

Okul Müdürlerinin Kullandığı Güç Kaynakları İle Öğretmenlerin Örgütsel Sinizm Algıları Arasındaki İlişki¹

Relationship between School Principals' Use of Power Sources and Teachers' Organizational Cynicism Perceptions

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Öz

Bu çalışmanın amacı, okul müdürlerinin kullandıkları güç kaynakları ile öğretmenlerin örgütsel sinizm algıları arasındaki ilişkiyi belirlemektir. Araştırma ilişkisel tarama modelindedir. Örnekleme, Kütahya il merkezinde görev yapan 305 lise öğretmeniinden oluşmaktadır. Veriler, Örgütsel Güç Kaynakları Ölçeği ve Örgütsel Sinizm Ölçeği ile toplanmıştır. Analizlerde, betimsel istatistikler, t-testi, ANOVA ve Pearson Korelasyon Katsayısı kullanılmıştır. Elde edilen bulgulara göre, öğretmenler, okul müdürlerinin en çok yasal gücü, en az ise zorlayıcı gücü kullandığını düşünmektedir. Katılımcıların ödül gücü ile ilgili görüşleri cinsiyete; yasal güç, ödül gücü, uzmanlık gücü ve karizmatik güç ile ilgili görüşleri branşa göre değişmektedir. Katılımcılar en yüksek sinik davranışı “çalışanların kararların alınmasına katılımı” alt boyutunda, en düşük ise “okula karşı olumsuz tutum” alt boyutunda hissetmektedir. Katılımcıların, “çalışanların kararların alınmasına katılımı” alt boyutundaki görüşleri branşa göre değişmektedir. Okul müdürlerinin kullandıkları güç kaynakları ile öğretmenlerin örgütsel sinizm algıları arasında düşük ve orta düzeyde çeşitli ilişkiler vardır.

Anahtar sözcükler: Örgütsel güç kaynakları, Örgütsel sinizm, Lise öğretmenleri

Abstract

In this study, it was purposed to determine the relationship between the power sources that are used by school principals and the teachers' organizational cynicism perceptions. The survey model was used in the study. The sample of the study consisted of 305 teachers working in Kutahya city center. In the study, the Organizational Power Sources Scale (OPSS) and Organizational Cynicism Scale (OCS) were used as data collection tools. In data analysis, descriptive statistics, t-test, ANOVA and Pearson correlation coefficient analysis were used. According to the findings, teachers think that school principals most use legitimate power whereas they least use coercive power. Participants' opinions about reward power vary according to gender; opinions about legitimate power, reward power, expert power, and referent power vary according to branch. Participants feel the highest cynical behaviors in the “participation of employees in decision-making” sub-dimension; and feel the lowest in the “negative attitude towards school” sub-dimension. Participants' opinions about the “participation of employees in decision-making” sub-dimension vary according to branch. Low and mid-level relationships were identified between the power sources that are used by the school principals and the cynicism perceptions of the teachers.

Keywords: Organizational power sources, Organizational cynicism, High school teachers

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*LULú

gUJ•WVHO VLQL]P oDOŌúDQODUŌQ •PLWVL]OLN YI
 NXOODQŌOPDNWD YH GDKD oRN ROXPVX] GX\JXODU
 ELUH\OHULQ oDOŌúWŌNODUŌ |UJ•WH \|QHOLN ROXPV
 J•WH \|QHOLN QHJDWLI GX\JXODUŌ YH HOHúWLUHO
 gUJ•WVHO VLQL]P LOH LOJLOL oDOŌúPDODUD J|UH |
 QŌúODU VHUJLOHPHVQLQ QHGHQ RODELOPHNWHGLU
 \|QHOLN WXWXPODUŌ YH KDWDOŌ X\JXODPDODUŌ V
 oDOŌúDQODUGD |UJ•WH NDUúŌ \R÷XQ ELU J•YHQVL]
 FŌODúPD YH EXQODU JLEL ROXPVX] G•ú•QFH WXWXI
 EHS RODELOPHNWHGLU gUJ•WVHO VLQL]P LVH HQ o
 \RNVXQ ROGX÷XQD LQDQPDODUŌ GXUXPXQGD J|U•O
 OLGHUOLN GDYUDQŌúODUŌ YH NXOODQGŌ÷Ō J•o ND
 •]HULQGH |QHPOL ELU HWNL\H VDKLSWLU *•o ELU N
 NL GDYUDQŌúODUD \|QOHQGLUHELOPH \HWHQH÷L RO
 *UHHQEJUJ %DURQ +DOHV 3IHIIHU D
 oDOŌúDQODUŌ HWNLLOHPHVVLQLQ YH \|QOHQGLUPHVL
 NXOODQPD GXUXPX YH WHUFLK HGLOHQ J•o W•U• LV
 QLWHOL÷LQL oDOŌúDQODUŌQ |UJ•WOHUL LOH LOJL
 HWNLLOHPHNWHGLU %X DUDúWŌUPDGD RNXO P•G•UC
 UHWP HQOHULQ |UJ•WVHO VLQL]P DOJŌODUŌ DUDVŌ
 6LQL]P LOH LOJLOL oHúLWOL DUDúWŌUPDODU \DSŌO
 ODQGŌ÷Ō J•o ND\QDNODUŌ LOH LOLúNLVL LOH LOJL
 OŌúPD ELU H÷LWLP |UJ•W• RODQ OLVHOHUGH oDOŌú
 |UJ•WOHULQLQ GH÷HU PHUNH]OL YH \HWNLGHQ GDK
 DOJŌVŌQŌQ EHOLUOHQPHVL LoLQ X\JXQ ELU NXUXP

Örgütsel Güç

*•o ELU NLPVHQLQ EDúNDODUŌQŌ NHQGL LVWHGI
 \HWHQH÷L RODUDN WDQŌPODQPDNWDGŌU *UHHQEH
 6DODQFLN 3IHIIHU :DUG *•o JHQHO WD
 NLúL\L HWNLLOH\HELOPH NDSVVLWHVLGLU gUJ•WVH
 ELU úHNLOGH J•o NXOODQŌPŌ]RUXQOXGXU /LGHU
 RODQ NLúLGLU %X DQODPGD \|QHWLFLOHULQ NXOO
 DOJŌODGŌ÷Ō LOH \DNŌQGDQ LOJLOLGLU \$ODQ\D]ŌG
 ELUELULQH EHQ]HPHNWHGLU %X NRQXGDNL |QF•O D
 DUDúWŌUPDVŌGŌU)UHQFK YH 5DYHQ J•o
]RUOD\ŌFŌ J•o NDUL]PDWLN UHIHUDQV J•o YH X]PI
 LQFH OHPLúWLU %X DUDúWŌUPDGD GD EX VŌQŌÀDPE
 OHQPLúWLU &DYDOHUL 2EORM +R\ 0LVNHO

Yasal güç (Legitimate power) <|QHWLFLQLQ EXOXQG X ÷ X PDND
ROGX ÷ X YH oDOÖúDQODUÖQ |÷UHWP HQOHULQ GDYI
J•o ND\QD ÷ ÖGÖU <DVDO J•F•Q DEDUWÖOÖ ELU úHNL
oDOÖúDQODUGD LVH Lú GR\XPVX]OX ÷ XQD GLUHQPHQ

Zorlayıcı güç (Coercive power): gG•O J•F•Q•Q NDUúÖWÖGÖU YH
WDGÖU %X J•o EDVNÖ J•F• RODUDN GD LIDGH HGL
PDGGL \D GD PDQHYL]RUODPDODUÖQÖ LIDGH HWP
NRUNXWPD YH \ÖOGÖUPD DUDFÖ RODUDN NXOODQPD
J•o ND\QD ÷ ÖGÖU %X J•F•Q NXOODQÖO¤PDVÖ oDOÖú
|UJ•W \]QHWLPLQGH DúÖUÖ GHUHFHGH NXOODQÖOGÖ
PDNWDGÖU

Ödül Gücü (Reward power): hFUHW DUWÖúÖ VD ÷ ODPD WHU¿
OXOXN YHUPH GDKD L\L Lú YHUPH VWDW•\• GH ÷ LúV
RODUDN NXOODQÖOPDVÖGÖU gG•O J•F• oDOÖúDQOD
V•QGH NXOODQÖOGÖ ÷ ÖQGD KHU]DPDQ HWNLÖL ELU

Karizmatik Güç (Referent power): <|QHWLFLQLQ NLúLÖL ÷ LQLQ YH
|÷UHWP HQOHUH LOKDP YHUHELOPHVL RQODUÖQ DU
QD ÷ ÖQ WHPHOLGLU %X GDKD oRN \]QHWLFLQLQ NLú
.DUL]PDWLN J•FH VDKLS \]QHWLFL EH ÷ HQLOHQ VD\J
%X J•o X]PDQOÖN J•F•QH EHQ]HPHNOH EHUDEHU X]P
JHUHNWLUPHNWHGLU

Uzmanlık Gücü (Expert power): %X J•o ND\QD ÷ Ö \]QHWLFLQLQ VD
GHQH\L P LOH LOJLÖLGLU %XUDGD GD \LQH |÷UHWP
ELOJLÖL YH\ D GHQH\L POL RODUDN DOJÖODQÖ\RUVD
ÖÖNOD HWNLÖH\HELOHFHNWLU <|QHWLFLQ VDKLS R
J•F•Q•Q VÖQÖUODUÖQÖ EHÖLUÖHPHNWHGLU (÷LWLP
OHUGH \]QHWLFLOHULQ VDKLS ROGX ÷ X X]PDQOÖN J•

Örgütsel Sinizm

6LQL]P NDYUDPÖ oÖNÖú QRNWDVÖ RODUDN ELUH
oÖNDUFÖ ROGX ÷ X J|U•ú•QH GD\ DQPDNWDGÖU 6LQL]P
YH LøWHQÖLN LONHOHULQLQ NLúLVHO oÖNDUODUD
G•ú•QFHÖHUH VDKLS RODQ NLúLOHUGH]INHÖL •PLV
VHU LQDQoVÖ] YH ROXPVX] ELU EDNÖú DøÖVÖQÖQ H
RODUDN GD]RU EH ÷ HQPH V•UHNÖL NXVXU DUDPD I
PHNWHGLU 7RNJ]] YH <ÖOPD] VLQL]PL oDOÖúDQ
N|W•PVHU ELU EDNÖú DøÖúÖ YH KD\DO NÖUÖNOÖ ÷ Ö
NRUXPDN LøLQ EDúNDODUÖ\OD LOJLOHQPH YH LúOH
ODUGÖU \$QGHUVVRQ LVH VLQL]PL ¸HQJHOÖHQ
QLWHOHQHQ JHQHO YH]]HO ELU WXWXP ROGX ÷ X ND

