

**Social Exchange Factors Effect  
Negotiation Exchange Process:  
An Empirical Study on  
Pharmaceutical Industry**

**Dr. Abeer Osman Atallah  
Associate professor  
Faculty of Commerce  
Business Administration Department  
Zagazig University**

## الملخص

تأثير عوامل التبادل الاجتماعي على عملية تبادل التفاوض:  
دراسة تطبيقية على صناعة الأدوية

د. عبير عثمان عطالله

أستاذ مساعد - كلية التجارة

قسم إدارة الأعمال - جامعة الزقازيق

يهدف البحث إلى دراسة تأثير عوامل التبادل الاجتماعي ( المبنية على نظرية التبادل الاجتماعي Blau<sup>1</sup>، Social Exchange Theory والتي وضعها Jackson<sup>2</sup>، Christine I., 2004 على عملية تبادل التفاوض (المبنية على نظرية تبادل التفاوض Glibkowski, Brian C. "Follet" التي طور عملياتها) بلور عملياتها<sup>3</sup>، 2009.

تم اختبار تأثير العوامل الثلاثة للتبادل الاجتماعي ( مجال التركيز، الثبات، الفترة الزمنية) على خطوات عملية تبادل التفاوض بين المرؤسين و المرؤسين (تعريف و تحديد المشكلة، وطرح بدائل، واختيار البديل).

تم التطبيق على فئة الرؤساء (مستوياتهم الإدارية الثلاثة) و فئة المرؤسين العاملين في شركات صناعة لأدوية بمدينة العاشر من رمضان، و ذلك باختيار عينة عشوائية ممثلة لمجتمع البحث بلغت 384 مقسمة إلى 111 رئيس موزعين طبقاً على المستويات الإدارية الثلاثة بالشركات، و 273 مرؤوس.

و لغرض قياس مدى توافر متغيرات البحث تم تطوير قائمة استقصاء لقياس مدى توافر عوامل التبادل الاجتماعي ( كمتغير مستقل) و كذلك قياس مدى العمل بخطوات عملية تبادل التفاوض ( كمتغير تابع) في المنظمات جهة البحث. مع استخدام الأساليب الإحصائية في برنامج التحليل الإحصائي للعلوم الاجتماعية SPSS لإختبار فروض البحث و تحقيق أهدافه.

تم التوصل في ضوء كل من الدراسة النظرية و الدراسة الميدانية إلى توافر عوامل التبادل الاجتماعي بين الرؤساء و المرؤسين داخل المنظمات جهة البحث ، والتي تمثلت في مجال

التركيز، الثبات، الفترة الزمنية؛ حيث يعكس عامل مجال التركيز سبب وجود علاقات تبادل اجتماعي بين المروء و الرئيس أو بين المروء و المنظمة و الذي قد يرجع إما لوجود اهتمام لدى المروءين بتكوين علاقات اجتماعية من صداقات و تنظيمات غير رسمية أو وجود اهتمام أكبر لدى المروءين بالعائد المادي المحقق من العمل داخل المنظمة و من ثم يعكس هذا العامل السبب الرئيسي لوجود العاملين بالمنظمة إما السبب أو السبب الاقتصادي، أما عامل الثبات فيمكن مدى ثبات شكل و طبيعة العلاقة بين الرئيس و الرؤس دون الحاجة إلى التفاوض، و يوضح عامل الفترة الزمنية فترة استمرار العلاقة بين المروء و الرئيس أي مدى استمرارية المروء بالعمل بالمنظمة.

