

**RE-DEFINING PSYCHOLOGICAL CONTRACTS: A NETWORK OF  
RELATIONSHIPS**

A Dissertation

by

YVETTE PAULA LOPEZ

Submitted to the Office of Graduate Studies of  
Texas A&M University  
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

May 2008

Major Subject: Management

**RE-DEFINING PSYCHOLOGICAL CONTRACTS: A NETWORK OF  
RELATIONSHIPS**

A Dissertation

by

YVETTE PAULA LOPEZ

Submitted to the Office of Graduate Studies of  
Texas A&M University  
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

Approved by:

Chair of Committee,	Ricky W. Griffin
Committee Members,	Angelo S. DeNisi
	Cynthia E. Devers
	Stephanie C. Payne
Head of Department,	Murray R. Barrick

May 2008

Major Subject: Management

## ABSTRACT

Re-Defining Psychological Contracts: A Network of Relationships. (May 2008)

Yvette Paula Lopez, B. S., California State University, Fresno

Chair of Advisory Committee: Dr. Ricky W. Griffin

The focus of this dissertation is to gain a greater understanding of the individual psychological contract. It is proposed that by examining other specific exchange relationships (e.g., individual-supervisor, individual-co-worker) in addition to the already dominantly examined individual-organization exchange relationship, a greater understanding of how these specific exchanges impact employee attitudes and behaviors differently such as commitment and organizational citizenship behaviors, especially in the presence of a psychological contract breach can be achieved. This research is grounded in social exchange theory and norm of reciprocity and draws from the perceived organizational support, leader-member exchange, and co-worker exchange theories to examine each specific exchange relationship. Participants consisted of employees from several organizations and university systems who were placed in three subsamples to examine each exchange relationship and their respective breaches.

Results indicate partial support for the overall idea of increasing the examination of the psychological contract to include the distinct exchange relationships of the individual-supervisor and individual-co-worker in addition to the individual-organization exchange. More specifically, results indicate significant support for the following

Hypotheses: Hypotheses 1a, 1b, and 1c indicating that POS, LMX, and CWX are positively related to Organizational Commitment, particularly Organizational Affective Commitment, with POS demonstrating the strongest relationship as predicted, Hypotheses 2a, 2b, and 2c indicating that LMX, POS, and CWX are positively related to Supervisor Commitment, particularly Supervisor Affective Commitment, with LMX showing the strongest relationship as predicted, Hypothesis 3a indicating that CWX has the strongest positive relationship to Co-worker Affective Commitment, Hypothesis 4b indicating that LMX is positively related to OCB-O, but the main prediction of Hypothesis 4a indicating POS would have the strongest positive relationship was not supported, Hypothesis 5b indicating that LMX has the strongest positive relationship to OCB-S, and finally, Hypothesis 6c indicating CWX has the strongest positive relationship to OCB-CW as predicted. Lastly, results indicate support for only one of the moderating hypotheses, Hypothesis 7a, which indicates that the interaction of POS and an employee perceived psychological contract breach on the part of the organization has the strongest negative effect on Organizational Affective Commitment. All other moderating hypotheses were not found to be significant.

**DEDICATION**

*To my family...*

## ACKNOWLEDGEMENTS

I would like to extend my sincere appreciation to many who have helped me in this process. I wish to thank my committee chair, Dr. Ricky W. Griffin, for his guidance, support, and most importantly, for his patience. I wish to thank my committee members, Dr. Angelo S. DeNisi, Dr. Cynthia E. Devers, and Dr. Stephanie C. Payne, for their guidance, support, and dedication not only through the course of this research, but throughout my experience at Texas A&M University.

I would also like to thank the Department of Management Faculty, particularly those who invested time and effort in sharing their expertise. I would like to thank the Department of Management Staff: Patsy, Joyce, Argie, and Sabrina for their help along the way, and Phyl, Kristi, and Debby for their endless and unconditional efforts.

Thank you to Richard Scruggs and Lenae Huebner for their help with the Aggie 100, to the Texas A&M University System which provided the database of potential participants for this study, and to the actual individuals who participated in this study and gave of their time and effort.

Thanks also to my colleagues and friends: Jamie, Chris, Dan, Lily, Aneika, and Bill who provided and continue to provide lasting memories, and Celile Gogus for your support and friendship, but mostly for the laughs. Lastly, a heartfelt thanks to Carrie Belsito for entirely too many reasons to list. No words would ever do it justice.