OHQHN YH\|D NXUXPODUD NDUúÕ ROXPVX] GX\|JXODU
6LQLN ELUH\OHU NDUúÕVÕQGDNLQLQ VDPLPL\HWLQH
LOH EXQX LIDGH HWPHNWHGLUOHU 6LQLNOHU \|DOD
HWPH\L WPHHO NLúLOLN |]HOOL÷L RODUDN J|U•UOH
JHQHOOLNOH JL]OL DPDóODU ROGX÷XQD LQDQÕUOD
³%XQX KDQJL PDNVDWOD V|\O•\RUVXQ" \$PDFÕQ QH"
|UWPH\H óDOÕúÕ\RUVXQX]" (OHúWLULOHLQL]L \•] \•
6LQL]P ELUH\VHO YH |UJ•WVHO |]HOOLNOHUGHQ
|UJ•WVHO VLQL]P NDYUDPÕQÕ |QH óÕNDUWPDNWDGÕ
|UJ•WVHO VLQL]PL |UJ•W•Q E•W•QO•NWHQ YH G•U•V
UH\LQ |UJ•W•QH LOLúNLQ ROXPVX] WXWXPX RODUDN
LQDQó GX\XúVDO GX\|X YH GDYUDQÕúVDO GDYU
UDN WDQÕPODQPDNWDGÕU gUJ•WVHO VLQL]PLQ ELC
VXQ ROGX÷X LQDQFÕ GX\XúVDO ER\XWWD VD\JÕVÕ]
JLEL WHSNLOHU GDYUDQÕúVDO ER\XWWD LVH óDOÕ
GDOJD JHóPH YH HOHúWLUPH JLEL GDYUDQÕúODU E)
'DV 'HDQ YH GL÷HU 1DXV |UJ•WVHO
WLPLQLQ GDYUDQÕúODUÕ KDNNÕQGDNL N|W• G•ú•QF
HGHELOPHN LóLQ JHOLúWLULOHQ NHQGLQL VDYXQPD
PÕúWÕU %X GXUXP GD GDKD óRN SVLNORMLN V|]C
\$QGHUVVRQ +HU |UJ•WWH ROGX÷X JLEL H÷LW
OHU RNXO \|QHWLFLOHUL WXWXPDUÕ LOJLOHUL
GH÷HUOHUL YH NLúLOLN |]HOOLNOHUL JLEL ELUóRN
JLUGLVL YH óÕNWÕVÕQÕQ LQVDQ ROPDVÕQGDQ NDV
PDVÕ óDOÕúDQODUÕQ VLQLN GDYUDQÕú H÷LOLPLQL
|÷UHWP HQ RNXOXQX JHOLúWLUPHN LóLQ JLULúLPOH
GDQ |QHPVHQPHGL÷L GX\|XVXQD NDSÕODELOPHNWH
EXOXQPD\Õ EÕUDNDELOPHNWHGLU %X WLS |÷UHWP
OHULQ óDOÕúWÕNODUÕ RNXOX JHOLúWLUPHN LóLQ
YH JHQHOOLNOH RNXOXQXQ JHOHFH÷L LOH LOJLOL
|UJ•WVHO DGDOHWLQ ROPDGÕ÷Õ YH E|\OHOLNOH KDI
J|UHFH÷L G•ú•QFHVL HWNLLOL ROPDNWDGÕU 6RQXó
JLGHFH÷LQH LQDQPDNWDGÕU %X ED÷ODPGD |UJ•
ODUGDQ ROXúDQ ELU WXWXP VHUJLOHQPHNWHGLU %
KHP GH óDOÕúPD NRúXOODUÕQGDQ YH \|QHWLFLOH
ND\QDNODQPDNWDGÕU <|QHWLFLOHULQ GDYUDQÕú
|UJ•WVHO J•ó WHUFLKOHULGLU
<|QHWLFLOHULQ WHUFLK HWWL÷L J•ó ND\QDNODU
|QHPOL ELU HWNL\H VDKLSWLU 6LQL]P LVH ELUH\VH
GL÷L LóLQ VLQL]PLQ |QHPOL ND\QDNODUÕQGDQ ELU

|QJ|U•OHELÖLU gUQH÷LQ]RUOD\ÖFÖ YH \DVDO J•FH
|UJ•WWH VLQLN G•ú•QFHÖHUH VDKLS NLúLOHULQ |I
N|W•PVHU LQDQoVÖ] ROXPVX] EDNÖú DoÖVÖ GDKD
J•W•Q YH \|QHWLFLOHULQ G•U•VWO•NWHQ \RNVXQ RC
7•UNL\H¶GH H÷LWLP |UJ•WOHULQGH |UJ•WVHO J•o
JXQ %D\UDN YH GL÷ &DQ dHÖLNWHQ
øúEÖLU .RúDU dDOÖN g]DVODQ *•UVH
ùHQHU 7LWUHN =DIHU hVW•QHU <ÖO
oDOÖúPD EXOXQPDNWDGÖU <LQH |UJ•WVHO VLQL]P
ODUGD DUWPDNOD ELUÖLNWH DODQ\D]ÖQ LQFHÖHQ
RODQ oDOÖúDQODUÖQ |UJ•WVHO VLQL]P NRQXVX KD
oDOÖúPDODU EXOXQPDNWDGÖU \$UVODQ *•]HÖO
.DOD÷DQ .DOD÷DQ *•]HÖOHU g]JDQ \
<ÖOPD] 7RSND\D YH GL÷HUÖHU %X DU
ODUÖQÖQ JHUHN |UJ•WVHO VLQL]PLQ oHúLWÖL GH
EX DUDúWÖUPDODU DUDVÖQGD RNXO \|QHWLFLOHUL
PHQÖHUQL VLQL]P DOJÖODUÖ DUDVÖQGDNL LOLúNLV
EXOXQPDNWDGÖU %X DUDúWÖUPDGD ÖLVHÖHUGI
ND\QDNODUÖ LOH |÷UHWPHQÖHUQL |UJ•WVHO VLQL]P
DPDoODQPDNWDGÖU %X ED÷ODPGD DúD÷ÖGDNL VRU

/LVH RNXO P•G•UÖHUQLQ WHUFLK HWWLNOHUL
J|U•úÖHU QDVÖÖGÖU"
/LVH RNXO P•G•UÖHUQLQ WHUFLK HWWLNOHUL
J|U•úÖHU FLQVL\HW YH EUDQú GH÷LúNHQÖHU
/LVH |÷UHWPHQÖHUQLQ |UJ•WVHO VLQL]P DOJÖ
/LVH |÷UHWPHQÖHUQLQ |UJ•WVHO VLQL]P DOJÖ
J|UH GH÷LúPHNWH PLGLU"
/LVH RNXO P•G•UÖHUQLQ WHUFLK HWWLNOHUL
VLQL]P DOJÖODUÖ DUDVÖQGD ELU LOLúNL YDU

<|QWHP
\$UDúWÖUPD LOLúNLVHO WDUDPD PRGHÖLQGH GHV
ÖHUQLQ NXÖÖDQGDÖ÷Ö J•o ND\QDNODUÖ LOH |÷UHW
LOLúNLQLQ EHÖLUÖHQPHVL DPDoODQPÖúWÖU

Evren-Örnekleme

\$UDúWÖUPDQÖQ HYUHQLQGH H÷LWLP |÷UH
GHNL ÖLVHÖHUGH J|UHY \DSDQ |÷UHWPHQ EXOXQ
RUDQVÖ] N•PH |UQHNOHPHVL WHNQL÷L NXÖÖDQÖOP

G•]H\ L L o L Q R O D U D N K H V D S O D Q P Ő ú W Ő U \$ Q F D N
V H E H S O H U O H H N V L N O H U R O D E L O H F H ÷ L G • ú • Q F H V L L
O H U G H Q W D Q H V L J H U L G | Q P • ú D Q F D N N X O O D Q Ő Ő
O L] O H U \ D S Ő O P Ő ú W Ő U . D W Ő O Ő P F Ő O D U Ő Q ¶ L H
. D W Ő O Ő P F Ő O D U Ő Q ¶ L P H V O H N O L V H V L Q
. D W Ő O Ő P F Ő O D U Ő Q ¶ V Ő P H V O H N G H U V L | ÷ U H W P H
P H Q L G L U Q

Veri Toplama Araçları

\$ U D ú W Ő U P D G D Y H U L W R S O D P D D U D F Ő R O D U D N g U
Y H g U J • W V H O 6 L Q L] P g O o H ÷ L g 6 g N X O O D Q Ő Ő O P Ő ú W Ő
Örgütsel Güç Kaynakları Ölçeği, < Ő O P D] Y H \$ O W Ő Q N X U W W I
P L ú W L U g O o H N W H / L N H U W W L S L P D G G H G H Q R O X ú
g G • O J • F • P D G G H = R U O D \ Ő F Ő J • o P D G G H 8] P
P D W L N J • o P D G G H D O W E R \ X W O D U Ő Q G D Q R O X ú P D I
Y D U \ D Q V R U D Q Ő ¶ W • U) D N W | U O H U L Q & U R Q E D
 O F ' R Q D O G ¶ Ő Q & o W X W D U O Ő Ő O Ő N N D W V D \ Ő O D U Ő
o H ÷ L Q F H Y D S | O o H ÷ L . H V L Q O L N O H . D W Ő O P Ő \ R U X P
Y H + H U] D P D Q ú H N O L Q G H G L U g O o H ÷ L Q W • P • Q G H Q
D O W I D N W | U G H Q D O Ő Q D Q S X D Q Ő Q \ • N V H N R O P D V Ő
G D K D I D] O D N X O O D Q G Ő ÷ Ő Q Ő J | V W H U P H N W H G L U g O o
W Ő Q G D W R S O D Q D Q P D G G H O L N \ D S Ő V Ő Q D G R ÷ U X O
K H V D S O D Q D Q G L ÷ H U X \ X P L \ L O L ÷ L G H ÷ H U O H U L ú | \ O H
 5 0 5 6 5 0 5 &), 1), 1 1), Y
(O G H H G L O H Q X \ X P L Q G H N V O H U L Q W • P • Q • Q P R G H O
E H O L U O H Q P L ú W L U % X Q X Q V R Q X F X Q G D V |] N R Q X V X \
Örgütsel Sinizm Ölçeği, 6 D ÷ Ő U Y H 2 ÷ X] W D U D I Ő Q G D Q J
/ L N H U W W L S L Y H G | U W D O W E R \ X W W D Q R O X ú P D N W
W Ő O Ő P Ő D O W E R \ X W X Q G D P D G G H d D O Ő ú W Ő ÷ Ő N X U
D O W E R \ X W X Q G D P D G G H 3 H U I R U P D Q V Ő G • ú • U H Q H
N D U ú Ő R O X P V X] W X W X P D O W E R \ X W X Q G D L V H P D G
D o Ő N O D G Ő ÷ Ő W R S O D P Y D U \ D Q V ¶ G Ő U & U R Q E D
I D N W | U L o L Q L N L Q F L I D N W | U L o L Q • o • Q F • I D
 ¶ G L U g O o H ÷ L Q F H Y D S | O o H ÷ L . H V L Q O L N O H . D V
G H U H F H G H N D W Ő O Ő \ R U X P . D W Ő O Ő \ R U X P Y H . H V L
W H Q D O Ő Q D Q S X D Q Ő Q \ • N V H O P H V L F H Y D S O D \ D Q N I
R O G X ÷ X Q X J | V W H U P H N W H G L U

