



RESEARCH PAPER

The Relationship between Psychological Contract Breach and Psychological Contract Violation: The Interactive Effects of Tenure

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ABSTRACT

The purpose of this study is to examine the relationship between psychological contract breach (PCB) and psychological contract violation (PCV), and the extent to which this relationship is moderated by tenure. The data for the study was collected from a sample of 304 faculty members working in three public-sector universities in Quetta City. Data were collected from respondents using proportionate random sampling and using close-ended questionnaires. The analysis of the data revealed that PCB had a significant positive relation with PCV and tenure moderated this relationship. Limitations and practical implications are discussed in the end.

Keywords

Psychological Contract Breach, Psychological Contract Violation, Public-Sector Universities

Introduction

Psychological contracts are known as "individual beliefs shaped by the organization regarding the terms of an exchange agreement between individuals and their organization" (Rousseau, 1995). This conception is now commonly used to describe the modern employment relationship. Every employee develops a psychological contract based on his or her perception of mutual obligations. According to Rousseau (2001), employment relationships cannot exist without promises. A psychological contract comprises conditional promises or reciprocal obligations such as "hard work in exchange for promotion" (Conway & Briner, 2005). Such promises can result from words (either written or spoken) or can be interpreted through actions. Unconditional promises that do not involve an exchange are not part of psychological contracts. As it goes with promises, some promises are broken or remain unfulfilled. When an employee sees that his employer does not keep his promises, it leads to mistrust and negative feelings in the employee's mind, termed "psychological contract breach," and this breach has negative consequences in the workplace (Rousseau, 1989). This cognition of a breach, when followed by an emotional response, is called a psychological contract violation.

Psychological contracts are profoundly abstract and exist at individual and interpersonal levels. What one employee might consider a breach of a psychological contract may not be a breach for another. Similarly, not all breaches necessarily constitute a violation of the psychological contract (Morrison & Robinson, 1997).

According to Rousseau (1989), a psychological contract is based on a mutual exchange relationship between the employee and his organization. This conception was derived from equity theory and the theory of social exchange (Anderson & Schalk, 1998). Equity theory suggests that employees would see an equity violation if they are not provided with an equally valuable return on what they have contributed. Likewise, the theory of social exchange (Blau, 1964) suggests employees take part in social exchanges, believing in the reciprocation of their actions. When the other side does not reciprocate equally, it causes a relationship imbalance, and employees may lower their subsequent contributions to the organization (Cropanzano & Mitchell, 2005). The mutuality of psychological contracts means that both parties actually have the same view of their obligations to each other (Rousseau, 2001). In addition to the above mentioned theories, Affective Events Theory (Weiss & Cropanzano, 1996) suggests that when a negative event (such as a perceived breach) occurs, it results in affective responses (such as anger, frustration, etc.) which lead to negative workplace outcomes. Hence, they proposed that breach leads to violation, which results in negative work attitudes and behaviors.

Besides, scholars such as Rousseau and Greller (1994); and Macneil (1985) have divided psychological contracts into transactional and relational contracts. A "relational contract" is an intrinsic, non-monetary, and socio-emotional contract between an employee and his organization. Its primary concerns are fidelity and emotional attachment towards an organization (Rousseau, 1995). A transactional contract involves an extrinsic relationship and monetary exchange between an employee and his organization (Conway & Coyle-Shapiro, 2012).

Psychological contract breach has deep rooted effects on employee which is reflected in their attitudes and behaviors towards their organization. This is because the general belief of trust and respect for the organization gets affected due to breach. It can even lead to the erosion of psychological contracts (Rousseau, 1989; Robinson, 1996). A deeper understanding of breaches and violations will help counter their ill effects. Therefore, the purpose of this paper was to deepen the understanding of PCB and PCV through: 1) a literature review, 2) examining their direct relationship, and 3) examining the moderating impact of tenure on the relationship between PCB and PCV. In the following sections, a literature review of the study variables, hypotheses development, methodology, results and discussions are illustrated.

