

Psychological Contract Breach and the Organization - Meta-Analysis

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Abstract- Purpose: The purpose of this paper is to provide a Meta-Analysis the find the relation of breach of psychological contract on job satisfaction and job performance, and its future way forward for the development in the area of organizational psychology.

Design/methodology/approach: A total 36 articles on the effect of PCB in the area of job satisfaction and job performance published between 1994 and 2017 were reviewed, a possible forthcoming direction towards the area of psychological contract benefiting job satisfaction and job performance.

Finding: The tools and techniques for measuring each variable was independent, but while pulling the correlation, the results of the tools used helped to reach to a finding. Here we can also note that each of the tools use are independently powerful to measure each variable.

Originality/Value: The research work on psychological contract and its breach was started as motivation to find out the relation among the two and how productivity is affected. More so, further analysis has shown a vivid relation of psychological contract in the field of organizational psychology, and not only the domain but also in organization. In this study researchers have provided a completely new direction to look towards the job satisfaction and attitude.

Key Words: Psychological Contract, Breach, Job Satisfaction, Job Attitude, Job Performance

I. INTRODUCTION

Job satisfaction and job performance have a controversial relation amongst the two, where industries have tried and are still tried to bridge the gaps for more than a decade (Iaffaldano, 2007). There have number studies, researchers and rigorous work done that support psychological contract breach and performance dimensions (P.Mathjis Bal, 2010) There number of research that has be conducted to find the relation between PCB and employee relation, a fundamental of the working relations in an organization is the psychological contract breach between psychological contract and their organization (D.M., 1989).

To maintain the momentum with this constantly expanding volume of research , a number of analysis and summaries have been conducted to find out the effect of PCB and job satisfaction , job attitude and job performance studies have has been applied from both empirical perspective (Brayfeild A.H., 1955) and a theoretical orientation . (Michelle T. Iaffaldano, 1985)

For the past couple of years, there has been an inquisitiveness, therefore comparatively there is has been fewer number of Meta-Analysis research consisting of the effect of PCB on Job satisfaction, Job Attitude and Job performance. Throwing a light upon OCB would even give a better understanding regarding the researches that has been conducted through the time period (2007 and 2014).

A current Meta-Analysis revealed that relevant relations between PCB and work related (Zhao, 2007) constructs over the affective event theory (Weiss, n.d.). According the theory, situations and events occurring at the workplace mould emotions job attitude and behavior (P.Matthijs Bal, 2010) .

Breach contributes to the most irresistible idea of linking psychological contract to outcome which occurs ‘when one party in the relationship perceives another to have failed to fulfil promised obligation(s)’ (Robinson & Rousseau, 1994) whereas violation indicates to the extreme affective feedback that follow breach on certain cases (Conway & Briner, 2009) .

In the search for a better understanding how PCB affect employee and how the organization prepare themselves when a PCB does occur, specific questions related to PCB on attitudinal and behavioral job outcomes need to be posed too, and answers should be found therein in an effort to guide policy making and its implementation to by the organization. It is here that this research seeks in contributing by finding answers to questions posed herein.

Considering the current scenario in organizations of PCB and job satisfaction, job attitude and job

performance and highlighting over OCB. While previous meta-analytical researchers were data driven and where not appreciated, a correlation among the three would lead to a concrete result regarding the affective events and the breach of contract.

II. PSYCHOLOGICAL CONTRACT

Psychological Contract originates from the writings of Argyris and Schein focusing mainly on the employment relationships between employees and employers and the various unwritten possibilities that prevails in the psychological contract and thus this concept has achieved prominence in the recent years (Aggarwal & Bhargava, 2009).

Therefore, we can describe Psychological Contract is an agreement that prevails between the employer and employee. Its main characteristics being between the expectations - the organization has from its employees, the expectation the employees have from their organization and what the organization is capable to offer in return (Dhanpat & Parumasur, 2014). Psychological Contract can also be defined as “the terms of social exchange relationships that exists between individuals and their organizations” (Turnley & Feldman, 2000).

The ‘focus’ should always be on employment relationship. Though the relationship at work is recognized, but they do not place the relationship between employer – employee at the center stage, as is in the case with psychological contract. The contract could also be considered as an exchange relationship (Conway & Brine, 2006).

