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The Mediational Role of Relational Psychological Contract in Belief in a Zero-Sum Game and Work Input Attitude Dependency

Abstract: *The purpose of this study was to investigate the mediational role of relational psychological contract in social beliefs and work input attitude dependency. We analyzed data taken from employees (N = 258) in four different organizations operating in the Pomeranian market.*

A mediation analysis showed a strongly mediating role of psychological contract in the negative relationship between perception of life as a zero-sum game (BZSG) and work input. The motivational effect of the relational psychological contract, that is the role of job security, interesting work, a career in the company, opportunities for promotion and other HRM practices prevail over the significance of personal beliefs, especially when these are negative. If the company lacks the appropriate HRM systems then day-to-day social exchanges can be crucial in modifying the social beliefs of the employee.

Key words: *psychological contract, work input, zero-sum game belief*

The amount of effort a member of an organization puts into his work is the main target of specialists like HRM practitioners. Included in the spectrum of tools used in an organization to influence overall effort are building relations through teambuilding, communication and social integration (Huczynski & Buchanan, 2007). Relations based on trust and information provides social support for effective work. The relations, which are vertical, are judged by the employee on the basis of the employer's offers. These are a part of the psychological contract which in turn is the overall employee's representation of the relationship between employee and employer (Rousseau, 1989, 1995) with its own obligations towards the employer (hard work, loyalty, engagement, effort) in return for specific incentives (safety, a proper wage, opportunities to develop). It takes the form of a cognitive schema and shapes employee behavior through the employee's assessment of the extent to which the employer's promises have been fulfilled. There are two forms of the psychological contract: relational (long-term and nonspecific, stability, identification) and transactional (short-term and specific, low level of identification) (Frease & Schalk, 2008).

The judgment of the vertical relations is shaped through the experiences gained in the organization one works for as well as the past experiences in previous job places. The overall relations in an organization are also monitored on the basis of one's general beliefs in the social world. These are gained in the earlier phases of socialization when the basic cognitive matrix of social relations is formed. One example of such a belief is the conviction that life goes like a zero-sum game. Belief in a zero-sum game (BZSG) is a general belief in the antagonistic nature of social relations, that the gains or successes of one person are acquired at the expense of losses or failure of others. People with this conviction are supposed to believe that when someone wins, others are bound to lose; that successes, especially in the economic domain, are possible only at the expense of other people's failures; and that the interests of self and others are naturally and inevitably antagonistic. In effect, the world is populated by (perceived) potential enemies (or at least rivals), because they want to advance their own egoistic goals at the expense of others. The perceived incompatibility of self- and other-interests in ambiguous

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situations is exaggerated to such a degree that zero-sum game believers are unable to discover actual compatibility of interests with others (Wojciszke, Baryła, & Różycka, 2009; Różycka, 2012).

Social beliefs and psychological contract influence behavior in organizations in one of its most important aspect – work input. This is because of the social nature of work input. Other people are indispensable as a source of information as well as an evaluation of one's effort. It can be assumed that both relational psychological contract and social beliefs influence work input but there is no evidence for the relative importance of each of them. The study we present is aimed at answering the question of institutional versus individual improvements. Which of these factors plays a more important role in the organizational endeavor to enhance the work input of an employee? Should an organization concentrate solely on shaping personal social beliefs through employee training, coaching and building incentives schema? Or should the organization as such be an object for scrutiny with its institutional practices?

Attitude towards Work Input

Analysis of the individual in the organizational context should take into account the ultrasocial character of one's endeavors (Haidt, 2013). An individual does not make a solo effort working for the organization. The evolutionary instinct to cooperate in groups has become highly developed within the hierarchical and entrepreneurial society. Collective effort has become highly organized and many factors have started to be taken into account in influencing the amount of effort an employee puts into his work. The most prominent theories of motivation influencing management practices consider the interaction between the individual's characteristics and contextual factors.