Finally, thanks to my mother (Olivia), father (Paul), and brother (Derek) for their encouragement and support. This achievement is yours as well...

## TABLE OF CONTENTS

	Page
ABSTRACT .....	iii
DEDICATION .....	v
ACKNOWLEDGEMENTS .....	vi
TABLE OF CONTENTS .....	vii
LIST OF FIGURES.....	x
LIST OF TABLES .....	xii
 CHAPTER	
I INTRODUCTION.....	1
What Is a Psychological Contract .....	2
Purpose and Context of Research: Why Should We Care About It?	5
Contributions to Research: If We Know More About It, What Does This Solve for Scholars? For Practitioners? .....	7
Organization of the Dissertation .....	8
II LITERATURE REVIEW.....	10
Definitions, Issues, and Clarifications.....	10
Types of Contracts .....	13
Related Theory .....	15
Potential Attributions .....	19
Individual Attitudes and Behaviors Affected by Psychological Contract Breach (Violation).....	21
What Is Lacking? .....	23
III THEORY DEVELOPMENT AND HYPOTHESES .....	25
Network of Exchanges .....	25
The Underlying Factors of Social Exchange Theory and Norm of Reciprocity .....	27
Theoretical Framework .....	32

CHAPTER	Page
Individual-Organization Relational Psychological Contract.....	34
Perceived Organizational Support (POS).....	35
Individual-Supervisor Relational Psychological Contract .....	38
Leader-Member Exchange Theory (LMX) .....	40
Individual-Co-worker Relational Psychological Contract .....	43
Co-worker Exchange Theory (CWX) .....	46
Psychological Contract Breach (Violation) and the Element of Trust .....	50
Resulting Model .....	52
Hypotheses and Additional Rationale .....	53
Organizational Commitment .....	53
Supervisor Commitment .....	57
Co-worker Commitment .....	59
Organizational Citizenship Behaviors (OCB-O, OCB-S, and OCB-CW).....	61
 IV    METHODOLOGY .....	 75
Sample and Procedure .....	75
Measures.....	84
Independent Variables.....	84
Perceived Organizational Support.....	84
Leader-Member Exchange .....	85
Co-worker Exchange.....	86
More Traditional Psychological Contract Measures .....	87
Individual-Organization Relational Psychological Contract....	87
Individual-Supervisor Relational Psychological Contract .....	88
Individual-Co-worker Relational Psychological Contract .....	89
Moderating Variables .....	90
Perceived Psychological Contract Breach (Organization) .....	90
Perceived Psychological Contract Breach (Supervisor).....	91
Perceived Psychological Contract Breach (Co-worker).....	92
Dependent Variables .....	94
Organizational Commitment .....	94
Supervisor Commitment .....	95
Co-worker Commitment .....	96
Organizational Citizenship Behavior Directed Towards the Organization (Organization) .....	97
Organizational Citizenship Behavior Directed Towards the Individual (Supervisor) .....	97
Organizational Citizenship Behavior Directed Towards the Individual (Co-worker) .....	98



CHAPTER	Page
Control Variables .....	99
V RESULTS.....	100
General Descriptive Results for Commitment Variables.....	100
General Descriptive Results for Organizational Citizenship Behavior Variables.....	108
Formal Statistical Results.....	111
Subsample 1 .....	111
Supervisor Perceived Employee Organizational Commitment.	111
Employee Organizational Commitment.....	117
Supervisor Reported Employee Organizational Citizenship Behavior Directed Towards the Organization.....	120
Subsample 2 .....	122
Supervisor Perceived Employee Supervisor Commitment .....	122
Employee Supervisor Commitment .....	128
Supervisor Reported Employee Organizational Citizenship Behavior Directed Towards the Supervisor .....	132
Subsample 3 .....	133
Co-worker Perceived Employee Co-worker Commitment .....	134
Employee Co-worker Commitment .....	140
Co-worker Reported Employee Organizational Citizenship Behavior Directed Towards the Co-worker .....	142
VI DISCUSSION AND CONCLUSIONS.....	155
Overview of the General Results .....	156
Overview of the Specific Results .....	162
Contributions to the Literature .....	166
Managerial Implications.....	168
Limitations and Future Research.....	169
Conclusion.....	171
REFERENCES .....	173
APPENDICES.....	185
VITA .....	218

