

**Appendix D**

**Figures and Tables**

**Table 6.1 Judgments of Fairness**

	Base Model			Model 1			Model 3			Model 5			Model 7			Model 9		
	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gender	0.051	2.70††	0.011	0.058	2.70††	0.011	0.051	2.70††	0.011	0.058	2.70††	0.011	0.051	2.71††	0.011	0.051	2.70††	0.011
Temporary labor	0.053	2.55†	0.040	0.066	.62ns.	0.050	0.090	.91ns.	0.068	0.053	2.55†	0.040	0.053	2.56†	0.040	0.053	2.55†	0.040
Tenure	0.131	6.57†††	0.037	0.139	6.57†††	0.037	0.131	6.57†††	0.037	0.158	1.49ns.	0.044	0.445	4.56†††	0.125	0.131	6.57†††	0.037
Retraining	0.203	0.19†	0.111	0.203	0.196†	0.111	0.203	0.19††	0.111	0.203	0.19††	0.111	0.203	0.21††	0.111	0.313	2.95††	0.171
Employee voice	0.271	3.13††	0.265	0.271	3.13††	0.265	0.271	3.13††	0.265	0.271	3.13††	0.265	0.271	3.15††	0.265	0.271	3.13††	0.265
Community	0.319	6.01†††	0.480	0.319	6.00†††	0.480	0.319	6.00†††	0.480	0.319	6.00†††	0.480	0.319	6.05†††	0.480	0.319	6.01†††	0.480
self fulfilment	0.037	1.97†	0.007	0.039	1.65ns.	0.007	0.037	1.97†	0.007	0.042	1.59ns.	0.008	0.037	1.98†	0.007	0.018	.68ns.	0.003
institutional roles	0.096	4.94†††	0.041	0.096	4.94†††	0.041	0.102	4.19†††	0.043	0.096	4.94†††	0.041	0.158	5.85†††	0.067	0.096	4.94†††	0.041
self x temps	-	-	-	0.014	.13ns.	0.012	-	-	-	-	-	-	-	-	-	-	-	-
self x tenure	-	-	-	-	-	-	0.038	.38ns.	0.030	-	-	-	-	-	-	-	-	-
self x training	-	-	-	-	-	-	-	-	-	0.028	.26ns.	0.008	-	-	-	-	-	-
self x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.326	3.28†††	0.101	-	-	-
self x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.113	1.05ns.	0.055
R-sq, F	R-sq=.267, F=97.52			R-sq=.267, F=86.065			R-sq=.267, F=86.6			R-sq=.267, F=86.6			R-sq=.271, F= 88.2			R-sq=.201, F=59.6		
R-sq	-			.000, ns.			.000,ns			.000,ns			.004†			.000, ns.		
Model				Model 2			Model 4			Model 6			Model 8			Model 10		
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gender	-	-	-	0.051	2.70††	0.021	0.051	2.70††	0.021	0.051	2.70††	0.021	0.051	2.70††	0.021	0.051	2.70††	0.020
Temporary labor	-	-	-	0.053	2.55†	0.040	0.053	2.55†	0.040	0.053	2.55†	0.040	0.053	2.55†	0.040	0.050	2.43†	0.037
Tenure	-	-	-	0.131	6.57†††	0.037	0.131	6.57†††	0.037	0.131	6.58†††	0.037	0.131	6.57†††	0.037	0.131	6.60†††	0.036
Retraining	-	-	-	0.180	1.84ns.	0.099	0.203	0.27††	0.110	0.203	0.70††	0.110	0.203	0.19††	0.111	0.205	0.30††	0.110
Employee voice	-	-	-	0.271	3.13††	0.265	0.053	.50ns.	0.051	0.057	.58ns.	0.055	0.271	3.13††	0.264	0.273	3.24††	0.263
Community	-	-	-	0.319	6.00†††	0.480	0.319	6.02†††	0.476	0.319	6.03†††	0.476	0.239	2.26†	0.358	0.134	1.38ns.	0.199
self fulfilment	-	-	-	0.037	1.97†	0.007	0.087	2.87††	0.016	0.037	1.98†	0.007	0.052	1.95†	0.009	0.038	2.02†	0.007
institutional roles	-	-	-	0.101	3.72†††	0.043	0.096	4.95†††	0.041	0.150	4.84†††	0.064	0.096	4.94†††	0.041	0.131	4.88†††	0.055
Roles x temps	-	-	-	0.024	.24ns.	0.011	-	-	-	-	-	-	-	-	-	-	-	-
Roles x tenure	-	-	-	-	-	-	0.227	2.10†	0.208	-	-	-	-	-	-	-	-	-
Roles x training	-	-	-	-	-	-	-	-	-	0.225	2.24†	0.191	-	-	-	-	-	-
Roles x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.083	.77ns	0.118	-	-	-
Roles x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.194	1.96†	0.207
R-sq, F	-			R-sq=.267, F=86.6			R-sq=.269, F=87.3			R-sq=.269, F=87.4			R-sq=.268, F=86.7			R-sq = .271, F=88.		
R-sq	-			.000, ns.			.002, †			.002, †			.001, ns			.004†		

