

[07]

The Relationship between Psychological Contract Violation and Organizational Citizenship Behavior

Ranasinghe, V.R.

Abstract

This study seeks to explore the relationship between psychological contract violation and organizational citizenship behavior in selected large scale apparel firms in Colombo district. This research attempts to fill the gap of literature related to this topic by studying the situation of the jumpers in apparel industry in Colombo district and to provide more empirical evidence on the relationship between psychological contract violation and organizational citizenship Behavior. The data were collected from convenient sampling consisting 86 jumpers in garment factories in Colombo district, Sri Lanka. And used a structured questionnaire consisting 33 questions with point Likert Scale. Data were analyzed with SPSS computer package and it included univariate analysis and bivariate analysis. The findings of the study were psychological contract violation negatively and strongly correlated with organizational citizenship behavior. As the multiple regression analysis, 93.6% of the variation in organizational citizenship behavior explained by the psychological contract violation. It is concluded that psychological contract violation has a negative relationship with the organizational citizenship behavior. This study provides support for filling the gap of theoretical and practical understanding of psychological contract violation as well as organizational citizenship behavior of jumpers in garment factories in Sri Lanka.

Keywords: Psychological Contract Violation, Organizational Citizenship Behavior, Jumpers

Introduction

With the globalization and aggressive international competition, many organizations give high attention for recruiting, retaining and managing employees because employees are a unique resource who contributes to increase the competitiveness and competitive advantage of a particular organization (Nadiri & Tanova 2010; Lee & Kim 2010). According to Organ (1988) many academics and practioners make a considerable effort to observe and find out about organizational citizenship behavior because organizational citizenship behavior contributes to improve performance of the whole organization as it increases the job efficiency and effectiveness (Wagner & Rush 2000). Newstrom and Keith (2002), state that employment is a mutual transaction where both employee and employer extend their contribution to get benefit for each other. *The organization also invests in the individuals and it too expects profitable rewards* (Kagaari 2014, p. 19).

ISSN: 2420-7608

Further, there are employees who perform more efficiently and go beyond their formal duties and engage more with work which bring their organization to the success and ultimately those organizations become very successful because of the good organizational citizens (Jahangir et al. 2004; Kagaari 2014). And significantly this mutual relationship can be weakened if either party fails to fulfill the needs and expectations of the other party (Newstrom & Keith 2002). Consequently, employees may behave in an irresponsible manner and engage in undesirable activities such as dishonesty and disloyalty if they feel that the employer is not fulfilling employees' expectations and their commitments. In order to achieve the success of the organization, it is very much important to maintain good psychological contract in between employer and employee. According to Rousseau (1989) Psychological Contract means the belief or perception which an employee has on terms and conditions of the exchanged agreement between employee and the organization which he or she is employed. When an employee joins the company, builds up an unwritten contract with the organization (Newstrom & Keith 2002). According to Rousseau (1989) and Morrison and Robinson (1997), psychological contract breach occurs when the organization is unable to fulfill the promises and obligations which are given to the employees. And this attribute is negatively related with many types of workplace performance as well as attitudes.

However, when the organization fulfills its promises and obligations, commitments employees' may be motivated (Shapiro 2002; Turnley et al. 2003). Conversely, psychological contract breach may have an adverse impact on organizational citizenship. As long as both parties fulfill or achieve other part's expectations, there exists the psychological contract. But when one party feels that the other party has broken its work related promises, then they are frustrated on the other party and sometimes it amounts to betrayal and this condition can be described as psychological contract violation (Robinson & Morrison 1997). Nevertheless, organizational citizenship behavior acts as an essential role in increasing organizational effectiveness. Hence, recently most academics as well as practitioners do researches on organizational citizenship behavior to identify the definition, structure and results of organizational citizenship behavior. According to the father of organizational citizenship behavior, Organ (1988) defines organizational citizenship behavior as the individual supportive behavior which is not identified by neither directly nor explicitly by the formal reward system and which is outside of normal job requirements. Although many researchers have been undertaken in western countries in this regard very few researches can be seen in eastern countries especially in Sri Lankan context.