## LIST OF FIGURES

FIGURE	Page
1	Organizational Relational Psychological Contract: Organizational Commitment..... 56
2	Supervisor Relational Psychological Contract: Supervisor Commitment . 58
3	Co-worker Relational Psychological Contract: Co-worker Commitment . 60
4	Organizational Relational Psychological Contract: Organizational Citizenship Behavior (Organization) ..... 65
5	Supervisor Relational Psychological Contract: Organizational Citizenship Behavior (Supervisor) ..... 67
6	Co-worker Relational Psychological Contract: Organizational Citizenship Behavior (Co-worker) ..... 67
7	Organizational Relational Psychological Contract Breach (Violation): Organizational Commitment. .... 69
8	Organizational Relational Psychological Contract Breach (Violation): Organizational Citizenship Behavior (Organization)..... 69
9	Supervisor Relational Psychological Contract Breach (Violation): Supervisor Commitment ..... 70
10	Supervisor Relational Psychological Contract Breach (Violation): Organizational Citizenship Behavior (Supervisor) ..... 70
11	Co-worker Relational Psychological Contract Breach (Violation): Co-worker Commitment. .... 71
12	Co-worker Relational Psychological Contract Breach (Violation): Organizational Citizenship Behavior (Co-worker) ..... 71
13	Interaction of POS and Organizational Relational Psychological Contract Breach on Employee Reported Employee Organizational Affective Commitment..... 119

FIGURE	Page
14 Interaction of POS and Organizational Relational Psychological Contract Breach on Employee Reported Employee Organizational Normative Commitment.....	120
15 Interaction of LMX and Supervisor Relational Psychological Contract Breach on Employee Reported Employee Supervisor Normative Commitment.....	131

## LIST OF TABLES

TABLE	Page
1	Subsample 1: Employee Respondent Demographics..... 80
2	Subsample 1: Supervisor Respondent Demographics..... 80
3	Subsample 1: Co-worker Respondent Demographics..... 81
4	Subsample 2: Employee Respondent Demographics..... 81
5	Subsample 2: Supervisor Respondent Demographics..... 82
6	Subsample 2: Co-worker Respondent Demographics..... 82
7	Subsample 3: Employee Respondent Demographics..... 83
8	Subsample 3: Supervisor Respondent Demographics..... 83
9	Subsample 3: Co-worker Respondent Demographics..... 84
10	Overall General Sample - Descriptive Statistics and Correlations ..... 102
11	Subsample 1 - Descriptive Statistics and Correlations..... 113
12	Subsample 1 - Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Organizational Commitment. .... 114
13	Subsample 1 – Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Employee Reported Employee Organizational Commitment ..... 115
14	Subsample 1 – Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Organization Citizenship Behavior (Organization)... 116
15	Subsample 2 – Descriptive Statistics and Correlations ..... 123

TABLE	Page
16 Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach – Supervisor Reported Employee Supervisor Commitment .....	124
17 Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach – Employee Reported Employee Supervisor Commitment .....	125
18 Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach – Supervisor Reported Employee Organizational Citizenship Behavior (Supervisor) .....	126
19 Subsample 3 – Descriptive Statistics and Correlations .....	136
20 Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach – Co-worker Reported Employee Co-worker Commitment .....	137
21 Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach – Employee Reported Employee Co-worker Commitment .....	138
22 Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach – Co-worker Reported Employee Organizational Citizenship Behavior (Co-worker) .....	139
23 Overall Sample – Main Effect Hypotheses Results – Dependent Variable: Organizational Commitment .....	145
24 Overall Sample – Main Effect Hypotheses Results – Dependent Variable: Supervisor Commitment .....	146
25 Overall Sample – Main Effect Hypotheses Results – Dependent Variable: Co-worker Commitment .....	147
26 Overall Sample – Main Effect Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior .....	148
27 Subsample 1 – Hypotheses Results – Dependent Variable: Organizational Commitment .....	149

TABLE	Page
28 Subsample 1 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Organization).....	150
29 Subsample 2 – Hypotheses Results – Dependent Variable: Supervisor Commitment .....	151
30 Subsample 2 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Supervisor) .....	152
31 Subsample 3 – Hypotheses Results – Dependent Variable: Co-worker Commitment .....	153
32 Subsample 3 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Co-worker) .....	154

## CHAPTER I

### INTRODUCTION

While previous studies have greatly advanced the field of psychological contracts and have helped bring recognition to the field for its contribution to overall firm performance, existing research does not identify other potentially major components of the employee's psychological contract. Psychological contracts have been consistently defined as describing the perceived owed relationship between an employee and his/her employer (Robinson, 1996). Essentially, psychological contracts are based on an individual's belief or perception of the terms and conditions surrounding a reciprocal exchange agreement between the employee and his/her employer. Within this existing definition there has been mention of different "agents" who represent the employer in the psychological contract relationship and who contract on its behalf, such as recruiters, supervisors, human resource specialists, and upper level managers (Lester, Turnley, Bloodgood, & Bolino, 2002), yet each of these interactions have not yet been individually examined to determine if they influence individual behaviors differently, or if they represent a part of the individual's psychological contract separate from the organization.