Psychological contract inspires workers to fulfill promises made to their employers. There are comprehensive designs that distinguish the behavior between workers and employers. Therefore, PC can be divided into the following types:

- *Relational Psychological Contract* is where workers and employers adhere to the requirements of each other – loyalty, as well as an open-ended responsibility for the future – stability. On the other hand, organizations that believe in the relational contract consumes the risk of economic ambiguity and safe guards the employees from an economic decline (Rousseau, 2004). Not only are they evaluated on economic resources but also are unequivocally related to individual as well as social – emotional values (Savarimuthu & Rachael, 2017).

- *Transitional Psychological Contracts* includes short-term duration of work. *Transitional psychological contract* is characterized where the employees’ contributions are less (Rousseau, 2004).

In this type of contract, workers adapt to the organization as a place where individuals complete their work and a minimal emotional attachment. It is where they seek immediate rewards for the work such as pay (Savarimuthu & Rachael, 2017).

- *Balanced Psychological Contract* combines the open – ended responsibility and trust of relational contract with transactional contract. Balanced contracts lead to shared risks between worker and employer (Vos, et al., 2005).

II. PSYCHOLOGICAL CONTRACT BREACH

Breach includes the acknowledgement that one’s management was not able to satisfy one or more accountabilities. The understanding between the employer and the employee is breached when the employees’ evaluation is based merely on the perception. Researchers conclude that violation is perhaps due to the cognitive aspects as the organization has perhaps failed in the deliverance of the psychological contract (Morrison & Robinson, 1997).

According to Turnley & Feldman, around 25% of the employees feel insecure and let down when the same organization deprives them of the promises, like health care benefits, power and of course the most important – secure employment. Hence psychological contract violation plays a deterrent role in the retention of the disgruntled employees (Vos, et al., 2005).

III. PSYCHOLOGICAL CONTRACT BREACH AND JOB SATISFACTION

Job satisfaction determines the potential of the employee to perform and the environment an employee establishes in their job. It is related to culture where an employee performs his/her duties to meet the targets. Compensation and benefits, job security, colleagues, working environment and the quality of work, all these automatically result in job satisfaction – and any discrepancies herein will automatically decrease the level of satisfaction. The employee violates the psychological contract only

when he identifies the disparities in the reciprocal promises made between him and the organization and this may then lead to job dissatisfaction, absenteeism and turnover (Knights & Kennedy, 2005).

According to Knights and Kennedy, job *satisfaction* is a feeling of high-level satisfaction leading to a positive attitude towards the job and vice versa (Ojedokun, 2008) . Whereas, various external and internal conditions enhance the performance and satisfaction of the employee.

Satisfaction is very important and relevant for the employee as well as for the organization. A satisfied employee not only helps in increasing productivity and profits, but they also help in creating a good congenial working environment in the organization. Job satisfaction reflects prompt and effective reaction to the job and the job facets. This develops only after the employee has a firm understanding, regarding the work and the role, as well as the Organizational goals and values, performance expectation and their consequences.

IV. PSYCHOLOGICAL CONTRACT BREACH - JOB PERFORMANCE & ORGANIZATIONAL CITIZENSHIP BEHAVIOR

As from previous researches, we have come across that PCB has a negative effect on job satisfaction (Turnley, n.d.). With rigorous research and previous work – we have delved into two types of work “Job Performance” (in-role) and organizational citizenship behavior (extra role) (William, Vol.17). When we are in an organization, we tend to interact and reciprocate to the contribution that each of the employee are presumed to bequeath (Blau, 1964). With regards to the terms of reciprocation (Goulder, Vol.25, NO.2).

According to the norm of reciprocity, when an organization accomplish the promises made with the employees, things start going haywire, on the other hand the employee modify their benefactions towards their employers (e.g. Absenteesism and less productivity). Therefore, we can say PCB is negatively correlated to job performance. On the contrary, when an employer implements the promises made to the employees, they get motivated and commission in discretionary behaviors which comprise of high productivity and organizational citizenship behavior (Coyle-Shapiro, Vol.23) Therefore , like job performance, with regards to

previous researches, we can say negatively correlate PCB and OCB (Turney, 2003)

V. METHODOLOGY

Design

An integrable literature review was organized to incorporate the results by using Meta-Analysis (Glass, 1981).