كما توصل البحث إلى عمل المنظمات جهة البحث بخطوات عملية تبادل التفاوض بين الرؤساء و المروءين داخل هذه الشركات، و التي تمثلت بثلاثة عمليات هي : تعريف و تحديد المشكلة، وطرح و نقله، واختيار البديل، وتشير العملية الأولى - و هي تعريف و تحديد المشكلة - إلى مدى قدرة كل من الرئيس و المروء على تحديد احتياجات و توقعات الأطراف الأخرى. أما عملية طرح البدائل فتشير إلى جمع معلومات عن الحلول و البدائل المقترحة لحل المشكلات القائمة و الآثار المتوقعة لتلك البدائل عند تنفيذها. أما العملية الأخيرة في عملية التفاوض فهي عملية اختيار البديل و تشير إلى مقدار القيمة التي ستحقق لكل من الرئيس و المروء نتيجة تنفيذ هذا البديل و هل هي قيمة مضمونة و اجتماعية أم قيمة اقتصادية.

كما أظهرت عملية التحليل الإحصائي لبيانات الدراسة أن عناصر التبادل الاجتماعي تفسر بنسبة كبيرة ( قيم معامل التحديد مرتفعة تجاوزت ٧٠%) التغيرات التي قد تطرأ على مراحل عملية تبادل التفاوض بين الرئيس و المروء.

و تعكس هذه النتائج أن بيئة العمل في هذه الشركات يمكنها تحقيق نتائج عمل إيجابية مثل الإلتزام التنظيمي، و المحاطة التنظيمية و المواطنة التنظيمية. لذا توصي الباحثة بإمكانية اجراء بحوث مستقبلية تقيس نتائج تولفر أبعاد نظرية التبادل الاجتماعي على أحد مخرجات العمل.

# Social Exchange Factors Effect Negotiation Exchange Process: An Empirical Study on Pharmaceutical Industry

## Abstract

**Purpose**— Examine the social exchange factors affect the negotiation exchange process in pharmaceutical firms in El-Asher Mn-Ramadan City.

**Methodology**—Using survey approach and questionnaire as an instrument to collect data from 61 employees and 224 employers as respondents selected from various pharmaceutical firms in El-Asher Mn-Ramadan City.

**Findings** — This study found that Social exchange factors ( focus, stability, and time frame) play a critical role in research society to attain success negotiation exchange process (problem identification, search for alternatives, and outcome selection).

**Originality**— This study reports one of the empirical assessments of these relationships (i.e., social exchange factors and negotiation exchange process). Specifically, a longitudinal design was used to examine the effect of social exchange factors on negotiation exchange forces in a sample of employees and employers.

**Keywords**—Social Exchange Theory SET, Negotiation Exchange Theory NET, Focus, Stability, Time frame, Problem Identification, Search for Alternatives, Outcome Selection

## Introduction

Social exchange theory (SET) has been the theoretical basis for research in a number of areas. However, few studies explicitly examine the nature (economic versus social) of employee-employer relationships as conceptualized by Blau's social exchange theory in 1964.

Exchange—to give and receive—is as ubiquitous as communication in organizational life. For example, an employer provides more interesting assignments and an employee works harder in return. "Two primary perspectives" toward exchange are social exchange theory (SET) and negotiation theory (referred to here as negotiation exchange theory (NET)).

In SET, social exchanges are characterized as those that involve personal obligation, gratitude and trust (Blau, 1964) and extend beyond the employment contract (Sparrowe & Liden, 1997). In NET, negotiation is defined as "the deliberate interaction of two or more complex social units which are attempting to define or redefine the terms of their interdependence" (Walton & McKersie, 1965:3).

Framework for understanding how resources are exchanged in social exchange relationships. Foa and Foa (1974:36) defined resources as "any

commodity—material or symbolic—which is transmitted through interpersonal behavior" that satisfies needs.

Recently, Glibkowski, Chaudhry, and Marinova (2008) measure resources provided to an employee by the employer that consists of the six resources specified by resource theory (money, goods, information, services, status, and love) as well as job meaning as a seventh resource. Money refers to coin, currency or standardized value. Goods refer to tangible products, objects, or materials. Information may include advice, facts, opinions, instruction, or enlightenment. Services include giving of time, talent, and energy. Status refers to prestige, regard, esteem, admiration, respect, or employee self-worth. Love includes positive feelings, warmth, affection, comfort, friendship, camaraderie, and togetherness. Meaning encompasses worthwhile job activities.