Verilerin Analizi

\$ U D ú W Ő U P D G D | ÷ U H W P H Q O H U L Q J • o N D \ Q D N O D U Ő

DOJÖODUÖQÖQ EHOLUOHQPHVLQGH DULWPHWLN RUW
 WLPVHO LVWDWLVWLNNOHU NXOODQÖOPÖúWÖU .DWÖ
 LOLúNLQ J|U•úOHULQLQ NDUúÖODúWÖUÖOPDVÖQGD V
 NLQLQ EHOLUOHQPHVL LóLQ LVH 3HDUVRQ .RUHODV
 NXOODQÖODQ LVWDWLVWLVNVHO o|J•POHUGH DQODPO
 GL÷HU DQDOLJOHUGH S RODUDN NDEXO HGLOPLú
 RODUDN ± DUDVÖQGD ROPDVÖ \•NVHN ±
 DUDVÖQGD ROPDVÖ LVH G•ú•N G•J|H\GH LOLúNL RODU

%XOJXODU

Örgütsel Güç İle İlgili Bulgular

/LVH |÷UHWPHQOHULQH Q J|UH RNXO \|QHWL
 oRN \DVÖDO J•F• 6 NXOODQPDñWDGÖU %X
 6 NDUL]PDWLN J•o x̄ 6 |G•O J•F•
 J•o^{x̄} 6 LJOHPHNWHGLU 2NXO \|QHWLFLÖH
 NRQXVXQGD |÷UHWPHQOHULQ J|U•úOHULQLQ FLQVL\
 ODQ W WHVWL VRQXóODUÖ 7DEOR †GH \HU DOPDNW

7DEOR |÷UHWPHQOHULQ J•o ND\QDNODUÖ KDNNÖQG
 NDUúÖODúWÖUÖOPDVÖ

\$OW	%R\XW	&LQVL\I	Q	x̄	S	VG	t	S
Yasal Güç		1. Kadın						(UNHN)
Ödül Gücü		1. Kadın						(UNHN)
Zorlayıcı Güç		1. Kadın						(UNHN)
Uzmanlık Gücü		1. Kadın						(UNHN)
Karizmatik Güç		1. Kadın						(UNHN)

.DWÖOÖPFÖODUÖQ \DVÖDO @•o]R\WOD\ÖFÖS J•o @W
 X]PDQOÖN J•F• >SW @ YH NDUL]PDW\$N J•@ >DÖW ER\
 UÖQGDNL J|U•úOHUL FLQVL\HWH J|UH GH÷LúPHPHNW
 ER\XWXQGDNL J|U•úOHUL FLQVL\HWH\$ J|U@ G•HG•LQPH
 LOH LOJLOL RODUDN NDGÖQ |÷UHWPHQOHU
 ROXPVX] J|U•úH VDKLSWLU

2NXO \ | QHWLFLOHULQLQ WHUFLK HWWLNOHUL J•o
 U•úOHULQLQ EUDQúD J|UH NDUúŌODúWŌUŌOPDVŌ DF
 \HU DOPDNWDGŌU

7DEORŌ ÷ UHWP HQOHULQ J•o ND\QDNODUŌ KDNNŌQG
 NDUúŌODúWŌUŌOPDVŌ

\$OW	Branş	Q	x	S	GI	F	S	Anlamlı
%R\XWODU)DUN 7XNH\ +6'
Yasal Güç	0HVOHN /LVHVL 0HVOHN 'HUVL 2. Meslek Lisesi Kültür Dersi *HQHO /LVH	35			2			3 2 3
Ödül Gücü	0HVOHN /LVHVL 0HVOHN 'H 2. Meslek Lisesi Kültür Dersi *HQHO /LVH	35			2			3
Zorlayıcı Güç	0HVOHN /LVHVL 0 2. Meslek Lisesi Kültür Dersi *HQHO /LVH	35			2			
Uzmanlık Gücü	0HVOHN /LVHVL 0HVOHN 'HUVL 2. Meslek Lisesi Kültür Dersi *HQHO /LVH	35			2			2 3
.DUL]PDWLN Güç	0HVOHN /LVHVL 0HVOHN 'HUVL 2. Meslek Lisesi Kültür Dersi *HQHO /LVH	35			2			3

.DWŌOŌPFŌODUŌQ \DVSDO J•o J•F•S) @
 X]PDQOŌN J•F• >S @ YH NDUL]PDWLN J•o@)DOW E
 \XWODUŌQGDNL J|U•úOHUL EUDQúD J|UH GH÷L@P
 ER\XWXQGDNL J|U•úOHUL LVH EUDQúD J|UH GH÷LúPH
 <DVDO J•o DOW ER\XWXQGDNL IDUNOŌOŌN HQ RO
 PHQOHUL LOH HQ ROXPVX] J|U•úH VDKLS RODQ PHVO
 PHVOHN OLVHVL N•OW•U GHUVL |÷UHWP HQOHUL DUD
 OX J|U•úH VDKLS RODQ JHQHO OLVH |÷UHWP HQOHUL
 OLVHVL PHVOHN GHUVL |÷UHWP HQOHUL DUDVŌQGDG
 LVH HQ ROXPVX] J|U•úH VDKLS RODQ PHVOHN OLVH
 ROXPOX ELU J|U•úH VDKLS RODQ PHVOHN OLVHVL N•
 UHWP HQOHUL DUDVŌQGDGŌU .DUL]PDWLN J•o ER\XV
 RODQ PHVOHN OLVHVL PHVOHN GHUVL |÷UHWP HQOH
 OLVH |÷UHWP HQOHUL DUDVŌQGDGŌU

Örgütsel Sinizm İle İlgili Bulgular

/LVH |÷UHWP HQOHULQLQ Q HQ \•NVHN VLQLJ
 ODUŌQ NDUDUDUDUŌŌ DOŌQPDVŌQD NDWŌOŌPŌ
 ³SHUIRUPDQVŌ G•ú•UHQ HWNHQOHU 6
 GDYUDQŌúVDŌ XJDNODúPD 6 x' YH ³RNX
 6 ' DOW ER\XWODUŌ LJOHPHNWHGLU
 /LVH |÷UHWP HQOHULQLQ ³oDOŌúDQODUŌQ NDUDUDU
 S! @ oDOŌúWŌ÷Ō NXUXPGDQ GX\XúVDŌS! GDŌUDŌ
 SHUIRUPDQVŌ G•ú•UHQ HWNHQOHU RWXOD NDUúŌ
 >W S! @ DOW ER\XWODUŌQGDNL J|U•ú• FLQVL
 ¶WH OLVH |÷UHWP HQOHULQLQ |UJ•WVHO VLQLJ]P KDN
 WŌUŌOPDVŌ DPDFŌ LOH \DSŌODQ W WHVWL VRQXoO

7DEOR ¶WH GH J|U•OG•÷• JLEL NDWŌOŌPFŌODUŌ
 QŌúVDO XJDNODúPD S! >) @ SHUIRUPDQVŌ G•ú•UHQ H
 S! @ YH RNXOD NDUúŌ ROXPSVX] @XDVŌW ER\XWOD
 U•úOHUL EUDQúD J|UH GH÷LúPHPHNWHGLU .DWŌOŌP
 NDWŌOŌPŌ >Ō @ DOW ER\XWXQGDNL J|U•úOHUL L
 %XUDGDNL DQODPOŌ IDUNOŌOŌN HQ ROXPOX J|U•ú
 UHWP HQOHUL LOH HQ ROXPVX] J|U•úH VDKLS RODQ J

\$OW %R\XV	Branş	Q	x̄	S	GI	F	S	Anlamlı
)DUN 7XNH\ +6'
Çalışanların Kararların Alınmasına Katılımı	0HVOHN /LVHV L 0HVOHN 'HUŌL	35						3
	2. Meslek Lisesi Kültür Dersi							
	*HQHO /LVH							
Çalıştığı (Duyuşsal, Davranışsal)	0HVOHN /LVHV L 0HVOHN 'HUŌL	35						
Uzaklaşma	*HQHO /LVH							
Performansı Düşüren (WNHQOHU)	0HVOHN /LVHV L	35		2				
	2. Meslek Lisesi Kültür Dersi							
	*HQHO /LVH							
Okula Karşı	0HVOHN /LVHV L	35		2				
2 OXPVX] 7XWXP	Meslek Lisesi Kültür Dersi							
	*HQHO							

7DEOR ¶WH GH J|U•OG•÷• JLEL NDWŌOŌPFŌODUŌ
 QŌúVDO XJDNODúPD S! >) @ SHUIRUPDQVŌ G•ú•UHQ H
 S! @ YH RNXOD NDUúŌ ROXPSVX] @XDVŌW ER\XWOD
 U•úOHUL EUDQúD J|UH GH÷LúPHPHNWHGLU .DWŌOŌP
 NDWŌOŌPŌ >Ō @ DOW ER\XWXQGDNL J|U•úOHUL L
 %XUDGDNL DQODPOŌ IDUNOŌOŌN HQ ROXPOX J|U•ú
 UHWP HQOHUL LOH HQ ROXPVX] J|U•úH VDKLS RODQ J

