



DIRECT AND INDIRECT EFFECTS OF PSYCHOLOGICAL CONTRACT BREACH ON ACADEMICIANS' TURNOVER INTENTION IN TURKEY¹

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KEYWORDS

Perceived organizational support, psychological contract breach, psychological contract violation, turnover intention.

ABSTRACT

This study aims to investigate the assumed direct and indirect relationships between psychological contract breach and turnover intention through psychological contract violation and perceived organizational support. Data for the sample was collected from 570 academicians from a variety of universities in Turkey. Hierarchical regression analyses were conducted to test the hypotheses. The results show that psychological contract breach was positively related to turnover intention and psychological contract violation mediates the relationship between psychological contract breach and turnover intention. Moreover, perceived organizational support moderates the relationship between psychological contract breach and turnover intention, and relationship between psychological contract breach and psychological contract violation. By examining the relationship between psychological contract breach, psychological contract violation, perceived organizational support and turnover intention, this study allows university managers to predict why psychological contract breach results in increased turnover intention and provides some clues on how university organizations can deal with the damaging effects of psychological contract breach.

1. INTRODUCTION

The term 'psychological contract' which was first used in the early 1960s (Argyris, 1960; Levinson vd., 1962; Schein, 1965) has become a powerful tool in understanding the changing nature of employment relations. Hence, over the past 3 decades, there has been a great deal of research attention devoted to the study of employees' psychological contracts (Rousseau, 1989; Robinson et al., 1994; Shore and Tetrick, 1994; Sims, 1994; Rousseau, 1995; Herriot and Pemberton, 1997; McLean Parks, et al., 1998; Anderson and Schalk, 1998; Coyle-Shapiro and Kessler, 2002; Guest, 2004; Conway and Briner, 2005; Zhao et al., 2007). Psychological contract, defined as an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and the organization (Rousseau, 1989; Rousseau, 1995). These beliefs are predicated on the perception that a promise has been made (e.g., of employment or career opportunities) and a consideration offered in exchange for it (e.g., accepting a position, foregoing

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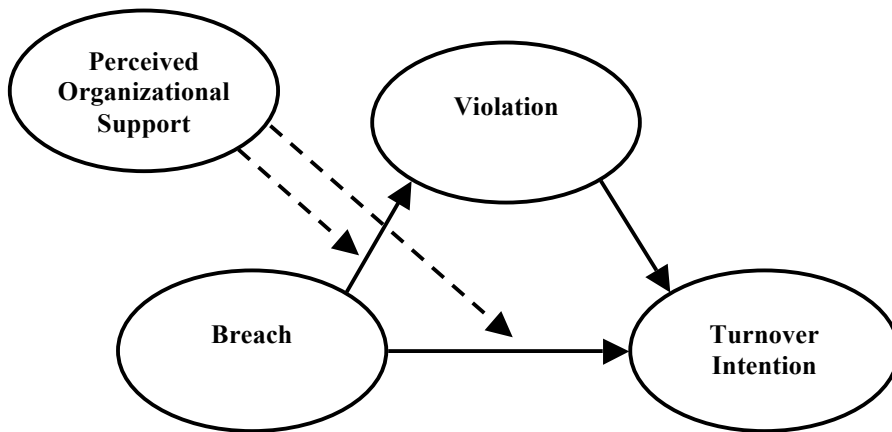
other job offers), binding the parties to some set of reciprocal obligations (Rousseau and Tijoriwala, 1998).

The psychological contract provides an opportunity to explore the processes and content of the employment relationship through a focus on more or less explicit deals. These deals are likely to be re-negotiated or modified over time, to be influenced by a range of contextual factors, and to have a variety of consequences (Guest, 2004). Studies show that when an employee perceives that the organization has fulfilled its promises and obligations, he/she is likely to reciprocate in more positive attitudes and behaviors, like feel more satisfied, work harder, feel more committed to the organization, and so on. (Turnley et al., 2003; Lee et al., 2011; Conway and Coyle-Shapiro, 2012). In theory, an organization is considered willing to fulfill its promises and obligations. However, organization may sometimes fails to deliver on what the employee believes has been promised to him/her, resulting in psychological contract breach. (Gakovic and Tetrick, 2003; Suazo et al., 2005; Kiefer and Briner, 2006).