The primary purpose of this research is to gain a better understanding on the relationship of psychological contract violation and organizational citizenship behavior of jumpers in Garment factories in Colombo district.

Problem of the Study

Psychological contract violation is the most important issue in the psychological contract theory (Rousseau 2001) where employees feel that the organization has failed to fulfill its promises by not complying with the terms of psychological contract (Sarrow 2000). Organ

ISSN: 2420-7608

(1988) redefined organizational citizenship behavior as “performance that supports social and psychological environment in which task performance takes place.” Hence, organizational citizenship behavior directly affects the organizational job performance and overall organizational effectiveness. According to Kagaari (2014) organizational citizenship behavior reduces the attitude to leave as it assists to build up relationship with co-workers, subordinates or supervisors. And most of the scholars in previous studies have identified that there is a negative relationship between psychological contract violation and organizational citizenship behavior. Jafri (2011) states “psychological contract violation results in several negative job behaviors including reduced employees’ citizenship behavior.” In Sri Lankan context it is not known to the researcher whether researches have been done on this area in garment industry. Thus, there is a need to fulfill a knowledge gap in this field. This research therefore, tries to identify the relationship among psychological contract breach, psychological contract violation and organizational citizenship behavior of jumpers in selected apparel firms. Hence, the research problem of this study is to explore the relationship of psychological contract violation and organizational citizenship behavior of jumpers in selected apparel firms in Colombo district.

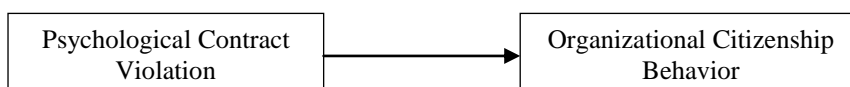
Research Framework

According to Shapiro, Jacqueline and Kessler (2002) employees who feel that the organization has violated its promises and commitments decrease their motivation and reduce organizational citizenship behavior and withdraw from the organization. In other words psychological contract violation leads to occur various outcomes such as negative impact on employees’ work behaviors (Delcampo 2007). According to Gacovic and Tetrick (2003) psychological contract violation is an important source of emotional exhaustion and job satisfaction and ultimately it leads to the withdrawal of organizational citizenship behavior.

As per Kagaari (2014) there is a significant negative relationship between the psychological contract violation and organizational citizenship behavior ($r = -0.37, P \leq 0.01$). As well the research conducted by Sadiq (2014) has clear evidence of negative influence of psychological contract violation and organizational citizenship behavior. The above mentioned researches show that psychological contract violation is negatively related to organizational citizenship behavior. So based on the past literature, following hypothesis can be generated.

H₁: Psychological contract violation negatively related to organizational citizenship behavior

Figure 01: Research Framework



ISSN: 2420-7608

Method

Study Design

This study was conducted on a quantitative method and this research is cross – sectional in nature. It was conducted by using a sample of 86 employees in apparel industry and focused on hypotheses testing and identifying correlation between variables. Sampling technique used for this study was the convenient sampling which refers to the collection of information from the members who are conveniently available to provide it. This study was conducted in a natural environment and none of the variables were collected. No any artificial or setting was created for this study.

Measure

The data was collected through a questionnaire which consisted of 3 sections. First part explained the demographic factors such as gender, age, marital status, experience, education and nature of employment. Second section consisted of 4 questions which was used to measure psychological contract violation. To measure psychological contract violation the scale of Robinson and Morrison (2000) (Cronbach's alpha = 0.92) was used. Respondents were asked to answer according to a seven point Likert Scale. And respondents were requested to identify the score that how much agree or disagree with the items. A higher level of violation indicates by a higher score (1 - strongly disagree and 5 - strongly agree). Sample items are "I feel a great deal of anger towards my organization, I feel betrayed by my organization." Organizational citizenship behavior measured using instruments develop by Podsakoff and Mackenzie (1994) which is included in third part. A questionnaire was selected as the major source of data collection and the researcher gathered first hand data by distributing the questionnaire. It was considered to be the best method to conduct the survey as they were very busy with their work. So this was the most practical way to collect data from a sample.