Literature Review

Psychological Contract Breach

Psychological contracts are formed on the basis of a belief that the organization has made promises that will be fulfilled. However, as soon as the employee realizes that the organization is not properly delivering on its promises, the employee feels betrayed. This is a psychological contract breach. It's not about the negative sentiments about a particular unfulfilled expectation but how it affects his trust and respect for the organization and the overall conviction that the employee is valued (Rousseau, 1989). Psychological contract breach may even happen without an actual breach (Morrison & Robinson, 1997). i.e., it is only the perception of the individual that matters. If the individual perceives that the employer has not withheld the promises made, then he or she perceives a breach.

Employees are sometimes not even able to differentiate between the psychological contracts formed with the organization and their supervisors. When

they perceive a breach, it is difficult for them to identify the source of the breach, and they consider both of them to be one and the same (Kelly, 2014).

Breach has been distinguished from other similar constructs. Psychological contracts are said to be distinct from perceptions of equity. Based on this assumption, when an employee perceives that an inequity exists, it does not lead to severe reactions, as no promise is involved, whereas a breach leads to severe consequences due to the perception of a broken promise (Robinson & Rousseau, 1994). Breach has been empirically validated as distinct from unmet expectations, and breach is a strong determinant of outcomes in the workplace (Robinson & Rousseau, 1994; Zhao, Wayne, Glibkowski, & Bravo, 2007). PCB was found to be empirically different from organizational cynicism (Durrani et al., 2017; Kakar et al., 2022), although both are generated by violations of social exchange (Johnson & O'Leary-Kelly, 2003).

The organization's fulfillment of psychological contracts was conceptualized as a reflection of the employee's organizational support. Therefore, if organizations fail to fulfill their promises, it may be interpreted by employees that the organization does not value their contribution or is not interested in their well-being. Breach of psychological contracts can therefore be perceived as a lack of organizational support (Gakovic & Tetrick, 2003). Psychological contracts also serve as a basis for predictability and control. Consequently, psychological contract breaches can lead to a lack of predictability and control, which causes stress in employees (Gakovic & Tetrick, 2003; Shore & Tetrick, 1994).

Psychological Contract Violation:

Although in the literature, the terms "breach" and "violation" are synonymous. More recent theoretical precision has led to a distinction between these two terms. Morrison and Robinson (1997) argue that *breach* relates to the cognitive awareness of not receiving anything promised, whereas a *violation* involves the experience of emotions that come from interpreting the breach in a specified context. Thus, one may observe a breach but not necessarily experience a violation. Discriminant validity between the two constructs was demonstrated by Robinson and Morrison (2000) through factor analysis in their study. An empirical distinction between the two was also proved by Raja, Johns, and Ntalianis (2004) through confirmatory factor analysis (CFA). Both of these constructs are empirically and conceptually distinct, according to Cassar and Briner (2011). They were opposed to using the same method to alternatively measure breaches and violations in research. They argue that breach and violation together explained more variance in the outcomes than breach alone. Zhao et al. (2007) presented an argument that Justice Theory (Greenberg, 1990) and Social Exchange Theory (Blau, 1964), explains reactions to breaches but it has the limitation that it does not specify the mechanism by which the breach affects work outcomes and also ignores the role of emotions. Despite this conceptual distinction, however, most empirical studies have tended to use the terms interchangeably and have used the term *violation* when in fact only a *breach* is measured. For the purpose of this paper, these different definitions of PCB and violation has been used.

The difference between a PCB and a PCV was described by Suazo and Stone-Romero (2011) in the following way: "A breach is the employee's perception that they received less than promised, whereas a violation is the depressing state of emotions following a breach". An individual's sense-making process influences an emotional reaction to a PCB (i.e. a violation). This is the process by which individuals, based on the data they have at their disposal, understand, interpret, and create meaning (Weick, 1995; Khodakarami et al., 2018 Parzefall & Coyle-Shapiro, 2011). This sense-

making approach underlies the assumption that an explanation is required if something unusual happens. If there is no explanation or the explanation is unsatisfactory, the employee will “make” his own explanation of the contractual violation, which leads to adverse attitudes and behaviors.