Psychological contract breach (PCB) refers to employee perceptions that the organization failed to fulfill one or more obligations associated with perceived mutual promises (Morrison and Robinson, 1997). Employee perceptions of PCB is considered as a regular situation in employment relations and have negative consequences for both individuals and organizations, such as reduced job satisfaction (Turnley and Feldman, 1999; Kickul and Lester, 2001; Tekleab and Taylor, 2003; Orvis et al., 2008), reduced organizational commitment (Lester et al., 2002; Restubog et al., 2006), lowered performance (Robinson, 1996; Suazo et al., 2005; Bal et al., 2010; Suazo and Stone-Romero, 2011), lowered organizational citizenship behavior (Robinson and Morrison, 1995; Robinson, 1996; Suazo et al., 2005; Restubog et al., 2008), increased burnout (Gakovic and Tetrick, 2003), increased deviant behaviors (Kickul, 2001; Restubog et al., 2007), and heightened turnover intention (Robinson and Rousseau, 1994; Turnley and Feldman, 2000; Tekleab and Taylor, 2003; Raja et al., 2004).

The purpose of this study was to examine the process how PCB affects employee's turnover intention (TI). Specifically, this study examined psychological contract violation (PCV), defined as the negative affective state that can arise from the perception of PCB (Morrison and Robinson, 1997), as a mediating variable (1), and perceived organizational support (POS), defined as employees' beliefs concerning the extent to which the organization values their contributions and cares about their wellbeing (Eisenberger et al., 1986), as a moderating variable (2) in the relations between PCB and TI. Besides, this study investigated POS as a moderating variable (3) in the relations between PCB and PCV. Figure 1 depicts the hypothesized relationships examined in this study.

Figure 1: Hypothesized Model



This study makes three important contributions to the literature. First, researchers have generally accepted the distinction between PCB and PCV (Morrison and Robinson, 1997; Conway and Briner, 2005). However, only a few studies have empirically examined this distinction (Robinson and Morrison, 2000) and there are very few studies that have examined PCV as a mediating variable on the relations between PCB and TI (Suazo et al., 2005; Raja et al., 2004; Dulac et al., 2008; Suazo, 2009). This study will extend the emerging empirical work on PCV by examining PCV as a mediating variable.

Second, in recent years, researchers show more interest in situational factors (e.g., personality, justice, trust, equity sensitivity) that could affect the relationship between PCB and attitudes and behaviors (Kickul et al., 2001; Kickul and Lester, 2001; Restubog and Bordia, 2006; Orvis et al., 2008; Bal et al., 2010; Restubog et al., 2010). However, studies have not considered how this relation affected from social exchange relationship. In this context, some conceptual (Aselage and Eisenberger, 2003) and empirical (Wayne et al, 1997; Coyle-Shapiro and Conway, 2005) studies have been supportive of the distinction between POS and PC, and examined the relationship between these constructs. However, only a few studies have empirically examined POS as a situational factor in the relationship between PCB and attitudes and behaviors (Dulac vd., 2008; Bal vd., 2010; Suazo ve Stone-Romero, 2011) and there has been no simultaneous examination of how POS moderates the relationship between PCB and PCV. This study makes an important contribution by examining POS as a moderating variable in the relationship between PCB, PCV and TI.

Finally, the majority of studies on PCB have been conducted with managers (Turnley and Feldman, 2000; Lester et al., 2002), master of business administration (MBA) graduates (Robinson and Rousseau, 1994; Restubog and Bordia, 2006) and other occupational elite categories of employees. This has led to questions about the generalizability of the findings to other populations of the workforce (Robinson and Morrison, 2000; Turnley and Feldman, 1999). Thus, there is clearly a need for research that examines non-management and non-MBA employees in order to advance the literature on PCB (Suazo, 2009). This study addresses this issue by sampling academicians that were in non-management positions.

2. LITERATURE REVIEW

2.1. The Relationship between PCB, PCV and TI

It has been determined that the organization's failure to fulfill its promises have negative effect on both employee attitudes (Robinson and Rousseau, 1994; Kickul, 2001; Gakovic and Tetrick, 2003) and behaviors (Robinson and Morrison, 1995; Kickul et al., 2001; Restubog et al., 2007; Restubog et al., 2008). In general, social exchange theory has been used to understand the relationship between PCB and employee attitudes and behaviors (e.g., Rousseau, 1995; Morrison and Robinson, 1997; Suazo et al., 2005; Zhao et al., 2007).

