire results to Hypothesis 4

Statements	Mann-Whitney U	p	Statements	Mann-Whitney U	p
a1	80,000	0,822	b1	66,500	0,324
a2	65,000	0,298	b2	52,500	0,075*
a3	76,000	0,671	b3	80,500	0,849
a4	67,000	0,352	b4	75,000	0,622
a5	70,000	0,428	b5	75,000	0,629
a6	80,000	0,824	b6	66,000	0,328
a7	71,500	0,484	b7	81,000	0,866
a8	80,500	0,849	b8	74,000	0,595
a9	78,500	0,762	b9	56,000	0,117
a10	68,000	0,385	b10	83,000	0,956
a11	65,000	0,293	b11	77,000	0,710
A	66,000	0,235	b12	80,000	0,808
C	77,500	0,707	b13	66,000	0,308
			b14	83,000	0,955
			b15	48,500	0,059*
			B	62,000	0,163
			D	52,500	0,068*

Appendix H: Questionnaire results to Hypothesis 5

Ranks				
	pomenPP	N	Mean Rank	Sum of Ranks
a1	da	16	28,63	458
	ne	67	45,19	3028
	Total	83		
a2	da	16	27,41	438,5
	ne	67	45,49	3047,5
	Total	83		
a3	da	16	26,41	422,5
	ne	67	45,72	3063,5
	Total	83		
a4	da	16	30,53	488,5
	ne	67	44,74	2997,5
	Total	83		
a5	da	16	32,06	513
	ne	67	44,37	2973
	Total	83		
a6	da	16	25,16	402,5
	ne	67	46,02	3083,5
	Total	83		
a7	da	16	24,97	399,5
	ne	67	46,07	3086,5
	Total	83		
a8	da	16	34,16	546,5
	ne	67	43,87	2939,5
	Total	83		
a9	da	16	39,03	624,5
	ne	67	42,71	2861,5
	Total	83		
a10	da	16	24,47	391,5
	ne	67	46,19	3094,5
	Total	83		
a11	da	16	34,56	553
	ne	67	43,78	2933
	Total	83		
a12	da	16	28,66	458,5
	ne	67	45,19	3027,5
	Total	83		
a13	da	16	24,13	386
	ne	67	46,27	3100
	Total	83		

a14	da	16	31,47	503,5
	ne	67	44,51	2982,5
	Total	83		
a15	da	16	33,59	537,5
	ne	67	44,01	2948,5
	Total	83		
A	da	16	50,53	808,5
	ne	67	39,96	2677,5
	Total	83		
C	da	16	53	848
	ne	67	39,37	2638
	Total	83		
b1	da	16	32,38	518
	ne	67	44,3	2968
	Total	83		
b2	da	16	30,25	484
	ne	67	44,81	3002
	Total	83		
b3	da	16	45,94	735
	ne	67	41,06	2751
	Total	83		
b4	da	16	28,97	463,5
	ne	67	45,11	3022,5
	Total	83		
b5	da	16	37,25	596
	ne	67	43,13	2890
	Total	83		
b6	da	16	35,22	563,5
	ne	67	43,62	2922,5
	Total	83		
b7	da	16	26,09	417,5
	ne	67	45,8	3068,5
	Total	83		
b8	da	16	37,94	607
	ne	67	42,97	2879
	Total	83		
b9	da	16	41,44	663
	ne	67	42,13	2823
	Total	83		
b10	da	16	32,53	520,5
	ne	67	44,26	2965,5
	Total	83		

b11	da	16	35,63	570
	ne	67	43,52	2916
	Total	83		
b12	da	16	34,56	553
	ne	67	43,78	2933
	Total	83		
b13	da	16	28,41	454,5
	ne	67	45,25	3031,5
	Total	83		
b14	da	16	30,78	492,5
	ne	67	44,68	2993,5
	Total	83		
b15	da	16	38,66	618,5
	ne	67	42,8	2867,5
	Total	83		
B	da	16	48,63	778
	ne	67	40,42	2708
	Total	83		
D	da	16	48,63	778
	ne	67	40,42	2708
	Total	83		