The value of separating or teasing out the individual agents representing the employer in the psychological contract rests in enabling researchers and practitioners to

---

This dissertation follows the style of *The Academy of Management Journal*.

better determine which relationships making up the individual's psychological contract have a stronger influence on various firm factors such as those that have been previously studied (e.g., commitment, job satisfaction, intent to quit). It is proposed here that three critical relationships, individual-organization, individual-leader (supervisor), and individual-co-worker, can better determine individual attitude and behavior resulting from the psychological contract that the individual has with each of these particular parties. Hence, this dissertation focuses on examining the psychological contract that exists between an individual and his/her organization, the individual and his/her supervisor, and the individual and his/her co-worker with the intent of determining which relationships have the greatest impact on a variety of individual attitudes and behaviors.

### **What Is a Psychological Contract?**

The initial study of psychological contracts began to emerge back in 1960 out of the work conducted by Chris Argyris. Argyris (1960) generated this construct with the intent of examining the expectations involved in the employer-employee relationship. More specifically, Argyris (1960) drew attention to expectations surrounding issues of mutual obligations, values, rights, privileges, and obligations between the employer and employee.

Subsequent to Argyris (1960), Schein added to the concept of psychological contract by deducing from Argyris that while employees and employers each have their own set of expectations, not all of these expectations are based on formal agreements such as pay for performance, but rather that a powerful determinant of behavior for the



employee and employer are the expectations that surround the unwritten agreements (Schein, 1965). For instance, employees may come to expect that their employer will not fire them after a number of years of being employed with the organization, and in return, the employer may come to expect that the employee will not pass on corporate secrets, speak poorly of the company, and/or misrepresent the company's image (Schein, 1965; 1980). Schein's (1980) most critical contribution to the literature was his formal definition of the psychological contract construct, indicating that "the notion of a psychological contract implies that there is an unwritten set of expectations operating at all times between every member of an organization and the various managers and others in that organization" (Schein, 1980: 22).

However, since the concept's inception, scholars have still attempted to further develop and refine the psychological contract construct (Smithson & Lewis, 2003). Whereas Schein (1980) introduced the idea of psychological contracts consisting of expectations operating between every member of an organization, more recent scholars have instead chosen to focus primarily on the exchange agreement between individuals and their organizations. In effect, the majority of studies in the field of psychological contracts has repeatedly concentrated on and has continued to define psychological contracts as an employee-employer, or an individual-organizational relationship only. This choice in definition has treated all parties within the organization as agents of the organization, further supporting the sufficiency of focusing solely on the employee-employer contractual relationship. This position has been made further evident as central studies by key researchers in the field have continued to define psychological

contracts as “individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization” (Rousseau, 1995: 9). This definition and its related uses have helped to pave the way for research studies that have followed over more recent years.

Aside from the difference in definitions between Schein (1980) and more recent scholars, a second critical difference has also seemed to emerge. Schein (1980) emphasized that psychological contracts would naturally change over time. These changes would be the result of either changes experienced by the individual in accordance with his/her changing needs or changes required of the organization possibly due to external issues that would require the organization to change and stay flexible in order to succeed in the business environment.

Conversely, Rousseau has argued that the psychological contract is a promised-based and implied contract that is actually a mental model that individuals develop and then use to frame additional information and knowledge, even events such as promises (Rousseau, 1995). What is critical to this stance is that the mental model over time develops into a schema that individuals use to filter out information. Schemas are fairly resistant to change, and only change when information begins to consistently contradict with the mental model that is in place. What this means for the psychological contract literature is that individuals and organizations may not view existing psychological contracts to be as flexible and changeable as Schein (1980) has indicated. This creates intense concern and in all likelihood a credible opportunity for needed and realized changes to be perceived as a break in contract. Hence, most of the latest developments

in the psychological contract literature have been motivated by this position, thus resulting in an increased focus on psychological contract breach and its effects.