Social exchange theory suggests that employees are motivated to seek a fair and balanced relationship between themselves and their organization (Homans, 1961; Blau, 1964). When employees perceive that their organization has failed to provide what is due to them, an imbalance has occurred in the social exchange relationship. In order to restore balance to the exchange relationship after PCB occurs, employees decrease the contributions that they make to their organizations (e.g., Robinson and Rousseau, 1994; Suazo et al., 2005). Robinson (1996) found that PCB leads employees to believe that the organization does not care about their well-being and that the organization cannot be trusted to honor its obligations. Prior research has determined PCB negatively related to job satisfaction (Turnley and Feldman, 1999; Tekleab and Taylor, 2003) and negatively related to organizational commitment (Lester et al., 2002; Restubog et al., 2006).

In particular, prior research has suggested that instances of PCB are likely to make employees question whether remaining in the employment relationship will be mutually beneficial (Turnley and Feldman, 1999). In some instances, employees are likely to perceive the imbalance to be so great or the chance of future mistreatment to be high enough that they decide to seek employment elsewhere (Suazo, et al., 2005). Therefore, PCB is likely to be positively related to employees' TI.

H1. PCB will be positively related to TI.

In the early stages of research on psychological contracts, researchers used the terms PCB and PCV interchangeably (Rousseau, 1989; Robinson and Rousseau, 1994). Both concepts were used to describe all instances in which employees received less than they were promised. However, Morrison and Robinson (1997) explicitly distinguished the concepts of PCB and PCV. In this context, PCB refers to the cognitive state that an individual has not received all that he/she was promised. On the other hand PCV refers to a negative and relatively intense emotional reaction that sometimes follows PCB (Morrison and Robinson, 1997). PCV is an emotional experience which arises from cognitive interpretation. Therefore, PCV refers to the feelings of anger and betrayal of an employee when he/she believes that the organization has failed to keep its promises (Morrison and Robinson, 1997; Robinson and Morrison, 2000).

Based on the distinction which was performed by Morrison and Robinson (1997), researches revealed the relationship between PCB and PCV. In this context, Suazo et al. (2005) found a positive and strong relationship between PCB and PCV. Different researches has also confirmed this strong relationship (Dulac et al., 2008; Suazo, 2009; Suazo and Stone- Romero, 2011; Cassar and Briner, 2011). Thus, PCB is likely to be positively related to PCV.

H2. PCB will be positively related to PCV.

Research has suggested that PCB has more powerful impact on attitudes and behaviors in the case of the experience of negative emotional reactions (Robinson and Morrison, 2000; Suazo and Stone-Romero, 2011). Therefore, PCV is one of the mechanisms through which PCB is translated into outcomes such as low job satisfaction, low organizational commitment, low performance and

low citizenship behavior, and high turnover intention (Suazo et al, 2005; Dulac et al., 2008; Suazo, 2009; Cassar and Briner, 2011).

Employees, who realize that their organization has failed to provide them something that they were promised, experience feelings of anger, mistrust, and betrayal. These feelings in turn make the employees react in negative attitudes and behaviors (Raja et al., 2004). Zhao et al., (2007) revealed that on average PCB explained approximately 12% of the variance in several attitudinal and behavioral outcomes while PCV explained over 22%. Thus, both theory and previous empirical findings suggest that PCV is a mediating variable in the relationship between PCB and employee attitudes and behaviors.

H3. PCV mediates the relationship between PCB and TI.

2.2. POS as a Moderating Variable in the Relationship between PCB, PCV and TI

PCB does not necessarily result in the experience of PCV (Morrison and Robinson, 1997). Empirical evidence indicates that not all instances of PCB are followed by the strong emotional reactions associated with PCV (Morrison and Robinson, 1997; Turnley and Feldman, 1999; Turnley et al., 2003). Morrison and Robinson (1997) argue that the magnitude and the salience of the broken promise play a role in the escalation of PCB to PCV.

Another factor that play an important role in the escalation of PCB to PCV is the degree of support that employee perceived from organization which is named as perceived organizational support (Dulac et al., 2008; Suazo and Stone-Romero, 2011). POS is defined as employees' beliefs concerning the extent to which the organization values their contributions and cares about their wellbeing (Eisenberger et al., 1986). The theory of POS suggests that employees reciprocate with commitment, effort and performance when they perceive high levels of support (Eisenberger et al., 1997; Eisenberger et al., 2001). POS is important to the maintenance of the employment relationship because it is a crucial element in helping employees executes their jobs effectively (Eisenberger et al., 1986; Rhoades and Eisenberger, 2002).

