

9th International Strategic Management Conference

In The Strategic Sense, Evaluating Transactional and Relational Employee's Expectations As Reflection of Emotional Contract

Seyfi TOP^{a*}

^a*Istanbul Aydın University, Turkey*

Abstract

The aim of this study is to explain what is a relationship between the transaction and relational perception of emotional expectations in EC in terms of strategic sense. We tested REE and TEE according to employee perception of expectations. These two perception of REE and TEE affect different way. They contains emotional, social and cognitive relation between the employer and employee about the future events. These relations make difference perception of expectations in terms of sides expectations. Some behavior of feeling between the sides trigger the different perception of situations. Some of them causes negatively and some of them causes positively. It might be said that employees REE affects the employer liability, optimism, confidence and motivation factors positively when it became positively or vice versa. This is strategically important indicator for Turkish employee's expectations of the relational emotional contracts. Looking at these findings we can say that both emotional relational and emotional transactional factors affect each other differently. Employer reliability and liability are strategic factor in terms of employee perceptions of expectations. This expectations may leads to perception of optimism or pessimism.

Key Words: *Relational Psychological Expectation, Transactional Psychological Expectation, Optimism, Motivation Thrust.*

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Selection and peer-review under responsibility of the International Strategic Management Conference.

1. Introduction

Today businesses and businesses owners encounter the market uncertainty triggered by rapid technological and social change that affect the employees conditions changing their perception of expectations. Such uncertainties affects both side of contracts in different ways in a different conditions of sustainable competitiveness of the businesses. In strategic context, companies maintain their presence in the market with the support of qualified, talent and skilled personnel who guarantee to continue the existence of firms. Qualified, talent and skilled personnel recruitment and maintained in the organization need to comprehend employees expectations. Expectation is kind of oral or behavioral contract. Contracts also are written and oral commitment in a strategic dimension as a management tool both transaction costs economies, stewardship theory as well as agency approach. This tool must be configured in a good way between the parties. In this study configuring the contracts are discussed two dimensions. The first

* Corresponding Author: Tel: 0090 535 4303423

E-mail Adres:seyfitop@gmail.com

dimension of the contract covers the official and written sections and provisions. The second dimension contains promises, words and commitments that are not written and also shows informal feature such as impressions, promises and expectations. Therefore contracts are incomplete and open ends due to the fact that the future is uncertain and employee capabilities will emerge over time. The parties fulfilling their commitments put tension from time to time due to the hidden and implicit knowledge (incomplete contracts). Parties using hidden knowledge influence against each other. Furthermore uncertainties arising from changes in the market and innovations change parties of perception of expectation. This is due to tensions employers slog in fulfilling their commitments. On the other hand these uncertainties have to change and affect the employer behavior in the context of contractual relations (Jong et al, 2009; Edwards and Karau, 2007; Janssens et al, 2003; Sennett, 1998). Companies also are faced with dilemma between the founding easy and difficult people. Employment is a long process are called to employ talent, innovative, problem solving, capable and mastering people to the organization. But this kind of employees are difficult to retain the business. Since these kind of employee is defined as a scarce, valuable not inimitable an make different for organization. Especially information age, this resource become more flexible in the long-term agreements at the workshop.

The other dilemma for organizations reduce the cost. To reduce cost organizations need to use cheap labor arising from the supply of labor in changing environment as well as short-term employment. This two option are forced the organizations and choice strategically and also creates some paradox about the expectations. These paradox affect the parties perceptions about the expectations. In the context of emotional relationships expectations creates new different perceptions all of the parties. Especially promises that given by owners of business is strategically important from the point of employee expectations. In literature, the one dimension of studying of these field intended the effects of psychological contract which includes emotional swap that don't depend on employee's loyalty and sense of belonging (Atkinson, 2007; Edwards and Karau, 2007). Emotional concept of contract provides important theoretical contributions these field (Aggarwal and Bhargava, 2009). This concept extends to Argyris (1960) as an origine (Blancero et al, 2007). The first studies has been done on the expectations holding as a tacit on the the employer and employees. Then, focus on the center of the study concentrated mutual obligations and promises of employers and employees, (Hyde, 2009).