Appendix I: Questionnaire results to Hypothesis 6

Ranks

	pomenPP_v	N	Mean Rank	Sum of Ranks
a1	vodja ne pozna	43	41,76	1795,5
	vodja pozna	37	39,04	1444,5
	Total	80		
a2	vodja ne pozna	43	41,26	1774
	vodja pozna	37	39,62	1466
	Total	80		
a3	vodja ne pozna	43	42,26	1817
	vodja pozna	37	38,46	1423
	Total	80		
a4	vodja ne pozna	43	44,14	1898
	vodja pozna	37	36,27	1342
	Total	80		
a5	vodja ne pozna	43	44,07	1895
	vodja pozna	37	36,35	1345
	Total	80		
a6	vodja ne pozna	43	44,92	1931,5
	vodja pozna	37	35,36	1308,5
	Total	80		

a7	vodja ne pozna	43	42,63	1833
	vodja pozna	37	38,03	1407
	Total	80		
a8	vodja ne pozna	43	41,48	1783,5
	vodja pozna	37	39,36	1456,5
	Total	80		
a9	vodja ne pozna	43	37,17	1598,5
	vodja pozna	37	44,36	1641,5
	Total	80		
a10	vodja ne pozna	43	43,15	1855,5
	vodja pozna	37	37,42	1384,5
	Total	80		
a11	vodja ne pozna	43	39,99	1719,5
	vodja pozna	37	41,09	1520,5
	Total	80		
a12	vodja ne pozna	43	38,65	1662
	vodja pozna	37	42,65	1578
	Total	80		
a13	vodja ne pozna	43	44,78	1925,5
	vodja pozna	37	35,53	1314,5
	Total	80		
a14	vodja ne pozna	43	41,34	1777,5
	vodja pozna	37	39,53	1462,5
	Total	80		
a15	vodja ne pozna	43	40,12	1725
	vodja pozna	37	40,95	1515
	Total	80		
A	vodja ne pozna	43	41,02	1764
	vodja pozna	37	39,89	1476
	Total	80		
C	vodja ne pozna	43	38,23	1644
	vodja pozna	37	43,14	1596
	Total	80		
b1	vodja ne pozna	43	41,02	1764
	vodja pozna	37	39,89	1476
	Total	80		
b2	vodja ne pozna	43	39,94	1717,5
	vodja pozna	37	41,15	1522,5
	Total	80		
b3	vodja ne pozna	43	36,23	1558
	vodja pozna	37	45,46	1682
	Total	80		

b4	vodja ne pozna	43	45,16	1942
	vodja pozna	37	35,08	1298
	Total	80		
b5	vodja ne pozna	43	39,22	1686,5
	vodja pozna	37	41,99	1553,5
	Total	80		
b6	vodja ne pozna	43	37,24	1601,5
	vodja pozna	37	44,28	1638,5
	Total	80		
b7	vodja ne pozna	43	44,51	1914
	vodja pozna	37	35,84	1326
	Total	80		
b8	vodja ne pozna	43	38,56	1658
	vodja pozna	37	42,76	1582
	Total	80		
b9	vodja ne pozna	43	38,44	1653
	vodja pozna	37	42,89	1587
	Total	80		
b10	vodja ne pozna	43	39,3	1690
	vodja pozna	37	41,89	1550
	Total	80		
b11	vodja ne pozna	43	38,81	1669
	vodja pozna	37	42,46	1571
	Total	80		
b12	vodja ne pozna	43	40,59	1745,5
	vodja pozna	37	40,39	1494,5
	Total	80		
b13	vodja ne pozna	43	41,34	1777,5
	vodja pozna	37	39,53	1462,5
	Total	80		
b14	vodja ne pozna	43	42,28	1818
	vodja pozna	37	38,43	1422
	Total	80		
b15	vodja ne pozna	43	38,48	1654,5
	vodja pozna	37	42,85	1585,5
	Total	80		
B	vodja ne pozna	43	45,19	1943
	vodja pozna	37	35,05	1297
	Total	80		
D	vodja ne pozna	43	44,93	1932
	vodja pozna	37	35,35	1308
	Total	80		

