GLOBAL BUSINESS AND TECHNOLOGY ASSOCIATION

ELEVENTH INTERNATIONAL CONFERENCE

READINGS BOOK

BUSINESS STRATEGIES AND TECHNOLOGICAL INNOVATIONS FOR SUSTAINABLE DEVELOPMENT: CREATING GLOBAL PROSPERITY FOR HUMANITY

Editors:

Nejdet Delener, Ph.D
Leonora Fuxman, Ph.D.
F. Victor Lu, Ph.D.
Anna Putnova, Ph.D.
Luis Eduardo Rivera-Solis, Ph.D.

Prague, Czech Republic
July 7 – 11, 2009

©Copyright 2009 by the Global Business and Technology Association. All Rights Reserved

PUBLISHED BY THE GLOBAL BUSINESS AND TECHNOLOGY ASSOCIATION

ISBN: 1-932917-05-5

The materials published in this Readings Book may be reproduced for instructional and noncommercial use. Any use for commercial purposes must have the prior approval of the president of the Global Business and Technology Association.

All full papers submitted to the Global Business and Technology Association Conferences are subject to a peer reviewing process, using subject specialists selected because of their expert knowledge in the areas.

Global Business and Technology Association (GBATA) is publishing partner with EBSCO Publishing. This allows researchers from throughout the world to access articles from the Readings Book.

Printed in the United States of America, 2009.

 ©Copyright 2009 by the Global Business and Technology Association. All Rights Reserved

REVIEWERS - continued

Dr. Ana Heloisa da Costa Lemmos	*Pontifical Catholic University of Rio de Janeiro, Brazil*
Dr. Railton Hill	*Swinburne University, Australia*
Dr. Zdenek Hraba	*Charles University, Czech Republic*
Dr. Paochung Hsu	*Providence University, Taiwan*
Dr. Monica Hurtado	*Universidad de la Sabana, Colombia*
Dr. Petra Janosikova	*Charles University, Czech Republic*
Dr. Ronan Jouan de Kervenoael	*Sabanci University, Turkey*
Dr. Serdar Karabati	*Bilgi University, Turkey*
Dr. Fahri Karakaya	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Halil Kiymaz	*Rollins College, U.S.A.*
Prof. HB Klopper	*University of Johannesburg, South Africa*
Dr. Stephen Ko	*The Hong Kong Polytechnic University, Hong Kong*
Dr. Danny Kopec	*Brooklyn College, U.S.A.*
Dr. Petr Kotlas	*Charles University, Czech Republic*
Dr. Yamen Koubaa	*University of Marketing and Distribution Sciences, Japan*
Dr. Engin Kucukkaya	*Middle East Technical University, Turkey*
Dr. Andre Lacombe Penna da Rocha	*Pontifical Catholic University of Rio de Janeiro, Brazil*
Dr. Chun-Mei Lai	*Far East University, R.O.C.*
Dr. Michael V. Laric	*University of Baltimore, U.S.A.*
Dr. Dana Lascu	*University of Richmond, U.S.A.*
Prof. Violet Lazarevic	*University of Melbourne, Australia*
Dr. Gerald Ledlow	*Georgia Southern University, U.S.A.*
Dr. Keun S. Lee	*Hofstra University, U.S.A.*
Dr. Kuan-Yin Lee	*Centrail Taiwan University of Science and Tech., Taiwan*
Dr. Della Lee Sue	*Marist College, U.S.A.*
Dr. A. R. Leen	*Leiden University, The Netherlands*
Dr. Gerard Leo Danford	*Haaga-Helia University of Applied Sciences, Finland*
Dr. Yaonan Lin	*Fu-Jen Catholic University, Taiwan*
Dr. Grace TR Lin	*National Chiao Tung University, Taiwan*
Dr. Chih-Yung Lin	*National Taiwan University, Taiwan*
Dr. Peter Lok	*University of Sydney, Australia*
Dr. Victor Lu	*St.John's University, U.S.A.*
Dr. Phil Lundquist	*Central Michigan University, U.S.A.*
Dr. Bruno Mascitelli	*Swinburne University of Tech., Australia*
Prof. Mishail S. Mokiy	*The State University of Management, Russia*
Dr. Juergen Muehlbacher	*Vienna University of Economics and Bus. Adm., Austria*
Dr. Stanley Mukhola	*Tshwane University of Technology, South Africa*
Dr. Siva Muthaly	*Swinburne University of Tech., Australia*
Dr. Allen NG	*The Hong Kong Polytechnic Institute, Hong Kong*
Dr. Pat Obi	*Purdue University Calumet, U.S.A.*
Dr. Serdar Ozkan	*Izmir University of Economics, Turkey*
Dr. Chris Papenhausen	*University of Massachussetts Dartmouth, U.S.A.*
Prof. Sapna Parashar	*Nirma Institute of Science and Technology, India*
Dr. Satyanarayana Parayitam	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Ian Phau	*Curtin University of Technology, Australia*
Dr. Kawpong Polyorat	*Khonkaen University, Thailand*
Dr. K. Prakash Vel	*University of Wollongong in Dubai, UAE*
Dr. JJ Prinsloo	*Tshwane University of Technology, South Africa*
Dr. Tribhuvan Puri	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Murali Raman	*Monash University, Malaysia*
Dr. Karel Riegel	*Charles University, Czech Republic*
Dr. Mornay Roberts Lombard	*University of Johannesburg, South Africa*

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

REVIEWERS

Dr. Akinloye Akindayomi	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Maria Alejandra Gonzalez-Perez	*Universidad EAFIT, Colombia*
Dr. Shaukat Ali	*University of Wolverhampton, U.K.*
Dr. Ivan-Damir Anic	*The Institute of Economics, Croatia*
Dr. Mihail Arandarenko	*University of Belgrade, Serbia*
Dr. Aylin Ataay	*Galatasaray University, Turkey*
Dr. Jorge Augusta de sa Brito e Freitas	*Estacio de Sa University, Brazil*
Prof. Ashwin K. Awasthi	*Nirma Institute of Science and Technology, India*
Dr. Unal Battal	*Anadolu University, Turkey*
Dr. Simone Battiston	*Swinburne University of Tech., Australia*
Dr. Sana Benhassine	*University of Laval, Canada*
Dr. Steven Berkshire	*Central Michigan University, U.S.A.*
Prof. A. Berndt	*University of Johannesburg, South Africa*
Dr. Homer Bonitsis	*New Jersey Institute of Technology, U.S.A.*
Dr. Ales Borkovec	*Charles University, Czech Republic*
Dr. Rim Boudali Methamem	*Institut Superieur de Gestion, Tunisia*
Dr. Pawan Budhwar	*Aston Business School, U.K.*
Dr. Burcak Bulut	*Middle East Technical University, Turkey*
Dr. Guy Callendar	*Curtin University of Technology, Australia*
Dr. Kamil Cekerol	*Anadolu University, Turkey*
Dr. Lee Chen	*Swinburne University, Australia*
Dr. Chun Lung Chen	*Takming University of Science and Technology, Taiwan*
Dr. Jeong-Gil Choi	*Kyung-Hee University, Korea*
Dr. Pawan K. Chugan	*Nirma Institute of Science and Technology, India*
Dr. Mona Chung	*Deakin University, Australia*
Dr. Gary Clayton	*University of Massachussetts Dartmouth, U.S.A.*
Dr. JD Coetzer	*Tshwane University of Technology, South Africa*
Dr. Marcos Cohen	*Pontifical Catholic University of Rio de Janeiro, Brazil*
Prof. Johan de Jager	*Tshwane University of Technology, South Africa*
Dr. Nejdet Delener	*State University of New York - Old Westbury, U.S.A.*
Dr. Volkan Demir	*Galatasaray University, Turkey*
Dr. Tee Ding Ding	*Monash University, Malaysia*
Dr. Adri Drotskie	*University of Johannesburg, South Africa*
Dr. Ivo Druzic	*University of Zagreb, Croatia*
Dr. Louis Eduardo Rivera Solis	*Dowling College, U.S.A.*
Dr. Amira Eleuch	*Osaka University of Economics, Japan*
Dr. A. Emre Sarilgan	*Anadolu University, Turkey*
Dr. Sakir Erdem	*Marmara University, Turkey*
Dr. L. Erwee	*Central University of the Free State, South Africa*
Dr. Luiz Felipe Jacques de Motta	*Pontifical Catholic University of Rio de Janeiro, Brazil*
Dr. Joao Felipe Rammelt Saurbronn	*Fundacao Getulio Vargas, Brazil*
Dr. Nikolay Filinov	*The State University- Higher School of Economics, Russia*
Dr. Derya Findik	*University of Maastricht, The Netherlands*
Dr. Hisao Fujimoto	*Osaka University of Economics, Japan*
Dr. Sergio Garcilazo Lagunas	*Universidad Panamericana, Mexico*
Dr. Ling Ge Ige	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Ender Gerede	*Anadolu University, Turkey*
Dr. Philip Gharghori	*Monash University, Australia*
Dr. Emanuel Gomes	*Coventry University, U.K.*
Dr. Jean Gordon	*Capella University, U.S.A.*
Dr. Guna Gunasekaran	*University of Massachussetts Dartmouth, U.S.A.*
Prof. Prashant Gupta	*Amity University, India*
Dr. Costas Hadjicharalambous	*State University of New York - Old Westbury, U.S.A.*