Reliability and Validity of the Instrument

The inter item consistency reliability was examined with Cronbach's Alpha test. The results of Cronbach's Alpha test are given in Table 1, which suggests that the internal reliability of each instrument is satisfactory.

Table 1: Cronbach's Alpha Coefficient

Instrument	Cronbach's Alpha
Psychological Contract Violation	0.92
Organizational Citizenship Behaviour	0.86

The content validity of the instrument was ensured by the conceptualization and operationalization of the variables on literature, and indirectly by the high internal consistency reliability of the instruments as denoted by Alphas.

Techniques of Data Analysis

Data collected from primary (questionnaire) source were analyzed using the computer based statistical data analysis package, SPSS (Version 20.0) for validity reliability and relationship testing. The data analysis included univariate, bivariate and multivariate analyses.

Results

To investigate the responses for independent and dependent dimensions of the jumpers of the apparel industry, univariate analysis was used. The results of the univariate analysis are given in Table 2.

Table 2: Univariate Analysis

	PCV	OCB
Mean	2.2647	3.3386
Std. Error of Mean	.12064	.07469
Median	1.5000	3.5400
Mode	1.50	3.54
Std. Deviation	1.11226	.68863
Variance	1.237	.474
Skewness	.826	-.522
Std. Error of Skewness	.261	.261
Kurtosis	-1.219	-1.130
Std. Error of Kurtosis	.517	.517
Range	2.75	2.04
Minimum	1.50	2.13
Maximum	4.25	4.17

According to Table 2, level of psychological contract violation and organizational citizenship behavior of jumpers in apparel industry are normally distributed. The bivariate analysis, Pearson’s Correlation between psychological contract violation and organizational citizenship behavior of jumpers in apparel industry are illustrated in Table 3.

Table 3: The Pearson’s Correlation between Independent Variable and Dependent Variable

	Organizational Citizenship Behaviour	
	Correlation	Sig. (i-tailed)
Psychological Contract Violation	-.936**	.000

Correlation is significant at the 0.01 level (1-tailed)

According to the Pearson’s correlation coefficients of psychological contract violation of jumpers in apparel industry, organizational citizenship behavior is negatively and significantly correlated. The found relationship is statistically significant as correlation is significant at 0.001 levels (1 – tailed).

The results of simple regression analysis of the independent dimension against dependent dimension are given in Table 4.

Table 4: Results of Simple Regression Analysis

Method	Liner
R Square	.876
Adjusted R Square	.874
F	585
Significance	0.000
B – constant	4.65
b – Value	-.579

The b value of the equation is .579, which is significant at 0.000. As indicated by R Square, 87.6% of the variance of organizational citizenship behavior is explained by psychological contract violation with the standardized beta of 0.876. The hypothesis testing has done by using the results of both Pearson's Correlation analysis and regression analysis. The Pearson's Correlation coefficient between psychological contract violation and organizational citizenship behavior is -.936. There is a significant negative relationship existing between the psychological contract violation and organizational citizenship behavior. Therefore the alternative hypothesis which indicates there is a negative relationship between psychological contract violation and organizational citizenship is accepted.

Discussion and Conclusion

The research was carried out to find out the relationship of psychological contract violation and the organizational citizenship behavior. There is statistical evidence to support to accept the hypothesis formulated for the study. Through this study researcher ensured that psychological contract violation has negative relationship with the organizational citizenship behavior. And this result is equal to the results which were presented by Shapiro (2002), Sadiq (2014) and Bal et al. (2009) and those researches have proved that if employees feel that the organization fails to fulfill their promises and expectations then it reduced the organizational citizenship behavior.

The correlation between psychological contract violation and organizational citizenship behavior was -.936 which is significant at 0.000 level. According to the results of multiple regression analysis the square of the multiple R is 0.876, which indicates that 93.6% of the variation in organizational citizenship behavior explained by the psychological contract violation. The F value is 802.36, which are significantly at 1% ($p = 0.000$), suggests that the psychological contract violation has significantly explained 93.6% of the variation in the organizational citizenship behavior.