1.1. Contracts

Contract is a means of tool using declaration of intend between the parties making the job. Contract of employment is an agreements that depicting the path of employment and the intuitive dimension way give charming to the parties and covers the mutual relations in the future (Rousseau and Greller, 1994; Robinson et al, 1994), which consisting of written and oral promises and mandatory provisions (Russeau,1995). It can be defined as a tool holding a combination of employees and enterprises, to regulate their behavior according to the expectations. It serves to achieve the parties objectives as much as possible (Robinson et al, 1994). Also is means of exchange tool between the employee and employer has been swapped something with something (Russeau, 1995). Contract is an expectation of receiving something in exchange for something between employers and employees (Ermongkonchai, 2010) and as a mutual obligations between the parties who fulfillment their commitment (Robinson et al, 1994).

Contracts can be classified in two face according to outcomes. The first face is formal or written face. The second face perception of expectation for the future. Just like the money has heads and tails. In this means emotional contract (EC) is a second kind of contract. EC reflects the employer-employee relations which the basic aspects of life an organization (Aggarwal and Bhargava, 2009). In this context, contract represent the issues that the obligations and commitments of both sides in the same relationship to how the review (Rousseau and Wade-Benzoni, 1994). Contrary to the formal contracts (written and formally explicit), EC is informal, oral and implicit. In addition to differ the situation, condition and maturity from the point of view of employee's emotional, cognitive sense. EC contains perceptions, insights and predictions. The employees' point of view, overview implicit context of the company's management actions are based on perceived phenomenon (O'Donohue and Wickham, 2008; O'Donohue and Nelson, 2009;Ermongkonchai, 2010). EC also includes the emotional changes in terms of cost-benefit that change the obligations of employers and employees (Edwards and Karau, 2007).

1.1.1. Relational Emotional Contracts

The term relational emotional contract (REC) is open-ended and undefined contracts that is used to describe a relationship non-monetary situation such as hard work, loyalty, self-being and reliable that based on the exchange of change (O'Donohue and Nelson, 2009). REC is a contract that directed overriding agreements between sides that results emotionality and sociability for the future direction of the relations. However in this context mutual or joint obligations are not precise or specific. For this reason acceptance and enactment of convention occur when employer and employee who are suitable perception of the mutual commitments and expectations as a voluntary basis (Stephanie et al, 2007). In the relational contracts employee's perceptions of expectations shows emotional context that assessment of employers' awareness of the obligations to be fulfilled to somewhat (Dick, 2010). In this respect relational perspective is more complex than transactional emotional contracts. The most obvious feature are long-term is emotional interdependence between the employees and the company and collective self-interest (O'Donohue and Wickham, 2008). However is less clear than transactional perspective.

1.1.2. Transactional Emotional Contracts

Transactional emotional contract (TEC) is another kind of emotional contract. TEC is defined as a market contract between the parties covering a certain period of time and temporary employment and including economic and monetary dimensions (Rousseau, 1990). Also are clearly expression than REC. This TEC is employed the people temporarily the purpose of meeting an existing need (Janssens et al, 2003) and then lay off the employee. TEC characterize especially in the short-term relationships, in a highly competitive fee, specific and open relationships and obligations (Janssens et al., 2003). These relationships are very specific and also economic in nature (O'Donohue and Wickham, 2008; Stephanie et al, 2007). Employees are very sensitive organizations fairness issue by transactional dimensions. If the people with a high level of sensitivity and powerful individuals prefer more relational forms of contract than transactional (Stephanie et al., 2007).