An effort put into work depends on an evaluation of its value and efficiency (Bandura & Wood, 1989). This is accompanied by engagement, especially in situations when the employee has autonomy and believes that the environment is controllable. This belief motivates to analyzing and figuring out solutions to the problems (Bandura, 1988). Negative evaluation leads to burnout with which the work input diminishes.

Engagement is embedded in motivation theory (Meyer & Gagne, 2008). Though the concept is based in diverse theoretical backgrounds, many authors agree that vigor and dedication constitute its core dimensions (Bakker & Leiter, 2010; Schaufeli & Salanova, 2011). Macey and Schneider (2008) suggest three elements of employee engagement: trait, state and behavioral engagement. State engagement is central to the engagement issue (Breevaart, Bakker, Demerouti, & Hetland, 2012). Macey and Schneider reviewed the concepts and measurements (also used in practice) of state engagement and concluded that it refers to satisfaction, commitment, involvement and empowerment. It is a casual antecedent of valuable organizational outcomes because it means putting forth an effort in the form of extra time, brainpower and energy (Towers-Perrin, 2003). But it is different from workaholism. Though both

are positively related to work outcomes, only engagement is related to good social functioning (Schaufeli, Taris, & Rhenen, 2008). In a meta-analysis of 203 independent samples Nahrgang et al. (Nahrgang, Morgeson, & Hofmann, 2011) found that supportive environments are positively related to engagement.

Engagement can be interpreted in the context of volitional motivation (Meyer & Gagne, 2008; van Beek, Hu, Schaufeli, Taris, & Schreurs, 2012). There are three basic needs according to the self-determination theory of Deci and Ryan (1985, 2008): autonomy, competence and relatedness, the satisfaction of which plays an important role in autonomous self-regulation behaviors (Deci & Ryan, 2000). If the organizational context supports the satisfaction of these needs, the enjoyment of the activities increases. Work input has a chance to be stronger when a person can choose and modify the activity, master the activity and is supported by coworkers and superiors (de Villiers & Stander, 2011; Deci, Ryan, Gagne, Leone, Usunov, & Kornazheva, 2001; Gagne, 2003; Tuckey, Bakker, & Dollard, 2012). It depends on the work climate with its crucial informative role. For example, compensation systems which are judged as fair bring information on performance results and this in turn influences needs satisfaction (Gagne & Forest, 2008). Intrinsically motivated people in an organization are eager to share their knowledge. According to the model of knowledge sharing motivation (Gagne, 2009), HRM practices influence people's engagement in knowledge sharing behavior when three basic needs are satisfied. In turn one can expect greater support and valuable information from coworkers and superiors. When a person experiences relational conflict work engagement diminishes and this affects knowledge sharing (Chen, Zhang, & Vogel, 2011).

The negative assessment of one's job competence and productivity, the negative assessment of others (a cynical and detached attitude towards other people; depersonalization) and emotional exhaustion (the depletions of one's emotional resources) are three critical aspects of burnout syndrome (Schaufeli & Taris, 2005). It is defined as an affective reaction to ongoing stress (Maslach, 1982). Lack of recognition from colleagues, managers and clients is closely associated with a feeling of inefficacy and burnout is less likely to occur in a supportive environment (Maslach & Leiter, 2008). As Maslach et al. (Maslach, Schaufeli, & Leiter, 2001) pointed out, the job-person paradigm should be extended into a broader concept of the person situated in the job context. Following this advice Fernet et al. (Fernet, Gagne, & Austin, 2010) investigated the effect of the interplay between quality of relationships with coworkers and work motivation on burnout and found that the first factor plays a crucial role when a person exhibits less self-determined work motivation.

Belief in a Zero-Sum Game

In social psychology many kinds of beliefs may be found. Some beliefs are very specific and only applicable to a narrow range of situations and actors. In contrast, some

beliefs are very general and may be viewed as “generalized expectancies”, social axioms or general beliefs about the world, pitched at a high level of abstraction and related to social behavior across a variety of contexts, actors, targets, and time periods.