Search Strategy

The search strategy included methodical search in Journals such as:

1. Journal of Applied Psychology.
2. Academy of management Journal.
3. Journal of Vocational Behaviour.
4. Journal of occupational behaviour
5. Journal of occupational psychology.
6. International journal and management
7. American Psychological Association.
8. Journal of Organizational behaviour.
9. International journal of business and social sciences
10. Academy of management review
11. Academy of management journal
12. Journal of health and human services administration
13. Academy of management
14. Journal of Managerial psychology
15. International journal of management reviews
16. Procedia – Social and behaviour sciences
17. Personnel Review
18. Problems and perspectives in Management
19. Policing: An international journal of police strategies and management
20. Scientific research publishing
21. Applied HRM research.
22. Management international conferences
23. International development of management and review
24. International research journal of human resources and social sciences.
25. Journal research in business and management

The search terms were determined through previous existing literature. First, the several articles were extracted from the journal mentioned above. The key terms that were used for the obtaining the results were some like contract fulfilment, contract breach, psychological contract, job satisfaction, job attitude, OCB. During the process, a secondary screening was also conducted by following the references from

the articles were explored to get more articles relating to the analysis. Empirical articles published between 1994 and 2017 were thoroughly examined to develop ultramodern scope of the concept. Annual conferences paper like management conferences and organisational conferences, were also considered as conference papers lie the most appropriate and UpToDate information. Many accepted dissertations and thesis from reputed institutions were included in the meta-analysis.

Search Outcomes

The initial search included 256 studies. After pondering, 36 articles (including manual research) were relevant to the topic in the study. Job satisfaction determines the potential of the employee to perform and the environment an employee establishes in their job. It is related to culture where an employee performs his/her duties to meet the targets. Compensation and benefits, job security, colleagues, working environment and the quality of work, all these automatically result in job satisfaction – and any discrepancies herein will automatically decrease the level of satisfaction. The employee violates the psychological contract only when he identifies the disparities in the reciprocal promises made between him and the organization and this may then lead to job dissatisfaction, absenteeism and turnover (Knights & Kennedy, 2005).

VI. ANALYSIS & DISCUSSION

To have a concrete result, correlation and forest plot was used to see the difference in the studies from 1994-2014. It is very visible from Figure 1 the correlation that PCB has a major effect on the OCB of individuals in the organization. The correlation in graph has gone below -2, which suggests that breach in PC implement a negative correction. This can be further be clarified through forest plot Figure 2, as PCB related to satisfaction, most of the relation has gone as highest as -1.5 when it comes to PCB and satisfaction. Whereas it is also clear from the forest plot, that employees having a clear knowledge about their psychological contract have provided with positive feedback.

As we are aware that psychological contracts are promises made with the employees and the employers and a breach would cause either to intentions to quit, aggressive job attitude. We can

also see from both the Figure 1 and Figure 2, that when an employee has a positive psychological contract, the correlation reaches higher than breach that is 3.

VII. PRACTICAL IMPLICATION AND CONCLUSION

Through our meta-analysis from 1994 to 2017, it is clear that employees do want a proper relation with the organization and vice versa. **Error! Not a valid bookmark self-reference.** shows the various researchers and their contribution to this field. Organization should be fully aware regarding fulfilling their promises. An appointment letter is not the only relation that should be shared among employees and employers.

Another observation through density of work, it can explain a number of ways through organizations can reduce the effect of PCB.

If we consider age as a moderator for young worker, we see that ($\beta=0.50$, $p<0.50$) (P.Mathhgujs Bal, 2007). Which signifies the correlation between young worker are higher and can remain high if the following methods can be followed.

Young workers tend to respond towards the breach very easily and hence become less attaches. Providing orientation, introductions, team lunches, target meeting, opportunities of taking risks are a way to keep up the “unwritten contract”. Decreasing the trust, commitment, satisfaction, HRM can implement various policies – which should be discussed and implemented with the knowledge of the employees, which helps the employees realize that they are a part of the place they work. On the contrary, we shouldn’t forget that an employee spends more than 8 hours in the organization to benefit the same

If we consider age as a moderator for older worker, we see that ($\beta=-0.20$, $p<0.50$) (P.Mathhgujs Bal, 2007). Experienced and older showed a stronger decrease in effect of breach with comparison to attitude, satisfaction and OCB.

When we talk about older or experienced workers, who have worked in an organization for a longer a period of time, their expectations are to be associated with the organization.