1.2. Expectations

Expectations are portrayed as a roof covering trust, faith, acceptance and making promises of the people In the future. In this sense, the expectation is a kind of thoughts and beliefs of people who getting hired by employers during the working process and that given the explicit and implicit promises or commitments to the employees related to the future (Edwards and Karau, 2007). On the other hand the expectation is a process of employers perception and believes that employees' hard work, loyalty and dedication turn into contributions. When the parties perceived their expectations as a mutually, and becomes a contract (Rousseau, 1990) as a means of strategically. Belief in this process is the words and promises such as relationship, career, a good working environment that related perceptions and referred to as the emotional bonding that suggestions for clearing the outstanding (Rousseau and Tijoriwala, 1998). As it is known in the employment process is located one end of the employer and the employee who work for at the other end. Employment relations in from the point of view of employer and the employee takes place ideological context (Edwards and Karau, 2007). This ideology of the parties gives an opportunity to commitment to adhere to the mutual expectations and includes the provision of appropriate working conditions for a long term.

1.3. Liabilities Optimism and Pessimism

Issues such as obligations optimism and pessimism plays an important role in increasing organizational behavior that based on correlation-contact (Rousseau, 1990). Social change (giving something in return for something) placed the base of the obligation of contracts in the context of employment forms. Obligations in this respect are essential elements of social exchange relations (Robinson et al, 1994). Obligation is defined as a belief that contained in the promised actions between the employee and employer. These obligations are to be compiled future change (swap) in terms of things related word or given in an explicit or implicit promises (Robinson et al, 1994). At this mean EC is the obligations that the parties is to give their words (promises) on a base with a certain level of perceived liabilities (DelCampo et al, 2010). Perceived emotional obligations includes construction of the contract elements. EC briefly includes insights into the personal beliefs that concerned perception of the mutual obligations of the parties (Robinson

et al, 1994). Belief in this content means optimism. Optimism implies the right by the employees as a result of such efforts and the efforts to detect and rewarded such as hard work, loyalty and dedication. This creates feelings of optimism.

1.4. Confidence(Trust)

Confidence is an important factor in the EC. Confidence is based on reciprocity and dependence factors. These two factors affects expectations of the sides. Trust also use confidence interchangeably. Trust is a necessary factor for social life, but it does not guarantee social life (Simpson and Eriksson, 2009). Trust as social and economic arrangements is also discussed in two general concept such as interdependence and uncertainty (Rousseau et al, 1998), but is deemed a key element in employment relationships. Trust is also seen as an important adaptive in the exchange of the employer and employee relationship (Jong et al, 2009). Therefore it can be described as fragile emotional state based on positive expectations that one of the parties against the other party's intentions and behavior (Rousseau et al, 1998). In this dimension confidence is defined as an intentions comparing the situation or are considered vulnerable in the other's behavior on the basis of positive expectations (Rousseau et al, 1998).

1.5. Organizational Support (Motivation)

Companies enter social, economic and emotional investment relations in accordance with the needs of future human resources to achieve the objectives (Rousseau, 1990). Today, company managers are beginning to realize a competitive advantage for skilled staff capable people and developing their commissioning, retention at the basic mechanism to motivate the concept of strategy (O'Donohue and Wickham, 2008). In this respect, the employer's ideology employment responsibility creates financial, medical benefits to its employees that means financial, medical insurance and pension income (Edwards and Karaun, 2007). On the other hand business or the management support the employees to give a reasonable free time, a safe working environment, a good social relationship domain and to fulfill the responsibility of providing the necessary resources to do their job well (DelCampo et al, 2010). All of these emotional dimensions of organizational support for employees is perceived as a motivation.

2. Analysis and Methodology

In this study the relation between the transactional and relational emotional perception is analyzed in the EC contract. Transactional and relational employee's perception of expectations evaluated as a reflection of emotional contract in terms of strategic sense. The universe of this study is employee who currently working at any organizations and also at the same time who graduate the higher education. Simple random sampling method was applied to the working life of the students including the sample. The different programs and the graduate survey conducted 220 participants and only 168 persons who correctly replay the questionnaire. After reviewing the literature survey questions were prepared and compiled by literature. We used the five-point scale is one of the commonly known types of metric scale in the context. The scale of this study was to 1 "Strongly disagree", 2 "Disagree", 3 "I have no idea", 4 "Agree", 5 "Strongly agree" The scale related to transactional emotional contract is revised by Millward and Hopkins, (1998). Organizational obligations scale is revised by Mowday, Steers and Porter (1979). The Trust Scale is revised by Robinson and Rousseau (1994) and Perceived Organizational Support scale was prepared by motivation scale in the literature. Reliability tests also was conducted properly. In this field the most widely used tests such as Cronbach's Alpha, Bi-Pod (split), Parallel, Absolute Performance Parallel (strict) was applied. Cronbach's alpha value of the indicator of the success of the survey 60% is to pass. Some researchers argue that this indicator by 75% or pass. Other criteria also take 70% of the survey reveals that reliance on internal consistency is provided and implications.