Örgütsel Güç İle Örgütsel Sinizm Arasındaki İlişkiler

/LVH |÷UHWP HQOHULQLQ RNXO \\QHWLFL OHULQLQ
J•WVHO VLQL]P NRQXVXQGDNL J|U•úOHUL DUDVÖQGD
3HDUVRQ NRUHODV\|RQ NDWVD\ÖVÖ VRQXoODUÖQD 7

7DEOR |÷UHWP HQOHULQ J•o ND\QDNODUÖ LOH |UJ•V
DUDVÖQGDNL LOLúNL

	Çalışanların	Çalıştığı Kurumdan	Performansı	2NXOD
\$OW %R\XWODU	Kararların Alınmasına	(Duyuşsal, Davranışsal)	Düşüren (WNHQOHU	Karşı 2OXPVX]
	Katılımı	Uzaklaşma		7XWXP
Yasal Güç				
Ödül Gücü				
Zorlayıcı Güç				
Uzmanlık Gücü				
Karizmatik Güç				

S

7DEOR ¶WH GH J|U•OG•÷• JLEL RNXO \\QHWLFL OH
PHQOHULQ NDUDUODUÖQ DOÖQPDVÖQD NDWÖOÖPÖ
D\QÖ \\QGH YH DQODPOÖ ELU LOLúNL YDUGÖU U
ULQLQ \DVDO J•o NXOODQÖPÖ DUWWÖNoD oDOÖúDQ
ROXPVX] J|U•ú• GH DUWPDNWDGÖU 6LQL]P |OoH÷LQ
OD\|DQ NLúLQLQ VLQLN GDYUDQÖúODUÖQÖQ DUWWÖ-
G•]H\GHGLU 'HWHUPLQDV\|RQ NDWVD\ÖVÖ GLNNDWH
NDUDUODUÖQ DOÖQPDVÖQD NDWÖOÖPÖQD U
RNXO \\QHWLFLVLQLQ \DVDO J•o NXOODQÖPÖQGDQ N
<DVDO J•o NXOODQÖPÖ LOH oDOÖúWÖ÷Ö NXUXPGD
ER\XWX U S SHUIRUPDQVÖ G•ú•UHQ HWNH
RNXOD NDUúÖ ROXPVX] WXWXP DOW ER\XWX U
\\QGH YH DQODPOÖ LOLúNLOHU YDUGÖU %XQD J|UH
DUWWÖNoD |÷UHWP HQOHULQ oDOÖúWÖ÷Ö NXUXPGD
PDQVÖ G•ú•UHQ HWNHQOHU YH RNXOD NDUúÖ ROXP
QÖúODUÖ GD DUWPDNWDGÖU

2NXO \\QHWLFL OHULQLQ |G•O J•F• NXOODQÖPÖ LO
NDWÖOÖPÖ KDNNÖQGDNL J|U•úOHUL DUDVÖQGD RUV
YDUGÖU U S %XQD J|UH RNXO \\QHWLFL
|÷UHWP HQOHULQ NDUDUODUÖQ DOÖQPDVÖQD NDWÖ
'HWHUPLQDV\|RQ NDWVD\ÖVÖ GLNNDWH DOÖQGÖ÷ÖQ
DOÖQPDVÖQD NDWÖOÖPÖQD J|U•ú•QGHNL YDU\|DQVÖ

QHWLFLVLQLQ |G•O J•F•Q• NXOODQÖPÖQGDQ ND\QD
oDOÖúWÖ÷Ö NXUXPGDQ GX\XúVDO GDYUDQÖúVDO
SHUIRUPDQVÖ G•ú•UHQ HWNHQOHU DOW ER\XWX U
WXP DOW ER\XWX U S DUDVÖQGD RUWD G•
YDUGÖU %XQD J|UH RNXO \|QHWLFLOHULQLQ |G•O J•
OÖúWÖ÷Ö NXUXPGDQ GX\XúVDO GDYUDQÖúVDO X|
RNXOD NDUúÖ ROXPVX] WXWXP DOW ER\XWODUÖQGD

2NXO \|QHWLFLOHULQLQ]RUOD\ÖFÖ J•o NXOODQÖ
VÖQD NDWÖOÖPÖ KDNNÖQGDNL J|U•úOHUL DUDVÖQC
LOLúNL YDUGÖU U S %XQD J|UH RNXO \|Q
DUWWÖNöD oDOÖúDQODUÖQ NDUDUODUÖQ DOÖQPDV
WDGÖU 6LQL]P |OöH÷LQGHQ DOÖQDQ SXDQÖQ \•NVH
ODUÖQÖQ DUWWÖ÷ÖQÖ J|VWHUPHNWHGLU 'HWHUPL
PHQOHULQ oDOÖúDQODUÖQ NDUDUODUÖQ NDUDUÖQ
YDU\DQVÖQ ¶VÖ RNXO \|QHWLFLVLQLQ]RUOD\
WDGÖU =RUOD\ÖFÖ J•o NXOODQÖPÖ LOH oDOÖúWÖ÷
DOW ER\XWX U S SHUIRUPDQVÖ G•ú•UHQ H
YH RNXOD NDUúÖ ROXPVX] WXWXP DOW ER\XWX U
D\QÖ \|QGH YH DQODPOÖ LOLúNLOHU YDUGÖU %XQD
ODQÖPÖ DUWWÖNöD |÷UHWPHQOHULQ oDOÖúWÖ÷Ö
SHUIRUPDQVÖ G•ú•UHQ HWNHQOHU YH RNXOD NDUú
GDYUDQÖúODUÖ GD DUWPDNWDGÖU

2NXO \|QHWLFLOHULQLQ X]PDQOÖN J•F• NXOODQÖ
PDVÖQD NDWÖOÖPÖ KDNNÖQGDNL J|U•úOHUL DUDVÖ
LOLúNL YDUGÖU U S %XQD J|UH RNXO \
QÖPÖ DUWWÖNöD |÷UHWPHQOHULQ NDUDUODUÖQ D
D]DOPDNWDGÖU 'HWHUPLQDV\RQ NDWVD\ÖVÖ GLNND
NDUDUODUÖQ DOÖQPDVÖQD NDWÖOÖPÖQD U

RNXO \|QHWLFLVLQLQ X]PDQOÖN J•F• NXOODQÖPÖQC
NXOODQÖPÖ LOH oDOÖúWÖ÷Ö NXUXPGDQ GX\XúVDO
S SHUIRUPDQVÖ G•ú•UHQ HWNHQOHU DOW E
ROXPVX] WXWXP DOW ER\XWX U S DUDVÖC
ODPOÖ LOLúNLOHU YDUGÖU %XQD J|UH RNXO \|QHW
öD |÷UHWPHQOHULQ oDOÖúWÖ÷Ö NXUXPGDQ GX\Xú
G•ú•UHQ HWNHQOHU YH RNXOD NDUúÖ ROXPVX] WX
D]DOPDNWDGÖU

2NXO \|QHWLFLOHULQLQ NDUL]PDWLN J•o NXOODQ
PDVÖQD NDWÖOÖPÖ KDNNÖQGDNL J|U•úOHUL DUDVÖ
LOLúNL YDUGÖU U S %XQD J|UH RNXO \
QÖPÖ DUWWÖNöD |÷UHWPHQOHULQ NDUDUODUÖQ D

D]DOPDNWDGÖU 'HWHUPLQDV\RQ NDWVD\ÖVÖ GLNND
 NDUDUODUÖQ DOÖQPVDÖQDLNNDWÖQÖPÖÖQDGHNL YDU\
 RNXO \|QHWLFLVLQLQ NDUL]PDWLN J•o NXOODQÖPÖÖ
 NXOODQÖPÖ LOH oDOÖúWÖ÷Ö NXUXPGDQ GX\XúVDO
 S SHUIRUPDQVÖ G•ú•UHQ HWNHQOHU DOW ER\
 ROXPVX] WXWXP DOW ER\XWX U S DUDVÖÖ
 ODPOÖ LOLúNLOHU YDUGÖU %XQD J|UH RNXO \|QHW
 oD |÷UHWPHQOHULQ oDOÖúWÖ÷Ö NXUXPGDQ GX\Xú
 G•ú•UHQ HWNHQOHU YH RNXOD NDUúÖ ROXPVX] WX\
 D]DOPDNWDGÖU

6RQXo 7DUWÖúPD YH gQHULOHU
 %X oDOÖúPDGD RNXO \|QHWLFLOHULQLQ NXOODQ
 |UJ•WVHO VLQL]P DOJÖODUÖ DUDVÖÖQGDNL LOLúNLQ
 LON |QFH RNXO \|QHWLFLOHULQLQ WHUFLK HWWLNC
 EHOLUOHQPLú YH FLQVL\HW YH EUDQú GH÷LúNHQOH
 |÷UHWPHQOHULQ |UJ•WVHO VLQL]P DOJÖVÖ LoLQ GH
 OHULQLQ NXOODQGÖ÷Ö J•o ND\QDNODUÖ LOH |÷UHW
 LOLúNL EHOLUOHQPH\H oDOÖúÖOPÖúWÖU
 g÷UHWPHQOHU RNXO \|QHWLFLOHULQLQ HQ oRN
 J•F• NDUL]PDWLN J•o |G•O J•F• YH]RUOD\ÖFÖ J•F•
 \$OWÖQNXUW¶XQ DUDúWÖUPDVÖQD J|UH GH RU
 WLFLOHULQLQ HQ oRN \DVDO J•F• NXOODQGÖ÷ÖQÖ G
 WÖQNXUW <ÖOPD] D E +HOYDFÖ .D\DOÖ
 \DVDO J•F• NXOODQGÖ÷Ö \|Q•QGH EXOJXODU HOGH H
 \DSÖGD ELUHU |UJ•W ROGXNODUÖ LoLQ %XUVDOÖR÷
 OHUH YH NXUDOODUD YXUJX \DSÖOPDNWDGÖU 7•UN
 YH E•URNUDWLN]]HOOL÷L RNXO \|QHWLFLOHULQL \D
 \$QFDN VDOW \DVDO J•oOH oDOÖúDQODUÖQ |UJ•WH E
 .DKQ <|QHWLFLOHULQ RNXOODUÖQÖ E•URNU
 RQODUÖ KHP GH GL÷HU oDOÖúDQODUÖ VÖNÖQWÖ\D
 NXUDOFÖ ELU \|QHWLP DQOD\ÖúÖ LOH \|QHWLOPHVL
 WHGLU %XQGDQ GROD\Ö RNXO \|QHWLFLOHUL \DVD
 ODQPDOÖGÖU %XUVDOÖR÷OX +R\ 0LVNHO
 ODUÖQÖ NXOODQÖUNHQ GLNNDW HWPVHL JHUHNHQ
 NXOODQGÖNODUÖQÖ G•ú•QG•NOHUL J•o ND\QDNODU
 LKWLPDOLGLU 'HQL] dRODN gUQH÷LQ RNXO
 WLN J•F• \D GD X]PDQOÖN J•F•Q• NXOODQGÖ÷ÖQÖ G
 DOJÖODUÖ IDUNOÖ RODELOLU %X GXUXPGD EX J•o
 %X QHGHQOH RNXO P•G•UOHULQLQ NXOODQGÖNODU