©Copyright 2009 by the Global Business and Technology Association. All Rights Reserved

REVIEWERS - continued

Prof. A. Rust	*Cape Peninsula University of Technology, South Africa*
Dr. Leon Schiffman	*St. John's University, U.S.A.*
Dr. Christina Schweikert	*Fordham University, U.S.A.*
Dr. Kerem Senel	*Bilgi University, Turkey*
Dr. Guven Sevil	*Anadolu University, Turkey*
Dr. Chung-Hua Shen	*National Taiwan University, Taiwan*
Dr. Zhengzhong Shi	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Satyendra Singh	*University of Winnipeg, Canada*
Dr. NG Sio Wang	*Macao Polytechnic Institute, R.O.C.*
Prof. A. Slabbert	*Cape Peninsula University of Technology, South Africa*
Dr. Elena Smirnova	*State University of New York - Old Westbury, U.S.A.*
Dr. Ugur Soytas	*Middle East Technical University, Turkey*
Dr. Josef Straka	*Charles University, Czech Republic*
Dr. Che-Jen Su	*Fu-Jen Catholic University, Taiwan*
Dr. Omur Suer	*Galatasaray University, Turkey*
Prof. Madele Tait	*Nelson Mandela Metropolitan University, South Africa*
Prof. Rafael Tamayo	*Universidad EAFIT, Colombia*
Dr. Patricia Amelia Tomei	*Pontifical Catholic University of Rio de Janeiro, Brazil*
Prof. Edgar Troudt	*Kingsborough Community College, U.S.A.*
Dr. Yelena Tsarenko	*Monash University, Australia*
Dr. Ying-Mei Tu	*Chung Hua University, R.O.C.*
Dr. Jaan Vainu	*Tallinn University of Technology, Estonia*
Dr. Hannes van der Walt	*Central University of the Free State, South Africa*
Prof. Neels van Heerden	*University of Pretoria, South Africa*
Dr. Shouhang Wang	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Jennifer Westaway	*Curtin University of Technology, Australia*
Dr. Steven White	*University of Massachussetts Dartmouth, U.S.A.*
Dr. Meng-Wen Wu	*Ming Chuan University, Taiwan*
Dr. Prabhat K. Yadav	*Nirma Institute of Science and Technology, India*
Dr. Cengiz Yilmaz	*Middle East Technical University, Turkey*
Dr. Steve Yuan-Hong Ho	*Fang Chai University, Taiwan*
Dr. Asli Yuksel	*Bahcesehir University, Turkey*
Dr. Anna N. Zhilkina	*The State University of Management, Russia*
Dr. Anna Marie Zwerg-Villegas	*EAFIT University, Colombia*

©Copyright 2009 by the Global Business and Technology Association. All Rights Reserved

Table of Contents

Authors	Title	Starting Page
August Aarma and Jaan Vainu	Five Years of Banking Analysis with the Help of Production Function	1
August Aarma and Jaan Vainu	Forecasting of the Development of Banking: The Estonian Case (5)	7
Slobodan Acimovic and Zoran Bogetic	Positioning of Wholesale in the Supply Chain: Comparative Analysis EU-Serbia	14
Shaukat Ali and Oluwatobi Osinaike	The Challenges of Entrepreneurship In Nigeria: A Case of Small And Medium Enterprises in The Textile Industry	23
Alper Tunga Alkan and Mikail Altan	Do SMEs Need Accounting? Turkey / Konya Industrial Zone Case	32
Ipek Altinbasak and Tevfik Dalgic	Marketing a Country as an Investment Location in The Realm of The 21st Century: The Case of The Republic of Turkey	40
Oylum Korkut Altuna and Faruk Anıl Konuk	Understanding The Consumer Attitudes Toward Mobile Advertising and Its Impacts On Consumers' Behavioral Intentions: A Cross–Market Comparison of U.S. and Turkish Consumers	50
Eleuch Ep Koubaa Amira, Hisao Fujimoto and Koubaa Yamen	Exporter Firms In Tunisia: Profile Differences	63
Ivan-Damir Anić and Radmila Jovančević	Foreign Direct Investments In The Croatian Trade Sector: Does The Country of Origin Matter?	71
Bugra Asfuroglu and Abdulmecit Karatas	Small Business Valuation: A Pilot Study On Turkish Manufacturing Firms	84
Michael Baird, Robyn Ouschan and Ian Phau	The Mediating Effects of Satisfaction On Positive and Negative Consumption Experiences and Readiness To Change Behavior	92
Michael Baird and Ian Phau	Brand Resonance: The Case of Brand Extensions of Prototypical Brands	101
Mladenka Balaban	Development of Pension Funds In Serbia and Other Country In Transition	108