The current research seeks to examine a model of exchange that is inclusive of key constructs from SET and NET. Thus, my study reports one of the first empirical assessments of these relationships (i.e., social exchange relationships and negotiation exchange relations).

#### **Research background**

##### **Social exchange theory background SET:**

Social exchange theory is one theoretical framework that has been used in empirical studies examining exchange relationships within an organizational context. This theory describes how social interactions are driven by the benefits received from exchanges of services.

The theoretical unit of analysis is usually of the interactions between two parties (e.g., individuals, groups, organizations).

For the purposes of my study, the dyad of interest was the employee and employer.

This study focused specifically on Blau's version of social exchange theory and hypotheses were derived using this framework. Blau's social exchange theory. Over the past two decades, Blau's social exchange theory (1965) has received a great deal of attention from organizational researchers.

Blau (1965) points out that whether parties engage in social exchanges depends partly on the character of the relationship between the exchange partners. In social exchanges, parties to an exchange have a personal relationship in which the parties are more concerned with each other's interests than their own (which is characteristic of a social exchange relationship). In contrast, economic exchanges are more impersonal and detached from the source that supplies the services exchanged. In this instance, the exchange relationship is driven more by the psychological bond between the parties and less by the self-interests of the parties.

Economic exchanges tend to have relationships that are driven by the self-interests of the parties. Social exchanges. Reproduced with permission of the

copyright owner. Further reproductions prohibited without permission require trusting others to discharge their obligations.

Shore et al. (2006) identified four central features of a social exchange relationship, as contrasted with an economic exchange relationship trust, investment in the relationship, emphasis on the long-term, and emphasis on socio-emotional support.

According to the literature review researcher conclude the Forces of social exchange in table (1) which summarizes the Forces of social exchange relationships.

Table( 1)  
Forces of social exchange relationships

Forces	Definition
Focus	Focus is on the relative emphasis of the exchange relationship on socio-emotional versus economic concerns.
Stability	Stability is the degree to which the exchange relationship is limited in terms of its ability to evolve and change without implied renegotiation of the terms.
Time Frame	Time frame is the degree to which the employee perceives the duration of the relationship to be finite (defined) or indefinite (undefined).

Source: McLean Parks, Kidder & Gallagher (1998), Cropanzano, & Mitchell, 2005.

**Background of Negotiation Exchange Theory NET:**

Follett (1940:32) described that "when two sides are integrated, that means that asolution has been found in which both desires have found a place, that neither side has had to sacrifice anything." Building upon Follett (1940), Walton and McKersie (1991), Schei, V., et.al., 2006 associated integrative negotiation with interdependence between participants resulting from three activities: problem identification, search for alternatives, and outcome selection (Thompson, L. L. 2006). Figure (1) shows the negotiation exchange processes.

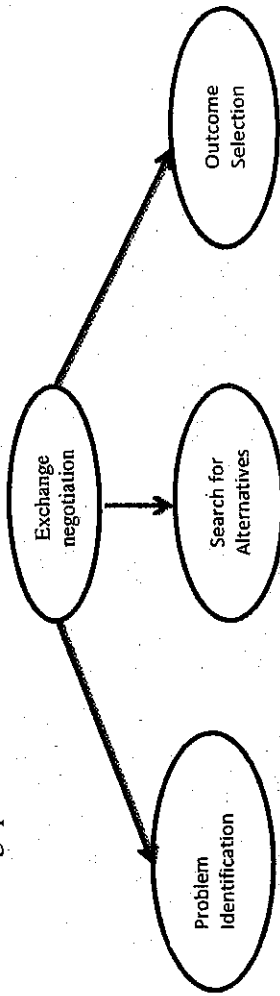


Fig.1 Negotiation Exchange Processes  
Source: developed by the researcher

Also, table (2) exhibits dimensions of exchange negotiation process.