Emotional reactions follow breaches right away, and these emotions grow stronger when the actions of the employer, seen as a breach, are indefensible. Where such reactions have had a long-lasting effect on employees' opinions of the employer, they tend to be harmful to trust levels in a relationship and eventually to the relationship itself.

Psychological Contract Breach and Psychological Contract Violation:

“A psychological contract breach (PCB) is the cognitive perception that an individual has not received what he or she was promised, whereas a psychological contract violation (PCV) is the emotional reaction (anger, mistrust, resentment, unfairness, and betrayal) to that cognitive perception” (Rousseau, 1989; Morrison & Robinson, 1997).

Not all breaches necessarily constitute a PCB (Morrison & Robinson, 1997). In fact, earlier research have sought to identify the situations in which a breach is most likely to result in a violation. Previous research has shown that the greater the scale of a breach, the more likely employees are to experience PCV. If the employee perceives that the breach was due to purposeful renegeing, then the negative emotional response to the breach would be more severe. Also, if procedural and interactional fairness are both perceived to be low, then the chances of a breach turning into a violation are high. When there is a breach of a transactional contract, the judgement about the magnitude and implication of the breach gains more importance, whereas when a breach of a relational contract occurs, the judgment about why and how the breach occurred is given more importance. Based on this judgement, a breach may or may not turn into a violation (Morrison & Robinson, 1997).

In addition, implications and attributions as to why a breach of contract occurred, employees' views of how fairly they were treated, and the underlying social contract play a significant role in turning a breach into a violation. Finally, Morrison and Robinson (1997) state that a breach turning into a violation is less likely in a relational exchange due to trust in the employer, less vigilance on the part of the employee, and a higher threshold for how big the imbalance must be. However, if it does, employees will experience severe negative emotions after a breach of a relational contract rather than a transactional contract. The reason is, that a breach of a relational contract violates beliefs and assumptions governing the relationship.

H1: PCB is positively related to PCV.

The Moderating Role of Tenure:

Beliefs held by individuals about the terms of the agreement between them and their organizations are termed as psychological contracts (Rousseau, 1989; Rousseau, 1995). An individual's reaction to a contract breach may differ because psychological contracts are profoundly abstract and exist at individual and interpersonal levels. What one employee might consider a PCB may not be a breach for another employee. Individual differences can affect how strongly employees

respond to breaches (Robinson & Morrison, 2000; Zhao et al., 2007; Anaam et al., 2020; 2021). Therefore, the effects of individual variables must be examined.

Research suggests that individual variables such as age, gender, education level, tenure, etc. have a significant influence on employee attitudes, perceptions, and performance (Durrani, Xiangyang, et al., 2017; Kakar et al., 2020; kakar & Saufi, 2021; Phillips & O'Reilly, 1998; Kim, Murrmann, & Lee, 2009; Kadiresan et al., 2018). Earlier studies have investigated the role of age (Bal, Lange, Jansen, & Velde, 2008; Ng & Feldman, 2009; Bellou, 2009); gender (Bellou, 2009; Blomme, Rheede, & Tromp, 2010); educational levels and tenure (Bellou, 2009; Agarwal & Bhargava, 2013) on the PCB-organizational outcome relationship. However, research into how tenure affects the relationship between PCB and violation has been rather insufficient. Therefore, the current study examines the moderating effect of tenure, an understudied individual variable, on the relationships between PCB and violation.