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Ünal Battal	Airline Ownership Restrictions and Control, and Effects On Aviation	115
Elvina R. Bayburina and Tatiana V. Golovko	The Concept of Intellectual Value: Evidence From Russian Listed Companies	123
Mehmet Bolak and Ömür Süer	Effects of Exchange Rates, Interest Rates and Oil Prices On Stock Market Indices: Evidences From Istanbul Stock Exchange	131
Mehmet Bolak and Ömür Süer	Calendar Effects On Stock Returns: Evidences From Istanbul Stock Exchange	137
Jorge Augusto De Sá Brito E Freitas and Antonio Carlos Capeletti Sarmento	Corporate Codes of Ethics: An Analysis of The Factors That Influence Their Effectiveness In Brazil	145
John Brown, Lloyd Conrade and Guy Callender	Managing IT: Does 'Agile' Software Development Solve Buyer Needs?	157
Burcak Bulut and Ugur Soytas	Forecasting The Prices Of Aluminum, Copper, And Zinc with Garch Models	166
Ahmet Büyükşalvarcı and Fehmi Karasioğlu	Various User Groups' Perception of Corporate Annual Reports: Evidence From Turkey	174
André Machado Caldeira, Ricardo Correia Geffroy, Walter Gassenferth and Maria Augusta Soares Machado	Automatic Identification of The GARCH Model Order Using Neural Networks	182
Guy Callender	Lost In Translation: Cognitive Failure In Post-Computerization Business Models	191
Chiang-Nan Chao, Robert J. Mockler, Leonora Fuxman, Dorothy Dologite and Larry Wander	Movie Download Challenges Traditional Movie Rental	199
Jue Chen, Antonio Lobo And Bruno Mascitelli	Consumer Buyer Behaviour Associated With The Purchase Of Organic Food Products In China – Development of A Conceptual Model	206

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Chun Lung Chen and Nai Tsung Yu	Minimizing Total Flow Time In A Flowshop With Bottleneck Machines	213
Stuart Childers and Jean Gordon	Concept Analysis: Evidence-Based Practice and Its Importance To Nurse-Practitioners	221
Mona Chung and Bruno Mascitelli	A New Dimension of Sister City Relationships In The 21st Century: A Pilot Study In Australia	228
Marcos Cohen and Jorge Ferreira Da Silva	Collaboration Among Governments And Companies In Managing Natural Parks In The City of Rio De Janeiro: Does It Pay?	236
Deborah Y. Cohn, Elaine Sherman and Leon G. Schiffman	An Examination of A Firm-Level Model of Green Marketing Strategies	244
Ruziye Cop and Yeliz Bas	Direct and Indirect Effects Of Brand Knowledge On Purchase Preferences: A Case In Düzce	251
Gerard Danford	Strategy & Trust	261
Elif Dayar	An Empirical Investigation Of Agricultural Produce Clusters In Turkey	268
Nigar Demircan-Cakar, Derya Erel and Ismail Erol	Social Sustainability In Grocery Retailing: Perspectives and Guidelines From A Turkish Sample	274
Hilal Demirel, Semra Güney and Özge Tayfur	Factors Affecting Job Satisfaction and Ethical Perception of Travel Agency Employees	281
Kristen Bell Detienne, Ryan Gottfredson, James C. Phillips and Brian Reschke	To Honor or Not To Honor: An Empirical Analysis of Explanations For Trust Violations In Organizational Settings	288
Burcu Dincergok	Capital Structure Decisions of Turkish Manufacturing Firms	296
Ora Dippenaar	Problems Facing South Africa In The Alleviation of Poverty And Unemployment	303
A. Noel Doherty and F. Victor Lu	China's Economy: Growth, Recession and The Stimulus Plan	311

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Nina T. Dorata	Earnings Management and Income Tax Uncertainties	318
Felipa Lopes Dos Reis And Antônio Eduardo Martins	Evaluation of The Applicability of The Japanese Human Resources Management System In Portugal	324
Felipa Lopes Dos Reis And Antônio Eduardo Martins	The Niponic Management of Human Resources In The Performance of The Enterprises In The Iberian Peninsula	329
Felipa Lopes Dos Reis and Antônio Eduardo Martins	The Performance of Niponic Management of Research and Development In Companies In The Portugal	336
Mirjana Dragičević and Velibor Mačkić	Competitiveness Growth In The Recession Period /Comparative Analysis of Croatia And Slovenia/	343
James P Driscoll Jr and Luis Eduardo Rivera-Solis	Variations In The Perceptions of Latinos of Non-Based Medical Healthcare Compared With The Perception of Whites	351
Adri Drotskie	Customer Experience as Strategic Differentiator In Retail Banking	362
Ivo Družić, Šime Smolić and Marija Penava	Health Care Spending In Croatia And Selected EU Countries – A Panel Unit Root Analysis	369
Ilhan Ege'	Fuzzy Data Enveloping Analysis And Performance of Banks: An Application To Turkish Commercial Banks	376
Ilhan Ege, Azize Esmeray and Murat Esmeray	Activity Based Costing (Abc) Method Applications In Hospitals: Case of Private Hospital In Kayseri, Turkey	384
Aslı Erim and Sezer Günaydın Çalışkan	The Linkage Between Organizational Justice, Facade of Conformity And Job Engagement: What All These Relations Mean For The Organizational Change Management?	392
Nikolay Filinov, Nadezda Bek and Nina Vladimirova	Strategic Control In International Companies: A Case Study	400
Patrick Flanagan and Frank Paul Le Veness	U.S. Chambers of Commerce: Merely Social Networks or Venues For Promoting Business Ethics?	407

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Graziela Fortunato, Walter Ness and Paulo Cesar Motta	The Dynamic Effects of Advertising Expenditures and Firm Value: An Approach For The Consumer Discretionary Sector	411
Diego Castanheira Chester Franco, Rafael Machado Neves,Rodrigo Costa Dos Santos, Walter Gassenferth and Maria Augusta Soares Machado	An Application of Fuzzy Sets In Orkut Usability	418
Leonora Fuxman	Identification And Elimination of Critical Compromises As A Progressive Business Development Strategy In Ukraine.	426
Remigiusz Gawlik	Strategic Decision Making In Times of Global Financial Crisis	431
Gbolahan Gbadamosi and Moshood Bello	Profiling Corruption Perception In Nigeria: Role of Religion And Gender	440
Vanessa Van Graan, Sonia Swanepoel and Jannie Liebenberg	Measuring Organisational Commitment And Effecting Cultural Change At A University Of Technology	448
Călin Gurău, Céline Pascual-Espuny and Ashok Ranchhod	Business Strategies Incorporating Sustainable Development Principles: Toward An Application Of A Functional Economy	459
Yıldız Guzey and Ozlem Tasseven	Profitability And M&As: An Analysis of The Istanbul Stock Exchange Data	466
Gerald M. Hampton	Globalization And Social Capital: An Exploratory Investigation	474
Ch Van Heerden and Jj Prinsloo	Motivations and Expectations Among Off-Road 4x4 Drivers In South Africa	482
José G. Hernández , Maria J. García and Gilberto J. Hernández	Measurement of The Enterprise Logistics Across Quality Management	492
José G. Hernández, Maria J. García and Gilberto J. Hernández	Influence of Location Management In Supply Chain Management	500

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Joanna Hernik and Dana-Nicoleta Lascu	A Comparison Of Nongovernmental Organizations' Logos In Poland, The Czech Republic, And The United States: A Content Analysis	508
Yuan-Hong Ho and Chiung-Ju Huang	Partisan Effect, Election Cycle And Budgetary Process In Taiwan: Evidence From Asymmetric Adjustment	511
Chiung-Ju Huang and Yuan-Hong Ho	Fiscal Deficit Sustainability In China: Nonlinear Evidence	520
Shu-Tzu Huang, Kuan-Yin Lee and Yin-Chiech Hsu	An Assessment Of Value Creation In Mobile Services: Comparing Simple And Sophisticated Mobile Services	528
Mónica Hurtado	Palm Oil Production and Armed Conflict In Colombia: Exploring The Cases Of San Alberto And San Martin	536
Hilal Inan, Serap Çabuk and Deniz Zeren	Sustainable Retailing: Marketing Influence On Consumer Decisions	545
Makoto Isono	The Role of Design In New Product Concept Development	553
Irina Ivashkovskaya and Svetlana Shamraeva	Corporate Diversification Effect On Firm Value In Emerging Markets: Evidence From Bric Countries	565
Irina Ivashkovskaya and Maria Solntseva	Capital Structure Choice In Bric: Do Russian, Brazilian and Chinese Firms Follow Pecking Order or Trade-Off Logic of Financing?	572
Jw De Jager and At Du Plooy	Reliability as A Determinant of Service Quality In The South African Public Health Care System	580
Johan De Jager and Werner Soontiens	Academic Expectations of South African and Selected Asian University Students	588
Muge Kaltalioglu and Ugur Soytas	Price Transmission Between World Food, Agricultural Raw Material, and Oil Prices	596
Chao-Chung Kang and Cheng-Min Feng	Modelling For Analyzing The Royalty For A Build, Operation And Transfer Project	604
Burhan Can Karahasan	Causal Links Between Trade and Economic Growth Evidence From Turkey and EU Countries	612
Fahri Karakaya, Charles Quigley and Frank Bingham	Student Perception of Sales Job Attributes and Intention To Select Sales as A Career	620

