

# Okul Müdürlerinin Kullandığı Güç Kaynakları İle Öğretmenlerin Örgütsel Sinizm Algıları Arasındaki İlişki<sup>1</sup>

## 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 ilişkiisel tarama mode-lindedir. Örnekleme, Kütahya il merkezinde görev yapan 305 lise öğretmeniinden oluşmak-tadır. Veriler, Örgütsel Güç Kaynakları Ölçeği ve Örgütsel Sinizm Ölçeği ile toplanmış-tır. 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 çe-şitli 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 teach-ers 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 VHUJLOHPHVLQH 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 HWNLLOHPHVLQLQ YH \|QOHQGLUPHVL  
 NXOODQPD GXUXPX YH WHUFLK HGLOHQ J•o W•U• LV  
 QLWHOL÷LQL oDOŌúDQODUŌQ |UJ•WOHUL LOH LOJL  
 HWNLLOHPHWHGLU %X DUDúWŌUPDGD RNXO P•G•UC  
 UHWPHQOHULQ |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 NDSVDLVWHVLGLU 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  
 LQFHOPHPLúWLU %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 EHOLUOHPHNWHGLU (÷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 LoWHQOLN LONHOHULQLQ NLúLVHO oÖNDUODUD  
G•ú•QFHÖHUH VDKLS RODQ NLúLOHUGH ]INHÖL •PLV  
VHU LQDQoVÖ] YH ROXPVX] ELU EDNÖú DoÖVÖQÖQ H  
RODUDN GD ]RU EH ÷ HQPH V•UHNÖL NXVXU DUDPD  
PHNWHGLU 7RNJ]] YH <ÖOPD] VLQL]PL oDOÖúD  
N|W•PVHU ELU EDNÖú DoÖúÖ YH KD\DO NÖUÖNOÖ ÷ Ö  
NRUXPDN LoLQ EDúNDODUÖ\OD LOJLOHQPH YH LúOH  
ODUGÖU \$QGHUVVRQ LVH VLQL]PL ¸HQJHOÖHG  
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 EX  
'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•UÖHUQLQLQ WHUFLK HWWLNOHUL  
J|U•úÖHU QDVÖÖGÖU"  
/LVH RNXO P•G•UÖHUQLQLQ WHUFLK HWWLNOHUL  
J|U•úÖHU FLQVL\HW YH EUDQú GH÷LúNHQÖHU  
/LVH |÷UHWPHQÖHUQLQLQ |UJ•WVHO VLQL]P DOJÖ  
/LVH |÷UHWPHQÖHUQLQLQ |UJ•WVHO VLQL]P DOJÖ  
J|UH GH÷LúPHNWH PLGLU"  
/LVH RNXO P•G•UÖHUQLQLQ WHUFLK HWWLNOHUL  
VLQL]P DOJÖODUÖ DUDVÖQGD ELU LOLúNL YDU

<|QWHP  
\$UDúWÖUPD LOLúNLVHO WDUDPD PRGHÖLQGH GHV  
ÖHUQLQLQ NXÖÖDQGÖ÷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 \DVDO J•F• 6 NXOODQPDWWDGÖU %X  
 6 NDUL]PDWLN J•o x̄ 6 |G•O J•F•  
 J•o<sup>¯</sup> 6 LJOHPHNWHGLU 2NXO \|QHWLFLOH  
 NRQXVXQGD |÷UHWPHQOHULQ J|U•úOHULQLQ FLQVL\  
 ODQ W WHVWL VRQXoODUÖ 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 \DVDO @•o]R\WOD\ÖFÖS J•o @W  
 X]PDQOÖN J•F• >SW @ YH NDUL]PDW\$N J•@ >DW 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

7DEOR ÷ 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 \DVS DO 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! GD@UDQ  
 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 |÷UHWP HQOHULQ |UJ•WVHO VLQLJ P KDNNOŌQ  
 NDUúŌODúWŌUŌOPDVŌ

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

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

## Örgütsel Güç İle Örgütsel Sinizm Arasındaki İlişkiler

/LVH |÷UHWP HQOHULQLQ RNXO \\QHWLFLQOHULQLQ  
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 \\QHWLFLQOHUL  
PHQOHULQ NDUDUODUÖQ DOÖQPDVÖQD NDWÖOÖPÖ  
D\QÖ \\QGH YH DQODPOÖ ELU LOLúNL YDUGÖU U  
ULQLQ \DVEDO 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 \DVEDO J•o NXOODQÖPÖQGDQ N  
<DVEDO 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 ROXPV  
QÖúODUÖ GD DUWPDNWDGÖU

2NXO \\QHWLFLQOHULQLQ |G•O J•F• NXOODQÖPÖ LO  
NDWÖOÖPÖ KDNNÖQGDNL J|U•úOHUL DUDVÖQGD RUV  
YDUGÖU U S %XQD J|UH RNXO \\QHWLFLQ  
|÷UHWP HQOHULQ NDUDUODUÖQ DOÖQPDVÖQD NDWÖ  
'HWHUPLQDV\|RQ NDWVD\ÖVÖ GLNNDWH DOÖQGD÷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 DOÖQPVDVÖQDLNNDWÖQÖPÖÖQDGHNL YDUV  
 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] WXV  
 D]DOPDNWDGÖU