2.1. Confidence Analysis of the Survey

Most utilized tests in this field could be named as “Cronbach’s Alpha”, “Split Test Method”, “Parallel” and “Absolute Precision Parallel (Strict). Having Cronbach’s Alpha value bigger than %60 is an indicator of survey’s success. Some researchers accept Cronbach’s Alpha value only when it is bigger than %75. Having other criteria bigger than %70 presents that the survey has internal consistency and arguments are dependable. As can be seen in Table 1: all results exceed confidence criteria in desired definite percentage values in each and every test. Having target population’s confidence results bigger than %60 evaluates that the study has consistency with confidence values, the survey is successful and internally consistent and findings would reflect the truths.

Table 1: Confidence Test Results of the Survey

Criterion	Confidence Test Results
Cronbach Alpha	0.887
Split	0.882-0.895
Parelel	0.894
Strict	0.891

3. Findings

In this study % 66.9 of participants is female and %33.1 is male. Females are majority in this survey as the two third of all participants are woman. Findings of survey largely reflect women’s sensations which are reflected in emotional agreements. %38 of participants has graduate degree and %61 of them has post graduate degree. A question was asked to participants whether the job that they currently have is their first job or not. %25.1 of participants works in their first job, %29.1 of them works in their second job, %23.4 works currently in their third job, %13.1 of them works in their fourth job, %4.6 of them works in their fifth job and %4.6 of participants works in their sixth job or above six. High frequency of job change in first three jobs could be related with sectorial work flexibility. Considering that the most of employees are at the beginning phase of choice of their professions and difficulty of finding a job at this level, high frequency is assessed as a normal situation.

Table 2: Demographic and Occupational Variances of Target Population

		Frequency	Percentage	Current Percentage	Cumulative Percentage Oran
Gender	Male	117	66.9	66.9	66.9
	Female	58	33.1	33.1	100.0
Education	Graduate	66	37.7	37.9	37.9
	Post Graduate	106	60.6	60.9	98.9
	Doctorate	3	1.7	1.7	100.0
Job Array	First	44	25.1	25.1	25.1
	Second	51	29.1	29.1	54.3
	Third	41	23.4	23.4	77.7
	Fourth	23	13.1	13.1	90.9
	Fifth	8	4.6	4.6	95.4
	Sixth or more	8	4.6	4.6	100.0
Experience	1-3 Year	52	29.7	29.7	29.7
	4-6 Years	42	24.0	24.0	53.7
	7-10 Years	26	14.9	14.9	68.6
	11-15 Years	35	20.0	20.0	88.6
	16-25 Years	17	9.7	9.7	98.3
	26+	3	1.7	1.7	100.0
Process of Finding Job	Advertisement	27	15.4	15.4	15.4
	Friend Advise	17	9.7	9.7	25.1
	Transfer	11	6.3	6.3	31.4

	Relatives	17	9.7	9.7	41.1
	Other	103	58.9	58.9	100.0
Sector	Industry	5	2.9	2.9	2.9
	Service	163	93.1	94.2	97.1
	Trade	7	4.0	4.0	100.0
	SME	12	6.9	6.9	6.9
	Large Firm	10	5.7	5.7	12.6
Firm Type	Group Company	9	5.1	5.1	17.7
	Institutionalized Firma	40	22.9	22.9	40.6
	Governmental	104	59.4	59.4	100.0
Position	Employee	69	39.4	39.9	39.9
	Specialist	28	16.0	16.2	56.1
	Low level manager	7	4.0	4.0	60.1
	Mid- level manager	24	13.7	13.9	74.0
	High level manager	13	7.4	7.5	81.5
	Contracted	34	18.5	18.5	100.0