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Boris Karandassov, Anna Karhu and Anna-Mari Ylä-Kojola	Sub-National FDI Location Choice In Transitional Economies: The Role of FDI Motive	628
Fehmi Karasioğlu and Ahmet Büyükşalvarcı	The Role of Knowledge and Skill Development In Accounting Education and Practice: The Case of Turkey	636
Ronan Jouan De Kervenoael and N. Meltem Cakici	Anticipating Undesired Effects: Encountering Civil Servants' Resistance Within M-Municipalities In Turkey	644
Yamen Kouba and Eleuch Epkoubaa Amira	Public Policy and International Business	652
Kazimierz Krzakiewicz, Gabriela Roszyk-Kowalska And Andrzej Stańda	Organisational Culture In The Context of Organisation Improving Changes	658
Engin Küçükkaya	Diversification With BRIC	672
Ahmet Can Kutlu and Seçkin Polat	A Comparative Analysis 0f Perceived Bureaucracy In Universities: A Case	678
Chi-Shiun Lai, Chun-Shou Chen and Chin-Fang Yang	The Impact of Trust On The Relationship Between Relationship Learning and Relational Knowledge Stores	685
Chun-Mei Lai, Cheng-Che Chen and He-Yau Kang	Optimal Sequence For Single Machine Scheduling With Mixture Priority Jobs	693
Chun-Mei Lai, Cheng-Che Chen, and Hsu-San Liu	Heuristic Solution To Multi-Site Pickup and Delivery Problem With Multiple-Priority Requests	700
Chi-Shiun Lai, Chun-Shou Chen and Chih-Jen Chiu	The Impact of Trust On The Relationship Between Interorganizational Collaboration And Product Innovation Performance	707
Michael V. Laric, Peter M. Lynagh and David Pikman	The Role of Online Integrated Marketing Communications {IMC} In Supply-Chain Management {SCM} – The Case For The Small Package Industry	715
Michael V. Laric and Tigineh Mersha	Gap Analysis As A Performance Measurement Tool In Business Incubators: Issues and Opportunities	723
Amy H. I. Lee and Chun-Yu Lin	An Integrated Model For Product Design: A Case of TFT-LCD	730

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Kuan-Yin Lee and Yin-Chiech Hsu	Communication and Brand Knowledge as Determinants Of Retail Service Brand Loyalty - An Empirical Test In A Multiple Retail Service Brand Context	738
Yaonan Lin, Chih-Chung Chu, Rong Lin Wu and Ta-Kuang Hsu	The Dimensional Development of Taiwanese Materialism	746
Yaonan Lin, Ching Yi Lai and Chih-Chung Chu	A Scale Development For Chinese Consumer's Aesthetic Judgments On Product Design In Taiwan	754
Chun-Yu Lin, Amy H. I. Lee and Shu-Ru Wang	A Preliminary Study of The Production Strategy Evaluation Model	763
Grace T.R. Lin and Yung-Chi Shen	A Collaborative Model of Technology Evaluation And Decision-Making For Organic Light Emitting Diode	771
Martti Lindman and Harri Luomala	Making Invisible Visible: The Role of Product Experience In New Product Design	781
Wen-Chi Liu and Tsangyao Chang	Asymmetric Adjustment In Long-Run Purchasing Power Parity: Evidence From G-7 Countries	791
Michael Lwin and Ian Phau	Effectiveness of Rational And Emotional Appeals On Website Promotion	798
Michael Lwin and Ian Phau	Charitable Donations In Brunei	806
T. Diana L. Van Aduard De Macedo-Soares, Paulo Gustavo Fuchs and Giuseppe Maria Russo	Conceptual Model For The Assessment of Climate Practices And Strategies: Results of Its Application In Brazil's Automotive And Pulp-And-Paper Sectors	814
T. Diana L. Van Aduard De Macedo-Soares, Edcler Felix Mayrink and Adriane Cavalieri	Strategic Fit Of Project Management: The Case of Eletronuclear	830
Pauline Magee-Egan	Corporate Corruption: The Need For Excellence In Managerial Strategy, Control and Ethics	842
Antanas Makštutis, Rasa Smaliukienė And Juozas Vijeikis	The Effects of Globalization On Lithuania	846

©Copyright 2009 by the Global Business and Technology Association

Laura Lee Mannino	New U.S. Tax Relief For Ponzi Investors	853
Laura Lee Mannino	New Tax Rules For U.S. Expatriates	858
Andrea Manzoni, Silvia Biffignandi and Alberto Marino	Understanding Consumer Decision Making: A Cognitive Approach	865
Antoinette Marais	The Impact of The Constitution On Sustainable Human Settlement In South Africa And The Challenges Faced	873
Florinda Matos and Albino Lopes	Intellectual Capital Management Accreditation: The New Competitive Advantage of SMES	881
Robert J. Mockler and Dorothy G. Dologite	Hospital Information Technology: Improving Patient Healthcare Services	890
Vida Mojtahedzadeh, Seyed Hossein Alavi Tabari and Narges Nazari Tanha	Predicted EPS and Stock Prices	896
Sipho Kenneth Mokoena	High Rate of Teenage Pregnancy In Public Schools: The Case of Nkomazi Region In Mpumalanga, South Africa	901
Paulo Cesar Motta, Monica Gomes and Paula Valente	My Future Has Been Sold: A New Generational Cohort	905
Claribel Müller and Jaco Van Der Bank	The Construct Of Sustainability Entrepreneurship As Applied To A South African Venture	913
Fattah Nazem	The Compilation of Math Pattern For Productivity of Managers' Services Based On Organizational Climate In Iran	923
Alka Obadić and Sandra Marić	Comparative Analysis of Personal Consumption Expenditure Trends In EU-27 and Croatia	935
Gabriel Omolewu	The Impact of Information Technology On Education During The Twenty-First Century	943
Burhan Ozkan, S. Mehter Aykin and R. Figen Ceylan	A Review of Supply Chain Systems For Fresh Fruits and Vegetables In Turkey	950
Wilson Ozuem, Kerry E. Howell and Lancaster Geoff	Co-Creating Experiences In The Evolving Interactive Marketspace	955