† = p .05  
 †† = p .01  
 ††† = p .001

**Table 6.2 Judgments of Trust**

	Base Model			Model 1			Model 2			Model 3			Model 4			Model 5		
	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	0.055	2.62††	0.009	0.055	2.61††	0.009	0.044	2.62††	0.009	0.055	2.61††	0.046	0.055	2.62††	0.009	0.055	2.62††	0.009
Gender	0.085	4.30†††	0.046	0.054	3.19†††	0.046	0.085	4.27†††	0.046	0.085	4.27†††	0.009	0.085	4.27†††	0.046	0.085	4.27†††	0.046
Temporary labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure	0.079	3.92†††	0.001	0.069	3.31†††	0.001	0.069	3.31†††	0.001	0.026	.23ns	0.000	0.191	1.87ns	0.003	0.079	3.96†††	0.001
Retraining	0.143	7.14†††	0.048	0.133	6.41†††	0.045	0.133	6.42†††	0.045	0.144	7.18†††	0.048	0.144	7.18†††	0.048	0.166	1.50ns	0.056
Employee voice	0.275	12.77†††	0.385	0.275	12.78†††	0.3806	0.275	12.76†††	0.382	0.275	12.75†††	0.382	0.275	12.75†††	0.382	0.275	12.75†††	0.382
Community	0.252	12.54†††	0.398	0.242	11.62†††	0.380	0.242	11.65†††	0.381	0.253	12.59†††	0.398	0.253	12.50†††	0.397	0.253	12.59†††	0.392
self fulfillment	0.048	2.29†	0.010	0.043	2.01†	0.009	0.048	2.29†	0.010	0.029	1.02ns	0.006	0.048	2.29†	0.010	0.044	1.56ns	0.009
institutional roles	0.119	5.79†††	0.076	0.119	5.80†††	0.075	0.113	5.47†††	0.072	0.120	5.84†††	0.076	0.141	4.98†††	0.090	0.120	5.83†††	0.076
self x temps	-	-	-	0.040	1.85ns	0.025	-	-	-	-	-	-	-	-	-	-	-	-
self x tenure	-	-	-	-	-	-	0.043	2.00†	0.030	-	-	-	-	-	-	-	-	-
self x training	-	-	-	-	-	-	-	-	-	0.109	.97ns	0.006	-	-	-	-	-	-
self x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.116	1.11ns	0.012	-	-	-
self x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.010	.200ns	0.002
R-sq, F	R-sq=.201, F=68.83			R-sq=.202, F=59.85			R-sq=.203, F=60.17			R-sq=.202, F=59.74			R-sq=.202, F=59.78			R-sq=.201, F=59.62		
R-sq	-			.001, ns.			.002†			.001ns			.001, ns			.000, ns.		
Model				Model 6			Model 7			Model 8			Model 9			Model 10		
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	0.055	2.62††	0.009	0.055	2.62††	0.009	0.055	2.62††	0.009	0.055	2.63††	0.009	-	2.62††	-
Gender	-	-	-	0.085	4.27†††	0.046	0.085	4.27†††	0.046	0.085	4.27†††	0.046	0.085	4.27†††	0.046	0.062	4.27†††	0.043
Temporary labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure	-	-	-	0.079	3.96†††	0.001	0.079	3.97†††	0.001	0.079	3.96†††	0.001	0.079	3.96†††	0.001	0.069	3.96†††	0.023
Retraining	-	-	-	0.073	.71ns.	0.024	0.144	7.19†††	0.048	0.144	7.18†††	0.048	0.144	7.18†††	0.048	0.114	7.19†††	0.078
Employee voice	-	-	-	0.275	12.75†††	0.382	0.061	.55ns.	0.084	0.174	1.70ns.	0.242	0.275	12.75†††	0.382	0.016	12.75†††	0.188
Community	-	-	-	0.253	12.60†††	0.398	0.253	12.60†††	0.396	0.253	12.59†††	0.398	0.115	1.04ns.	0.181	0.002	1.27ns.	0.005
self-fulfilment	-	-	-	0.048	2.29†	0.010	0.097	2.98†††	0.020	0.048	2.29†	0.010	0.073	2.54†	0.015	0.104	2.29†	0.071
institutional roles	-	-	-	0.134	4.70†††	0.085	0.120	5.84†††	0.075	0.145	4.47†††	0.092	0.120	5.83†††	0.076	0.162	5.06†††	0.137
Roles x temps	-	-	-	0.074	.71ns.	0.016	-	-	-	-	-	-	-	-	-	-	-	-
Roles x tenure	-	-	-	-	-	-	0.222	1.96†	0.294	-	-	-	-	-	-	-	-	-
Roles x training	-	-	-	-	-	-	-	-	-	0.106	1.01ns.	0.127	-	-	-	-	-	-
Roles x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.142	1.27ns	0.161	-	-	-
Roles x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.214	1.22ns	0.386
R-sq, F	-			R-sq=.202, F=59.68			R-sq=.203, F=60.15			R-sq=.202, F=59.75			R-sq=.202, F=59.84			R-sq=.202, F=59.82		
R-sq	-			.001, ns.			.002, †			.001, ns.			.001, ns.			.001, ns.		