In one study Skarżyńska and Henne (2012) found that balance (positive and negative) of personal experiences with other people and previous experiences with people who have the power was a significant predictor of the attitude towards democracy and capitalism. They also found that such factor of human capital as positive world view (rejection of social Darwinism) support greater civic activity. This shows that specific interpersonal experiences or individual social beliefs can be applicable to specific situations. From the other side, some general beliefs on culture level can influence the individual perception. Leung et al. (2002) have labeled such general beliefs “social axioms”, in the sense that, like axioms in mathematics, they constitute basic premises that people endorse and use to guide their behavior in different situations (also in organizational work), without testing their truth. These beliefs are axiomatic because they are often assumed to be true as a result of personally and culturally shared experiences and transferred through socialization (Leung et al., 2002, p. 288).

One example of such both a social individual belief and social axiom is the conviction that life goes like a zero-sum game (Różycka-Tran, Boski, & Wojciszke, 2015), which can play an important role in organizational endeavors. Esses, Jackson and Armstrong (1998), presented the zero-sum game idea as a cognitive mechanism of perceived antagonistic interests between groups, where others’ gain is perceived as a personal loss. Bar-Tal (2007) used the idea of zero-sum game in the context of intergroup strife as an attitude occurring in intractable conflicts, where both sides insist on their incompatible aspirations. In many studies it was found that BZSG affects: cognition (antagonistic perception of interests, an external locus of control and dependence on others, pessimism, negative vision of the social world, delegitimization of social systems, belief in the injustice of the social world, distrust); emotions (sadness, anxiety and a tendency to rumination, low satisfaction with life, feeling oneself to be a loser in relation to social exchange); and behavioral tendencies (withdrawing from social exchange, cooperation avoidance, interpersonal conflicts) (Wojciszke, Baryła, & Różycka, 2009; Różycka, 2012). Similar effects were also found in the samples taken from 37 countries all over the world (Różycka-Tran, Boski, & Wojciszke, 2015).

Many studies showed that negative reciprocity norms lead to conflict behavior, whereas positive reciprocity norms leads to stable social relation exchanges (Keysar, Converse, Wang, & Epley, 2008). The same, the conviction that social life is like a zero-sum game leads to a negative evaluation of social relations in organization.

Psychological Contract

The concept of the psychological contract describes employee-employer relations in terms of social exchange theories with mutual obligations as its central issue.

According to the transactional version of exchange theory, the core of social exchange is building enduring relations between many partners by mutually providing needful resources and fulfilling the reciprocity rule (Blau, 2006/1986). Psychological contract is a system of employee’s beliefs referring to the actions which should be taken to receive certain rewards from the employer (Spindler, 1994). Anderson and Schalk (1998) stress the implicit nature of psychological contract, which is covertly held and rarely discussed. Rousseau and Greller (1994) define the concept as: “the actions employees believe are expected of them and what response they expect in return from the employer” (p. 386). The subjective nature of the psychological contract distinguishes it from a formal and legal contract (Suazo, Martinez & Sandoval, 2011). Psychological contract is connected with expectations, promises, and mutual obligations (Guest, Conway, Briner, & Dickamn, 1996), letting predict future events (Purvis & Copley, 2003) and shapes attitudes towards the organization and organizational behaviors (Guest, 2004). Schalk and Roe (2007) note that the accessibility of the psychological contract is not permanent. It is greater when contextual changes take place and no routine reaction is needed.

Two forms of psychological contract can be discerned: transactional and relational (Rousseau, 1995). The first one is short-term, more concerned with economic exchange and its range is narrow. It is less likely to be reliant on the employee-employer relationship than relational contract, which is usually long-term, more diffuse and broader ranging. Relational contract is more subjective than transactional contract and relates to such issues as development of professional career, training and supervisor’s support. These HRM practices are signals interpreted and valued by the individual in an organization, which builds the beliefs and expectations about the outcomes of the effort put into the work (Suazo et al., 2011). The employee who expects the relational form of mutual relations with the employer shows a tendency to citizenship behaviors (Shih & Chen, 2010). Although most of the instruments focusing on psychological contract contents differentiate between the relational and the transactional component the structure of the relational-transactional scale has not been consistently proven empirically (see Reader, Wittekind, Inauen, & Grote, 2009).