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Kathleen Park and Dave Bouckenooghe	Gambling Or Strategizing? CEO Cognitions and Perceptions Of Success In The Global Mergers and Acquisitions Game	962
Ian Phau	Diffusion Brands Of Designer Jeans: Effects On Brand Image and Product Quality	972
Ian Phau	Young Status Consumers Pursuit of Luxury Brands: Awareness, Purchase, Dream Value and Avoidance	980
Kullapapruk Piewthongngam, Supachai Pathumnakul and Siriluck Sirisut,	Using Tournament Contract To Motivate Skillful Growers	987
Olga M. Pisareva and Yaroslav V. Sinitskiy	The Estimation of Russian Agricultural Sector Development Perspectives: On The Empirical Research of The Russian Sugar Market	991
Laureane Du Plessis, Adele Berndt and Danie Petzer	The Attitude Of Generation Y Students At A South African University Towards Supporting Charitable Organisations	999
Kawpong Polyorat and Arunwadee Tenglolai	Sugar Cane Farmers' Adoption of Dual-Row Farming Technology: The Roles of Family Decision Making, Word-of-Mouth, and Farmers' Size	1011
Jj Prinsloo and Bj Van Niekerk	Perceptions and Experiences of International Tourists At Lake Malawi	1019
Janeaya Revels, Dewi Tojib and Yelena Tsarenko	Factors Influencing Consumers' Intentions To Use Mobile Commerce	1028
Leonel Cezar Rodrigues, Fernando José Andrade Da Silva and Emerson Antonio Maccari	It Interconnective Network To Business Innovation	1037
Susana Rodrigues and Vitor Hugo Ferreira	The Identification of Training Needs In The Industry Towards Regional Competitiveness	1045
Leonel Cezar Rodrigues and Alecsandro Pereira	Corporate Entrepreneurship: A Fundament To Innovation	1054

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Marina Samoyavcheva	Investor's Risk-Aversion In Option Hedging	1061
Ali Emre Sarilga	Current Situation and Requirements For Developing General Aviation In Turkey	1066
Edward J. Schoen and Phillip A. Lewis And Joseph S. Falchek	Conflicted Research: Medical Scientists On The Payroll	1072
Norman Shaw and Gerry Urwin	Managing Technological Potential	1079
Vladimir I. Soloviev	Standards Competition And Cooperation At The Computer Hardware And Software Market	1087
Sonia Swanepoel	The Predictive Validity of The Nowicki-Strickland & Lefcourt I/E Scales For Academic Success	1094
Özge Tayfur and H. Canan Sümer	The Effects of Perceptions On Feedback Seeking Behaviors of Employees	1101
Min Teah And Ian Phau	The Moderators of Attitudes And Purchase Intentions Towards Counterfeits Of Luxury Brands	1110
Min Teah And Ian Phau	Buyer and Non Buyer of Counterfeits of Luxury Brands: Examining Their Differences In Behavioural Outcomes	1118
Onur Tekel and Ramazan Sari	Business Failure Predictions In Istanbul Stock Exchange	1126
João Paulo Vieira Tinoco and T. Diana L. Van Aduard De Macedo-Soares	Public Sector Ict Firms: Elements of A Framework To Help Carry Out Their Strategic Analyses	1133
Sunti Tirapat, Seksan Kiatsupaibul And Janjao Mongkolnavin	Gis And Credit Scoring Of Agricultural Loans	1145
Jaana Tolvanen and Boris Karandassov	Business Training Development: Needs of Foreign Companies In Transitional Economy	1153
Chris Van Tonder	"Type Change": The Perceived Structure of Organizational Change Events	1161
Chris Van Tonder	Organization Identity As Managerial Concern	1171
Edgar Troudt, Christina Schweikert and Danny Kopec	Educating The Next Generation of Young Entrepreneurs	1178

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

Yelena Tsarenko, Dominic Thomas and Dewi T. Tojib	Customer Forgiveness In Situations of Service Failure	1184
Ying-Mei Tu and Chun-Wei Lu	Model To Determine AMHS Capacity For Wafer Fabrication	1191
Emrah Uyar	Assessing The Impacts Of University Science Parks In Turkey Within Regional Innovation Systems	1199
Arturo Z. Vasquez-Parraga	Managers' Religion and Ethics Across Cultures	1207
Frank Paul Le Veness and Juan M. Fernandez	Chaguaramas Revisited: The Future of Economic Integration Within CARICOM	1215
Maja Vidović and Nina Pološki Vokić	Managing Knowledge Workers – The Case Of Croatia	1223
Lu Xiaoxue	New Marketing Strategy To Face Financial Difficulties In Japanese Airports: Case Study Research (Japan Centrair Airport)	1232
Anna Yakovleva	Perspectives For Innovation Ecosystem Development In Russia	1237
Serpil Yilmaz and Ali Şevki Akay	An Investigation On The Place And Importance of Total Quality In Sports Management	1247
Serpil Yilmaz and Karcan Akdağ	The Role And Importance of Sponsorship Over Consumer Behavior	1254
Mari Yoshida	Operational Improvement By End User Computing – A Case Study of Ricoh	1262
Clark Li Ke You, Sonja Petrovic-Lazarevic and Max Coulthard	Is Adaptability To Environmental Changes In The Australian Automobile Industry A Key To Its Successful Business Performance?	1270
Anna N. Zhilkina	Financial Monitoring In Realization Enterprise Business Strategies And Technological Innovations	1278
Derya Fındık	Norwegian Research Networks	1285

©Copyright 2009 by the Global Business and Technology Association, All Rights Reserved

THE LINKAGE BETWEEN ORGANIZATIONAL JUSTICE, CREATING FACADES OF CONFORMITY AND JOB ENGAGEMENT: WHAT ALL THESE RELATIONS MEAN FOR THE ORGANIZATIONAL CHANGE MANAGEMENT?

Aslı Erim, Istanbul Commerce University, Istanbul
Sezer Günaydın Çalışkan, Haliç University, Istanbul

ABSTRACT

Within this research model the impact of organizational justice variables (procedural, interactional and distributive justice) on two important organizational behavior variables will be investigated namely: creating facades of conformity and job engagement. These two dependent variables of the research model are relatively new constructs in OB literature and they have important effects both on individual and organizational level outcomes especially during an organizational change, therefore, investigating the degree of creating facades of conformity and job engagement is worthwhile to search.

LITERATURE REVIEW

Organizational Justice

In recent years, increasing attention has been given to justice constructs resulting in a literature that is flourishing (Colquitt and Greenberg, 2003) and it is currently one of the most researched topics in industrial psychology with over 300 studies having been published in the last 25 years (Nowakowski and Conion, 2005).

Organizational justice refers to staff perceptions of fairness of treatment received from an organization and their behavioral reaction to such perceptions (James, 1993). In organizational justice theory, perceptions of fairness in organizations are explained by categorizing employees' views and feelings about their treatment and that of others within the organization (Greenberg, 1987). The methods used to make the perceptions and the treatment of those affected through three related theories. The first relates to employee perceptions of outcome fairness, which Homans (1961) labeled *distributive justice*. The second is *procedural justice* (Thibaut and Walker, 1975), which focuses on employee perceptions about the fairness of procedures used to make decisions (Folger and Cropanzano, 1998). The third is *interactional justice* (Bies and Moag, 1986), which focuses on perceptions about the fairness of the interpersonal treatment that employee receive during implementation.