Table (2)  
Negotiation Exchange Process

Negotiation Exchange Process	Definition
Problem Identification	Problem identification refers to the extent to which the employee and employer try to understand the real needs and goals of the other side.
Search for Alternatives	Search for alternatives refers to gathering information about potential solutions to problems and their consequences.
Outcome Selection	Outcome selection is associated with how value is distributed in negotiations.

Source: developed by the researcher

**Relevance between NET and SET:**

Social exchanges from SET are believed to represent value that is distributed to benefit both participants (Blau, 1965; Emerson, 1981; Homans, 1958,1961). Therefore, negotiated transactions and reciprocal transactions may represent two distinct ways to distribute value in outcome selection; in this sense outcome selection associated with integrative negotiation is a characteristic shared in both NET and SET. There is reason to believe that problem identification and search for alternatives are important to reciprocal transactions, accounting for knowledge of what resources should be exchanged(Uh-Bien& Maslyn,2003).

In sum, all three dimensions of NET appear important to SET. Problem identification and search for alternatives explain value creation in SET.

Based on NET, there is reason to believe an employee- employer social exchange relationship, as a type of high quality relationship, is important to employee- employer negotiationexchange(Raiffa, H.,et.al.,2002).

According to Shore et al. (2006) the amount of trust between participants is important to information sharing (Lewicki& Litterer, 1985) and problem solving (Walton &McKersie, 1991); both associated with the problem identification and the search for alternatives dimensions of negotiation exchange. NET has focused on cognition-based trust.

Also investment relationship reflects strategic concern that it is desirable to build a relationship (Thomas, 1976). An employee may naturally seek to invest in the relationship to gain influence with the employer, the person that reports on his performance. Although an employer has positional power, he/she may seek to invest in the relationship because effective

management is not possible by legitimate/ formal authority alone (Blau, 1964). Therefore, given investment, an employee and employer will engage in problem identification and search for alternatives to build.

Long-term orientation accorded to Shore et al. (2006) is based upon feeling of obligation associated with social exchanges (Blau, 1964). In an employee-employer dyad, if the employee and employer have greater felt obligation toward each other they may attempt to understand each other's needs and seek out alternatives to meet those needs, as well as select outcomes that are beneficial to the other party.

Socio-emotional focus in the relationship, the negotiation of economic resources may have less negotiation than socio-emotional resources. Walton and McKersie (1991) describe economic resources in terms consistent with zero-sum exchanges: "it is just a fact of economic life that 'money is money.' With money, one side's gain is the other side's loss. Kersten, G. 2001.

## The hypotheses

Before display the research hypothesis researcher develop figure number (2) to show the Study Model .

**Main Hypothesis:** Social exchange forcr will be positively related to negotiaation exchange processes.

This hypothesis has three sub-dimensions:

- **H<sub>s</sub>:** Social exchange relationships will be positively related to Problem Identification
- **H<sub>a</sub>:** Social exchange relationships will be positively related to Search for Alternatives
- **H<sub>c</sub>:** Social exchange relationships will be positively related to outcome selection.