Experience of participants is shown in table2: %29.7 of participants have 1-3 year work experience, %24.0 of participants has 4-6 year work experience, %14.9 of them has 7-10 year work experience, %20 of them has 11-15 year work experience, %9.7 of them has 16-25 year work experience and %1.7 of participants has 26 years of work experience. %54 of participants has 1-5 work experience and also%68,9 of participants has 1-10 years experience. This is shown 2/3 participants are young and their expectations of the future are important. The way the participants were accepted for job is as follows: % 15.4 of participants found their job from job advertisements, %9.7 of them found with a friend's or a relative's advice while %6.3 of participants got transferred, %9.7 of them found with an important contact. %58.9 of participants stated that, winning by an job exam, appointed for job which are all in other section of the survey. It could be said that most of participants found their current jobs on their own qualifications (See Table2). Participants work in service sector at the rate of %93 and this is in line with the employment profile of information age. Findings are also in line with global sector types.

%6.9 of the participants works in SME, %5.7 of works in firms defined as big firms or corporation, %5.1 works in group companies, %22.9 works in institutionalized firms and %59.42 works in governmental bodies. Employment capacity of governmental bodies in service sector is still remarkable. Participants' job titles and intercompany positions are; %39.4 of them basic employee, %16 of them governmental officer, %4 of them low level manager, %13.7 of them mid-level manager, %7.4 of them high level manager and %18 of them contracted workers. %55 of employees is composed of basic employees and governmental officers. This indicator could be assessed as more than half of the employees work in general administrative services and demand and supply of qualified employee is insufficient.

4. Relation Analysis

Seven factors were determined deal with 68 variables eigenvalues grater than 1 in this study. This seven factors are named by conceptual significance as follows: Factor-1 is relational emotional expectations. Factor-2 is transactional emotional expectations. Factor-3 is optimism. Factor-4 is pessimism in terms of employees. Factor-5 is liabilities in terms of employer. Factor-6 is employees' reliability perception. Factor-7 is employees' motivation perception. Jarque-Bera (JB) test was utilized to test the normality of 7 factors series and H_1 hypothesis, which rejects normal distribution, H_0 hypothesis was accepted since $p < 0.05$.

In this case, non-parametric Kendall's "tau-b" analysis, which is more suitable for relation analysis was utilized (SeeTable3:). In table 3: shows relational analysis result. According to result there is reverse relation between the relational emotional expectations (REE) and the transactional emotional expectations (TEE) and also pessimism. As employee perceptions of (REE) turn into positive than affect the perception of TEE (by%97) and pessimism (by %16) negative. On the other hand employees' perceptions of REE turn into positive than perception employees of optimism about % 9, liabilities of employer by %36, employees' reliability of perception by %29 and also employees' motivation perception increases by %9. According to these result there is a linear relationship between REE and optimism, pessimism, employer liabilities, employee reliability and employees motivation of perception positively.