Based on these two differences surrounding the definition of the psychological contract and the effects of the changing psychological contract, as developed by Schein (1980) and more recent researchers, there appears to be value in combining aspects of Schein's definition and aspects of Rousseau's schemas, in further examining psychological contracts. More specifically, as psychological contract breach, or violation of the psychological contract which has been defined as the more intense emotional reaction resulting from a perceived breach (Morrison & Robinson, 1997), continues to be studied and examined for its impact on a variety of dependent variables, I propose taking a step back and not defining the construct as solely an exchange agreement between an individual and his or her organization, but rather to further examine Schein's (1980) initial definitional proposal in order to determine how various relationships between the individual and his or her co-workers, supervisors, and the organization, can impact the employment relationship and individual attitudes and behaviors, especially in the context of a psychological contract breach. Perhaps this attempt will give us a better indication, or a more complete picture of what might actually be making up the psychological contract of individual employees.

### **Purpose and Context of Research: Why Should We Care About It?**

It has been stated that even though "psychological contracts are developed and executed through interactions between an employee and specific organizational agents such as recruiters, direct superiors, and human resource personnel, in the employee's

mind, the contract exists between him or her and *the organization*” (Robinson & Morrison, 1995: 290). This viewpoint has been the backbone of most recent research in the area of psychological contracts, where emphasis is placed on holding the organization responsible, either legally, morally, ethically, socially, or financially, for the behaviors of its agents (Robinson & Morrison, 1995).

Nevertheless, while researchers have and are continuing to place emphasis on the employee-employer relationship, examining the organization as the only party that employees contract with does not seem to adequately explain why some employees state they are leaving their boss or manager and not the organization (Harvey, Stoner, Hochwarter, & Kacmar, 2007). Take for instance, the employee who transfers to another branch to escape a boss, but chooses to stay within the same organization because it is not the organization that they do not enjoy, but rather it is the relationship with their immediate boss or supervisor that has motivated him/her to leave their current position. Such situations do not seem to be adequately explained by the governing definition of the psychological contract. Instead these situations seem to present additional problems for organizations, potentially warranting a deeper understanding of the main factors affecting individual attitudes and behaviors within the employment relationship, specifically when the current employee-employer psychological contract relationship does not seem to be adequately explaining the individual’s change in behavior. With this in mind, it continues to make sense that we should seek to break apart the current definition of the psychological contract to gain a better understanding of the factors that could potentially be making up the employee’s psychological contract.

### **Contributions to Research: If We Know More About It, What Does This Solve for Scholars? For Practitioners?**

Understandably, as with any research, the question of whether the psychological contract is worth taking seriously has been asked (Guest, 1998). Aside from various criticisms, there have been a number of conceptual and empirical problems and challenges that have been raised yet the value and potential of the psychological contract has continued to be further realized. One of the criticisms stems from what has been called “the agency problem” (Guest, 1998), noting the dangers of “anthropomorphizing ‘the organization’ by turning the organization into ‘an individual’” (Guest, 1998: 652) in the employee/employer (individual-organization) relationship. This criticism can potentially be addressed by this dissertation and the specific attempt to reintroduce Schein’s (1980) initial psychological contract definition thereby focusing on a network of relationships that may potentially make up the psychological contract. By further examining the three proposed relationships of the individual-organization, the individual-supervisor, and the individual-co-worker, we could potentially gain a better understanding of which exchange relationship more strongly impacts different employee (individual) attitudes and behaviors. Once established, these results could potentially have major implications for how organizations, supervisors, or individuals might be able to influence or change outcomes (Wayne, Shore, & Liden, 1997).

As the field of psychological contracts continues to develop, a variety of dependent variables including job satisfaction, organizational commitment, sense of security, employment relations, motivation, organizational citizenship behaviors,

absenteeism, and intentions to quit have been identified that have been affected by contract breach or violation. These established relationships are critical in helping us to gain a better understanding of the overall employment relationship, specifically, when the employment relationship appears to be taking place in an environment filled with rapid change and altered certainties of organizational life (Guest, 1998). The psychological contract helps us interpret and make sense of what has become an emerging 'contract culture' where interactions between at least two parties are consistently taking place (Guest, 1998). As the field of psychological contracts continues to develop and evolve both theoretically and practically, the field will potentially aid parties to the contract in achieving a greater understanding of how the psychological contract relationship impacts attitude and behavior and the overall employment relationship.

In sum, I propose to examine three specific relationships that I suspect greatly impact an individual's psychological contract: individual-organization, individual-supervisor, and the individual-co-worker. By examining these relationships and their exchanges, it is further proposed that each type of exchange relationship will impact different employee attitudes and behaviors (e.g., commitment and organizational citizenship behaviors) especially in the context of a psychological contract breach.

