**APPENDIX I**

**Measurement**

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

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

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.