Appendix J: Questionnaire results to Hypothesis 7

Ranks

	zad_r2	N	Mean Rank	Sum of Ranks
a1	manj/ne zadovoljni	54	68,4	3693,5
	zadovoljni	55	41,85	2301,5
	Total	109		
a2	manj/ne zadovoljni	54	68,76	3713
	zadovoljni	55	41,49	2282
	Total	109		
a3	manj/ne zadovoljni	54	70,38	3800,5
	zadovoljni	55	39,9	2194,5
	Total	109		
a4	manj/ne zadovoljni	54	64,92	3505,5
	zadovoljni	55	45,26	2489,5
	Total	109		
a5	manj/ne zadovoljni	54	66,08	3568,5
	zadovoljni	55	44,12	2426,5
	Total	109		
a6	manj/ne zadovoljni	54	70,44	3804
	zadovoljni	55	39,84	2191
	Total	109		
a7	manj/ne zadovoljni	54	70,77	3821,5
	zadovoljni	55	39,52	2173,5
	Total	109		
a8	manj/ne zadovoljni	54	72,81	3932
	zadovoljni	55	37,51	2063
	Total	109		
a9	manj/ne zadovoljni	54	67,07	3622
	zadovoljni	55	43,15	2373
	Total	109		
a10	manj/ne zadovoljni	54	72,82	3932,5
	zadovoljni	55	37,5	2062,5
	Total	109		
a11	manj/ne zadovoljni	54	71,59	3866
	zadovoljni	55	38,71	2129
	Total	109		
a12	manj/ne zadovoljni	54	54,8	2959
	zadovoljni	55	55,2	3036
	Total	109		
a13	manj/ne zadovoljni	54	56,7	3062
	zadovoljni	55	53,33	2933
	Total	109		

a14	manj/ne zadovoljni zadovoljni Total	54	59,26	3200
		55	50,82	2795
		109		
a15	manj/ne zadovoljni zadovoljni Total	54	56,33	3042
		55	53,69	2953
		109		
b1	manj/ne zadovoljni zadovoljni Total	54	69,09	3731
		55	41,16	2264
		109		
b2	manj/ne zadovoljni zadovoljni Total	54	65,84	3555,5
		55	44,35	2439,5
		109		
b3	manj/ne zadovoljni zadovoljni Total	54	69,74	3766
		55	40,53	2229
		109		
b4	manj/ne zadovoljni zadovoljni Total	54	63,84	3447,5
		55	46,32	2547,5
		109		
b5	manj/ne zadovoljni zadovoljni Total	54	69,05	3728,5
		55	41,21	2266,5
		109		
b6	manj/ne zadovoljni zadovoljni Total	54	66,55	3593,5
		55	43,66	2401,5
		109		
b7	manj/ne zadovoljni zadovoljni Total	54	67,32	3635,5
		55	42,9	2359,5
		109		
b8	manj/ne zadovoljni zadovoljni Total	54	64,32	3473,5
		55	45,85	2521,5
		109		
b9	manj/ne zadovoljni zadovoljni Total	54	65,13	3517
		55	45,05	2478
		109		
b10	manj/ne zadovoljni zadovoljni Total	54	69,85	3772
		55	40,42	2223
		109		
b11	manj/ne zadovoljni zadovoljni Total	54	68,47	3697,5
		55	41,77	2297,5
		109		
b12	manj/ne zadovoljni zadovoljni Total	54	70,97	3832,5
		55	39,32	2162,5
		109		

b13	manj/ne zadovoljni	54	72,05	3890,5
	zadovoljni	55	38,26	2104,5
	Total	109		
b14	manj/ne zadovoljni	54	69,68	3762,5
	zadovoljni	55	40,59	2232,5
	Total	109		
b15	manj/ne zadovoljni	54	67,11	3624
	zadovoljni	55	43,11	2371
	Total	109		

Appendix K: Questionnaire results to Hypothesis 7a

Ranks

	sat_r2	N	Mean Rank	Sum of Ranks
A	less/not satisfied	54	40,72	2199
	satisfied	55	69,02	3796
	Total	109		
C	less/not satisfied	54	40,31	2176,5
	satisfied	55	69,43	3818,5
	Total	109		

Appendix L: Questionnaire results to Hypothesis 7b

Ranks

	sat_r2	N	Mean Rank	Sum of Ranks
B	less/not satisfied	54	47,46	2563
	satisfied	55	62,4	3432
	Total	109		
D	less/not satisfied	54	46,89	2532
	satisfied	55	62,96	3463
	Total	109		