Psychological contract outlines the standard of an acceptable state of affairs (Schalk & Roe, 2007). If decisions and behaviors of the employer cross the limits of acceptance the employee’s sense of obligation is reduced. The limits are determined by an individual’s values such as: state of health, quality of one’s effort or dignity. Mutual obligations are fulfilled when both sides of the contract are convinced that their contribution is reciprocated (Jun, Cardon, & Rivera, 2012). Positive evaluation of the fulfillment of the psychological contract leads to engagement (Coyle-Shapiro & Kessler, 2000). Breaching the relational psychological contract is negatively related to work satisfaction and citizenship behaviors, and positively to the intention to quit (Zhao, Wayne, Glibkowski, &

Bravo, 2007). The consequences of breaching relational contract are more severe than in the case of breaching transactional contract (Restubog & Bordia, 2006). Guest (2004) suggests that this is connected with organizational trust, which is not so important in transactional contract as it is in relational contract.

The Present Study

From the various streams of evidence reviewed above it can be concluded that beliefs concerning social relations are connected with work input. If one believes that mutual relations are based on the BZSG putting an effort into work seems to be less possible than is the case if one believes the opposite. Usually the effects of one's effort are shared somehow with others in the organization. Also, achieving goals through dedication and engagement is not a lonely game. The process is based on the state of cooperation with others.

Assumptions and Hypotheses

We predict that general beliefs about the nature of social relations (BZSG) is connected with work input (hypothesis 1). The aim of our study is also to consider the relative roles of beliefs that shape the relational psychological contract. These are based on the experiences of day-to-day employee-employer contact and give rise to expectations of different kinds of benefits in return for one's effort. We hypothesize that the relational psychological contract is a mediator in the relationship between BZSG and attitude towards work input.

Method

Participants

We analyzed the results of a questionnaire collected from 258 employees (152 men and 106 women) in four different organizations active in the Pomeranian market in Poland (two production companies and two commercial and service companies). Most of the respondents had secondary education ($n = 162$) or higher ($n = 88$), only eight people had only primary education. Most of the surveyed workers occupied non-managerial positions ($n = 210$), only 18.6% of the sample ($n = 48$) were working as managers. The study group was diverse in terms of age ($M = 36.3$, $SD = 9.18$) and overall experience ($M = 13.57$, $SD = 9.78$). The workers received from us a paper-and-pencil questionnaire. They were requested to participate voluntarily in the study, to answer all the questions in private, and to return the completed questionnaire.

Measures and Procedure

To measure the variables we used a questionnaire composed of the following tools.

Work input was measured by Attitude toward the Work Input Scale consisting of 18 items scored from 1 (*strongly disagree*) to 5 (*strongly agree*). The scale includes items such as: "I fully use my abilities doing my work", "I use information on the results of my work to improve my action", "I am convinced that I am effective at work", "It is

worth putting effort into what you do at work". The author of the scale items is Pieczewski (2012), who developed them within the MA thesis. The scale is theoretically grounded in the concept of the person situated in the job context (Maslach et al., 2001), which extends job-person paradigm, typical for the motivational theories (Fernet et al., 2010). The items passed the psychometric verification, using the results of this study. Confirmatory Factor Analysis (CFA) based on the diagonally weighted least squares (DWLS) estimation was used to confirm the convergence of one-factor model of Attitude toward the Work Input Scale. The results show that the model is a good fit to the data: CFI = .979, TLI = .976, RMSEA = .053 (90 Percent Confidence Interval: .042 – .065). It was also examined whether the results of the new tool correlated with more objective measure of work input, specifically with the intention to quit the company. It has been shown that the lower score on Attitude toward the Work Input Scale, the stronger the tendency to consider leaving the organization ($r = -.29$, $p < .01$).