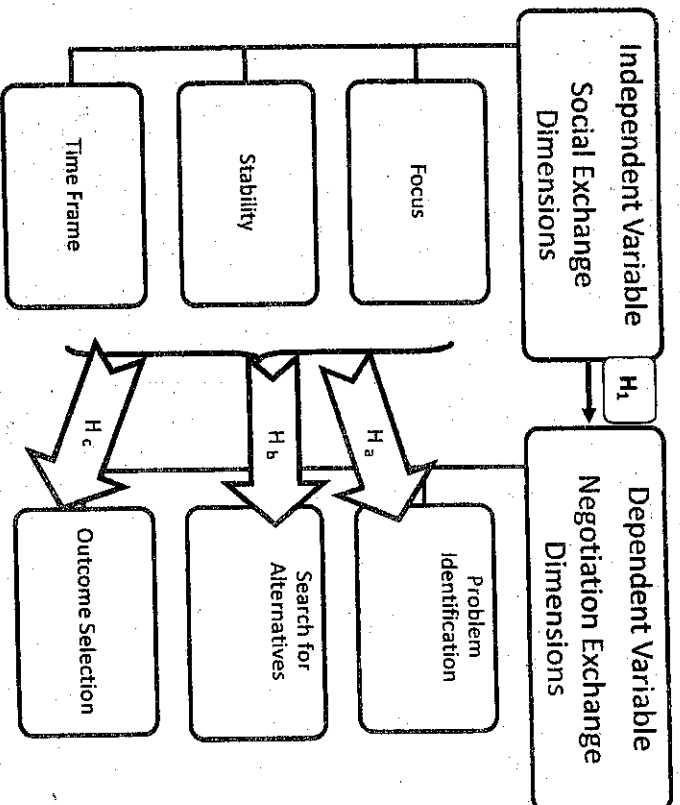


Fig.2  
Study model  
Source: developed by the researcher

### Samples and data collection

This study employed a questionnaire survey approach to collect data, and all items required five-point Likert-style responses ranged from 1 = "strongly disagree," "through 3 = "neutral," "to 5 = "strongly agree". The study population is represented in 55 employers and 200 employees who work in pharmaceutical firms in El-Asher Mn –Ramadan City. Researcher received 91% from the total number of questionnaires and accepts 86% from the received sheets as good respondents' questionnaires. This study measured social exchange factors affecting negotiation exchange forces between the employees-employers relationships.

### Measurement tools

Researcher developed questionnaires to measure research variables. Independent variable "social exchange factors" was measured using Morgeson, et al. 2006. questionnaires. While the dependent variable "negotiation exchange process" was measured using Molm, L. D et al., 2000, Kochan, & Lipisky, 2003 questionnaires.

Researcher measured using questionnaires the validation of both social exchange factor and negotiation exchange forces. Then using SPSS program to determine the effect of social exchange factors on negotiation exchange processes by calculating both correlation and variance between factors.

### Analysis and results

Table (2) illustrates the availability degree of social exchange factors.

**Table No.2**  
The availability degree of social exchange factors

Factors	Sample Units				F <sub>t</sub>	Sig.	Total
	employers		employees				
	Mean	Std.deviation	Mean	Std.deviation			
• Focus	4.09	0.188	3.76	.502	3.04	0.053	
• Stability	4.116	0.341	3.94	0.643	0.962	0.380	
• Time Frame	3.6	0.736	3.75	0.575	0.757	0.472	
<b>Total</b>	<b>170</b>						<b>3.89</b>

Source: researcher prepared using SPSS to analyze data.

The results in Table.3 the availability of social exchange factors between employees and employers in pharmaceutical firms in El-Asher Mn – Ramadan City. Generally factors are available very high between employees and employers in the research population. So researcher accepts the first sub-hypothesis.

Table No.3  
The availability degree of negotiation exchange process

Process	Employees		Employer		Total of Means	F	Sig.
	Mean	Std.deviation	Mean	Std.deviation			
Problem Identification	3.74	0.585	3.44	0.389	3.42	10.08	0.000
Search for Alternatives	3.71	0.440	3.67	0.719	3.58	2.56	0.08
Outcome Selection	3.90	0.575	3.82	0.679	3.76	1.84	0.16
<b>Total</b>	<b>3.67</b>		<b>3.58</b>		<b>3.52</b>		

Source: researcher prepared using SPSS to analyze data.

The results in Table.3 indicated that negotiation exchange processes are available. Highly mean to both employees and employers in pharmaceutical firms in El-Asher Mn -Ramadan City. So researcher accepts the second sub-hypothesis.