An individual's relationship with work and organization changes as a result of the socialization process through successive levels of organizational tenure (Kakar et al., 2021). There are two opposing schools of thought regarding the influence of organizational tenure on employee attitudes and behavior. The former suggests that short tenure has a strong impact on employee attitudes and behavior. According to Vos, Buyens, & Schalk (2003), in the early stages of an employee's socialization process within an organization, psychological contracts evolve in terms of content and meaning. Due to pre-employment expectations that employees have before joining an organization, psychological contracts are often renegotiated and adapted to reality (Conway & Briner, 2005). As a result, work attitudes and behaviors are constantly in flux and interacting with each other (Kakar et al., 2019). Similarly, Wright and Bonett (2002) found that the behavior of short-tenured employees' is mainly driven by norms of reciprocity, whereas that of long-tenured employees is mainly driven by loyalty (Rousseau & Parks, 1993). Thus, long-tenured employees' attitudes and behaviors, as well as their perceptions of obligations, are more influenced by long-term commitment relationships with the organization than by recent exchanges with the organization. Consequently, long-tenured employees have more stable attitudes and behaviors than short-tenured employees and are less dependent on their employers to fulfill their contracts. Furthermore, Wright and Bonett (2002) argue that long-term workers who remain at work for one reason or another may experience withdrawal and psychological retirement at work. Hence, organizations may provide incentives to these employees; their behavior is no longer consistent with exchange norms (Bal, et al., 2008, 2010).

The preceding discussion is contradicted by a second school of thought. They believe that short-tenured employees are more tolerant, optimistic, and enthusiastic during their first few months on job and tend to show a high degree of work motivation (Wright & Bonett, 2002). Besides, long-tenured employees become increasingly weary and skeptical, and thus show less tolerance for organizational policies, actions, and decisions (Coyle-Shapiro & Jacqueline, 2002).

Nonetheless, the evidence presented above suggests that employee tenure may act as a moderator of PCB and PCV relationship. More specifically, we anticipate that longer organizational tenure will weaken the relationship over time. Hence it is hypothesized.

H2: Tenure moderates the relationship between PCB and PCV such that the relationship is stronger for those with shorter tenure and vice versa.

Theoretical Framework

Show the relationships among the research variables.

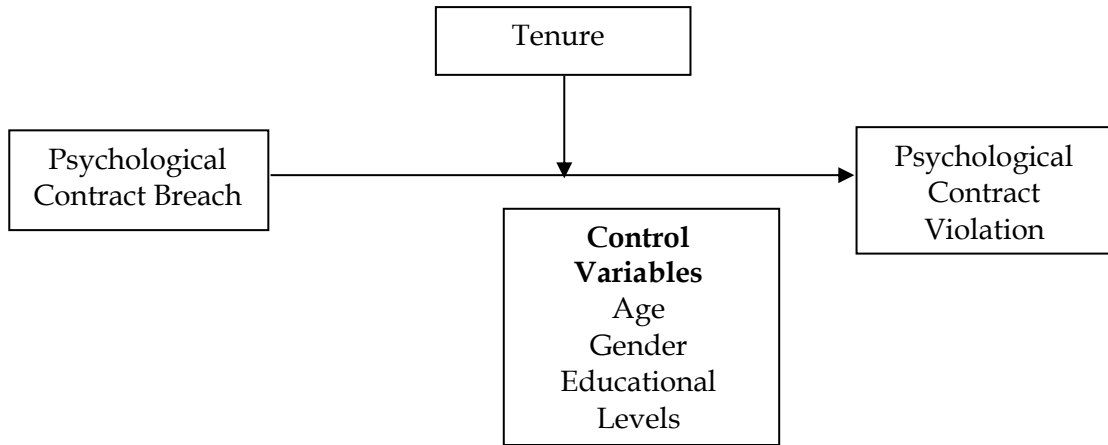


Figure 1: Theoretical Framework

As depicted in the in the Figure 1 above, psychological contract breach has been taken as an independent variable, psychological contract violation as a dependent variable, and tenure has been considered as the moderating variable. Whereas other individual differences such as age, gender and educational level are taken as control variables.