Belief in a zero-sum game (BZSG) was measured by the Belief in a Zero-Sum Game Scale consisting of 12 items (e.g. "Life is so devised that when somebody gains, others have to lose", "Life is like tennis game – a person wins only when others lose"), ranging from 1 (*strongly disagree*) to 7 (*strongly agree*) (Różycka & Wojciszke, 2010). The participants of the study were instructed to judge how far they may agree with the statements keeping in mind their relations in organizations. That was different from the original version of the scale where instruction refers to unspecified others.

Relational psychological contract was measured by the subscale of the Swiss Psychological Contract Measure (Raeder et al., 2009), ranging from 1 (*is not at all*) to 5 (*is very much*). The scale contains 13 items related to different aspects of the relational psychological contract in organizations (e.g. loyalty, decision-making, career development, safety, working atmosphere). Subjects were evaluated on how much their employer offers a working environment where these opportunities are realized. The original scale consists of four parts separately measuring the employee's expectations (1), employer's offer (2), employee's contribution (3) and employer's expectations (4). Following the social exchange theory, according to which one is obliged to return a favor (Blau, 2006/1986), we decided to choose the fourteen items subscale of the employer's offerings (2). This is in line with the concept of the psychological contract, which is implicit, rarely discussed and mainly accessible during the change process but not when the routine reaction is needed (Anderson & Schalk, 1998; Schalk & Roe, 2007). The subjective evaluation of the employer's offerings allows the employee to infer the intentions of the employer and predict his actions (Suazo et al., 2011).

The fourteen items subscale was translated into Polish and then back-translated independently by two bilingual translators. Because in Polish language two items were very similar we decided to remove one of them – consequently, in the study thirteen item-scale was used. Alpha Cronbach of the subscale in the present study was

$\alpha = .92$. Confirmatory Factor Analysis (CFA) based on the diagonally weighted least squares (DWLS) estimation was used to confirm the convergence of one-factor model of Relational Psychological Contract Scale. The results show that the model is a good fit to the data: CFI = .991, TLI = .989, RMSEA = .047 (90 Percent Confidence Interval: .028 – .064).

The questionnaire also included questions about gender, job position, education level, age and work experience.

Results

Table 1 presents an overview of the descriptive statistics and bivariate correlations between the variables measured in the study.

In order to answer the questions about the mediating role of psychological contract in the relationship between BZSG and perceived work input we conducted a mediation analysis carried out in three steps according to the approach proposed by Baron and Kenny (Baron & Kenny, 1986) and supplemented by the Sobel test (Sobel, 1982).

In the first step, a direct relationship between the BZSG and perceived work input was confirmed – the regression model proved to be well matched to the data $F(1, 257) = 17.919, p < .01, R^2 = .065$ and showed that the stronger BZSG, the less perceived work input ($\beta = -.256, p < .01$). In the second step of the analysis we tested the relationship between the independent variable (belief in a zero-sum game) and the mediator (psychological contract). Again, this relationship turned out to be significant ($\beta = -.326, p < .01$), and the model fits well $F(1, 257) = 30.521, p < .01, R^2 = .107$. Finally, when the

model takes into account both the independent variable and the mediator, the role of the independent variable (BZSG) in predicting perceived work input decreased and was statistically insignificant ($\beta = -.055, p > .05$), while the mediator was strongly associated with the dependent variable ($\beta = .614, p < .01$) $F(2, 256) = 85.929, p < .01, adjusted R^2 = .398$. A summary of beta coefficients is presented in Figure 1. The result indicates that the total mediation effect of psychological contract was confirmed by the statistically significant ($z = -4.99, p < .01$) Sobel test result.

In the group of subjects were both managers and the persons employed on the executive positions. Because the hierarchy of positions may be an important predictor of work input, we repeated the mediation analysis excluding managers. The results confirmed earlier findings and showed that the stronger BZSG, the less work input ($\beta = -.259, p < .01, F(1, 208) = 14.944, p < .01, R^2 = .067$). Relationship between BZSG and the psychological contract turned out to be significant ($\beta = -.324, p < .01$), and the model also fits well $F(1, 208) = 24.396, p < .01, R^2 = .105$. Finally, the role of the independent variable (BZSG) in predicting self-assessment work input decreased and was statistically insignificant ($\beta = -.059, p > .05$), while the mediator (psychological contract) was strongly associated with the dependent variable ($\beta = .618, p < .01$), $F(2, 207) = 71.728, p < .01, adjusted R^2 = .404$.