† = p .05  
 †† = p .01  
 ††† = p .001

**Table 6.3 Judgments of Commitment**

	Base Model			Model 1			Model 2			Model 3			Model 4			Model 5		
	$\beta$	t	RW	$\beta$	t	RW	$\beta$	t	RW	$\beta$	t	RW	$\beta$	t	RW	$\beta$	t	RW
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	0.145	7.25†††	0.025	0.146	7.31†††	0.094	0.145	7.25†††	0.093	0.145	7.13†††	0.093	0.145	7.26†††	0.092	0.148	7.19†††	0.094
Gender	0.058	3.19†††	0.045	0.058	2.93††	0.030	0.058	2.92††	0.029	0.040	2.93††	0.020	0.058	2.92††	0.029	0.059	2.94††	0.029
Temporary labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure	0.088	3.21††	0.034	0.081	3.90†††	0.010	0.081	3.89†††	0.010	0.061	.73ns.	0.008	0.352	3.44†††	0.045	0.088	4.39†††	0.011
Retraining	0.183	5.39†††	0.137	0.175	8.40†††	0.103	0.175	8.39†††	0.103	0.183	9.07†††	0.108	0.193	9.09†††	0.107	0.231	2.79††	0.135
Employee voice	0.241	7.09†††	0.323	0.241	11.15†††	0.285	0.241	11.15†††	0.285	0.241	11.15†††	0.285	0.242	11.07†††	0.282	0.241	11.05††	0.282
Community	0.238	9.28†††	0.490	0.231	11.05†††	0.345	0.231	11.04†††	0.344	0.238	11.81†††	0.356	0.238	11.83†††	0.352	0.238	11.81†††	0.352
self fulfillment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
institutional roles	0.138	6.81†††	0.089	0.138	6.79†††	0.088	0.134	6.53†††	0.086	0.137	6.74†††	0.088	0.190	6.730	0.120	0.137	6.71†††	0.087
self x temps	-	-	-	0.029	1.33ns.	0.020	-	-	-	-	-	-	-	-	-	-	-	-
self x tenure	-	-	-	-	-	-	0.029	1.34ns.	0.023	-	-	-	-	-	-	-	-	-
self x training	-	-	-	-	-	-	-	-	-	0.029	.35ns.	0.003	-	-	-	-	-	-
self x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.274	2.63††	0.053	-	-	-
self x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.050	.61ns	0.029
R-sq, F	R-sq=.195, F=73.64			R-sq=.195, F=64.68			R-sq=.195, F=64.68			R-sq=.195, F=64.42			R-sq=.197, F= 65.48			R-sq=.195, F=64.46		
R-sq	-			.000, ns.			.000, ns.			.000, ns.			.002†			.000, ns.		
Model	-			Model 6			Model 7			Model 8			Model 9			Model 10		
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	0.145	7.25†††	0.093	0.142	6.88†††	0.091	0.145	7.25†††	0.093	0.146	7.12†††	0.094	-	7.26†††	-
Gender	-	-	-	0.058	2.91††	0.029	0.057	2.88††	0.029	0.058	2.91††	0.029	0.058	2.93††	0.030	0.062	2.92††	0.043
Temporary labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tenure	-	-	-	0.088	4.39†††	0.011	0.088	4.39†††	0.011	0.088	4.39†††	0.011	0.088	4.39†††	0.011	0.069	4.39†††	0.023
Retraining	-	-	-	0.143	1.39ns.	0.084	0.183	9.07†††	0.108	0.183	9.07†††	0.108	0.183	9.07†††	0.108	0.114	9.08†††	0.078
Employee voice	-	-	-	0.241	11.15†††	0.285	0.210	2.85††	0.247	0.112	1.09ns.	0.133	0.241	11.15†††	0.285	0.016	11.06†††	0.188
Community	-	-	-	0.238	11.81†††	0.356	0.238	11.81†††	0.356	0.238	11.82†††	0.356	0.263	3.17††	0.393	0.002	.37ns.	0.005
self fulfillment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
institutional roles	-	-	-	0.146	5.71†††	0.094	0.139	6.82†††	0.089	0.171	5.26†††	0.109	0.137	6.74†††	0.088	0.162	6.28†††	0.137
Roles x temps	-	-	-	0.041	.40ns.	0.019	-	-	-	-	-	-	-	-	-	-	-	-
Roles x tenure	-	-	-	-	-	-	0.015	.45ns.	0.017	-	-	-	-	-	-	-	-	-
Roles x training	-	-	-	-	-	-	-	-	-	0.314	1.29ns.	0.164	-	-	-	-	-	-
Roles x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.011	.31ns.	0.016	-	-	-
Roles x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.214	1.99†	0.386
R-sq, F	-			R-sq=.195, F=64.43			R-sq=.195, F=64.44			R-sq=.195, F=64.66			R-sq=.195, F=64.42			R-sq= .197, F=65.02		
R-sq	-			.000, ns.			.000, ns.			.000, ns.			.000, ns.			.002†		