Material and Methods

Research Design

This research was causal and quantitative in nature. To obtain an overall image of things as they stand at the time of study, a cross-sectional study design has been selected.

Data Collection and Variables of Study

Data was collected through primary sources from 304 respondents from three higher education institutions in Quetta City. A closed-ended questionnaire was used to collect responses. All measurement scales were taken from previously valid and reliable studies.

Measures

PCB was measured using a five item scale developed by Robinson and Morrison (2000). This scale was designed to evaluate PCB's global perception. A Likert-type scale was used to show agreement with each item, anchored by (1). "Strongly Disagree and (5). Strongly Agree". A specimen item is "I feel that my employer has come through in fulfilling the promises made to me when I was hired." Its Cronbach's alpha was 0.90.

PCV was measured using a four items scale developed by Robinson and Morrison (2000). A Likert-type scale was used to show agreement with each item, anchored by (1). Strongly Disagree and (5). Strongly Agree, A specimen item is "I feel extremely frustrated by how I have been treated by my organization." Its Cronbach's

alpha was 0.91. Besides, age, gender, and educational levels were taken as control variables for the current study.

Sampling

The study's target population was public-sector university's faculty members in Quetta City which include:

1. University of Balochistan, Quetta (Main Campus).
2. Balochistan University of IT, Engineering and Management Sciences (BUIITEMS).
3. Sardar Bahadur Khan Women University (SBKWU).

Sample Size:

The study's overall population is 1190. This includes 511 faculty members from the University of Balochistan, 450 from BUIITEMS, and 229 from SBKWU.

The following formula was used to compute the sample size (n):

$$n = \frac{z^2 * p * (1 - p) / e^2}{1 + (z^2 * p * (1 - p) / (e^2 * N))}$$

Where: z = 1.96 for a confidence level (α) of 95%, p = proportion (expressed as a decimal),

N = population size, e = margin of error.

$$z = 1.96, p = 0.5, N = 1190, e = 0.05$$

$$n = \frac{1.96^2 * 0.5 * (1 - 0.5) / 0.05^2}{1 + (1.96^2 * 0.5 * (1 - 0.5) / (0.05^2 * 1190))}$$

$$n = 384.16 / 1.3228 = 290.409$$

$$n \approx 291$$

The minimum sample size required with finite population correction is 291. However, as a precaution to reach the targeted level of sample size, we collected the data from 350 respondents. Out of which, 46 responses were dropped from the analysis due to various reasons such as incomplete data or having the same responses for all the items. The final sample included 304 valid and reliable responses.

Sample Composition

The sample size corresponds to approximately 25.5% of our target population. Therefore, the sample composition would be as follows:

Table 1
Sample Size Estimation

University	Population	Sample
University of Balochistan	511	511*0.255=130
BUIITEMS	450	450*0.255=115
SBKWU	229	229*0.255=59
Total=	1190	304

Sampling Technique

Stratified random sampling technique was used to choose respondents in the proportion of the population stipulated above. In stratified random sampling, based on members' shared attributes or characteristics, the entire population is split into smaller, significant groups. It is also called proportional random sampling. (Zikmund, 2002).

Research Analysis Tools

We used Statistical Package for Social Sciences (SPSS) version 23 for data analysis. The research analysis techniques included descriptive, correlation, and regression analysis. All these techniques can be applied using SPSS. Furthermore, additional tests were used to verify the validity and reliability of the research instruments.

Results and Discussion

The data was gathered from faculty members working in the three universities of Balochistan, and the respondents varied in age, gender, marital status, educational qualification, designation, tenure and universities. The respondents' brief demographic information is provided as follows.