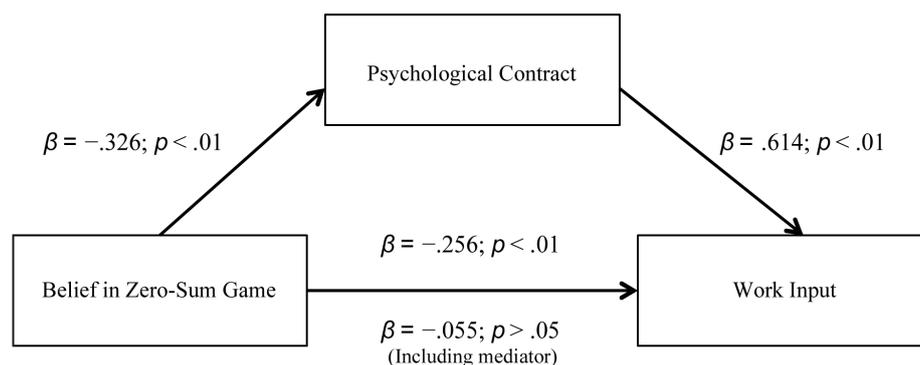
Perceived psychological contract reflects employee-employer relationship that are shaped by organizational practices. The analyses made so far have focused on an individual level. To identify potential relationship between an organization with the psychological contract and the attitude toward work input Multiple Regression with

Table 1. Reliabilities, descriptive statistics, and intercorrelations among the study variables

Variable	Items	α	M	SD	1	2	3
1 Work Input	18	.91	63.05	13.81	–		
2 Belief in a Zero-Sum Game	12	.84	39.45	11.44	-.26*	–	
3 Psychological Contract	13	.92	41.51	10.59	.63*	-.33*	–

$N = 258$. * Correlations significant at $p < .01$.

Figure 1. Mediating Role of Psychological Contract in the Relationship Between Belief in Zero-Sum Game and the Work Input



Categorical Predictor Variables was performed. We used dummy coding process (Cohen & Cohen, 1983) to create dichotomous variables. As a reference group we chose the biggest company. The results show that the variables determining the companies' membership (in relation to the company one) is an important predictor of work input ($\beta_{\text{company2}} = .150, p < .05, \beta_{\text{company3}} = .280, p < .01, \beta_{\text{company4}} = -.163, p < .05, F(3, 254) = 14.193, p < .01, \text{adjusted } R^2 = .133$). However, in the case of the relational psychological contract only affiliation to the company3 (in relation to the company1) is significant predictor of perceived psychological contract ($\beta_{\text{company2}} = .107, p = .11, \beta_{\text{company3}} = .149, p < .05, \beta_{\text{company4}} = -.127, p = .06, F(3, 254) = 5.277, p < .01, \text{adjusted } R^2 = .048$).

Discussion

The results of our study indicate that psychological contract is the mediator in the relationship between social beliefs and attitude towards work input. Perceiving psychological contract through the lens of stable employee-employer relations reduces the role of belief in zero-sum game in predicting perceived work input. In other words, the psychological contract mediates the negative impact of the perception of life as a zero-sum game on work input. Working conditions in an organization can therefore have a greater impact on employee perceived work input than employee's social beliefs. Perceived employee-employer relationships can have an impact on organizational behaviors. How they are shaped by organizational practices can play a more important role than the individual's social beliefs.