Table 3 Kendall's "tau-b" Relationship Analysis Results

		Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
Factor-1	Correlation Coefficient	1.000	-.976(**)	.965(**)	-.160(**)	.363(**)	.293(**)	.096(**)
	Sig.(2-tailed)	.	.000	.000	.043	.000	.000	.046
	N	168	168	168	168	168	168	168
Factor-2	Correlation Coefficient	-.976(**)	1.000	.936(**)	.178(*)	-.419(**)	-.292(**)	-.096
	Sig.(2-tailed)	.000	.	.000	.031	.000	.000	.249
	N	168	168	168	168	168	168	168
Factor-3	Correlation Coefficient	.965(**)	.936(**)	1.000	-.112	-.285(**)	-.289(**)	-.067(**)
	Sig.(2-tailed)	.000	.000	.	.178	.000	.000	.022
	N	168	168	168	168	168	168	168
Factor-4	Correlation Coefficient	-.160(**)	.178(*)	-.112	1.000	.517(**)	.033(**)	.208(*)
	Sig.(2-tailed)	.043	.031	.178	.	.000	.020	.011
	N	168	168	168	168	168	168	168
Factor-5	Correlation Coefficient	.363(**)	-.419(**)	-.285(**)	.517(**)	1.000	.545(**)	-.184(*)
	Sig.(2-tailed)	.000	.000	.000	.000	.	.000	.025
	N	168	168	168	168	168	168	168
Factor-6	Correlation Coefficient	.293(**)	-.292(**)	-.289(**)	.033(**)	.545(**)	1.000	-.808(**)
	Sig.(2-tailed)	.000	.000	.000	.020	.000	.	.000
	N	168	168	168	168	168	168	168
Factor-7	Correlation Coefficient	.096(**)	-.096	-.067(**)	.208(*)	-.184(*)	-.808(**)	1.000
	Sig.(2-tailed)	.046	.249	.022	.011	.025	.000	.
	N	168	168	168	168	168	168	168
** Correlation is significant at the 0.01 level (2-tailed).								
*Correlation is significant at the 0.05 level (2-tailed).								

In the same way there is also negative relation between the perception of TEE and the perception of the REE. As employee perception of TEE increase positive then affect the perception of REE by about %97, employer liabilities by %41, employees' reliability perception by %29 and employees' motivation perception decreases by %9. Meanwhile employees' perceptions of TEE is positive that is also affecting optimism and pessimism positively. Based on these

results there is reverse relation between the TEE and REE, employer liabilities, employee reliability, employees motivation perceptions.

On the other hand, when we look at factors such as level of employees' optimism. As the optimism is increase, also REE increase by %96, TEE increases by %97, pessimism decreases (reflection positively), liabilities of employer decreases by %285, employees' reliability perception decreases by %28.9 and employees' motivation perception decreases by %6. Employees' expectations in workplace, as the level of optimism increase both TEE and REE increase in the same direction. This finding is assessed as there is a linear relationship between optimism and relational and transactional expectations. Optimism is a main source of emotional material in EC. At the same, as level of employees' pessimism increase REE by %16, TEE increases by %17. This means pessimism affect the long and short time contracts different way. Pessimism perception in short time expectation is more prominence than long time expectation. Again pessimism change factors such as liabilities of employer by %51, employees' reliability perception by %3 and employees' motivation perception by %20. There is no significant and meaningful relationship between optimism and pessimism. These two factors are not interrelate each other However, it could be said that there is an opposite relationship between pessimism and transactional and relational expectations. While one of them increases, other expectations decreases or vice versa. All findings are significant both at the %1 level and at the %5 level.

Looking at employees' perceptions about employers' liabilities; when employers' liabilities expectation change positively, employees' REE increase by %36, TEE decreases by %41, optimism decreases by %28, pessimism increase by %51, employees' reliability perception increases by %54 and employees' motivation perception increases by %18. While employees' perceptions about employers' liabilities increase, then REE increase in linear way. Furthermore motivation change positively but TEE shows an opposite relationship. In this finding; as reliability perception increases in a positive way, motivation perception also affect favorable. As changing employees' perception of trust about the employers, REE increase by 29% and TEE reduce 29%. However optimism increasing 33% and pessimism reduces by 54% and motivation increase by 80%. As increase employees' confidence perception for their employers, confidence causing the TEE decrease in the opposite direction, the same amount of transactional emotional expectations leads to a linear increase. While the employees' perceptions of motivational perception is changing, REE is increased by 96% and TEE reduce at the level of 96%, also optimism decreased by 6%, pessimism increases at the level of 20%, obligations of the employer decreases of 18% and perception of trust is reduced by 80%. As Perceptions of organizational support and motivation are increased, TEE is decreasing and also REE is increasing at the same rate.

Discussion

As it is well known the REE covers long term perceptions for employee to gain flexibility to act, being competitive ability strategically. From this point of view the perceptions of the emotional expectation need to change jobs quickly and in order to gain self-confidence based on the employment, training, self-development, career choice and also to obtain several advantages, such as freedom, creates an opportunity. In this process, the factors most impressive are promises that generating benefits such as talent training and development opportunities, job security, loyalty, dedication. On the other hand TEE are more than short-term process and mostly economic benefits such as overtime, hard work and to do the job more than one different.