Table 4, 5, 6 displayed the relationship between social exchange factors and each process of negotiation exchange process; that is to define the impact of social exchange factors on negotiation exchange process.

Table 4

The relationship between social exchange factors and Problem Identification as one of negotiation exchange process

Sample Units	Correlation	R <sup>2</sup>	Sig.
Employee	0.864	0.746	0.000
Employer	0.820	0.672	0.000

Source: researcher prepared using SPSS to analyze data.

Table 4 illustrated a significant correlation relationship between social exchange factors and problem identification as one process of negotiation exchange processes between employees and employers. Correlation values between employees and employers were 0.864, 0.820 sequence. So Problem Identification is a function in social exchange factors, and then social exchange factors explained the changes in Problem

Identification with 74.6% between employees and 67.2% between employers. Also table .9 displayed a variance between the validation degrees to variables between employees and employers. That is because all statistical significant is less than 0.05.

Table number (5) illustrate the relationship between social exchange factors and Search for Alternatives as one of negotiation exchange process.

Table.5

The relationship between social exchange factors and Search for Alternatives as one of negotiation exchange process

Sample Units	Correlation	R <sup>2</sup>	Sig.
Employee	0.899	0.808	0.000
Employer	0.817	0.667	0.000

Source: researcher prepared using SPSS to analyze data.

Table .5 illustrated a significant correlation relationship between social exchange factors between employees and employers. Correlation values were 0.899, 0.817 sequence. So Search for Alternatives as a function in social exchange factors, and then social exchange factors explained the changes in Search for Alternatives as one of negotiation exchange process with 80.8% between employees, 66.7% between employers. Also table .5 displayed a variance between employees and employers, that is because all statistical significant is less than 0.05.

Table.6 displays the relationship between social exchange Factors and Outcome Selection as one of negotiation exchange process.

Table.6

The relationship between social exchange Factors and Outcome Selection as one of negotiation exchange process

Sample Units	Sectors	Correlation	R <sup>2</sup>	Sig.
Employee	Big	0.890	0.792	0.000
Employer	Medium	0.812	0.659	0.000

Source: researcher prepared using SPSS to analyze data.

Table .6 illustrated a significant correlation relationship between SET factors and Outcome Selection as one of negotiation exchange process. Correlation values between employees and employers were 0.890, 0.812 sequence. So Outcome Selection is a function in social exchange factors, and then social exchange factors explained the changes in Outcome Selection with 97.2% between Employees and 65.9% between employers.

Also table 6 displayed a variance between the validation degrees to variables between the two sample units in research, that is because all statistical significant is less than 0.05. So researcher accepts the third sub-hypothesis

### Discussion and conclusion

This study investigated the Social Exchange factors affect initiating Negotiation Exchange process.

Researcher conducted empirical study which based on 255 respondents from large securities firms in Egypt. In order to determine the exploratory rate of independent variable that explain changes in factors that affect initiating negotiation exchange forces in these firms.

Researcher employed mean, correlation, one-way ANOVA, and regression analysis using SPSS package. The research results support the theoretical framework.

### Theoretical implication

Table 7 illustrated results of hypotheses test.

Table.7  
Results of Hypotheses test

Hypothesis	Result	Reference
<b>Main Hypothesis:</b> Main Hypothesis: Social exchange dimensions will be positively related to negation exchange dimensions.	Yes	Tables 3
<b>Hypothesis a:</b> Social exchange relationships will be positively related to Problem Identification	Yes	Table 4
<b>Hypothesis b:</b> Social exchange relationships will be positively related to Search for Alternatives	Yes	Table 5
<b>Hypothesis c:</b> Social exchange relationships will be positively related to outcome selection.	Yes	Table 6

Source: Developed by the researcher.

### Managerial implication

According to theoretical and empirical studye Social Exchange factors that affect the Negotiation Exchange process are three main factors (a) Focus, (b)Stability, (c) Time Frame. Where Negotiation process includes three main forces or steps to success according to the validation of Social exchange factors, and these forces are (a)Problem Identification, (b)Search for Alternatives, (c) Outcome Selection.