Previous studies in the area of organizational justice have suggested justice to be consistently related to employee work attitudes and behaviors (Folger and Konovsky, 1989; Greenberg, 1990).That is, if employees perceive the outcomes of their evaluations to be fair or perceive the process by which outcome allocation decisions are made to be fair, they will be likely to achieve higher performance, will display more extra role behaviors, will be more committed to their organizations and their supervisors, will have higher levels of trust and will display less counterproductive work behavior and harmful political behaviors. Also, organizational justice has been a cornerstone in organizational change as it has been shown in many studies to be predictive of higher levels of openness to change, cooperation with change and satisfaction with change. Today, it is

©Copyright 2009 by the Global Business and Technology Association

unquestionable that addressing justice issues is the key to successfully implementing organizational change. Effective change is not simply a matter of clearly articulating an energizing vision and getting people to "buy in" to the desired outcome of the change; it is crucial to focus on the justice aspects of the change process. So, within this article, as the main purpose, addition to the impact of perceived justice on creating facades of conformity, also the effect of the interaction of perceived justice and creating facades of conformity on "job engagement"- on an important employee attitude will be searched.

Creating Facades of Conformity

Hewlin (2003) recently introduced theoretically the concept of facades of conformity (FOC). It means false representations created by employees to appear as if they embrace organizational values. Creating facades of conformity is a theoretical concept coined to describe employees who act as if they embrace an organization's values when they really don't in order to survive and/or succeed within that organization. Facades of conformity are a possible consequence of value incongruence. The decision of whether to create facades of conformity rather than openly express personal values, may reflect a range of fears and concerns such as "Will I be passed over for a promotion if I show my true feelings?"

Major organizational changes, such as a corporate merger or acquisition, redefine the work environment for employees (Ahuja and Katila, 2001). These changes might cause a degree of misfit between the relatively stable personal work values (of the employee) and those of the changing work environment (Bordia et al., 2004). When an environment of rapid, sometimes unpredictable organizational change is coupled with individuals who do not necessarily embrace the change, a perception of misfit between employee and organization may arise. Because of personal and organizational antecedents such as job insecurity, subjective reward systems, employees can not express their true opinions and feelings about the change, the result of which an employee creates facades of conformity instead of resisting to survive in this new work environment. A facade is the face, especially an artificial or false front. During the change process, employees present facades of conformity that is usually crafted specifically to create a favorable impression such as following the change missions or programs. By pretending that they support the change, employees would have pursued the goal of satisfying change agents in a way that will not create unnecessarily bad impressions of their public image in that organization. However emotionally or cognitively they experience something disturbing as they are acting as a real self. Therefore, a person may behave in a certain way to convey a certain impression, yet feels an entirely different emotion. This contradiction between inner self and outside face will cause stress for those individuals. When behaviors are incongruent with values, individuals will feel tremendous discomfort, emotionally and physically. They will not function optimally.

Within this context, it can be hypothesized that when the justice perceptions of employees is high, creating facades of conformity will decrease; because, in fairness environments, employees will get adequate and necessary explanations and information for the organizational decisions and their level of trust to their managers and the organization as whole increase as they will be treated in respect and dignity. In this justice and trust environment, employees will be able to express their feelings without fear and they don't need to make any manipulations in their behaviors, attitudes and words. The impact of organizational justice and creating facades of conformity is connected to a very important attitude of employees namely "job engagement" as the dependent variable of the study.

> *H1: Organizational justice has a positive explanatory power on "creating facades of conformity" behavior of the employees.*

Job Engagement

In recent years, there has been a great deal of interest in employee engagement. Although employee engagement has become a hot topic among practitioners and consultants, there has been practically no empirical research in the organizational behavior literature. Instead of traditional organizational structures and a strong emphasis on economic principles, the focus in modern organizations is on the management of human capital. This means that- in the words of Dave Ulrich (1997) "Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee." Instead of just "doing one's job",

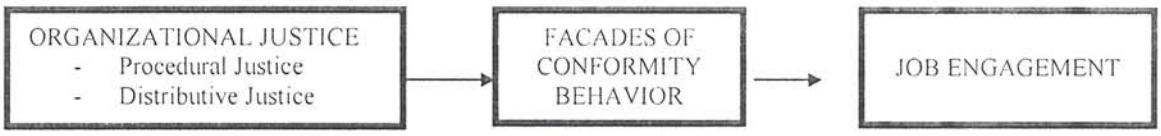
©Copyright 2009 by the Global Business and Technology Association

employees are expected "to go to the extra mile." Thus, employees are needed who feel energic and dedicated and who are absorbed by their work. In other words, organizations need engaged workers (Schaufeli and Salanova, 2008). Maslach and Leiter (1997) define engagement as the antipode of burnout. Conversely, Schaufeli et al. (2002) view engagement and burnout as two independent but closely related states. These researchers define engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. The possible consequences of work engagement pertain to positive job-related attitudes, individual health, extra-role behaviors and performance. Many have claimed that employee engagement predicts employee outcomes, organizational success and financial performance (Harter et al., 2002).).

Within the context of this article, we can hypothesize that in organizational justice environments "job engagement" attitudes of the employees can easily prevail. Previous research in the literature approves that justice perceptions increases the extra-role behaviors and performance of the employees. When employees perceive that they are treated fairly with respect and dignity they will be more inclined to their job and organizational goals. In terms of social-exchange theory and "the norm of reciprocity", employees will show more extra role behaviors to compensate this fair environment. So the second hypothesis of the article is that:

H2: Organizational justice has a positive explanatory power on job engagement attitude of the employees.

With this theoretical background, theoretical research model of this article can also be exhibited as in Figure 1:



Besides the expected direct impact of organizational justice on creating facades of conformity and the impact of organizational justice on job engagement, the mediating role of "creating facades of conformity" on the impact of organizational justice on job engagement will also be tested. Organizational justice may have a direct impact on job engagement attitudes of the employees, but creating facades of conformity can increase this effect and also creating facades of conformity may have more explanatory power on job engagement comparing organizational justice. So the third hypothesis of the article is:

H3: Creating facades of conformity mediates the impact of organizational justice on job engagement.

METOD

Sampling and Procedure

Participants: With convenience sampling method, chosen on convenience of access, participants completed the study's instruments on a voluntary basis. The sample of this study will include white color employees working full time in private organizations in wide range of industry sectors (manufacturing, education, including, computer services, accounting and customer relations), experienced an organizational change over the last one year in Istanbul, Turkey.

Procedures: Questionnaires are distributed to those volunteered to participate in this study by visiting the companies and taken back within 15 working days. The surveys were also accompanied by a letter explaining the focus of the study. It was reminded the participants that their responses were completely confidential.

Measures

©Copyright 2009 by the Global Business and Technology Association

Creating facades of conformity scale which is developed by Hewlin (2003) for her own dissertation is used to measure facades of conformity variable. The scale is composed of twelve items. The 5th, 7th, 8th, 9th and 12th items were reversed.

Job engagement scale used in this study, namely, "Utrecht Engagement Scale" was developed by Schufeli et al. (2002). It consists of seventeen items which were designed to assess three components of engagement; vigor, dedication and absorption. Some sample items are for vigor "I feel vital and strong when I work", for dedication "My work still inspires me" and for absorption "Time flies when I am working". There is no reverse item in this scale.

Organizational justice scale developed by Moorman (1992) was used. There are six items measuring distributive justice and twelve items measuring procedural justice (including interactional and informational justice). There is no reverse item in this scale.