Research has suggested that PCB is followed by strong emotional reactions associated with PCV when individuals perceive low support from their organization (Dulac et al., 2008). Dulac et al (2008) stated that individuals who perceived high support from organization may seek out information and interpretations that facilitate the conclusion that although breach has occurred, their organization has been fair in the process and therefore, these individuals may have less intense negative emotional responses to breach than individuals who perceived low support. Thus, POS may moderate the relationship between PCB and PCV. The relationship between PCB and PCV is stronger for individuals with low POS than high POS.

H4. POS moderates the positive relationship between PCB and PCV: the relationship is stronger for individuals who perceive low support from their organization.

Research has suggested that POS also moderates the relationship between PCB and attitudes and behaviors (Bal et al., 2010; Suazo and Stone-Romero, 2011; Conway and Coyle-Shapiro, 2012). Conway and Coyle-Shapiro (2012) stated that individuals who perceived high support tend to forgive misdemeanors by the organization and inhibit responses that might harmful to the organization. In this context, PCB is followed by negative attitudes and behaviors when individuals perceive low support from their organization. Thus, POS may moderate the relationship between PCB and TI. The relationship between PCB and TI is stronger for individuals with low POS than high POS.

H5. POS moderates the positive relationship between PCB and TI: the relationship is stronger for individuals who perceive low support from their organization.

3. METHODOLOGY AND DATA

3.1. Sample and Procedure

Data were collected from full-time academicians labored in Turkish universities via on-line survey. Researchers suggest that using on-line surveys is generally acceptable to survey participants and does not impact data quality when compared with paper-and pencil surveys (Kickul and Lester, 2001). We sent our survey's link via e-mail to 3500 employees who volunteered to participate in the study. These employees accessed the survey via a secure internet address and submitted responses to a secure internet database. The questionnaire assessed demographic variables, PCB, PCV, TI and POS. The survey has arrived only 3121 employees due to server errors. From 3121 employees who received survey, A total of 641 respondents completed the survey for a response rate of 20.5 per cent. Of the 641 respondents, 570 employees provided complete data on the variables of interest. Therefore, the final sample used to examine the hypotheses was 570 participants. Participants were 56 per cent male, 60 per cent married and 40 per cent worked as academician more than 10 years. Respondents' age ranged between 24 and 72 years, with a mean of 36 years.

3.2. Measures

All measures were anchored on a Likert-type scale, ranging from 1 = *strongly disagree* to 5 = *strongly agree*. Items coded such that a higher score indicated a greater value for the focal construct. To obtain participants' scores on the measures, items within each measure were averaged. The reliability coefficients for the study variables are also reported below.

3.2.1. Psychological Contract Breach

PCB was measured by asking the employees to rate the extent to which the organization fulfilled or not its obligations to the employees. We used Robinson and Morrison's (2000) five-item global scale to measure perceptions of contract breach. A sample item is 'So far my university has done an excellent job of fulfilling its promises to me' (reverse coded). A Cronbach's alpha of 0.94 was obtained for this measure.

3.2.2. Psychological Contract Violation

PCV was measured by Robinson and Morrison's (2000) four-item PCV scale. The violation measure assesses the extent people feel angry, frustrated and betrayed by their university in the course of their deal with the organization. A sample item for this scale is 'I feel a great deal of anger toward my university'. The Cronbach's alpha obtained for this measure was 0.95.

3.2.3. Turnover Intention

TI was measured with a three-item scale extracted from the Michigan Organizational Assessment Questionnaire (Cammann et al., 1983). A sample item is 'I will probably look for a new job in the next year'. The Cronbach's alpha obtained for this measure was 0.95.

3.2.4. Perceived Organizational Support

POS was measured with an eight-item shortened version of Eisenberger et al. (1986) scale (Eisenberger et al., 1997). A sample item for the scale is 'My university cares about my opinions'. A Cronbach's alpha of 0.92 was obtained for this measure.

4. RESULTS

Prior to testing the hypotheses, a confirmatory factor analyses using AMOS.19 software was performed to examine the construct validity of the studied constructs (PCB, PCV, TI and POS). Fit statistics, $\chi^2(111) = 236.28$; root mean square error of approximation (RMSEA) = .05; goodness of fit index (GFI) = .95; adjusted goodness of fit index (AGFI) = .94; normed fit index (NFI) = .98; Tucker-Lewis index (TLI) = .99; comparative fit index (CFI) = .99; all indicated adequate fit for our model. We also compared the final measurement model with alternative models comprising one, two and three factors. The four-factor model had the best fit (Table 1).