Table 2
Demographic Information (Age)

20 - 30 years	95	31.3%
31 - 40 years	160	52.6%
41 - 50 years	38	12.5%
51 - above years	11	3.6%
Total= 304		Percentage=100%

Table 2 shows that majority of respondents were between the ages of 31 and 40 (52.6%). 31.3% were between the ages of 20 and 30, and 12.5% were between the ages of 41 and 50. Respondents aged 51 and over were (3.6%).

Table 3
Demographic Information (Gender)

Male	172	56.6%
Female	132	43.4%
Total=304		Percentage=100%

Table 3 describes the participant's gender. Most of respondents were Male (56.6%) and Female population of employees composes 43.4%.

Table 4
Demographic Information (Marital Status)

Single	117	38.5%
Married	183	60.2%
Divorced / Widowed	4	1.3%
Total=304		Percentage=100%

Table 4 describes the participant's marital status. Most of respondents are Married (60.2%) and Single (38.5%). Divorced / widowed population of employees composes 1.3%.

Table 5
Demographic Information (Education)

Bachelors	0	0%
Masters	63	20.7%

MS / M.Phil	174	57.2%
Ph.D	67	22%
Total=304		Percentage=100%

As shown in Table 5, the education level of employees is very diverse. Most of respondents have MS/M.Phil and Ph.D Degrees (57.2% and 22% respectively), whereas fewer participants have Master's / Bachelor degrees (20.7%).

Table 6
Demographic Information (Designation)

Lecturer	202	66.4%
Assistant Professor	70	23%
Associate Professor	20	6.6%
Professor	12	3.9%
Total=304		Percentage=100%

Table 6 describes the participant's designation. Most of respondents were Lecturers (66.4%) followed by Assistant Professors at (23%), whereas fewer participants were Associate Professor's (6.6%) and even less were Professors (3.9%).

Table 7
Demographic Information (Organization)

University of Balochistan	130	42.8%
BUIITEMS	115	37.8%
SBKWU	59	19.4%
Total=304		Percentage=100%

The results in Table 7 also depicted that majority of the respondents were from University of Balochistan, Quetta (42.8%), 37.8% belonged to BUIITEMS, Quetta and 19.4% belonged to SBKWU, Quetta.

Table 8
Demographic Information (Tenure in current profession)

1 - 5 years	171	56.3%
6 - 10 years	75	24.7%
11 - 15 years	29	9.5%
15 - 20 years	24	7.9%
21 - above years	5	1.6%
Total=304		Percentage=100%

Table 8 presents the participants tenure in their current positions. 56.3% of employees have 1 to 5 years tenure, 24.7% have 6-10 years tenure, 9.5% had 11-15years tenure. Less people have 15 to 20 years tenure (7.9%) and 21 years more tenure (1.6%).

Table 9
Descriptive Statistics and Correlation Analysis

	1 PCB	2 PCV
1. Psychological Contract Breach (PCB)	.901	
2. Psychological Contract Violation (PCV)	.456**	.909
3. Tenure	.015	-.077
Mean	3.32	3.01
Standard Deviation	.88	1.02

*p < .05, **p<.01.

Table 9 summarizes the results of the correlation analysis along with the mean and standard deviation. The Cronbach's alpha reliability measure for each scale are given diagonally in the top row of each column for the corresponding variable. The means and the standard deviations for PCB and PCV were 3.32 (.88) and 3.01 (1.02), respectively.

As expected by the theoretical framework, the correlation between PCB and PCV was found to be significantly Positive ($r = .456, p < .01$). However, no significant relationship was found between tenure and PCB. Moreover, the relationship between tenure and PCV was also found to be insignificant.