† = p .05  
 †† = p .01  
 ††† = p .001

**Table 6.4 Judgments of Citizenship**

	Base Model			Model 1			Model 2			Model 3			Model 4			Model 5		
	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW	β	t	RW
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gender	0.066	3.19†††	0.045	0.065	3.19†††	0.045	0.066	3.19†††	0.044	0.066	3.19†††	0.045	0.065	3.19†††	0.045	0.065	3.19†††	0.045
Temporary labor	0.061	2.72††	0.070	0.122	1.05ns	0.014	0.053	0.49ns	0.061	0.061	2.72††	0.070	0.061	2.72††	0.069	0.061	2.72††	0.069
Tenure	0.070	3.2†††	0.024	0.070	3.2†††	0.023	0.070	3.2†††	0.024	0.052	0.44ns.	0.017	0.152	1.41ns.	0.051	0.070	3.2†††	0.023
Retraining	0.117	5.39†††	0.080	0.117	5.39†††	0.080	0.117	5.39†††	0.080	0.117	5.39†††	0.080	0.117	5.39†††	0.080	0.244	2.1†	0.166
Employee voice	0.160	7.09†††	0.192	0.160	7.09†††	0.193	0.160	7.09†††	0.192	0.160	7.09†††	0.192	0.160	7.09†††	0.190	0.160	7.09†††	0.190
Community	0.202	9.28†††	0.401	0.203	9.28†††	0.400	0.202	9.28†††	0.401	0.202	9.28†††	0.401	0.202	9.28†††	0.398	0.202	9.27†††	0.398
self fulfilment	0.102	4.89†††	0.070	0.130	3.58†††	0.070	0.102	4.89†††	0.070	0.105	3.63†††	0.072	0.102	4.88†††	0.069	0.124	4.29†††	0.084
institutional roles	0.126	5.9†††	0.107	0.126	5.9†††	0.106	0.125	4.67†††	0.106	0.126	5.9†††	0.107	0.142	4.81†††	0.119	0.126	5.89†††	0.106
self x temps	-	-	-	0.063	0.53ns	0.063	-	-	-	-	-	-	-	-	-	-	-	-
self x tenure	-	-	-	-	-	-	0.019	0.08ns.	0.023	-	-	-	-	-	-	-	-	-
self x training	-	-	-	-	-	-	-	-	-	0.018	0.16ns.	0.004	-	-	-	-	-	-
self x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.085	0.78ns.	0.038	-	-	-
self x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.130	1.11ns.	0.097
R-sq, F	R-sq=.13, F=40			R-sq=.131, F=35.57			R-sq=.130, F=35.54			R-sq=.130, F=35.54			R-sq=.131, F= 35.61			R-sq=.131, F=35.69		