### **Organization of the Dissertation**

The remainder of this dissertation is structured in the following manner. Chapter II is an examination of the extant literature. This chapter aims at providing clarification regarding definitions and issues surrounding psychological contracts, as well as an

examination of the different types of psychological contracts, related theory, potential attributions of psychological contracts, and the attitudes and behaviors that seem to be affected by psychological contract violations. Chapter III provides the theoretical justification for the proposed model of this dissertation. This chapter focuses on a network of exchanges grounded in social exchange theory and norm of reciprocity, with perceived organization support, leader-member exchange, and co-worker exchange theory serving as the theoretical justification for the individual-organization, individual-supervisor, and individual-co-worker relationships examined in this dissertation. This chapter further presents the proposed model of this dissertation along with the proposed hypotheses and addition rationale. Chapter IV provides a description of the methodology used to examine the proposed model. Chapter V presents the results of the data analysis. Lastly, Chapter VI discusses the meaning behind the results, in addition to the dissertation's contribution to the literature, managerial implications, limitations of the study, recommendations for future research, and concluding remarks.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **Definitions, Issues, and Clarifications**

The psychological contract construct was first coined by Argyris (1960) with the intent of examining the employee-employer relationship. In this attempt, Argyris (1960) drew attention to a variety of issues proposed to make up the expectations of both the employer and the employee and how each party was to conduct themselves while engaged in this relationship. As previously mentioned, these issues included expectations of employer and employee obligations, values, rights, and privileges.

As researchers began to further examine this construct, Schein (1965, 1980) made two critical additions to the psychological contract construct's advancement. The first contribution emphasized the idea that while both the employer and the employee had their own expectations of the employment relationship, the expectations stemmed not just from formal agreements of the constructs of the relationship's contract, but rather also from a more powerful determinant of behavior. This more powerful determinant consisted of the proposed unwritten agreements (Schein, 1965). The unwritten agreements that lead employees to expect that the organization will treat them well, support them, and ensure job security, and in return, allow the organization to expect that the employee will be dependable, hard-working, and loyal (Schein, 1965, 1980). The second contribution from Schein (1980) advanced the psychological contract definition by creating the notion that psychological contracts are really "a set of



unwritten expectations operating at all times between every member of an organization and the various managers and others in that organization” (Schein, 1980: 22).

In spite of Schein’s definitional contribution, scholars have continued to further develop and refine the construct (Smithson & Lewis, 2003). While Schein’s definition placed emphasis on a combination of relationships, more recent scholars have narrowed their focus solely to examining the employee-employer relationship. With the understanding that multiple individuals engage in contracting behaviors, such as recruiters, human resource specialists, upper level management, and so forth, scholars have settled on grouping these individuals into the roles of agents who represent the organization and contract on its behalf (Lester, Turnley, Bloodgood, & Bolino, 2002). This stance has helped support the overall significance and sufficiency of focusing solely on the employee-employer relationship. This particular focus has also helped to guide the field of psychological contracts in two distinct ways: (1) towards further examining the terms of the exchange agreement between employees and employers, and (2) towards examining any potential individual attitudinal and/or behavioral effects.

With respect to examining the terms of the exchange agreement between the employee and employer, scholars have developed an array of definitions that all surround the employee-employer relationship, but differ in terms of whether or not expectations, obligations, beliefs, or promises are involved. For instance, some of the better-known definitions define psychological contracts as:

“An individual’s *belief* regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party.” (Rousseau, 1989: 123).

“A psychological contract emerges when one party *believes* that a *promise* of future returns has been made, a contribution has been given and thus, an *obligation* has been created to provide future benefits” (Rousseau, 1989: 126).

“The psychological contract is individual *beliefs*, shaped by the organization, regarding terms of an exchange agreement between individuals and their organizations. Psychological contracts have the power of self-fulfilling prophecies: They can create the future. People who make and keep their commitments can anticipate and plan because their actions are more readily specified and predictable both to others as well as to themselves” (Rousseau, 1995: 9).

“The contract is the essence of the individual-organizational linkage, because employment entails an *implicit* exchange of *beliefs* and *expectations* about what constitutes legitimate actions by either party” (Nicholson & Johns, 1985: 398).

“An employee’s *beliefs* about the reciprocal *obligations* between that employee and his or her organization, where these *obligations* are based on *perceived promises* and are not necessarily recognized by agents of the organization” (Morrison & Robinson, 1997: 229).