Results of Regression Analysis

Hierarchical Regression analysis was conducted to assess the direct and moderating relationships among the variables. The values of independent variable and the moderating variable were centralized before calculating the interaction effects. The hierarchical regression analysis yielded the following results:

Table 10
Structural Model Results

Variable	Psychological Contract Violation					
	Model 1		Model 2		Model 3	
	Effect	Standard Error	Effect	Standard Error	Effect	Standard Error
Control Variables						
Age	-.043	.077	.010	.110	-.008	0.109
Gender	.164	.108	.155	.108	.161	0.107
Education	-.096	.089	-.097	.089	-.064	0.089
Independent Variable						
Psychological Contract Breach	.537**	.059	.538**	.059	.548**	0.059
Moderating Variable						
Tenure			-.053	.077	-.055	.076
Interaction Effects						
PCB x Tenure					-.139*	.056
R ²	0.223		0.225		0.241	
F	21.49**		17.25**		15.68**	

Note: * = $p < 0.05$, ** = $p < 0.01$

The results of the hierarchical regression analysis to test the hypotheses are presented in Table 10. According to the findings, PCB has a significant positive impact on psychological contract violation (PCV) ($\beta = 0.537, p < .01$), supporting Hypothesis 1.

It was found that PCB explained a significant proportion of the total variation in psychological contract violation (PCV), as shown by $R^2 = 0.223$. None of the control variables (Age, gender, and education level) were found to be significantly related to the psychological contract violation (PCV). Tenure also did not have any significant direct relationship with PCV.

However, moderating effect of tenure on the relationship between psychological contract breach (PCB) and psychological contract violation (PCV) was

found to be significantly negative ($\beta = -.139, p < .05$) Thus hypothesis 2 was also accepted.

The moderating effect of tenure on the relationship between psychological contract breach (PCB) and PCV can be comprehended by the following figure:

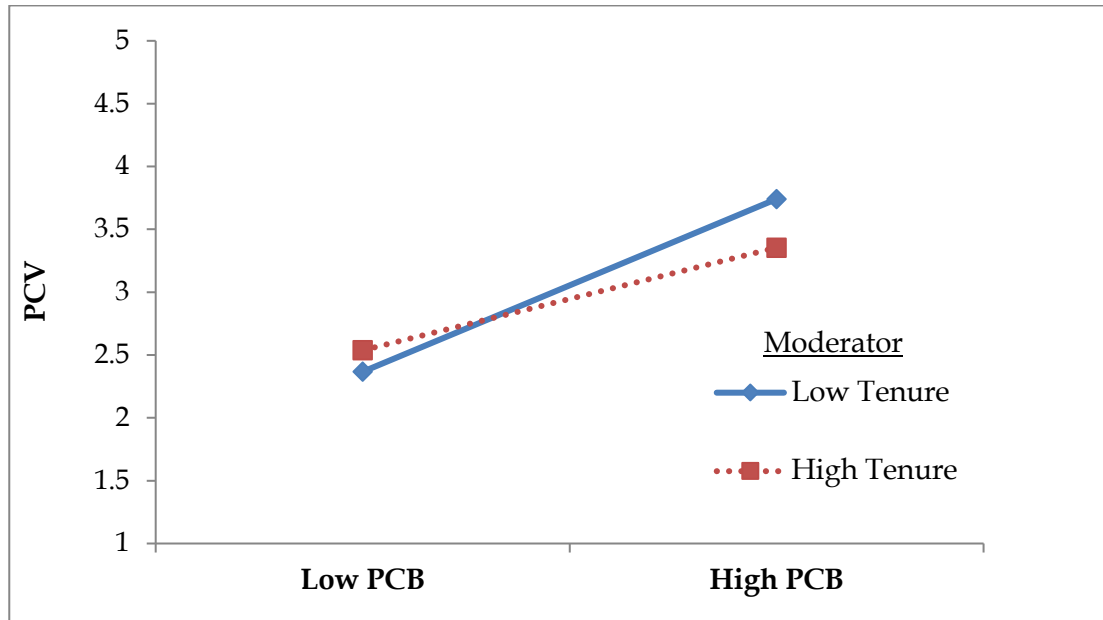


Figure 2: The moderating effects of Tenure on the relationship between PCB and PCV

The visualization in the above figure clearly shows that the relationship between PCB and PCV was weaker for those having longer (high) tenure and stronger for those having shorter (low) tenure. Thus, providing empirical support for hypothesis 2.