R-sq	-			.001, ns.			0, ns.			0, ns.			.001, ns			.001, ns.		
Model				Model 6			Model 7			Model 8			Model 9			Model 10		
Class	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Age	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gender	-	-	-	0.066	3.19†††	0.045	0.065	3.19†††	0.044	0.065	3.19†††	0.045	0.062	3.0††	0.042	0.062	63.000	0.043
Temporary labor	-	-	-	0.061	2.72††	0.070	0.061	2.71††	0.067	0.061	2.72††	0.069	0.062	2.73††	0.070	0.062	2.74††	0.070
Tenure	-	-	-	0.070	3.2†††	0.024	0.070	3.22†††	0.023	0.070	3.2†††	0.023	0.069	3.16†††	0.023	0.069	3.16††	0.023
Retraining	-	-	-	0.097	0.91ns.	0.067	0.118	5.41†††	0.078	0.117	5.39†††	0.080	0.114	5.23†††	0.077	0.114	5.23†††	0.078
Employee voice	-	-	-	0.160	7.09†††	0.192	0.176	1.51ns.	0.205	0.060	0.56ns.	0.072	0.157	6.96†††	0.187	0.016	6.96†††	0.188
Community	-	-	-	0.202	9.28†††	0.401	0.202	9.3†††	0.390	0.202	9.27†††	0.398	0.067	0.58ns.	0.132	0.002	0.02ns.	0.005
self fulfilment	-	-	-	0.102	4.88†††	0.070	0.025	0.77ns.	0.017	0.102	4.89†††	0.069	0.080	2.78†††	0.054	0.104	5.76†††	0.071
institutional roles	-	-	-	0.130	4.38†††	0.110	0.126	5.89†††	0.103	0.151	4.44†††	0.127	0.122	5.76†††	0.102	0.162	5.51†††	0.137
Roles x temps	-	-	-	0.021	0.19ns.	.01.31	-	-	-	-	-	-	-	-	-	-	-	-
Roles x tenure	-	-	-	-	-	-	0.026	2.94††	0.035	-	-	-	-	-	-	-	-	-
Roles x training	-	-	-	-	-	-	-	-	-	0.104	0.95ns.	0.101	-	-	-	-	-	-
Roles x voice	-	-	-	-	-	-	-	-	-	-	-	-	0.141	1.2ns.	0.290	-	-	-
Roles x civics	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.214	1.97†	0.386
R-sq, F	-			R-sq=.130, F=35.54			R-sq=.134, F=36.64			R-sq=.131, F=35.65			R-sq=.129, F=35.28			R-sq = .130, F=35.59		
R-sq	-			0, ns.			.003, †			.001, ns.			0, ns.			0, ns.		