These definitions and others like them have continued to focus on the employee-employer relationship, while sorting through whether the actual psychological contract is about “perceptions, expectations, beliefs, promises, and obligations” (Guest, 1998: 651). To address this issue, Rousseau has further clarified the construct in her explanation of what psychological contract theory actually specifies:

“Psychological contract theory specifies that individual beliefs comprising the contract involve sets of reciprocal obligations – not expectations alone – to which both the individual and the other party are believed to have committed themselves. Obligations arising from the exchange of promises constitute the building blocks of the psychological contract. Although obligations are a form of expectation, not all expectations held by a person need to be promissory or entail a belief in mutuality or reciprocity. By definition, a psychological contract must be based upon a belief that a reciprocal exchange exists which is mutually understood” (Rousseau, 1998: 668).

Based on elements mentioned within this definition, researchers before and after this clarification piece have moved to further study a variety of factors, including types

of psychological contracts, violations or breaches of psychological contracts, attributions, and a variety of attitudinal and behavioral effects of unmet obligations, or breaches/violations, particularly since unmet obligations appear to generate much more intense reactions than unmet expectations (Rousseau, 1998). These unmet obligations (breaches, violations) have resulted in negative reactions from the individuals who are a party to this process.

### **Types of Contracts**

Prevailing theory in the field of psychological contracts depends in part on the type of contract being defined. For the most part, parties may engage in a continuum of contracts being anchored by either transactional or relational type contracts (MacNeil, 1985; Rousseau & McLean Parks, 1992). The transactional contract is described as a specific, short-term, pay-for-performance contract. The relational contract is described as a longer term, flexible or more general type of contract that has a connection to employee loyalty and commitment (Rousseau & McLean Parks, 1992). A critical element of the relational contract is that it is based on the premise that parties to the contract will work to ensure the sustainability of the relationship over time (Rousseau & McLean Parks, 1992). Unfortunately, the problem with this characteristic of the relational contract is that it allows for subjectivity, potentially resulting in miscommunication, misunderstandings, and with regards to psychological contracts, violations or breaches.

When one party to the employee-employer contract fails to uphold an obligation, the employment relationship is affected differently depending on the type of contract

that exists between the parties. For instance, when an employee engages in a transactional contract with an employer and there is a breach of that contract, there is suddenly an issue of inequity. Because this type of contract is specific and deals primarily with pay-for-performance, the recipient of the breach, or violated party, will experience an imbalance to his or her cost/benefit analysis, thus raising issues of injustice or betrayal (Bies, 1987; Robinson, Kraatz, & Rousseau, 1994; Rousseau, 1989) thereby leading the cheated party to expect to be reimbursed, or to feel justified in withholding further obligation (Robinson et al., 1994). While this type of contract breach can create a harmful imbalance in the employment relationship, what is more interesting is how a breach of a relational contract can be even more destructive.

In the instance of a relational contract breach, the violation impacts not only the cost/benefit component, but rather all other critical components that make up the employment relationship. Every element that makes up the foundation of the relationship is risked, affecting trust, belief in good faith and fair dealing (MacNeil, 1985; Robinson et al., 1994), and the ability to sustain further trust and future relations.

Support for these claims have evolved from the work of Robinson et al., where “the strength of the associations between employer violation and changes in the relational obligations were, without exception, much stronger than those between violation and change in the transactional obligations” (1994: 149). Such evidence provides reasoning for further studying and emphasizing the importance of examining relational aspects and their potential impact on the employment relationship. What is of further value is the link between this relational component of the psychological contract

and organizational components or factors such as organizational citizenship behavior (OCB) and commitment, both of which indirectly impact organizational performance. Hence, due to the potentiality of the relational component of the psychological contract affecting individual attitudes and behaviors more intensely, as evident in previous studies, the relational contract will be the main focus of this dissertation and will be the main focus in describing the exchange relationships of the individual-organization, individual-supervisor, and the individual-co-worker that will be examined.

### **Related Theory**

In further examining the literature on psychological contracts and gaining an understanding of some of the construct's theoretical support, we can begin to see an interesting link between psychological contracts and organizational citizenship behaviors that is worth exploring. The literature of the two fields involves some theoretical overlap, mostly stemming from the definitions of the terms. As previously mentioned, psychological contracts are based on perceived, unwritten, mutual obligations that make up an exchange agreement between the two parties of the contract, namely the employee and employer. This term closely relates to how OCBs have been defined, where a direct assumption of the OCB concept assumes the existence of an employee-employer contract (Robinson & Morrison, 1995).