We can say that from the point of employee's view both expectations are not met at the same time. In other words these two kind of expectations did not intend to meet in the workplaces yet. In any employment process if the employees perception of expectation are met positively, the employees perceptions of optimism, motivation, liability of employer and confidence of organization are also positive and employees are sure of employers intend. Otherwise the perception of employee about the employer liability, optimism, confidence and motivation is decreasing. It might be said that employees REE affects the employer liability, optimism, confidence and motivation factors positively when it became positively. This is strategically important indicator for Turkish employee's expectations of the relational emotional contracts. Looking at these findings we can say that both emotional relational and emotional transactional factors affect each other. Similarly, there is a linear relationship between expectations and optimism and inverse relationship between expectations and pessimism that affect the levels a bit different.

Conclusion

In this study, people who participated in the survey two third of were female. Therefore study is based on mainly women's perceptions of expectations about the EC. We discussed two dimensions of EC that we call them. transactional and relational perception of emotional expectations. These two kind of expectations REE and TEE are to be caused by different perceptions in terms of the objectives, preferred or choice and time. Therefore we tested relation between the REE and TEE in terms of employee perception of expectations. These two REE and TEE moves in a different direction. When employer behavior is changing than employee's expectations of perception is changing too. Likewise employees detects about their employer of obligation, responsibility, reliability is change or not. These relations make difference perception of expectations both of sides. Some behavior of feeling between the sides trigger the different perception of situations. Some of them causes negatively and some of them causes positively.

We can evaluate these relations below: The number 3.5.6.7 being the factors change positively the employees REE perception is increase positively. As participants of REE is increase or change positively than TEE perception and pessimism is change reverse direction at the same rate. We can explain this result that shows difference perceptions of about time from the employees. The perception of time of difference make options priorities in the expectations. Difference choice and options may cause different expectations. Namely, the participants short and long time aims and expectations are different. As it is known, REE are long term expectations of perception that create opportunities for employees to take advantages such as gaining marketable and competitive abilities, employment based on self-confidence and also comprising quick job changes, training, career choice and freedom for long term employees. We can evaluate these kind of choice or option come first as an emotional expectations of participants. On the other hand in the terms of employee's perception the factors about employer reliability, pessimism and employee's motivation perception also affect REE positively. The other factor affects the REE negatively is employer liability. Employer liability is an strategic factor in terms of employee perceptions of expectations. These expectations may leads to optimism or pessimism.

On the other hand TEE is a short time perceptions of expectations such as a short term market contract covering a certain period of time and temporary employment and also including economic and monetary dimensions (Rousseau, 1990) such as temporarily meeting an existing need (Janssens et al, 2003) and then lay off the employee. However TEE are rather predominated by overtime works, hard works and multi task jobs that contains short time economic advantages. Therefore most effective factors during perceptions of expectations are utility levels such as talent trainings, improvement opportunities, job safety and devotion. We can say that these expectations from the point of participants create optimism, motivation and reliability perceptions of the REE. Changing an employees perceptions of TEE indicates about these different expectations. Whereas the factor of perception of pessimism is affecting differently and influence perception of REE and TEE negatively but also TEE, optimism, employer liabilities, employee reliability, employees motivation of expectations are changing reverse direction. The other factor affect the TEE negatively is employer reliability.

Employer reliability from the employee point of view is an strategic factor that employee perceptions of expectations create well relation between them. These two kind of detection of short and long term expectations make difference perceptions of employee. This is a normal result and there is reverse direction relationship between REE and TEE is thought normal. From time to time this expectations may leads to optimism or pessimism. The factor affect the REE and TEE positively optimism is increase. Increase the optimism affect the REE and TEE positive direction. Optimism as a positively source hope, keep alive short and long time perception of expectations. If the employee's optimism changing positively about the employer liabilities; employee's perception about employer reliability and also employee's motivation perception changing positively. We can evaluate optimism is a strategic factor for REE an TEE.

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