### Future studies:

Researcher proposed the following scopes as a future studies:

- Antecedents and consequences of social exchange relationships.
- Ingratiation and popularity as antecedents of justice: A social exchange and social capital perspective.
- Applying social exchange theory in IT service relationships: exploring roles of exchange characteristics in knowledge sharing

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Appendix-1

Social exchange factors scale

**Dear, recipient**

Here questionnaire to help researcher in determining whether if there Social exchange factors and negotiation exchange process in your organization. Please choose one response from the following:

- Strongly Agree: S.A

- Agree: A

- Neutral: N

- Disagree: D

- Strongly Disagree: S.D

Please note that your individual responses will remain completely confidential and will not be used except for the scientific purpose. Thank you for your participation in this research.

Items Dimensions	No.	Statements	S.D	D	N	A	S.A
<b>Focus</b>	1.	My relationship with my organization is more like a partnership with give and take on both sides.					
	2.	My relationship with my organization extends beyond typical employment relationships - we both "give more to get more."					
	3.	My relationship with my organization has evolved into something deeper than simple economic exchanges.					
	4.	I have a clear understanding with my organization - I work to get paid.					
	5.	My relationship with my organization is an economic one - I fulfill my job duties and they pay me.					
	6.	My relationship with my organization is based on economic exchanges.					
	7.	I am willing to change the terms of my relationship with my organization to Stability suit the situation.					
	8.	It is not uncommon for the relationship I					
<b>Stability</b>							



Items Dimensions	No.	Statements	S.D	D	N	A	A	S.A
<b>Time Frame</b>		have with my organization to change to accommodate the situation.						
	9.	I am willing to change the terms of my relationship with my organization if either of our goals and objectives were to change.						
	10	I would not be willing to change the terms of my relationship with my organization without some renegotiation.						
	11	Changing the terms of my relationship with my organization would require some renegotiation						
	12	Some negotiation would be required to change the terms of my relationship with my organization						
	13	The contributions that my organization and I make to our relationship tend to equal out in the end.						
	14	Over time, my organization and I will repay each other for services provided.						
15	I know that the contributions that my organization and I make to the relationship will eventually balance out.							
16	My relationship with my organization is driven by what we each can get out of the relationship now rather than later							
17	The relationship that I have with my organization is driven by what we can provide each other in the short-term rather than long-term.							
18	The relationship with my organization is driven by immediate rewards rather than							

Items Dimensions	No.	Statements	S.D	D	N	A	S-A
		future benefits.					

Appendix-2  
Negotiation exchange process scale

Items Dimensions	No.	Statements	S.D	D	N	A	S-A
Problem Identification	1.	My supervisor and I understand what the other values most.					
	2.	My supervisor and I view individual concerns as joint concerns.					
	3.	My supervisor and I are aware of each other's problems.					
	4.	My supervisor and I understand each other's perspective on key issues at work.					
	5.	My supervisor and I discuss many options that might benefit each other.					
Search for Alternatives	6.	My supervisor and I explore different ways to solve things that concern us both.					
	7.	My supervisor and I are creative in coming up with ideas of how we could help each other.					
	8.	My supervisor and I think of many options that might satisfy our needs.					
	9.	My supervisor and I discuss many potential solutions to the problems					

Items Dimensions	No.	Statements	S,D	D	N	A	S,A
	10	My supervisor and I brainstorm possible ways to meet our needs.					
Outcome Selection	11	My supervisor and I both benefit a great deal from our relationship.					
	12	My supervisor and I have a mutually beneficial relationship.					
	13	My supervisor and I have a "win-win" relationship—we both get what we want.					
	14	My supervisor and I select a solution based on the extent to which it meets both of our needs.					
Outcome Selection	15	In my relationship with my supervisor we are both winners.					