Discussion

This paper aims to assess the relation between PCB and PCV. This study supports (Robinson & Morrison, 2000; Raja, Johns, & Ntalianis, 2004; Cassar & Briner, 2011) argument that PCB and violation are two separate but related constructs. They argue that perceptions of breach reflected a cognitive assessment of how well the psychological contract was fulfilled; whereas, feelings of violation reflected an emotional response to this assessment.

The finding of this paper shows that PCB has a significant positive influence on PCV ($\beta = 0.473, p < .01$), and explained a significant proportion of the total variation ($\Delta R^2 = 0.233$) in PCV after controlling the influence of individual variables. The results were consistent with previous studies (Raja, Johns, & Bilgrami, 2011; Morrison & Robinson, 1997). The findings suggest that the combination of a breach and a violation may explain more variation in the outcome than the presence of a breach alone. Based on these findings, one could question whether researchers should employ both breach and violation metrics to explain the variation in outcomes following a breach. The findings of this study are in line with those of earlier studies (Robinson & Morrison, 2000; Raja et al., 2004; Zhao et al., 2007) and supports Affective Events Theory.

The study also found a relationship between organizational tenure and PCB responses i.e. PCV ($\beta = -.139, p < .05$), showing that employees with shorter

organizational tenures reported stronger and more powerful feelings of violations. The more employees stay in the organization, the more they are devoted to the organization, and this longer and extended tenure in the organization can dampen employees' negative reactions to breaches. These findings are in line with the study of Agarwal and Bhargava (2013). Another reason of this could be that employees with long-term working experience in an organisation are more likely to accept and interpret contract breaches as natural lapses that will be corrected sooner or later. Another possible reason could be that long-tenured employees get increased financial incentives with progression in their career and less workload, so they are always thankful with what they get.

The findings of this work will help expand knowledge and respond to calls for further research on the dynamics of non-western psychological contracts (Rousseau & Schalk, 2000; Westwood, Sparrow, & Leung, 2001).

Conclusion

This study's findings suggest that PCB had a significant positive relation with PCV and tenure moderated this relationship. The results also imply that the presence of both a breach and a violation can explain more variation in the outcome than the presence of a breach alone. Therefore, researchers should employ both breach and violation metrics to explain a variation in outcomes. The results of this study are a natural extension of a rapidly expanding research on PCBs and workplace outcomes.

Practical Implications

This study's findings suggest that PCB triggers negative emotional reactions of PCV, which as a results leads to negative attitudes and behaviours in the workplace. Therefore, educational administrators need to manage both the emotional (PCV) and cognitive (PCB) aspects of their employees' psychological contracts. To mitigate the detrimental effects of PCB and PCV, educational administrators must improve their engagement with their subordinates more specifically new appointees. Increased communication and interaction may provide an opportunity for them to explain why they broke their promises. The aim is that even if subordinates blame the PCB on the organization and it escalates to PCV, the feelings associated with PCV will be less powerful because the employee was handled with dignity and respect.

Limitations and Recommendations for Future Research

There are some limitations to keep in mind when interpreting our results. This study is primarily focused on PCB and PCV experienced by employees. However, there may be some other variables that may affect PCV which may further affect organizational outcomes.

Future research should also study the experience of PCB and PCV using a more diverse sample than the one used here. Our respondents were public sector university faculty members. They were graduates from prestigious universities and had earlier job experience in other similar organizations. Hence, they may have had above-average expectations of what they would get from their organization, and their organization might have made great promises to attract them. Any of these factors could have made a psychological contract breach more likely. Therefore, in future studies, it is important to assess whether our results can be generalized to other groups of workers. Since the findings are based on cross-sectional data, it may be

inappropriate to draw conclusions about cause and effect. Longitudinal studies are required to investigate the causal direction of the relationship.

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