HRM practices play a signaling role (Suazo et al., 2011). They are decoded through the lens of the psychological contract. The style of management of the immediate supervisor, as a representative of the employer may influence the process (Buszan, 2008), as well as procedural justice with which HRM systems are implemented (DeConick, 2010). As our research shows the perceived psychological contract does not significantly differs the organizations. But it may indicate the in-company diversity of the perceived psychological contract. This in turn directs attention into the interaction between the employer and the employee. Designing formal HRM practices is not enough. The proper conditions for their implementation (management's styles and procedural justice) and stress put on the idiosyncratic deals (Rousseau, Ho & Greenberg, 2006) seem to be as important as formal regulations. Thanks to this decoding signals through the lens of psychological contract may lead to a greater work input.

Subjective interpretation has an enormous impact on the conduct of everyday social affairs (Ross & Ward, 1995). The interpretation can be in favor of the perceived work input or against it. General beliefs, such as a belief in the zero-sum game are developed throughout one's life and their source is in the early stages of the socialization process. As current research shows, these beliefs are connected with personal attitude toward work. Organizational membership is a unique experience through which attitude towards other people is modified on the

basis of daily experiences, often with immediate feedback on the work input. Specifically, employee-employer relations related to the fulfillment of mutual obligations can influence how the social world is perceived. It is a much more friendly world when it is a place where one's value can be confirmed, new abilities may be developed, and feeling of proud of one's own achievements is accessible. Being related to the employer through a mental representation which takes the form of a relational contract offers a self-reinforcing loop in perceived work input.

The dominance of game-like beliefs reflects a low level of humanist orientation, when we understand a humanist orientation to be a world-view which emphasizes the prevalence of interpersonal and person-centered sensitivity over materialist concerns (Boski, 1999). Humanist orientation prevents the reduction of other individuals to competitors in situations where one wins at the expense of others. Psychological contract can perform the same function, where employee-employer relations transform work in an organization into a more humanistic dimension through Human Resources policy. Job security, career opportunity, training and development, pay satisfaction and other employer's promises not only humanize the work environment but also bring a demonstrable financial return (reduced employee turnover, improved productivity and profitability), as was shown by Huselid's studies (1995). It should be stressed that the economy-humanism marriage is not easy to attain and this explains its relatively poor uptake in human resources management (Huczynski & Buchanan, 2007).

Limitations and Future Research

The study has certain limitations. First, the cross-sectional design of the study does not allow for the making of casual inferences. In order to establish causality, experiments and longitudinal studies should be undertaken. Importantly, such studies could provide insights into the dynamics of social beliefs and employee expectations, and their role in modifying perceived work input. Secondly, the data are based on self reports thus raising concerns for common-method variance. Future studies could be extended to investigate HRM practices on the basis of formal documents and work-effort could be measured by objective indicators. Thirdly, employee obligations could be included in the study of relational psychological contract. There is also a need to conduct a cross-organization and cross-cultural study to test the universality of the links established in the current study between social beliefs, relational psychological contract and perceived work input. For example, one of the most popular scales for measuring work engagement (Utrecht Work Engagement Scale) has different levels of accuracy when used in the original Dutch version and Japanese version (Shimazu, Schaufeli, Miyanaka, & Iwata, 2010).

The results encourage further studies highlighting the role of the organization in shaping alternatives to individual's beliefs in zero-sum game. This belief influences the organizational offer. The stronger BZSG the

more critically judged the working conditions and the lower work input. Nevertheless generalized beliefs are not easy to modify. What the organization may shape is the quality of the psychological contract. The employees obligation to return the goods seems to have greater influence on the work input than the generalized social beliefs. This consistency need also works against work input.

The described phenomena maybe influenced by the level of employee's skills. It could be expected that the highly-skilled professionals are more sensitive to working conditions and the meaning of psychological contract becomes yet more important. To check this assumption two types of organizations or markets at which they operate can be distinguished. Although most job markets are employer markets (employees must compete for job and employers set the rules; it's characteristics of most Polish job markets), some job markets are employee markets (employers must compete to attract employees; in Poland IT job market may be the example). May for workers on employers market the relational psychological contract be less important and therefore will it still mediate the relation between social beliefs and perceived work input?¹

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