FINDINGS AND RESULTS

To be able to test the impacts of model variables, factors are computed and the reliability analysis were done to all of the factors by SPSS 17.0 version. Creating facades of conformity scale was computed two factors. The KMO measure of sampling adequacy revealed a value more than .50, which means that it is statistically appropriate to rely on the sampling to see if the correlations are meaningful. In addition, loadings under each factor were examined and those items that have low factor loadings were excluded from the analysis. Thus, the 4th, 6th and 11th items were discarded due to low loadings and contextual misfit with the two main factors. Two factors yielded a KMO value of .773 and the Bartlett's test of sphericity yielded a significant result with a p=.000. Therefore, it was concluded that the data is appropriate for carrying out the factor analysis and that the factor analysis results are valid. Two factors were named as "masking true feelings" and "being free of hypocrisy" in this study.

Secondly, all of the items of "job engagement scale" were entered to the factor analysis. At first, SPSS computed 3 factors but the third factor is only composed of Q8. Therefore this one item is excluded from the analysis and the factor analysis repeated. Q12 and Q5 were also excluded from the analysis because of their low factor loadings. SPSS computed two factors but again the second factor has only one item therefore this factor (composing Q13) was excluded from the analysis. At the end, one factor composing of 11 items was calculated as "job engagement" factor. Cumulative variance, reliability scores and factor loading are exhibited in Table 2.

Lastly, organizational justice scale items were entered to factor analysis. SPSS computed 2 factors as it is in Moorman's original scale. One factor is "distributive justice" and second factor is "procedural justice". Only one item (Q1) in distributive justice factor is excluded from the analysis since it decreases the reliability of the factor structure. In the literature, some researchers define "informational" and "interactional" justice as a separate factor from procedural justice whereas in this study informational and interactional justice is unified in one factor as "procedural justice".

To test the explanatory power of independent variables on the dependent variable a series of multiple regression analysis were conducted. In the first analysis to test H1 *(organizational justice has a positive explanatory power on "creating facades of conformity" behavior of the employees)*, procedural and distributive justice variables were regressed on first "masking true feelings" and secondly "being free of hypocrisy" factors of the facades of conformity behavior, so two regression models were tested. As the results indicate (see Table 1), procedural justice has a meaningful explanatory power on masking true feelings. The Beta co-efficient .549 which indicates a moderate to high impact of procedural justice on masking true feelings. The total explanatory power of the model (R square) is 30.2 %. These results verify the important contribution of procedural justice on creating facades of conformity. When it comes the second sub-component of creating facades of conformity "being free of hypocrisy" as it seen in Table 2, distributive justice has a meaningful explanatory power on this variable. The impact of distributive justice on being free of hypocrisy is (Beta coefficient) .348 whereas the explanatory power of the model is .113 (low-to moderate) These analyses proved the explanatory power of justice on creating facades of conformity and H1 is accepted.

Table 1: The Explanatory Power of Organizational Justice on Masking True Feelings

©Copyright 2009 by the Global Business and Technology Association

VARIABLES	R SQUARE	F	SIGNIFICANCE F	BETA	T	P
VARIABLES THAT ENTERED IN TO THE REGRESSION	**.302**	46.276	.000			
PROCEDURAL JUSTICE				**.549**	6,803	,000

INDEPENDENT VARIABLES: Procedural and distributive justice
DEPENDENT VARIABLE: Creating facades of conformity: "Masking true feelings"

Table 2: The Explanatory Power of Organizational Justice on Being Free of Hypocrisy

VARIABLES	R SQUARE	F	SIGNIFICANCE F	BETA	T	P
VARIABLES THAT ENTERED IN TO THE REGRESSION	**.113**	14,877	.000			
DISTRIBUTIVE JUSTICE				**.348**	3.857	.000

INDEPENDENT VARIABLES: Procedural and distributive justice
DEPENDENT VARIABLE: Creating facades of conformity: "Being free of hypocrisy"

In the second regression model, the explanatory power of organizational justice on "job engagement" was tested and distributive and procedural justice was regressed on job engagement. As it is exhibited in Table 3, procedural justice entered to the regression equation as the independent variable. The impact of procedural justice on job engagement is. 348 and the total explanatory power of the model is 47%. Distributive justice together with procedural justice has no meaningful impact on job engagement; therefore, H2 is supported. That is organizational justice has a positive explanatory power on job engagement.

Table 3: The Explanatory Power of Organizational Justice on Job Engagement

VARIABLES	R SQUARE	F	SIGNIFICANCE F	BETA	T	P
VARIABLES THAT ENTERED IN TO THE REGRESSION	**.469**	97,994	.000			
PROCEDURAL JUSTICE				**.348**	3,587	.000

INDEPENDENT VARIABLES: Procedural and distributive justice
DEPENDENT VARIABLE: Job engagement

At last, mediating role of "creating facades of conformity" between organizational justice and job engagement was tested. According to Baron and Kenny's regression model, mediating analysis is done in 3 steps with a hierarchical regression analysis. First the impact of independent variable (organizational justice) on the dependent variable (job engagement) has to be tested. Secondly, the impact of mediating variable (creating facades of conformity) on dependent variable is tested and in the third step independent and mediating variables entered into the model together. If mediating variable has more impact than independent variable or the impact of independent variable decreases with the inclusion of mediating variable, we can say that there is a mediation effect. The steps of the hierarchical regression analysis were presented in Table 4. Creating facades of conformity especially masking true feelings sub-component has a very high explanatory power on job engagement and the explanatory power of the model is quite high (R Square: .621). Comparing the effect of organizational justice variables on job engagement, this impact is larger. In the last step of hierarchical regression, organizational justice and creating facades of conformity were entered to the analysis together. The variables which have a meaningful impact on job engagement are "procedural justice" and "masking true feelings". When entered to the analysis together with creating facades of conformity variables the impact of procedural justice does not change dramatically. The Beta impact of masking true feelings is larger than procedural justice, but the impact of procedural justice also protects its explanatory power. Without the contribution of creating facades of conformity, procedural justice still has a good explanatory power on job

©Copyright 2009 by the Global Business and Technology Association

engagement. This result shows us that creating facades of conformity doesn't have a mediating role on the impact of organizational justice on job engagement, therefore, H3 is rejected. However, organizational justice and creating facades of conformity can be taken as two important determinants of job engagement attitude.

Table 4: The Mediating Role of Creating Facades of Conformity between Organizational Justice and Job Engagement

VARIABLES	R SQUARE	F	SIGNIFICANCE F	BETA	T	P
VARIABLES THAT ENTERED IN TO THE REGRESSION	**.621**	84,442	.000			
MASKING TRUE FEELINGS				**.771**	12,718	.000
BEING FREE OF HYPOCRISY				**.178**	2,942	.004

INDEPENDENT VARIABLES: Creating facades of conformity
DEPENDENT VARIABLE: Job engagement

VARIABLES	R SQUARE	F	SIGNIFICANCE F	BETA	T	P
VARIABLES THAT ENTERED IN TO THE REGRESSION	**.672**	101,298	.000			
MASKING TRUE FEELINGS				**.564**	8,297	.000
PROJEDURAL JUSTICE				**.367**	5,398	.000

INDEPENDENT VARIABLES: Creating facades of conformity sub components, Organizational justice sub-components
DEPENDENT VARIABLE: Job engagement

Above all, the most important point is that what all these relations mean for the organizational practitioners and what the managerial implications of this study findings. One of the important finding is that the employees' fairness perception increases the level of job engagement is proved. Job engagement may be the last sustainable competitive advantage that post modern organization seeks and is an important social capital for the companies which create extra role behaviors and this performance can be reflected in the bottom-line results of the companies. It is an emerging psychological construct that purports to measure individuals' level of psychological presence at work. As it is stated in the literature part, engagement means more proactive, dedicated, creative and collaborative employees and companies need such employees to run their business especially in change processes. Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to have engaged employees: energic and dedicated employees who are absorbed by their work. It is clear that companies have to create justice climates for their employees in order to increase their engagement level and to take advantage of their human capital. For the future studies, some other variables such as the personality factors (self-efficacy, political skill, and core self evaluations) can be included into the research model.