Table 1: Comparison of Measurement Models

Model	χ^2 (df)	$\Delta\chi^2$ (Δ df)	RMSEA	GFI	AGFI	NFI	TLI	CFI
Four-factor	236.28 (111)	-	.05	.95	.94	.98	.99	.99
Three-factor	862.55 (113)	626.27 (2)	.11	.85	.79	.92	.91	.93
Two-factor	1385.16 (114)	1148.88 (3)	.14	.79	.72	.87	.85	.88
One-factor	2135.95 (115)	1899.67 (4)	.18	.64	.52	.79	.76	.80

[†] RMSEA=root mean square error of approximation, GFI=goodness of fit index, AGFI=adjusted goodness of fit index, NFI=normed fit index, TLI=Tucker-Lewis index, CFI=comparative fit index

Additionally, the convergent and discriminant validity was assessed of the scales by the method outlined in Fornell and Larcker (1981). For convergent validity, the composite reliability (CR) and the average variance extracted (AVE) were calculated in order to determine whether the measurement variable was representative of the related construct. As seen in Table 2, all AVEs were 0.66 or higher, and exceeded the cutoff value of 0.50 (Fornell and Larcker, 1981; Hair et al., 1998), and all CRs were 0.92 or higher and exceeded the cutoff value of 0.70 (Fornell and Larcker, 1981; Hair et al., 1998). These results provided evidence for convergent validity of each of the constructs involved in the research model of this study.

The evidence of discriminant validity can be demonstrated when measures of conceptually different constructs are not strongly correlated among themselves as compared to similar constructs. In order to evaluate the discriminant validity, the square root of the AVE in each construct is compared with the correlation coefficients between two constructs (Fornell & Larcker, 1981; Hair et al., 1998). In Table 2, the square root AVE in each construct that appear on the diagonal in parentheses was larger than any correlation between the associated construct and any other construct. These results provided evidence for discriminant validity.

The means, standard deviations, zero-order correlations, and reliability estimates (Cronbach's alpha) for the measures used in the study are reported also in Table 2. As seen in this table, zero-order correlations were all in the expected direction and the internal consistency (α) for each measure was above the .70 as recommended by Nunnally and Bernstein (1994). In addition to this, correlations between measures never exceeded 0.85, suggesting that no bivariate multicollinearity exists between scales (Kline, 2011).

Table 2: Descriptive Statistics

	Mean	SD	α	CR	AVE	1	2	3	4	5	6	7	8
1 Gender	1.57	0.50	-	-	-	-							
2 Age	36.31	8.86	-	-	-	.12**	-						
3 Marital Status	1.39	0.49	-	-	-	-0.08	-.38**	-					
4 Tenure	2.08	0.84	-	-	-	.10*	.72**	-.39**	-				
5 PCB	3.07	1.06	0.94	0.94	0.76	-.05	-.21**	.15**	-.14**	(0.87)			
6 PCV	2.26	1.18	0.95	0.95	0.87	-.06	-.19**	.11**	-.11*	.72**	(0.94)		
7 TI	2.39	1.26	0.95	0.96	0.88	.01	-.18**	.10*	-.11**	.63**	.68**	(0.94)	
8 POS	2.95	0.97	0.92	0.92	0.66	.05	.18**	-.11**	.10*	-.65**	-.64**	-.63**	(0.81)

^aN=570, *p < .05; **p < .01

^bThe square root of the constructs' AVE appear on the diagonal in parentheses,

^c PCB=psychological contract breach, PCV=psychological contract violation, TI=turnover intention, POS=perceived organizational support

Hierarchical regression analyses were conducted to test the hypotheses (Table 3 and Table 4). Because they may affect the variables and relationships of interest, gender, age, marital status and tenure were included as control variables. Hypotheses 1 and 2 predicted that PCB would be related to TI and PCV. As shown in Table 3, PCB was significantly and positively associated with TI ($\beta=.62$, $p<.01$) and PCV ($\beta=.71$, $p<.01$). Thus, Hypotheses 1 and 2 were supported.