6RQXo 7DUWÖúPD YH gQHULOHU  
 %X oDOÖúPDGD RNXO \|QHWLFLQOHULQLQ NXOODQ  
 |UJ•WVHO VLQL]P DOJÖODUÖ DUDVÖÖQGDNL LOLúNLQ  
 LON |QFH RNXO \|QHWLFLQOHULQLQ 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 \|QHWLFLQOHULQLQ 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 \|QHWLFLQOHULQL \D  
 \$QFDN VDOW \DVDO J•oOH oDOÖúDQODUÖQ |UJ•WH E  
 .DKQ <|QHWLFLQOHULQ RNXOODUÖQÖ E•URNU  
 RQODUÖ KHP GH GL÷HU oDOÖúDQODUÖ VÖNÖQWÖ\D  
 NXUDOFÖ ELU \|QHWLP DQOD\ÖúÖ LOH \|QHWLOPHVL  
 WHGLU %XQGDQ GROD\Ö RNXO \|QHWLFLQOHUL \DVD  
 ODQPDOÖGÖU %XUVDOÖR÷OX +R\ 0LVNHO  
 ODUÖQÖ NXOODQÖUNHQ GLNNDW HWPVHL JHUHNHQ I  
 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 oHVOHN 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 DOJÕO  
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 DUWWÕNoD |÷UHWPHQOHULQ oDOÕúWÕ  
PD SHUIRUPDQVÕ G•ú•UHQ HWNHQOHU YH RNXOD NI  
QLN GDYUDQÕúODUÕ GD DUWPDNWDGÕU \$QFDN EHO  
VRQXoODUÕ GHVWHNOH\HFHN úHNLOGH \*•O YH \$÷ÕU  
NDUDU DOPD V•UH•OHULQH 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] HWNLOH\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 WDUJÕ 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 |÷U  
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 <sup>3</sup>H÷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 oŌNPDM  
%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 SUHIHUUHGH 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 GHVLJQHGH 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 EHKDYLRUDOO\ 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>GLGQRW GLIIHU DF  
GHU +RZHYHU WKH RSLQLRQV RI WKH SDUWLFLSDQ  
GLIIHUHG DFFRUGLQJ WR \$ JH@GHU>DWHG WR WKH U  
IHPDOH WHDFKHUV ; KDG PRUH QHJDWLYH RSL  
;

7KH RSLQLRQV RI WKH SDUWLFLSDQW WHDFKHUV  
SRZHU >) S @ UHZDUG SRZHU H[SHUW SRZHU  
>) S @ DQG FKDULVPDWL\$ SRZHU>GLGQRW GLIIHU D  
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  
EHKDYLRUDOO\¶ ; DQG µQHJDWLYH DWWLWXGH

7KH KLJK VFKRRO WHDFKHUV¶ RSLQLRQV LQ WKH  
SDWLRQ LQ WKH GHFLVLRQ PDNLQJ SURFHVV¶ WR  
VWLWXWLRQ ZKHUH KH VKH ZRUNV DSHFW@YHODFEM

GHFUHDVLQJ SHUIRUPDQFH¶DQG µQHJDWLYH DWWLWXGH WRZDUG WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV DERXW WKHLU SDUWLFLSDWRUJRYHUHQWV  
>W S! @ GLG QRW GLIIHU DFFRUGLQJ WR JHODWLYH GHFLVLRQV  
\$NGXPDQ <HWLP gOPH] &H\ODQ 'R÷DQ .ÕÕÕõ  
.DOD÷DQ \*•]HOOHU 7RNJ]] <ÕOPD] 7RS  
5HLFKHUV \$XVWLQ WRR VLPLODU UHVXOWV

7KH SDUWLFLSDQWV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶DQG µDWWLWXGH WRZDUG WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV  
WXWLRQ ZKHUH KH VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDOOL¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
GHFUHDVLQJ SHUIRUPDQFH¶DQG µDWWLWXGH WRZDUG WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
LQ 7XUNH\ +HOYDFÕ dHWLQ .DOD÷DQ VI

HYHU WKH SDUWLFLSDQWV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
WKH GHFLVLRQ PDNLQJ SURFHVV¶H HUH DFFRUGLQJ WR WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
HV 7KH VLJQL¿FDQW GLIIHUHQFH KHUH ZDV EHWZHHM WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
KDYLQJ WKH PRVW SRVLWLYH RSLQLRQV DQG WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
PRVW QHJDWLYH RSLQLRQV

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
DQG WKH WHDFKHUV¶RSLQLRQV DERXW WKHLU SDUWLFLSDWRUJRYHUHQWV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
WKHUH ZDV D SRVLWLYH VLJQL¿FDQW UHODWLRQVKLS DW ORZ OHYHO LQ WKH VDPH GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
S %HWZHHQ WKH XVH RI OHJLWLPDWH SRZHU LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
IURP WKH LQVWLWXWLRQ ZKHUH KH VKH ZRUNV DIIHFWLYHO\ EHKDYLRUDOOL¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
WKH VXE GLPHQVLRQ RI µQHJDWLYH DWWLWXGH WRZDUG WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
FDQW UHODWLRQVKLSV DW ORZ OHYHO LQ WKH VDPH GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV

%HWZHHQ WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV GHFUHDVLQJ SHUIRUPDQFH¶U S WKH SHUIRUPDQFH¶U S DQG WKH VXE GLPHQVLRQ RI µIDFWRUV  
RSLQLRQV DERXW WKHLU GHFLVLRQ PDNLQJ SURFHVV¶H HUH DFFRUGLQJ WR WKH VFKRRO DGPLQLVWUDWRUV¶RSLQLRQV LQ WKH VXE GLPHQVLRQ RI µIDFWRUV  
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### *Discussion and Conclusion*

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