The meta-analysis shows various pathways, and creating a pathway through which relations between psychological contract and employee relation plays a huge role

Table 1 (Meta-Analysis)

Sl. No	Author	Title	Year	Source	Variables	N	Performance Criterion	Satisfaction Measure	r PC/JS	r PC/JA	r PC/OCB	r PCB/JA	r PCB/JS	r PCB/JP	r PCB/OCB	Findings
1	(Sandra L. Robinson, 1994)	Violating the Psychological contract: not the expectation but the norm	1994	Journal of organisatio n behaviour	PC PCB JS JP	128	Self	5-point scale					-0.76	-0.41		Breach decreases JP and OCB
2	(Denise M. Rousseau, 1998)	Assessing psychological contracts: issue, alternatives and measure	1998	Journal of Organisatio n Behaviour	PC PCB JS Obligation fulfilment	48	Self	Global indicators measure of contract fulfilment Dichotomous index of violation					-0.53			PCB decreases JA
3	(William H. Turnley, 1998)	Psychological contract violations during corporate restricting	1998	Human Resource Managemen t	PCB Turnover	541	Self	Four-item Likert scale					-0.87			PCB decreases JS
4	(M.Rousseau, 2000)	Psychological Contract Inventory - Technical Report	2000		Types of PC(USA vs Singapore)	492	Self	PCI	0.36 0.52							PC increases JS in both the countries
5	(Davidson, 2001)	The changing nature of OC in the IT Industry: 1997-2001	2001	Kingston Business Review	PC Six Bipolar Continuums (Attitude)	132	Self	PC- Six criterion questionnaire Discussion groups		0.75 0.25 -0.25 -0.75						PC increases the six bipolar continuums and attitude
6	(Pines, 2002)	The changing psychological contract at work and employee burnout	2002	Journal of health and human services administrati on	PC JS (Israeli v/s America)	132	Self	PCI 5-point Likert scale	-0.29 0.07							On the contrary, pc decreases in Israel vs America
7	(Usman Raja, 2004)	The impact of personality on psychological contract	2004	Academy of Managemen t Journal	PCB JS JP	197	Self	NEO Five Factor Inventory EPQ WLCS Eight item Rosenberg Global self-esteem scale Psychological contract scale Five item measure – breach Four item – Violation				-0.72	-0.15	-0.68		PCB decreases all three that has been measured: 1.JS 2.OC JA
8	(Chun Hui, 2004)	Psychological contract and Organizational citizenship behaviour in Chinese : Investigating	2004	Journal of applied psychology	PC OCB	107	PC- Self OCB – Supervisor	PC – PCI OCB – .6-point scale			0.99					There is a high correlation between PC and OCB

		generalizability and instrumentality														
9	(Janice Anna Knights, 2005)	Psychological contract violation: Impacts on Job satisfaction and Organizational commitment among Australian senior public servants	2005	Applied HRM	PCB JS	387	Self	PCB- 9 item scale JS – 18 item scale						-0.77		PCB decreases JS
10	(Jacqueline A-M, 2006)	Consequences of the psychological contract for the employment relationship: a large-scale survey	2006	Journal of management	PCB – JS OCB	7656	Self	Psychological contract fulfilment (Obligation) Organizational Commitment Perceived Organizational Support OCB						-0.98	-0.92	PCB negatively correlated to JS and OCB
11	(Neuman, 2006)	The psychological contract and individual differences	2006	Journal of vocational behaviour	PC Individual differences (attitudes)	7300	Self	Employee <i>Obligation</i> :5 – Point Likert scale <i>Employee fulfilment of obligation</i> : 5-point Likert scale <i>Employee Obligation</i> : 5-point Likert scale <i>Exchange theory</i> : five-item scale (Eisenberger) <i>Creditor Ideology</i> : three-item scale (Eisenberger)	0.71-0.95							Correlation of PC and JS is positive and ranges due to the <i>n</i> .
12	(Vos, 2006)	The role of the psychological contract in retention management: Confronting HR managers and employees' views on retention factors and the relationship with employee's intention to stay	2006	Emerald Insight	PC PCB JS	5286	Self	5 point Likert Scale	0.06					-0.21		PC increases JS PCB decreases JS
13	(Tallman, 2008)	Relating employees' psychological contracts to their personality	2008	Journal of Managerial Psychology	PC JA OCB	163	Self	NEO Five Factor Inventory 5-point Likert scale		0.15	0.31					PC has a positive correlation between JA and OCB
14	(Upasana Agarwal, 2009)	Exploring Psychological content in India: the employee and employer perspective	2009	Journal of Indian Business research	Types of PC and JS	538	Self	CIT CIT/Self						-0.45		Each type of PC has resulted in a negative correlation with JS