Three-step mediation regression procedure outlined by Baron and Kenny (1986) was followed to test the mediating role of PCV (Hypotheses 3). Baron and Kenny (1986) stipulate three requirements for establishing mediation effect.

1. The independent variable (PCB) must be significantly related to mediator variable (PCV).
2. The independent variable (PCB) must be significantly related to dependent variable (TI).
3. When the mediator variable (PCV) is included in the second step, the effect of independent variable (PCB) on dependent variable (TI) should be non-significant (full mediation) or significantly weaker (partially mediation).

The first and second requirements were met as indicated by the support for Hypotheses 1 and 2 (Table 3, Step 1 and 2). The third requirement for establishing mediation was examined by including PCV (Table 3, Step 3) in the regression equation for TI. When PCV was included in the regression equation as a mediator variable, PCB still remained as a significant predictor, but its beta weight decreased significantly ($\beta=.29$, $p<.01$). Finally, the Sobel test revealed that the indirect path from PCB to TI through PCV was significant ($Z=10.12$, $p<.01$). Thus, PCV partially mediated the relationship between PCB and TI, providing support for Hypotheses 3.

Table 3: Hierarchical Regression Analyses to Testing the Mediating Role of PCV

	PCV	TI	
	Step 1 β	Step 2 β	Step 3 β
Control Variables			
Gender	-.02	.05	-.05
Age	-.06	-.08	-.06
Marital Status	-.01	-.01	-.01
Tenure	.03	.02	.01
Independent Variable			
PCB	.71**	.62**	.29**
Mediator Variable			
PCV			-.47**
F Value	119.67**	76.20**	98.01**
R²	.52	.40	.51
Adjusted R²	.51	.40	.51
ΔR^2			.11**

^aN=570, *p < .05; **p < .01

^b PCB=psychological contract breach, PCV=psychological contract violation, TI=turnover intention

To test the moderating role of POS (Hypotheses 4 and 5), study variables were centered prior to their inclusion in the regression analyses (Aiken and West, 1991). In the first step, control variables were entered. Independent variable was entered in step 2 and moderator variable was entered in step 3, followed by the interaction term in step 4. Hierarchical regression analyses tests for the significance of the increment in criterion variance explained by the interaction term over and above the contribution of the main effects. When a significant interaction was found, we followed up by graphing and performing a simple slope test (Aiken and West, 1991).

Table 4: Hierarchical Regression Analyses to Testing the Moderating Role of POS

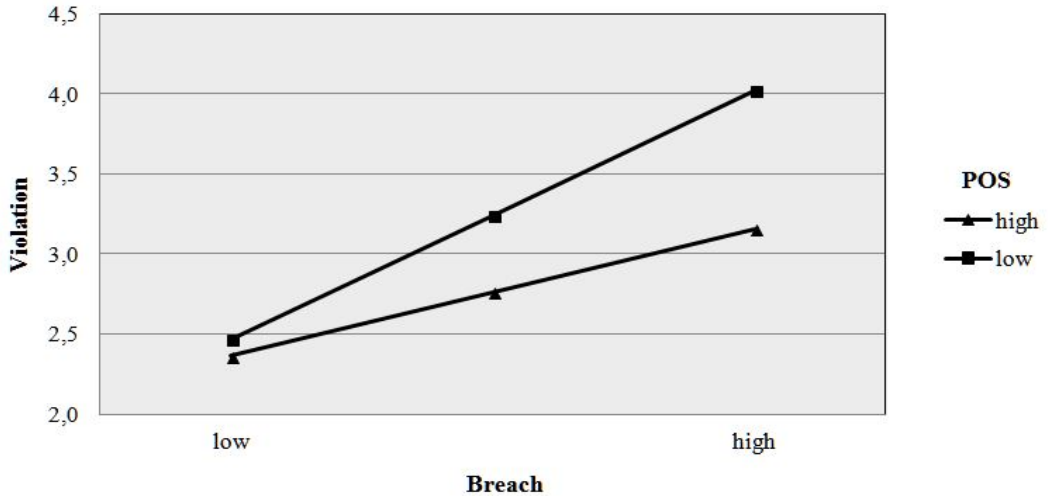
	PCV				TI			
	Step 1	Step 2	Step 3	Step 4	Step 1	Step 2	Step 3	Step 4
	β	β	β	β	β	β	β	β
Control Variables								
Gender	-.04	-.02	-.02	-.02	.03	.05	.05	.05
Age	-.21*	-.06	-.04	-.06	-.21*	-.08	-.05	-.06
Marital Status	.06	-.01	-.01	-.01	.05	-.01	-.01	-.01
Tenure	.07	.03	.02	.03	.05	.02	.01	.01
Independent Variable								
PCB		.71**	.51**	.58**		.62**	.38**	.42**
Moderator Variable								
POS			-.31**	-.23**			-.37**	-.32**
Interaction								
PCB X POS				-.21**				-.13**
F Value	5.85**	119.67**	125.00**	126.22**	5.51**	76.20**	87.45**	79.31**
R²	.04	.52	.57	.61	.04	.40	.48	.50
Adjusted R²	.03	.51	.57	.61	.03	.40	.48	.49
ΔR^2		.48**	.05**	.04**		.36**	.08**	.02**