Both the employers and employees need to ensure that they are not breaking or neglecting the promises, commitments and obligations towards each other. The employees who have organizational citizenship behavior work very enthusiastically and show a strong bond with the organization (Kagaari 2014). Therefore, organization needs to take every step to protect this organizational citizenship behavior of their employees because it directly leads to enhance the organizational productivity.

ISSN: 2420-7608

There are few limitations in this study. First, the size of the sample is small due to the difficulty of accessibility of data and the limitation of time. So it is much better if future researchers can broaden their scope by getting a sample size which covers all the garment factories in Sri Lanka. Next limitation is that for this study researcher used only questionnaire method to gather data. However, more reliable and accurate data can be gathered if the research is conducted using other methods like interviews as well.

References

- i. Coyle-Shapiro, J & Kessler, I 2002, 'Exploring reciprocity through the lens of the Psychological contract: employee and employer perspectives', *European Journal of Work and Organizational Psychology*, Vol. 11, pp. 69-86.
- ii. DelCampo, R 2007, 'Psychological Contract Violation: An Individual Difference Perspective', *International Journal of Management Reviews*, Vol. 24, No. 1, pp. 43-52.
- iii. Gakovic, A & Tetrick, LE 2003, 'Perceived organizational support and work status: a comparison of the employment relationship of part time and full-time employees attending university class', *Journal of Organizational Behaviour*, Vol. 24, pp. 649-66.
- iv. Lee, KY & Kim, S 2010, 'The effects of Commitment-Based Human Resource Management on Organization Citizenship Behaviours: The mediating Role of the Psychological Contract', *World Journal of Management*, Vol. 2, No. 1, pp. 130-147.
- v. Morrison, EW & Robinson, SL 1997, 'When employees feel betrayed: a model of how psychological contract violation develops', *Academy of Management Review*, Vol. 22, pp. 226-56.
- vi. Newstrom, JW & Keith, D 2002, *Organizational Behaviour, Human Behaviour at work*, 11th edn, Tata McGraw-Hill publishing company limited, New Delhi.
- vii. Nadiri, H & Tanova, C 2010, 'An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry', *International Journal of Hospitality Management*, Vol. 29, No. 2, pp. 33-41.
- viii. Organ, DW 1988, *OCB: The good soldier syndrome*, Lexington, MA: Lexington Books.
- ix. Podsakoff, PM & Mackenzie, SB 1994, 'Organisational Citizenship behaviours and sales unit Effectiveness', *Journal of Marketing Research*, vol. 31, pp. 351-363.
- x. Robinson, SL 1996, 'Trust and breach of the psychological contract', *Administrative Science Quarterly*, Vol. 41, pp. 574-599.
- xi. Rousseau, DM 1989, 'Psychological and implied contracts in organizations', *Employee Responsibilities and Rights Journal*, Vol. 2, pp. 121-39.
- xii. Robinson, SL & Morrison, EW 2000, 'The development of psychological contract breach and violation: a longitudinal study', *Journal of Organizational Behavior*, Vol. 21, pp. 525-46.
- xiii. Sparrow, P 2000, 'The new employment contract: Psychological Implications for future work', In RJ Burke & CL Cooper (Eds), *The Organisation in Crisis: Downsizing, restructuring and privatization*. Oxford, UK: Blackwell
- xiv. Turnley, WH & Fieldman, DC 2000, 'Reexamining the effects of Psychological violations, Unmet expectations and job dissatisfaction as mediators', *Journal of Organizational Behaviour*, Vol. 21, pp. 25-42.

ISSN: 2420-7608

- xv. Turnley, WH, Bolino, MC, Lester, SW & Bloodgood, JM 2003, 'The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behavior', *Journal of Management*, Vol. 29, No. 2, pp. 187-206.
- xvi. Wagner, S & Rush, M 2000, 'Altruistic organisational citizenship behaviour: context, disposition and age', *The Journal of Social Psychology*, Vol. 140, No. 1, pp. 379-391.
- xvii. Williams, LJ & Anderson, SE 1991, 'Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors', *Journal of Management*, Vol. 17, No. 3, pp. 601-17.



Ranasinghe, V.R.

Lecturer

KAATSU International For Undergraduate Studies (KIU)

vimansha80@gmail.com