† = p .05  
 †† = p .01  
 ††† = p .001

**Table 6.5 Cluster differences**

Variable	Fairness Clusters							Trust Clusters							Citizenship Clusters			
	1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4
race	3.033	2.923	2.812	2.667	2.952	2.919	3.038	2.911	2.950	2.884	2.704	2.933	3.107	2.800	2.862	2.887	2.931	3.021
age	3.967	3.538	3.521	3.381	3.476	3.500	3.885	3.561	3.500	3.667	3.800	4.000	3.350	3.667	3.679	3.528	3.421	3.625
gender	1.233	1.410	1.271	1.190	1.333	1.194	1.231	1.244	1.250	1.302	1.259	1.267	1.286	1.400	1.266	1.226	1.379	1.188
Class	10.1†	9.359	8.583	8.857	8.000	9.274	9.192	9.367	9.300	7.6††	8.556	9.300	9.714	9.200	9.257	9.377	8.103	9.16†
experience	3.633	3.000	2.979	2.952	2.976	2.919	3.500	3.267	2.925	2.953	2.741	2.733	3.643	3.200	3.119	3.094	2.966	3.167
Employed	0.767	0.667	0.833	0.571	0.548	0.661	0.846	0.511	0.300	0.349	.70††	0.300	0.607	0.600	0.706	0.623	0.862	0.562
Past downsizing	0.900	0.718	0.854	0.715	0.619	0.726	1.000	0.800	0.550	0.841	0.926	7.000	0.964	6.000	0.239	0.283	0.241	0.208
Job loss	1.500	1.051	1.271	1.000	0.952	1.113	1.385	1.222	0.825	1.163	1.444	0.933	1.464	1.200	1.245	1.038	1.276	1.000
Family job lost	1.100	0.769	0.979	0.667	0.714	0.758	0.962	0.856	0.550	0.907	1.111	0.733	1.000	0.800	0.908	0.755	0.914	0.708
Fulfillment	37.83	38.62	38.46	36.95	38.24	37.94	36.58	41.48	41.08	44.47	40.63	38.7†	43.75	43.60	40.77	42.68	44.1†	40.5
Roles	18.53	18.54	19.27	17.00	18.74	18.31	15.8††	17.87	18.38	18.40	19.22	17.53	18.89	18.60	18.14	18.49	18.79	17.64

† = p .05  
 †† = p .01  
 ††† = p .001

**Table 4.2 Correlations**

Variable	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Fulfillment	-															
2. Inst. Roles	0.186†	-														
3. Commitment	(0.02)	0.128†	-													
4. Citizenship	(0.09)	0.125†	.522††	-												
5. Trust	0.04	0.04	.605††	.557††	-											
6. Fairness	0.05	0.05	.651††	.534††	.649††	-										
7. Age	0.367†	0.164†	-.126†	(0.05)	(0.03)	(0.01)	-									
8. Class	(0.03)	(0.00)	(0.09)	(0.08)	(0.06)	(0.04)	.251††	-								
9. Race	(0.06)	(0.08)	(0.05)	(0.11)	(0.04)	(0.00)	0.08	0.07	-							
10. Gender	(0.10)	0.154†	0.10	0.09	0.11	0.06	-.147†	(0.11)	(0.11)	-						
11. Work Exp.	0.367†	0.127†	-.147†	(0.08)	(0.05)	(0.02)	.992††	0.26	0.05	-.166†	-					
12. Full-time	0.295†	0.132†	(0.01)	(0.01)	0.01	0.03	.331††	(0.02)	(0.03)	(0.01)	0.32††	-				
13. Rest. Exp.	-0.142	(0.05)	(0.03)	0.01	0.03	0.05	.365††	0.04	0.00	0.04	.35†††	.502††	-			
14. Friends fired	(0.09)	0.06	(0.04)	0.00	0.03	0.05	.448††	0.09	0.01	(0.02)	.430††	.64†††	.84†††	-		
15. Self fired	0.05	0.03	(0.06)	(0.00)	0.02	0.03	.549††	.147†	0.00	(0.05)	.20†††	.741††	.378††	.875††	-	
16. Work Rest.	0.431†	0.12	-.127†	-.149†	(0.07)	(0.00)	.707††	.229††	0.06	-.243†	.12†	.61†††	.235††	.378††	.449††	-
17. Temporary-cue	0.00	0.00	.143†	.148†	.128†	.202††	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18. Tenure-cue	0.00	0.00	0.03	0.04	0.00	0.08	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
19. Retraining-cue	0.00	0.00	(0.12)	(0.09)	(0.07)	-.146†	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
20. Voice-cue	0.00	0.00	-.23††	-.156†	-.281†	.261††	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
21. Community-cue	0.00	0.00	-.291†	-.258†	-.381†	-.401†	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