^a N=570, *p < .05; **p < .01

^b PCB=psychological contract breach, PCV=psychological contract violation, TI=turnover intention, POS=perceived organizational support

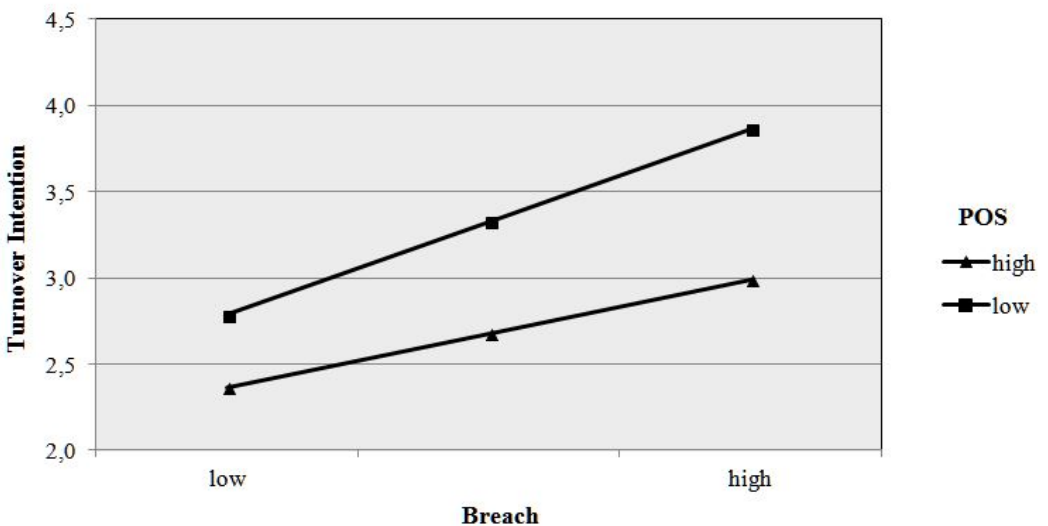
Hypotheses 4 stated that POS would moderate the positive relationship between PCB and PCV, such that the relationship would be stronger for individuals who perceive low support from their organization. Results in Table 4 show that, the interaction term was significantly related to PCV ($\beta = -.21$, $p < .01$) and accounted for an additional %4 of the variance in violation ($\Delta R^2 = .04$, $p < .01$). We employed simple slope for high and low levels of POS to further analyze the interaction. Figure 2 provides a graphical representation of interaction. The test of the simple slope for lower POS was significant ($t = 4.06$, $p < .01$), whereas the slope for higher POS was not significant ($t = 0.58$, $p > .05$). Thus, Hypotheses 4 was supported.

Figure 2: POS as a Moderator of the Relationship between PCB and PCV



Hypotheses 5 proposed that POS would moderate the positive relationship between PCB and TI, such that the relationship would be stronger for individuals who perceive low support from their organization. As shown in Table 4, the interaction term was significantly related to TI ($\beta = -.13$, $p < .01$) and accounted for an additional 2% of the variance ($\Delta R^2 = .02$, $p < .01$). Simple slope was employed to further analyze the interaction and Figure 3 shows the graphical representation of this interaction. For people with lower POS, the positive relationship between PCB and TI was stronger ($t = 2.82$, $p < .01$), whereas the relationship for those with higher POS was non-significant ($t = 0.67$, $p > .05$). Therefore, Hypotheses 5 gained support.