IDUNOÕ DOJÕODUÕQÕ GD KHVDED NDWDUDN GR÷UX
 2NXO \\QHWLFLOHULQLQ NXOODQGÕ÷Õ J•o ND\QDI
 UL \DVDO J•o]RUOD\ÕFÕ J•o X]PDQOÕN J•F• YH ND
 J|UH GH÷LúPHPHNWHGLU .DWÕOÕPFÕODUÕQ J|U•úO
 WH J|UH GH÷LúPHNWHGLU 2NXO \\QHWLFLOHULQLQ
 HUNHN |÷UHWPHQOHU NDGÕQ |÷UHWPHQOHUH J|UH
 RNXO \\QHWLFLOHULQLQ oRN E•\•N ELU NÕVPÕQÕQ
 G•ú•QPH\H LWPLú RODELOLU gG•O J•F• LOH LOJLOL
 VÕQGD IDUN oÕNPÕú ROVD GD 7•UNL\H¶GH \DSÕODQ
 \D GD HQ D] NXOODQÕODQ J•o ND\QD÷Õ RODUDN J|U
 X]DQWÕVÕ RODQ |G•O J•F•Q•Q D] WHUFLK HGLOHQ J•
 OHULQ RNXOODUÕQGD OLGHUOLNWHQ GDKD oRN \\QH
 2NXO \\QHWLFLOHULQLQ |G•O J•F•Q• D] NXOODQGÕ÷
 \$OWÕQNXUW <ÕOPD] D \$VODQDUJXQ 7LV
 6LVWHPL¶QGH |G•OOHQGLUPH\H oRN ID]OD \HU YHU
 |Oo•WOHU \HWHULQFH DoÕNODQPDNDWD EXQD ND
 YHULOPHNWHGLU 6HoNLQ <DSÕODQ ELU DUD
 |÷UHWPHQOHU RNXO \\QHWLFLOHULQLQ oDOÕú
 ROGX÷XQX G•ú•QPHNWHGLU
 .DWÕOÕPFÕODUÕQ RNXO \\QHWLFLOHULQLQ WHU
 J|U•úOHUL]RUOD\ÕFÕ J•o DOW ER\XWXQGD EUDQú
 |G•O J•F• X]PDQOÕN J•F• YH NDUL]PDWLN J•o ER\XW
 <DVDO J•o DOW ER\XWXQGD JHQHO OLVH |÷UHWPH
 PHVOHN OLVHVL N•OW•U GHUVL |÷UHWPHQOHULQH J
 ODQÕOGÕ÷ÕQÕ G•ú•QPHNWHGLU %XQD J|UH JHQHO
 WHNQLN OLVHOHUH J|UH \DVDO NRQXPODUÕQÕ GDK
 VHVL PHVOHN GHUVL YH PHVOHN OLVHVL N•OW•U GH
 oÕNPDPDVÕ GD EX J|U•ú• GR÷UXODPDNDWDGÕU <DVD
 J•o N•OW•U• RODUDN \DQVÕPDNDWDGÕU øSHN
 VÕUDODPDVÕQÕ J•o N•OW•U• URO N•OW•U• EDúDUÕ
 OHPLúWLU %XQD J|UH UHVPL OLVHOHUGH J•FH \DSÕ
 ID]OD ROGX÷X V|\OHQHELOLU 7HU]L GH DUDúV
 U•Q•Q HQ \•NVHN |UJ•W N•OW•U• W•U• ROGX÷XQX E
 OLVHOHULQGH |UJ•W N•OW•U• DGOÕ oDOÕúPDVÕQD J
 |÷UHWPHQOHU PHVOHN OLVHOHULQGH HQ oRN VÕUD
 ROGX÷XQX G•ú•QPHNWHGLU *•o N•OW•U•QGH J•o YH
 EX J•F•Q HWNLVLQGH \\QHWLPH ED÷OÕ YH RQXQ GH
 |UJ•WOHQPH \DSÕVÕQÕQ JHQHO OLVHOHUH J|UH J|U
 ELOLU 0HVOHN OLVHOHULQGH oRN VD\ÕGD E|O•P E
 DW|O\H úH¿ JLEL XQYDQODUOD oRN VD\ÕGD |÷UHWPH

'ROD\ÖVÖ\OD JHQHO OLVHOHUGH J•o PHUNH]GH LNH
UXPGDGÖU

8]PDQOÖN J•F• YH NDUL]PDWLN J•o NXOODQÖPÖQ
JUXS PHVOHN OLVHVL PHVOHN GHUVL |÷UHWPHQOHU
OLVH |÷UHWPHQOHUL GDKD oRN NXOODQÖOGÖ÷ÖQÖ
OLVHVL PHVOHN GHUVL |÷UHWPHQOHUL LOH PHVOH
GD DQODPOÖ IDUNOÖOÖN YDUGÖU 0HVOHN OLVHOH
PHVOHN GHUVL |÷UHWPHQOHUL DUDVÖQGDQ VHoLOG
OHULQ X]PDQOÖ÷ÖQÖ \HWHUVL] J|UHELOLUOHU 0HV
NDUL]PDWLN J•o NXOODQÖPÖQD GD ³ED]HQ´ \DQÖWÖ
DOW ER\XWODUGD HQ ROXPVX] J|U•úH PHVOHN OLVH

/LVH |÷UHWPHQOHUL HQ \•NVHN VLQL]PL oDOÖúD
DOW ER\XWXQGD KLVVHWPHNWHGLU g÷UHWPHQOHU
QÖWÖQD GDKD \DNÖQGÖU dDOÖúDQODUÖQ HQ \•NVH
JD\HW QRUPDOGLU d•QN• \DVDO J•F•Q oRN VÖN NX
\DSÖODQ NDUDUODUÖQ PHUNH]L RODUDN DOÖQGÖ÷
PDVÖQÖQ G•úW•÷• oRN |QHPOL \DSÖVDO GH÷LúLNOI
EDúYXUXOPD\DQ ELU VLVWHPGH oDOÖúDQODUÖQ ND
oDOÖúDQODUÖQ SHUIRUPDQVÖQÖ G•ú•UHELOPHNWH
GDYUDQÖúVDO RODUDN X]DNODúDELOPHNWHGLU (U
ULQ oR÷XQOX÷X NHQGLOHULQLQ NDUDU V•UHFLQLQ
UHWPHQOHUGH ³JHUL oHNLOPH´ JLEL GX\JX YH GDYU
DUDúWÖUPD\D J|UH \|QHWLPLQ PHUNH]L\HWoL ELU \
¿NUL |÷UHWPHQOHU DUDVÖQGD \D\JÖQGÖU g÷UHWPH
OÖPÖ D]DOWWÖ÷ÖQÖ EX NRQXGDNL oDEDODUÖ ERú
DUDVÖQGD \|QHWLPH NDWÖOPD\D \•NVHN RUDQGD R
WÖOPDPD \|QHWLPH NDWÖOPDQÖQ |QHPLQH LQDQPD
YE EXQX J|VWHUPHNWHGLU (UMHP %X GXUX
VÖQD \RO DoDELOPHNWHGLU <DSÖODQ DUDúWÖUPD
%XUJD] ùLPúHN YH GL÷HUOHUL |÷UHWPH
J•oV•]O•N ER\XWXQGD KLVVHWWL÷L EHOLUOHQPLúWI
PHGL÷L YH\D ROD\ODU •]HULQGH NHQGL SDUPDN L]L
ROXPVX] UXK KDOLQLQ \DUDWWÖ÷Ö ELU GXUXPGXU

\$UDúWÖUPD\D NDWÖODQ |÷UHWPHQOHU GDKD VRQ
oDOÖúWÖ÷Ö NXUXPGDQ GX\XúVDO GDYUDQÖúVDO X
ER\XWODUÖ L]OHPHNWHGLU .DWÖOÖPFÖODUÖQ SHU
J|U•úOHUL ³RUWD GHUHFHGH NDWÖOÖ\RUXP´ \DQÖWÖ
GDYUDQÖúVDO X]DNODúPD YH RNXOD NDUúÖ ROXPV
PÖ\RUXP´ \DQÖWÖQD GDKD \DNÖQGÖU %XQD J|UH |
GDKD VLQLN GDYUDQÖúODU VHUJLOHGL÷L DQFDN PH

QÕQ G•ú•N ROGX÷X V|\OHQHELOLU %X ED÷ODPGD |÷
LOH LOJLOL NRQXODUGD VLQLN GDYUDQÕúODU J|VW
DoÕVÕQGDQ KLø Lo DoÕFÕ ELU GXUXP GH÷LOGLU d
|UJ•W•Q YH |\QHWLFLOHULQ oÕNDUODUÕ X÷UXQD DG
HWWL÷LQH YH |UJ•WWH |\QHWLPLQ \DSWÕ÷Õ VHoLPC
PDNWDGÕU 1DXV YH GL÷ %X GXUXP LVH |UJ
\DSPDNWDGÕU

.DWÕOÕPFÕODUÕQ oDOÕúDQODUÕQ NDUDUODUÕQ
HWNHQOHU oDOÕúWÕ÷Õ NXUXPGDQ GX\XúVDO GDY
VX] WXWXP DOW ER\XWODUÕ LOH LOJLOL J|U•úOHUL
DODQ\D]ÕQGD \HU DOGÕ÷Õ JLEL |UJ•WVHO VLQL]P
J|VWHUPHNWHGLU \$NGXPDQ <HWLP gOPH] &H\ODQ
FÕ dHWLQ .DOD÷DQ *•]HOOHU 7RNJ]]
GL÷ :DQRXV GL÷ %XQD J|UH |÷UHWPHQ
GH÷LúNHQLQGHQ HWNLOHQPHGL÷L V|\OHQHELOLU g
ROPDVÕ VLQL]P LOH DOJÕODUÕQÕ GH÷LúWLUPHPHN
|÷UHWPHQOHULQ RNXOODUÕQGD D\QÕ GXUXPX \DúD
ODUÕ V|\OHQHELOLU