† = p .05  
 †† = p .01  
 ††† = p .001

## Figure 6.1 Cluster functions

Figure 6.1 a Fairness clusters

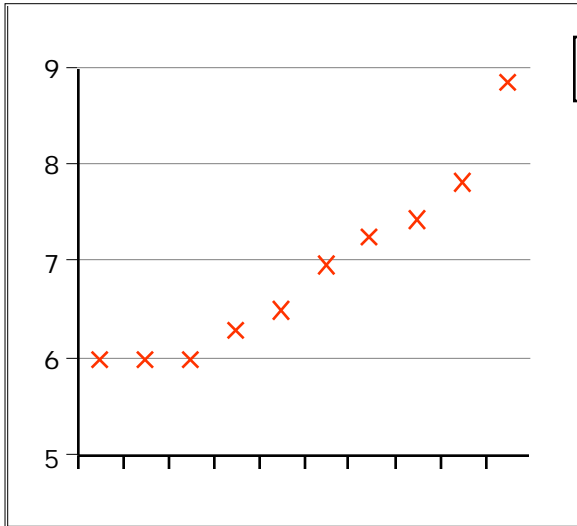


Figure 6.1b Trust Clusters

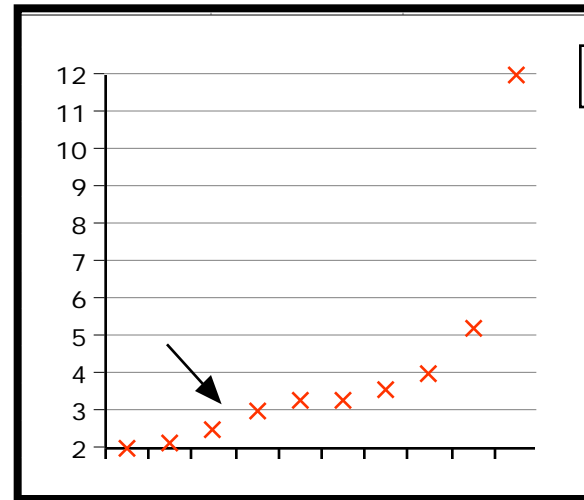


Figure 6.1c Commitment Clusters

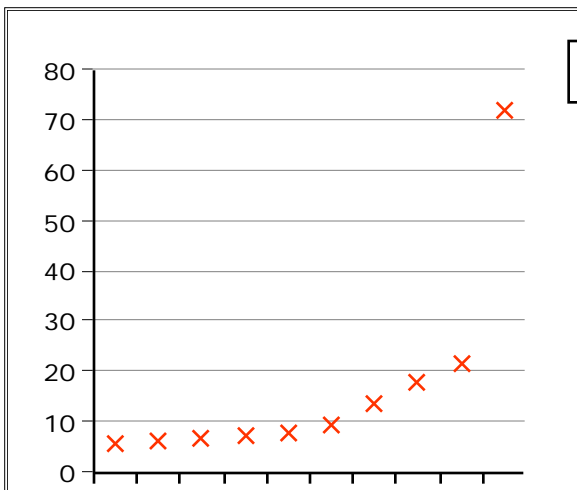
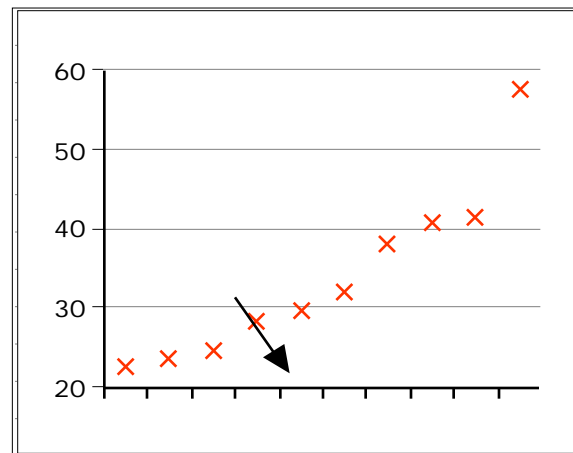