Figure 3: POS as a Moderator of the Relationship between PCB and TI



5. DISCUSSION

The main objective of this study was to advance the research on direct and indirect relationship between PCB and TI. The results of this study confirm and extend prior findings on the relationship between PCB, PCV, POS and TI. First, predictions relating to the direct effects of psychological contract breach on TI and PCV were confirmed. These results were similar to that of prior studies investigating the role of PCB on TI (Robinson and Rousseau, 1994; Turnley and Feldman, 2000; Tekleab and Taylor, 2003; Raja et al., 2004) and the role of PCB on PCV (Suazo et al., 2005; Dulac et al., 2008; Suazo, 2009; Suazo and Stone-Romero, 2011; Cassar and Briner, 2011). That is, employee's cognitive perception of broken promises in the workplace more likely to increase sense of anger and betrayal against the organization and more likely to increase intent to leave the organization. This finding also supports the notion of social exchange theory (Homans, 1961; Blau, 1964).

Second, this study confirms prior research in the process of examining the mediation role of PCV on the relationship between PCB and employee attitudes and behaviors (Robinson and Morrison, 2000; Zhao et al., 2007; Dulac et al., 2008; Suazo, 2009; Cassar and Briner, 2011). In this context, results suggest that PCV partially mediated the relationship between PCB and TI. That is, employee's perception of contract breach may have more powerful impact on employee's intent to leave the organization in the case of the experience of negative emotional reactions.

Third, this study makes an important contribution by examining the role of perceived support as a moderator of the relationship between breach and negative emotions associated with breach, and relationship between breach and intention to leave the organization. The results suggest that perceived support strengthened the negative relations between PCB and PCV, and between PCB and TI. That is, individuals with lower-quality social exchange relationships respond with stronger feelings of violation and stronger intention to leave the organization following perceived breach than do individuals with higher-quality relationships. However, contrary to the research that has examined in USA (Bal et al., 2010; Suazo and Stone-Romero, 2011), this result validated findings obtained in previous research which was conducted in Europe (Dulac et al., 2008; Conway and Coyle-Shapiro, 2012). These results suggest that PCB does indeed help explain why social exchange relationships are related to TI.

5.1. Practical implications

This study was conducted on full-time academicians labored in Turkish universities. Thus, the present findings have important implications for university organizations. Universities should be aware that by failed to fulfill one or more obligations associated with perceived mutual promises, employee's intent to leave the organization and emotional reactions are influenced, but these are also affected by the degree of support that the employee perceive from university. Especially employees' which perceive low support may respond to breach by becoming less attached to the organization and increased sense of anger and betrayal than the employees' which perceive high support. Therefore, through developing high quality relationships with employees, universities can decrease the negative consequences of PCB.

However, psychological contract is an individual fact and organization is not always able to fulfill all obligations. It is impossible to completely prevent from PCB. Hence, employee perception of PCB is considered as a regular situation in employment relations. In this context, the most important aspect of managing the psychological contract is the management of the breach after it has occurred. One way of doing so is to prevent breach to turn into violation. This may be possible through open and honest communication with employees and the explanation of the circumstances

for the breach by university management. In this way, management can prevent, or at least minimize the negative emotional reactions to breach.

5.2. Limitations and future research

There were a number of methodological limitations to the current study. First, data were collected at a single point in time. Thus, the use of cross-sectional research design limits the ability to make firm conclusions about the causal relationships among the study variables. Future research can rely on experimental or longitudinal designs and provide more convincing evidence on causation.

Second, this study was unable to measure certain contract dimensions which are important for understanding the negative consequences of breach. Researchers have noted that the outcomes of breach may be dependent on the type of psychological contract in effect (Morrison and Robinson, 1997; Restubog et al., 2008). A consideration of this contract dimension will enable future research to better understand what type of psychological contract breach is destructive to employee's attitudes and behaviors.

Third, this study focused solely on academicians, which consequently raises the issue of generalizability of the findings. Future studies may be necessary to validate the findings by obtaining data from different employees of different sectors.

6. CONCLUSIONS

The purpose of this study is to expand growing research on PCB and TI, which has relied heavily on social exchange theory. Specifically, this study found evidence that negative emotional reactions to breach may be a critical intervening factor in the relationship between PCB and TI. In addition, the results showed that POS moderates the relationship between PCB and PCV and between PCB and TI, such that the relationships are stronger for employees' which perceive low support than high support. In sum, by examining the relationship between PCB, PCV, POS and TI, this study allows better positioned to predict why PCB results in increased TI and provides some clues on how organizations can deal with the damaging effects of PCB.

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