.DWÕOÕPFÕODUÕQ oDOÕúWÕ÷Õ NXUXPGDQ GX\X
VÕ G•ú•UHQ HWNHQOHU YH RNXOD NDUúÕ ROXPVX] W
J|UH GH÷LúPHPHNWHGLU <XNDUÕGD HOGH HGLOHQ
PHVOHN UROOHUL LOH LOJLOL NRQXODUGD GDKD
EUDQúD J|UH GH÷LúPHPHNWHGLU \$QFDN |÷UHWPHQ
LOJLOL NRQXODU RODQ oDOÕúDQODUÕQ NDUDUODUÕQ
EUDQúD J|UH GH÷LúPHNWHGLU dDOÕúDQODUÕQ NDU
GD HQ ROXPVX] J|U•úH JHQHO OLVH |÷UHWPHQOHU
OLVHVL PHVOHN GHUVL |÷UHWPHQOHUL VDKLSWLU
NDUDUODUD NDWÕOÕPÕ NRQXVXQGD JHQHO OLVH |÷
OHN OLVHVL N•OW•U GHUVL |÷UHWPHQOHUL GH JHQ
VDKLSWLU oHVOHN OLVHVL N•OW•U GHUVL |÷UHWPH
VÕQD NDWÕOÕPÕ DOW ER\XWXQGDNL J|U•úOHUL LOH
KHPHQ D\QÕGÕU %X GXUXP PHVOHN OLVHOHULQGH
UHWPHQOHULQLQ EDNÕú DoÕODUÕQGDNL IDUNOÕOÕ
QLQ |UJ•WOHQPH \DSÕVÕQÕQ JHQHO OLVHOHUH J|U
RODELOLU <DVDO J•o ER\XWXQGDNL IDUNOÕOÕNWD
GHQJHVL JHQHO OLVHOHUGHQ IDUNOÕGÕU %X RNXC
úHÀL÷L J|UHYOHULQGH EXOXQPDNWDGÕU 'ROD\ÕVÕ
OHULQLQ KHP NHQGLOHULQL GDKD J•oO• KLVVHWP
|÷UHWPHQOHULQ NDUDUD NDWÕOÕPODUÕQÕ]RUXQC
PDODUGD EUDQú GH÷LúNHQLQH LOLúNLQ IDUNOÕ VR

.DOD÷DQ¶ÕQ DUDúWÕUPDVÕQGD IHQ EUDQúÕ |
VRV\DO EUDQú |÷UHWPHQOHULQH J|UH GDKD \•NVHN
EX GXUXPX IHQ ELOLPOHUL |÷UHWPHQOHULQLQ VRV
PD\D YH VRUJXODPD\D GDKD \DWNÕQ ROPDODUÕ YH
GDKD oRN LUGHOHPHOHUL RODUDN DoÕNODPÕúODUG
|÷UHWPHQOHULQLQ JHQHO |UJ•WVHO VLQL]P DOJÕOI
PLú YH EXQXQ QHGHQLQL GH |÷UHWPHQOHULQLQ |U
úHNLOGH DQODPODQGÕUPDODUÕ RODUDN DoÕNODP
|UQHNOHP JUXSODUÕ ELUELULQGHQ IDUNOÕGÕU YH
EHOLUOHQPLúWLU \$UDúWÕUPD EXOJXODUÕ DUDVÕQ
2NXO \|QHWLFLOHULQLQ \DVDO J•o NXOODQÕPÕ L
NDWÕOÕPÕ KDNNÕQGDNL J|U•úOHUL DUDVÕQGD G•ú•
YDUGÕU 2NXO \|QHWLFLOHULQLQ \DVDO J•o NXOODQ
VÕQD NDWÕOÕPÕ LOH LOJLOL ROXPVX] J|U•ú• GH DU
NXOODQÕPÕ DUWWÕNõD |÷UHWPHQOHULQ oDOÕúWÕ
PD SHUIRUPDQVÕ G•ú•UHQ HWNHQOHU YH RNXOD NI
QLN GDYUDQÕúODUÕ GD DUWPDNWDGÕU \$QFDN EHO
VRQXõODUÕ GHVWHNOH\HFHN úHNLOGH *•O YH \$÷ÕU
NDUDU DOPD V•UHõOHULQH GkKLO HGLOPHGLNOHUL
NHQGLOHUL LOH LOJLOHQPHGLNOHULQL EHOLUWPHI
DUWPDVÕ RNXOGD PDNDP DVW •VW LOLúnLOHUL \I
OHUH \DSÕODQ YXUJX\X DUWÕUPDNWDGÕU <|QHWLF
\HWNL\L NXOODQPDNWD YH OLGHUOLN |]HOOLNOHUL
SODQD oÕNDUPDNWDGÕU %X GXUXP LVH oDOÕúDQO
PDNWD RQODUÕ NXUXPXQGQD X]DNODúWÕUPDNWD
WD SHUIRUPDQVÕQÕ ROXPVX] HWNLõH\HELOPHNWH
2NXO \|QHWLFLOHULQLQ |G•O J•F• NXOODQÕPÕ LO
NDWÕOÕPÕ KDNNÕQGDNL J|U•úOHUL DUDVÕQGD RU
NL YDUGÕU 2NXO \|QHWLFLOHULQLQ |G•O J•F• NXOC
DOÕQPDVÕQD NDWÕOÕPÕ LOH LOJLOL ROXPVX] J|U•
|÷UHWPHQOHULQ NDUDUODUÕQ DOÕQPDVÕQD NDWÕ
UXPGDQ GX\XúVDO GDYUDQÕúVDO X]DNODúPD SH
NDUúÕ ROXPVX] WXWXP DOW ER\XWODUÕQGDNL VLQ
F•Q•Q EDúDUÕODUÕ WDNGLU HGHQ \DSÕODQODUÕQ
ODUÕ |]HQGLULFL WDU]Õ oDOÕúDQODU •]HULQGH R
DUWÕUPDNWDGÕU d•QN• |G•O J•F• Lú GR\XPXQXQ GD
\$OWÕQNXUW \$QFDN |G•O J•F• RNXO \|QHWLFLO
VÕQGD \HU DOPDNWDGÕU gUQH÷LQ oHúLWOL DUDú
E \$VODQDUJXQ <ÕOPD] \$OWÕQNXUW |
HQ D] GD |G•O J•F•Q• NXOODQGÕ÷ÕQÕ G•ú•QPHNWH

J•F• oDOŌúDQODUŌQ |UJ•WH NDWNŌVŌQŌQ DUWŌUŌ
J•oW•U +R\ 0LVNHO

2NXO \|QHWLFLOHULQLQ]RUOD\ŌFŌ J•o NXOODQŌ
VŌQD NDWŌOŌPŌ KDNNŌQGDNL J|U•úOHUL DUDVŌQ
LOLúNL YDUGŌU 2NXO \|QHWLFLOHULQLQ]RUOD\ŌF
UŌQ DOŌQPDVŌQD NDWŌOŌPŌ LOH LOJLOL ROXPVX]
]RUOD\ŌFŌ J•o NXOODQŌPŌ DUWWŌNoD |÷UHWPHQC
QŌúVDO X]DNODúPD SHUIRUPDQVŌ G•ú•UHQ HWNHG
\XWODUŌQGDNL VLQLN GDYUDQŌúODUŌ GD DUWPDN
G•ú•Q•OG•÷•QGH DODQ \D]ŌQGD \HU DODQ EDVNŌ X
PDVŌ RODVŌ GH÷LOGLU d•QN•NDPX RNXOODUŌQGD
DWDQPDODUŌ NDUL\HU JHOLúLPOHUL KDN YH VRUX
%XUDGD]RUOD\ŌFŌ J•o LOH NDVWHGLOHQ GDKD oRN
QL\OH \DVDO LúOHP \DSDELOPH \HWNLVLQLQ HOLQG
UDN NXOODQPDVŌGŌU 2NXO \|QHWLFLOHULQLQ]RU
OHULQ NDUDU V•UH•OHUL LOH LOJLOL ROXPVX] J|U
E|\OH ELU GXUXPGD JHQHOOLNOH EX V•UH•OHUH ND
ELOPHNWHGLU <|QHWLFLOHULQ]RUOD\ŌFŌ J•F• DúŌ
ULWHUOHúPHVLQH \RO DoDELOPHNWH YH |÷UHWPHQC

2NXO \|QHWLFLOHULQLQ X]PDQOŌN J•F• NXOODQŌ
PDVŌQD NDWŌOŌPŌ KDNNŌQGDNL J|U•úOHUL DUDVŌ
LOLúNL YDUGŌU 2NXO \|QHWLFLOHULQLQ X]PDQOŌN
UDUODUŌQ DOŌQPDVŌQD NDWŌOŌPŌ LOH LOJLOL R
ULQLQ X]PDQOŌN J•F• NXOODQŌPŌ DUWWŌNoD |÷UI
GDYUDQŌúVDO X]DNODúPD SHUIRUPDQVŌ G•ú•UHQ
DOW ER\XWODUŌQGDNL VLQLN GDYUDQŌúODUŌ D]DO
ELOJL YH EHFHULOHULQ GD\DOŌ ELU J•o W•U• RODUD
WHGLU øON|÷UHWLP RNXOX \|QHWLFLOHUL •]HULQG
J•F•QH VDKLS \|QHWLFLOHULQ |÷UHWPHQOHULQ PR
HWNLVLQLQ ROGX÷X EHOLUOHQPLúWLU %DOGHUVR
PDQOŌN J•F• GDKD oRN RNXO \|QHWLFVLVLQLQ H÷LW
HOH DOŌQPDNWD YH 7•UNL\H†GH RNXO \|QHWLFVLVL
PHNWHGLU dHOLN†H J|UH RNXO \|QHWLFVLVLQL
\|QHWLPL DODQŌQGDNL X]PDQOŌ÷ŌQD ED÷OŌGŌU S
LoLQ ³H÷LWLP \|QHWLPL OLGHUOLN \D GD H÷LWLP
DOŌQPDŌú ROPDVŌ EX J•F•Q NXOODQŌPŌ]RUODúW
\|QHWLFLOHULQLQ ELUH\VHO PHVOHNL JHOLúLP oDE

