**APPENDIX I**

**Measurement**

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| Scales Loading AVE CR |
| *Reward Expectancy* .45 .80My salary depends on my performance on my job .79I receive pay that is directly tied to successful job performance .76Even if I do not perform well in my job, it will not affect what I am paid (RC) .36I have the opportunity to earn more money by achieving performance goals on the job .62My organization’s policies on compensation are directly tied to how people perform on the job .80*RTC*  .86 .92  *Emotional Reaction* .84When I am informed of a change in plans **in my company**, I tense up a bit .40If I were to be informed that there’s going to be a significant change regarding the way things are done at work, I would probably feel stressed .75When things don’t go according to plans **on my job**, it stresses me out .72If my boss changed the criteria for evaluating employees, it would probably make me feel uncomfortableeven if **I think I’m a good employee** .46 *Routine Seeking*  .81I generally consider changes to be a negative thing .61I’ll take a routine day over a day full of unexpected events any time .46I like to do the same old things rather than try new and different ones .57Whenever my life forms a stable routine, I look for ways to change it (RC) .29I’d rather be bored than surprised .61 *Short Term Thinking* 1.02I sometimes find myself avoiding changes that I know will be good for me .54Changing plans **on the job** seems like a real hassle to me .65Often, I feel a bit uncomfortable even about changes that may potentially improve my life .63When someone pressures me to change something, I tend to resist even if I think the change may ultimately .39benefit me |

Bolded words reflect slight modifications in items because, according to our bi-lingual group of experts from the region, the original wording did not translate well for equivalent meaning in Russian, or was needed to be consistent with local practice. (RC) denotes reverse-coded items. AVE= Average Variance Expected. CR= Composite Reliability.

**APPENDIX I**

**Measurement**

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| Scales Loading AVE CR |
| *Trust in Top Management*.64 .87I know **top** management will be trustworthy in all situations .79I feel that **top** management can be trusted .90Sometimes I cannot trust **top** management (RC) .58I trust **top** management .87*Procedural Justice* .45 .75The policies and procedures of my company are free of personal bias .44Policies and procedures in my company are fair .83The policies and procedures are applied consistently in my company .46Overall, my company’s policies and procedures are fair .82*Organizational Commitment*.36 .79I would be happy to spend the rest of my career with this organization .57This organization has a great deal of personal meaning for me .74 I do not feel a strong sense of belonging to my company (RC) .63I really feel as if this organization’s problems are my own .53I think I could easily become as attached to another organization as I am to this one (RC) .41I do not feel like part of the family at my organization (RC) .58I do not feel “emotionally attached” to this organization (RC) .68 |

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