In today's business world, employers and managers seek for trustworthy and reliable employees that they can count on, especially in difficult times such as organizational change; additionally they value effective workplace communication which is very important for smooth and efficient functioning of any organization; however, by creating facades of conformity, employees hide their true feelings from their colleagues. This action might be accepted as a negatory behavior. Additionally, by not expressing true opinions and feelings about their value incongruence or other personal concerns about the change might cause serious problems in the organization prospectively and abrogates the opportunity to fix the related problems and stimulate a healthy debate over the validity of the decisions. If employees create facades of conformity, their behaviors also signal some important and critical issues regarding to their work environment such as poor communication and mistrust

©Copyright 2009 by the Global Business and Technology Association

to others. Also, masking true feelings takes its toll on individual work related outcomes such as job engagement. The impact of creating facades of conformity on job engagement is also empirically proven in this study. If employees have an attitude to mask their true feelings, their level of job engagement decreases. Additionally, organizational justice also has a good explanatory power on creating facades of conformity. As no previous studies had tested the empirical associations between *perceived fairness*, this study is the first attempt to search this impact and found that perceived fairness has an effect on masking true feelings. Resistance to change literature explains that how people are treated and how the change is implemented can have considerable influence on employees. Research in organizational justice also has shown that when employees see themselves as being treated fairly, they develop attitudes and behaviors required for successful change - even under conditions of adversity and loss (Cobb et al., 1995). In contrast, when organizational decisions and managerial actions are deemed unfair, the affected employees experience feelings of anger, outrage and a desire for retribution (Greenberg, 1990). In our study it was expected to find a negative impact of perceived fairness on creating facades of conformity. Contrary to what has been previously explained for fairness in literature, this study found that perceived fairness has a positive impact on masking true feelings. It can be explained that if an employee was treated fairly or change was implemented equitably in their organization in the past, he or she would not express his or her contrariety by resisting and instead be patient and keep his or her silence by masking their real intention believing that things can change in a positive way or they can benefit from change one way or another without drawing any attention.

We believe that our study findings will have substantial importance for managerial roles within employee relations, human resources and management strategies. This study adds to the evidence the crucial importance of organizational justice in organizational change processes and employee attitudes towards change. The findings of this research will suggest that necessary footsteps should be taken prior and after the change in order to have a less confusing and more peaceful workplace and also to establish more supportive and trustable relationships between employees and managers.

REFERENCES

Ahuja, G. and R. Katila (2001). Technological Acquisitions and the Innovation Performance of Acquiring Firms: A Longitudinal Study. *Strategic Management Journal*. 22, 3, 197-220.

Ambrose, M. L. (2002). Contemporary Justice Research: A New Look at Familiar Questions. *Organizational Behavior and Human Decision Processes*. 89, 803-812.

Bates, S. (2004). Getting Engaged. *HR Magazine*. 49, 44-51.

Bies, R. J. and J. S. Moag. (1986). Interactional Justice: Communication Criteria of Fairness. In R. J. Lewicki, B. H. Sheppard and M. H. Bazerman. In (Eds.) *Research on Negotiation in Organizations*. 1, 43-55. Greenwich, Connecticut: JAI Press.

Bordia, P., E. Hunt, N. Paulsen, D. Tourish and N. DiFonzo. (2004). Uncertainty during Organizational Change: Is It All About Control? *European Journal of Work and Organizational Psychology*. 13.3, 345-365.

Cobb, T., R. Folger and A. Wooten (1995). The Role Justice Plays in Organizational Change. *Public Administration Quarterly*. 133-51.

Colquitt, J. A. and Greenberg, J. (2003). Organizational Justice: A Fair Assessment of the State of the Literature. In: J. Greenberg (Eds.), *Organizational Behavior: The State of the Science*. 165-210. Mahwah, NJ: Lawrence Erlbaum Associates.

Colquitt J. A., D. E. Conlon, M. J. Wesson, C. O. L. H. Porter and K. L. Ng. (2001). Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*. 86, 3, 425-445.

©Copyright 2009 by the Global Business and Technology Association

Demerouti, E., A. B. Bakker, P. P. M. Janssen and W. B. Schaufeli. (2001). Burnout and Engagement at Work as a Function of Demands and Control. *Scandinavian Journal of Work, Environment & Health*. 27, 279-86.

Folger, R. and R. Cropanzano. (1998). *Organizational Justice and Human Resources Management*. Beverly Hills, CA : Sage.

Folger, R. and M. A. Konovsky. (1989). Effects of Procedural and Distributive Justice on Reactions to Pay Raise Decisions. *Academy of Management Journal*. 32, 115-130.

Greenberg, J. (1990). Organizational Justice: Yesterday, Today and Tomorrow. *Journal of Management*. 16, 399-432.

Greenberg, J. (1987). Reactions to Procedural Injustice in Payment Distributions: Do the Means Justify the Ends?. *Journal of Applied Psychology*. 72, 55–61.

Hewlin, P. F. (2003). And the Award for Best Actor Goes to...: Facades of Conformity in Organizational Settings. *PhD Dissertation*. New York: New York University.

Harter, J. K., Schmidt, F. L. and T. L. Hayes. (2002). Business-unit-level Relationship between Employee Satisfaction, Employee Engagement and Business Outcomes: a Meta-analysis. *Journal of Applied Psychology*. 87, 268-79.

Homans, G. C. (1961). *Social Behaviour: Its Elementary Forms*. Routledge and Kegan Paul. London.

James, K. (1993). The Social Context of Organizational Justice: Cultural, Intergroup and Structural Effect on Justice Behaviors and Perceptions. In Justice in the Workplace: Approaching Fairness in Human Resource Management. 21-50. Edited by R. Cropanzano. Hillsdale, NJ: Erlbaum.

Kluckhohn, C. K. (1951). Values and Value Orientations in the Theory of Action. In T. Parsons and E. A. Shils (Eds.), Toward a General Theory of Action. Cambridge, MA: Harvard University Press.

Maslach, C. and Leiter, M. P. (1997). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco, CA: Jossey-Bass.

Nystrom, P. C. (1990). Differences in Moral Values Between Corporations. *Journal of Business Ethics*. 9, 971–979.

Richman, A. (2006). Everyone wants an engaged workforce how can you create it? *Workspan*. 49, 36-39.

Schaufeli, W. B. and M. Salonava. (2008). Enhancing Work Engagement through the Management of Human Resources. In K. Naswall, M. Sverke and J. Hellgren (Eds.). *The Individual in the Changing Working Life*. 380-404. Cambridge University Press.

Schaufeli, W. and A. B. Bakker. (2004). Job Demands, Job Resources and Their Relationship with Burnout and Engagement: A Multi-sample Study. *Journal of Organizational Behavior*. 25, 3, 293.

Schaufeli, W.B., M. Salanova., V. Gonzalez-Roma and A. B. Bakker. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*. 3, 71-92.

Thibaut, J. and L. Walker. (1975). *Procedural Justice: A Psychological Analysis*. Hillsdale, NJ: Erlbaum.

Ulrich, D. (1997). *Human Resource Champions*. Harvard Business School Press. Boston, MA.

©Copyright 2009 by the Global Business and Technology Association