22	(Nelesh Dhanpat, 2014)	Re-establishing the psychological contract as a precursor to employee retention	2014	Problem and perspective in management	PC JS	302	Self	Cable (2008) PCI Pilot test	0.528								PC positively effects the satisfaction in work
23	(Jianwu Xhou, 2014)	Psychological contract, Organizational commitment and work satisfaction: survey of researchers in Chinese state -owned engineering research institutions	2014	Open Journal of Social Sciences	PC JS	517	Self	5-point Likert scale	0.335								PC positively effects the satisfaction in work
24	(Nalesh Dhanpat, 2014)	Re- establishing the psychological contrast as a precursor to employee retention	2014	Problems and perspectives in management	PC JS	304	Self	Seven point itemized scale	0.747								PC positively effects the satisfaction in work
25	(Leone van der Vaart, 2015)	Employee wellbeing - Intention to Leave and perceived employability - A Psychological contract approach	2015	SAJEMS NS	PC JA JS	300	Self	Likert Scale 4 item scale - Dewitt	0.35	0.25							PC positively effects the satisfaction in work and attitude
26	(John Rodwell, 2015)	Fulfil psychological contract promises to manage in-demand employees	2015	Personal Review	PCB JS	202	Self	PCB- Five item from the scale of perceived PCB (Robinson and Mirrison 2000) JS – Six-item JS scale developed by Agho et.al.(2993)						-0.25			Breach effects the satisfaction in work
27	(Salisu Umar, 2015)	Psychological contract and employee turnover intention among Nigerian employees in private organisation	2015	Management International Conference	PC JS	280	Self	PC – 4-point Likert scale JS – 4-point Likert Scale	0.321								PC positively effects the satisfaction in work
28	(Anon., 2015)	Impact of psychological contract on job satisfaction in banking sector	2015	Essay Sauce	PC JS	100	Self	Self-formulated	0.637								PC positively effects the satisfaction in work
29	(Dr.D.S.Chaubey, 2016)	Analysis of Psychological contract and its relationship with Job Satisfaction: An Empirical Study	2016	Splint Internal Journal	Psychological contract and Job satisfaction	93	Self	Self	0.319								PC positively effects the satisfaction in work

30	(Lijo.K.J, 2016)	Psychological contract and job satisfaction among HR professionals in start-up service sector	2016	The international Journal of Indian Psychology	PC JS	40	Self	PC- PCI JS – 5-point response scale	0.53							PC positively effects the satisfaction in work
31	(Weralupitiya, 2016)	Impact of psychological contract on employee retention: a case of apparel sector in Sri Lanka	2016	International research journal of Human resources and social sciences	PC JS	87	Self	5-point Likert scale	0.531							PC positively effects the satisfaction in work
32	(S.A.I. Silvia, 2016)	Determinants of retention of psychological contract of IT professionals in Sri Lanka	2016	Journal of Humanities and Social Science	PC JS	80	Self	5-point Likert scale	0.707							PC positively effects the satisfaction in work
33	(Gondo Kudzanayi, 2016)	Role of the psychological contract in employee retention for local authorities in Zimbabwe	2016	Journal of Research in Business and Management	PC JS	114	Self	Self-Administered questions Face-to-Face interview Pilot Study	0.74							PC positively effects the satisfaction in work
34	(Caroline Obuya, 2016)	Assessment of psychological contract fulfilment and breach: a study of selected firms in SA	2016	African Journal of business management	PC JS	98	Self	5-point Likert Scale PC – ESPC/CPD PCV- 4 item PCV measure by Robinson and Morrison	0.73							PC positively effects the satisfaction in work
35	(Yifeng Wang, 2017)	Psychological contract and turnover intention: the mediating role of Organizational commitment	2017	Journal of Human Resource and Sustainability studies	PC JS	240	Self	PC- 12 items Psychological contract questionnaire (Rousseau) JS- 4-point scale	0.714							PC positively effects the satisfaction in work
36	(Margaret Heffernan, 2017)	Psychological contract breach and turnover intention : the moderating effects of social status and local ties	2017	Irish Journal of Management	PCB Turn Over(JS)	242	Self	PCB – five-point liker scale JS – Three-item scale by Mobley et.al						-0.302		Breach effects the satisfaction in work

BFI- Big Five Inventory, TDA- Trait descriptive analysis, NEO - CIT-Critical Incidence technique, NEO- Neuroticism, extraversion and conscientiousness, EPQ-Equity Preference Questionnaire, WLCS – Work locus of control scale, PC – Psychological contract, PCB – Psychological contract breach, JS- Job Satisfaction, JP – Job Performance, OCB – Organizational citizenship behaviour , PCI – Psychological contract inventory , Denise Rousseau, PCV – Psychological contract violation, OC – Organizational commitment.

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