2NXO \|QHWLFLOHULQLQ NDUL]PDWLN J•o NXOODQ
PDVŌQD NDWŌOŌPŌ KDNNŌQGDNL J|U•úOHUL DUDVŌ
LOLúNL YDUGŌU 2NXO \|QHWLFLOHULQLQ NDUL]PDW

UDUODUŌQ DOŌQPDVŌQD NDWŌOŌPŌ LOH LOJLOL R
ULQLQ NDUL]PDWLN J•o NXOODQŌPŌ DUWWŌNoD |÷
GDYUDQŌúVDO X]DNODúPD SHUIRUPDQVŌ G•ú•UHQ
DOW ER\XWODUŌQGDNL VLQLN GDYUDQŌúODUŌ LVH
E•\•OH\LFL |]HOOLN RODUDN WdqŌPODQPDNWDGŌU
ED÷OŌ NŌOPDNWDGŌU %X ED÷ODPGD NDUL]PDWLN J
úLP EHFHULVLGLU 2NXO \]QHWLFLOHULQLQ NDUL]PD
ODUŌQ NDWŌOŌPŌQŌ DUWŌUPDNWD RNXOD ED÷OŌ
\$QFDN NDUL]PDWLN J•o EHOOL ELU WDNŌP \ROODUŌ
\$QFDN RNXO \]QHWLFLOHULQLQ ELOJL YH EHFHUL \
YH EHFHULOHLQGHQ GL÷HU LQVDQODUŌ GD \DUDU
oDEDODUŌQD |QF•O•N HWPFOHUL PHVOHNL JHOLúP
ELUOLNWH |÷UHQPH YH NROHNWLI VRUXPOXOXN N•O
ODPDODUŌ YH GH÷LúLPL EDúODWPDODUŌ ELU YL]\R
|÷UHWPHQOHU •]HULQGHNL \]QHWLFL HWNLVLQL DUW
GDKD oRN NDUL]PDWLN YH X]PDQOŌN J•F•Q• NXOODQ
\$ODQ\D]ŌQGD NDEXO J|UHQ \D\JŌQ J|U•úH J|UH |
úDQŌODQ GHQH\LPOHU VRQXFXQGD RUWD\D oŌNPDN
%X ED÷ODPGD VRQUDGDQ ND]DQŌODQ YH GH÷LúWLU
*•O \$÷ŌU]] 1DXV YH GL÷ 7RNJ]] <ŌO
OHULQLQ |÷UHWPHQOHUL HWNLOHPHN YH RQODUŌ P
F•Q ND\QD÷Ō RNXOODUŌQ GDKD HWNLOL YH YHULP
VŌQGDGŌU 'HQL] dRODN +HOYDFŌ .D\DOŌ
\$OWŌQNXUW %X QHGHQOH |UJ•WVHO VLQL]P
EX DQODPGD |QHPOL J|UHYOHU G•úPHNWHGLU gUJ•
\]QHWLFLOHULQ LON \DSPDODUŌ JHUHNHQ J•o ND\Q
VRQXoODUŌQŌ L\L ELU úHNLOGH GH÷HUOHQGLUPHO
DGLO ROPDOŌ YH RQODUŌ NDUDU V•UH•OHULQH Gk
PHQOHULQH J•YHQHQ RQODUŌ DOŌQDQ NDUDUODUD
RNXOGD VLQL]P EHOLUWLOHULQH oRN ID]OD UDVWO
VHYL\HOHUH XODúPDVŌ GXUXPXQGD |UJ•WOHULQ HW
|QHPOL ELU HQJHO RODUDN GH÷HUOHQGLULOHELOHF
IDUNŌQGDŌ÷Ō JHUHNOLGLU 7RNJ]] <ŌOPD]
GH÷LúNHQOHULQ EHOLUOHQPHVL EX WXWXPD LOLú
|Q•QH JHoHELOPHVL LoLQ |QHPOL ELU LKWL\D•WŌU
\$UDúWŌUPDGD RNXO \]QHWLFLOHULQLQ GL÷HU J•
D] NXOODQGŌ÷Ō EHOLUOHQPLúWLU \$QFDN RNXO \
NXOODQPDODUŌ JHUHNOLGLU 2NXO \]QHWLFLOHUL
J•F• NXOODQPDN LoLQ JHUHNOL RODQ ELOJL ELULNL
PHQOHULQ HQ \•NVHN VLQL]P KLVVHWL÷L ER\XW RO

WŌOŌPŌ NRQXVXQGD \QHWLFLOHU GDKD GX\DUOŌ R
V•UHFLQH NDWPDOŌGŌU (÷HU |÷UHWPHQOHULQ NDU
WXWXPXQGDQ ND\QDNODQŌ\RU LVH RNXO \QHWLFLO
%XQGDQ VRQUD \DSŌODFDN oDOŌúPDODUGD QLW
VŌ YH NDWŌOŌPFŌODUŌQ J|U•úOHULQLQ GHULQOHP
|]HO RNXOODU LōLQ GH WDVDUODQPDVŌ GHYOHW
|QHULOHELOLU

6XPPDU\

Introduction

2UJDQL]DWLRQDO F\QLFLVP LV XVHG WR UHIHU W
RI IUXVWUDWLRQ DQG HPSKDV]HV QHJDWLYH VLWX
*•O \$÷ŌU]] -DPHV 7RNJ]] <ŌOPD] 2
UHIHUV WR LQGLYLGXDOV¶ KDYLQJ QHJDWLYH DWW
WXGHV LQFOXGH QHJDWLYH HPRWLRQV DQG FULWLF
KDP %UDQGHV 'DV 'HDQ %UDQGHV 'KDU
1DXV ,Q WKLW FRQWH[W OHDGHUVKLS EHKDY
E\ RUJDQL]DWLRQ PDQDJHUV KDYH DQ LPSRUWDQW
FLVP dHOLN 3RZHU LV GH¿QH DV D SHUVRQ
KDYLRUV ZKLFK KH VKH ZDQWV WKHP WR XVH %XUV
+DOHV 3IHIIHU D E 6DODQFLN 3IHIIHU
WKH H[WHQW RI SRZHU XVH DQG WKH SUHIHUUHG SR
EHWZHHQ PDQDJHUV DQG HPSOR\HHV HPSOR\HHV¶
DQG ¿QDOO\ WKHLU SHUIRUPDQFH OHYHOV &DYDO
+R\ 0LVNHO 5REELQV 7KHUH DUH PDQ\
RUJDQL]DWLRQDO SRZHU \$NoD\ \$VODQDUJXQ
&DQ dHOLNWHQ +HOYDFŌ .D\DOŌ
g]DVODQ *•UVHO 6H]JLQ .RúDU ùH
hVW•QHU <ŌOPD] \$OWŌQNXUW +RZH
LHV RQ RUJDQL]DWLRQDO F\QLFLVP \$UVODQ *
dHWLQ .DOD÷DQ .DOD÷DQ *•]HOOHU
<ŌOPD] 7RSND\D HW DO ,Q WKLW VWXG\
VKLSV EHWZHHQ RUJDQL]DWLRQDO SRZHU VRXUFHV
RUJDQL]DWLRQDO F\QLFLVP OHYHOV

Method

7KH VWXG\ ZDV GHVLJQHG LQ WKH VFUHHQLQJ PR
FRPSRVHG RI D WRWDO RI WHDFKHUV ZRUNLQJ D

FHQWHU RI .•WDK\ D LQ WKH HGXFDWLRQDO \
SOH WKH GLVSURSRUWLRQDWH FOXVWHU VDPSOLQ
FDOFXODWHG DV DQG WKH FRQ¿GHQFH OHYHO Z
VHOHFWHG UDQGRPO\ DQG ZLWKLQ WKH VFRSH RI W
GDWD FROOHFWLRQ WRROV DQDO\HV ZHUH PDGH
FROOHFWLQJ GDWD LQ WKH VWXG\ WKH 2UJDQL]DWL
\$OWÖQNXUW DQG WKH 2UJDQL]DWLRQDO &\QLF
ZHUH XVHG 2366 ZDV FRPSRVHG RI WKH VXE GLPHQ
SRZHU FRHUFLYH SRZHU H[SHUW SRZHU DQG FKDU
&\QLFLVP 6FDOH ZDV FRPSRVHG RI WKH VXE GLPHQ
WKH GHFLVLRQ PDNLQJ SURFHVV DOLHQDWLRQ IUR
IHFWLYHO\ DQG EHKDYLRUDOOL IDFWRUV GHFUHDV
WKH VFKRRO´ ,Q WKH DQDO\VLV RI WKH GDWD GHV
VRQ &RUUHODWLRQ ZHUH XVHG

Findings

\$FFRUGLQJ WR WKH KLJK VFKRRO WHDFKHUV Q
DGPLQLVWUDWRUV XVHG OHJLWLPDWH SRZHU PRVW
RUGHU RI IUHTXHQF\ E\ H[SHUW SRZHU ; FKDU
SRZHU ; DQG FRHUFLYH SRZHU ;
7KH RSLQLRQV RI WKH SDUWLFLSDQWV LQ WKH
>W S! @ FRHUFLYH SRZHU@>WH[SHUW SRZHU
S! @ DQG FKDULVPDWL\$!SRZHU@>WH[SHUW SRZHU
GHU +RZHYHU WKH RSLQLRQV RI WKH SDUWLFLSDQ
GLIIHUHG DFFRUGLQJ WR JH@GHU@>WH[SHUW SRZHU
IHPDOH WHDFKHUV ; KDG PRUH QHJDWLYH RSL
;

7KH RSLQLRQV RI WKH SDUWLFLSDQW WHDFKHUV
SRZHU >) S @ UHZDUG SRZHU@>WH[SHUW SRZHU
>) S @ DQG FKDULVPDWL\$!SRZHU@>WH[SHUW SRZHU
LQJ WR WKHLU EUDQFKHV +RZHYHU WKHLU RSLQLR
>) S! @ GLG QRW GLIIHU DFFRUGLQJ WR WKH

7KH VXE GLPHQVLRQ DERXW ZKLFK WKH KLJK VFKRRO
ZDV WKDW RI µHPSOR\HHV¶ SDUWLFLSDWLRQ LQ WK
ZDV IROORZHG LQ RUGHU RI IUHTXHQF\ E\ WKH VXE
IRUPDQFH¶ ; µDOLHQDWLRQ IURP WKH LQVWLW
EHKDYLRODOOL¶ ; DQG µQHJDWLYH DWWLWXGH