Figure 6.1 d Citizenship Clusters





**Table 3.1 Deriving the Economic Social Contract**

A	B	C	D	E
<p><b>Life choices:</b> This dimension refers to the determination of one's life projects and aims.</p> <p><b>Liberal:</b> The individual is responsible for his or her life choices.</p> <p><b>Communitarian:</b> Life choices are socially embedded.</p>	<p><b>Liberal:</b> Competition and bargaining as the means for realizing and fulfilling life choices.</p> <p><b>Communitarian:</b> Cooperation as the means to realizing and fulfilling life choices.</p>	<p><b>Liberal:</b> Each person is responsible for his or her own economic outcomes.</p> <p><b>Communitarian:</b> Each employee is a vested member of the organization.</p>	<p><b>Job security.</b> <b>Liberal:</b> Will tolerate job instability in the belief that individuals and organizations have a right to self-determination. <b>Communitarian.</b> Stable employment is expected in the belief in the existence of social rights.</p>	<p><b>Temporary employment:</b> <b>Liberal:</b> The liberal should consider temporary employment policies as reasonable. <b>Communitarian:</b>The communitarian should see them as unfair and irresponsible.</p>
<p><b>Personal Identity:</b> This dimension refers to the source of one's self-definition. <b>Liberals:</b> Submits that personal identity is independent of social bonds. <b>Communitarian:</b> Sees communal attachments as constitutive of the self.</p>	<p><b>Liberal:</b> It is the individual's right to pursue his or her own definition of the self. <b>Communitarian:</b> One's definition of the self is embedded in the community.</p>	<p><b>Liberal:</b> Self-identity is tied to individual aims, not to any organization. <b>Communitarian:</b> Self-identity is bound in part, to the work role and the organization.</p>	<p><b>Commitment.</b> <b>Liberal:</b> The liberal has no organizational attachments regardless of time; self-interest prevails. <b>Communitarian:</b> Maintaining loyalty over time builds a relationship that the communitarian would find constitutive of the self.</p>	<p><b>Seniority:</b> <b>Liberals:</b> Would find layoffs of long-term employees a rational response to needs for increased profits. <b>Communitarians:</b> Would view such layoffs as unfair and irresponsible.</p>
<p><b>Self-respect:</b> This dimension refers to the source of self-respect -- or the sense that one is a valuable and worthwhile person. <b>Liberal:</b> Self-respect is derived from realizing one's potential. <b>Communitarian:</b> Self-respect is derived from a socially structured and actively affirming community.</p>	<p><b>Liberal:</b> Self-respect is experienced when achieving personally satisfying life goals <b>Communitarian:</b> Self-respect is derived from communal membership.</p>	<p><b>Liberal:</b> Self-respect is derivative of economic success. <b>Communitarian:</b> Self-respect is derivative of organizational membership.</p>	<p><b>Employability.</b> <b>Liberal:</b> An organization is not responsible for the maintenance of employee self-respect. <b>Communitarian:</b> An organization shares the responsibility for the maintenance of employee self-respect.</p>	<p><b>Retraining for employment within the company:</b> <b>Liberal:</b> Lack of concern for continued employment within the company is not unfair or irresponsible. <b>Communitarian:</b> Lack of concern for continued employment within the company is unfair and irresponsible.</p>
<p><b>Duty:</b> This dimension involves the acceptance or rejection of obligations to others. <b>Liberal:</b> Duties are rights-based. <b>Communitarians:</b> Duties are membership based.</p>	<p><b>Liberal:</b> The minimalist state serves only to protect property and individual rights. <b>Communitarian:</b> The state intervenes on behalf of groups and categories of persons.</p>	<p><b>Liberal:</b> Individuals and organizations mutually agree to use each other as means to their particular ends. <b>Communitarian:</b> Persons and organizations agree to take each others ends into account.</p>	<p><b>Voice.</b> <b>Liberal:</b> No need for employee voice in operational decisions. <b>Communitarian:</b> Employee voice is required for just decisions.</p>	<p><b>Participation in decisions:</b> <b>Liberal:</b> Will not find a lack of participation unfair or irresponsible. <b>Communitarian:</b> Will find the absence of opportunities for participation as unfair and irresponsible.</p>
<p><b>Citizenship:</b> This dimension involves the acceptance or rejection of obligations to the local community. <b>Liberals:</b> Will accept only self-imposed duties of citizenship. <b>Communitarian:</b> Community membership fixes obligations of citizenship.</p>	<p><b>Liberal:</b> Citizenship requirements are fulfilled when one pursues his or her self-interests. <b>Communitarian:</b> Requirements of citizenship are fulfilled only when the community interests are pursued.</p>	<p><b>Liberal:</b> Organizations have no obligations to the community that do not provide a net-benefit to themselves. <b>Communitarian:</b> Organizations must take the interests of the local community into account.</p>	<p><b>Organizational Decision Making.</b> <b>Liberal:</b> There is no requirement for organizations to consider the economic effects of their restructuring decisions on the local community. <b>Communitarian:</b> The economic effects of restructuring decisions on the local community must be considered by organizations.</p>	<p><b>Community involvement:</b> <b>Liberals:</b> It is not unfair or irresponsible not to work with local representatives. <b>Communitarians:</b> It is unfair and irresponsible not to work with local representatives.</p>