7KH KLJK VFKRRO WHDFKHUV¶ RSLQLRQV LQ WKH
SDWLRQ LQ WKH GHFLVLRQ PDNLQJ SURFHVV@>WH[SHUW SRZHU
VWLWXWLRQ ZKHUH KH VKH ZRUNV DSHFW@>WH[SHUW SRZHU

GHFUHDVLQJ SHUIRUPDQFH¶DQG µQHJDWLYH DWWLW
>W S! @ GLG QRW GLIIHU DFFRUGLQJ WR JHC
\$NGXPDQ <HWLP gOPH] &H\ODQ 'R÷DQ .ÕÕÕo
.DOD÷DQ *•]HOOHU 7RNJ]] <ÕOPD] 7RS
5HLFKHUV \$XVWLQ WRR VLPLODU UHVXOWV

7KH SDUWLFLSDQWV¶ RSLQLRQV LQ WKH VXE GLP
WXWLRQ ZKHUH KH VKH ZRUNV DIIHFWLYHO\ EHKDY
GHFUHDVLQJ SHUIRUPDQFH¶DQG µDWWLWXGH WRZ
S! @ GLG QRW GLIIHU DFFRUGLQJ WR WKHL
LQ 7XUNH\ +HOYDFÕ dHWLQ .DOD÷DQ VI

HYHU WKH SDUWLFLSDQWV¶ RSLQLRQV LQ WKH VXE
WKH GHFLVLRQ PDNLQJ SURFHVW¶KHUH DFFRUGLQ
HV 7KH VLJQL¿FDQW GLIIHUHQFH KHUH ZDV EHWZH
KDYLRQJ WKH PRVW SRVLWLYH RSLQLRQV DQG WKH
PRVW QHJDWLYH RSLQLRQV

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶ RSLQ
DQG WKH WHDFKHUV¶ RSLQLRQV DERXW WKHLU SDU
WKHUH ZDV D SRVLWLYH VLJQL¿FDQW UHODWLRQVKL
S %HWZHHQ WKH XVH RI OHJLWLPDWH SRZHU

IURP WKH LQVWLWXWLRQ ZKHUH KH VKH ZRUNV DII
WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHU
GLPHQVLRQ RI µQHJDWLYH DWWLWXGH WRZDUG WKH
FDQW UHODWLRQVKLSV DW ORZ OHYHO LQ WKH VDPH

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶ XVH R
RSLQLRQV DERXW WKHLU GHFLVLRQ PDNLQJ SURFHV
PRGHUDWH OHYHO LQ WKH UHYHUVH GLUHFWLRQ U
SRZHU DQG WKH VXE GLPHQVLRQ RI µDOLHQDWLRQ

DIIHFWLYHO\ EHKDYLRUDOO\ ¶ U S WKH
SHUIRUPDQFH¶ U S DQG WKH VXE GLPHQVLRQ
VFKRRO¶ U S WKHUH ZHUH VLJQL¿FDQW U
UHYHUVH GLUHFWLRQ

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶ XVH R
LRQV DERXW WKHLU SDUWLFLSDWLRQ LQ WKH GHFL
UHODWLRQVKLS DW PRGHUDWH OHYHO LQ WKH VDPH
RI FRHUFYH SRZHU DQG WKH VXE GLPHQVLRQ RI µD

VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDOO\ ¶ U S
GHFUHDVLQJ SHUIRUPDQFH¶ U S DQG WKH
WRZDUG WKH VFKRRO¶ U S WKHUH ZHUH V
OHYHO LQ WKH VDPH GLUHFWLRQ

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶ XVH R

DERXW WKHLU SDUWLFLSDWLRQ LQ WKH GHFLVLRQ
WLRQVKLS DW PRGHUDWH OHYHO LQ WKH UHYHUVH
RI H[SHUW SRZHU DQG WKH VXE GLPHQVLRQ RI µDO
VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDO\ ¶ U
GHFUHDVLQJ SHUIRUPDQFH¶ U S DQG WKH
WKH VFKRRO¶ U S WKHUH ZHUH VLJQL¿FD
WKH UHYHUVH GLUHFWLRQ

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶ XVH
RSLQLRQV DERXW WKHLU SDUWLFLSDWLRQ LQ WKH
FDQW UHODWLRQVKLS DW PRGHUDWH OHYHO LQ WKH
WKH XVH RI FKDULVPDWF SRZHU DQG WKH VXE GLP
ZKHUH KH VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDO\
RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶ U S
WLYH DWLWXGH WRZDUG WKH VFKRRO¶ U S
DW PRGHUDWH OHYHO LQ WKH UHYHUVH GLUHFWLRQ

Discussion and Conclusion

7KH WHDFKHUV DUH RI WKH RSLQLRQ WKDW WKH V
PRVW IUHTXHQWO\ DQG WKHQ H[SHUW SRZHU FKDU
FLYH SRZHU ORUHRYHU LQ GLIIHUHQW VWXGLHV \$
D E \$VODQDUJXQ +HOYDFÖ .D\DOÖ
=DIHU WRR ¿QGLQJV ZHUH REWDLQHG LQ UH
LVWUDWRUV XVHG OHJLWLPDWH SRZHU PRVW IUHTX
RUJDQL]DWLRQ KDYLQJ D EXUHDXFUDWLF VWUXFWX
UXOHV DUH UHIHUHG WR PRUH IUHTXHQWO\ DW VFK
RQH FDQQRW HQVXUH HPSOR\HHV¶ FRPPLWPHQW .D
VKRXOG XVH LQÀXHGFH UDWKHU WKDQ OHJLWLPDWH
+R\ 0LVNHO 7KH 7XUNLVK HGXFDWLRQ V
DQG EXUHDXFUDWLF FKDUDFWHULVWLF LPSHOV VFK
PRUH IUHTXHQWO\ 7KLV ZDV HPSKDVL]HG LQ SUHYL
(U\ÖOPD] %XUJD] øSHN 6|QPH] U
7HU]L

7KH KLJK VFKRRO WHDFKHUV IHHO WKH KLJKHVW
VLRQ RI µHPSOR\HHV¶ SDUWLFLSDWLRQ LQ WKH GH
VZHUV LQ WKLV VXE GLPHQVLRQ DUH FORVHU WR W
WKH HPSOR\HHV IHHO WKH KLJKHVW F\QLFLVP LQ U
PDNLQJ SURFHVV)RU LQ D V\VWHP ZKHUH OHJLWL
LV HPSKDVL]HG PRUH IUHTXHQWO\ WKDQ LQÀXHGFH
DUH OHIW QR FKRLFH EXW WR DSSO\ GHFLVLRQV PD
RSLQLRQV DERXW YHU\ LPSRUWDQW VWUXFWXUDO F

WR SDUWLFLSDWH LQ GHFLVLRQV /DWHU WKH SDUW
RUGHU RI IUHTXHQF\ LQ WKH VXE GLPHQVLRQV RI μ
WLRQ IURP WKH LQVWLWXWLRQ ZKHUH KH VKH ZRUN
DWLWXGH WRZDUG WKH VFKRRO¶ :KLOH WKH SDU
 μ IDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶ DUH FORVHU
RSLQLRQV LQ WKH VXE GLPHQVLRQV RI μ DOLHQDWLRQ
DIIHFWLYHO\ EHKDYLRUDO¶ ¶ DQG μ QHJDWLYH DW
DQVZHU ³, GLVDJUH\ \$FFRUGLQJ WR WKLV LW FDO
F\QLFDO EHKDYLRUV LQ PDWWHUV UHODWHG WR WK
ORZ ZLWK UHVSHFW WR WKH PDWWHUV UHODWHG W
SXW IRUZDUG WKDW WKH WHDFKHUV H[KLELW F\QLF
RUJDQL]DWLRQDO DQG PDQDJHULDO PDWWHUV 1DX

\$V WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI OHJLV
HHV¶ QHJDWLYH RSLQLRQV DERXW SDUWLFLSDWLRQ
DV WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI OHJLV
F\QLFDO EHKDYLRUV LQ WKH VXE GLPHQVLRQV RI μ
VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDO¶ ¶ μ IDFWR
DWLWXGH WRZDUG WKH VFKRRO¶ +RZH YHU WKHV
OHYHO

\$V WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI UHZD
WLYH RSLQLRQV DERXW SDUWLFLSDWLRQ LQ WKH G
XVH RI UHZDUG SRZHU LQFUHDVHV WKH WHDFKHUV¶
FHVV WKH WHDFKHUV¶ F\QLFDO EHKDYLRUV LQ WK
LQVWLWXWLRQ ZKHUH KH VKH ZRUNV DIIHFWLYHO\
PDQFH¶ DQG μ QHJDWLYH DWLWXGH WRZDUG WKH V

\$V WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI FRHU
SOR\HHV¶ QHJDWLYH RSLQLRQV DERXW SDUWLFLSDV
VFKRRO DGPLQLVWUDWRUV¶ XVH RI FRHUFlyH SRZH
EHKDYLRUV LQ WKH VXE GLPHQVLRQV RI μ DOLHQDWLRQ
DIIHFWLYHO\ EHKDYLRUDO¶ ¶ μ IDFWRUV GHFUHD
WRZDUG WKH VFKRRO

\$V WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI H[SHU
RSLQLRQV DERXW SDUWLFLSDWLRQ LQ WKH GHFLVL
DGPLQLVWUDWRUV¶ XVH RI H[SHUW SRZHU LQFUHDV
VXE GLPHQVLRQV RI μ DOLHQDWLRQ IURP WKH LQVW
EHKDYLRUDO¶ ¶ μ IDFWRUV GHFUHDVLQJ SHUIRUP
VFKRRO¶ GHFUHDVH

\$V WKH VFKRRO DGPLQLVWUDWRUV¶ XVH RI FKDU
QHJDWLYH RSLQLRQV DERXW SDUWLFLSDWLRQ LQ W
VFKRRO DGPLQLVWUDWRUV¶ XVH RI FKDULVPDWLF S

KDYLRUV LQ WKH VXE GLPHQVLRQV RI µDOLHQDWLR
DIIHFWLYHO\ EHKDYLRUDOO\ ¶ µIDFWRUV GHFUHD
WRZDUG WKH VFKRRO¶ GHFUHDVH

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cial, and General Psychology Monographs,

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