With this link, common theoretical explanations seem to work in both instances. For example, social exchange theory (Blau, 1964) has been used in the psychological contract literature to explain that individuals will tend to demonstrate reciprocative behaviors towards individuals who engage in behaviors that benefit them (Coyle-

Shapiro, Shore, Taylor, & Tetrick, 2004). With this, individuals are likely to uphold or engage in behaviors as a form of payback. In relation to OCBs, or prosocial behaviors, social exchange theory (Blau, 1964) proposes that if the organization is viewed by the individual as engaging in behaviors that have the individual's interests in mind, then the individual will be more likely to engage in prosocial or OCBs to reciprocate the act of interest or benefit.

Associated with the link of social exchange theory to prosocial behaviors, McNeely and Meglino (1994) made a critical statement in the literature surrounding an individual's inclination to reciprocate behaviors. According to their study, McNeely and Meglino (1994) indicated that their "results suggest that the psychological processes that underlie prosocial behaviors are different depending on the beneficiary of the behavior" (1994: 836). What the authors initially proposed was that different types of prosocial behaviors may actually be the result of different independent variables serving as antecedents or factors. The motivation for this research stemmed from social exchange theory and the theory's proposition that individuals will direct their reciprocal behaviors specifically towards those who benefit them (McNeely & Meglino, 1994). With this in mind, McNeely and Meglino (1994) proposed that benefits received from the organization would result in direct payback in the form of prosocial behaviors towards the organization, whereas benefits received from co-workers or other specific employees would result in prosocial behaviors directed specifically at those individuals with anything indirectly affecting the organization serving as an unintended consequence of behavior (McNeely & Meglino, 1994). Through this attempt the authors aimed to

demonstrate that the psychological processes that would be responsible for prosocial behaviors directed towards the organization would be different than the psychological processes responsible for prosocial behaviors directed towards individuals. McNeely and Meglino's (1994) findings were consistent with the predictions of social exchange theory (Blau, 1964) indicating that individuals directed their reciprocation efforts specifically towards either the organization or to specific individuals depending on who benefited them. The findings of this study are all the more critical, because they suggest that "organizations can enhance prosocial organization behaviors by altering certain situational characteristics in the workplace" (McNeely & Meglino, 1994:842) or by altering, or impacting, certain relationships.

Further support for social exchange theory (Blau, 1964) was evident within the study conducted by Turnley, Bolino, Lester, and Bloodgood (2003). In this study, the authors used social exchange theory to help explain how the behaviors of individuals in the form of OCBs would be impacted by the extent of the fulfillment of the psychological contract (Turnley et al., 2003). With this in mind, Turnley et al. (2003) addressed prior research such as that of McNeely and Meglino (1994) mentioned above, and Williams and Anderson (1991), both of which indicated the importance of differentiating between different targets of OCBs. As determined by Williams and Anderson (1991), OCBs should be separated to include OCBs that benefit the organization (OCB-O) and OCBs that directly benefit specific individuals (OCB-I), indicating that the two are relatively distinct types of performance (Williams & Anderson, 1991).

Based on this prior research, Turnley et al. (2003) proposed that psychological contract fulfillment, or the lack thereof, would be more strongly related to OCB-O rather than to OCB-I such as co-workers. Because the authors focused on the supervisor-subordinate dyad, with the decision that the supervisor would represent the organization, the authors proposed that a psychological contract breach in the form of an unsupportive employment relationship would result in a decrease in employee performance through OCB-O (Turnley, et al., 2003). Turnley et al. then examined the difference in the strength of the correlations between psychological contract fulfillment and both types of OCBs (OCB-O and OCB-I) to determine if the correlations were significantly different. The authors reported that “the extent of the psychological contract fulfillment was more strongly related to OCB-O than to OCB-I” (Turnley et al., 2003). Hence, the results for this study are consistent with and provide adequate support for the premises of social exchange theory, since it appears that individuals are more likely to reciprocate behavior or withhold behavior directly towards the organization or specific individuals.

While the authors of this study mentioned to have specifically examined the supervisor-subordinate dyad with the indication that the supervisor represented the organization/employer in the employee-employer psychological contract the actual measurements of each item used in the study made reference to the organization specifically and not the supervisor. With this in mind, the particular supervisor-subordinate dyad used in Turnley et al.’s (2003) study would be different than the supervisor-subordinate dyad proposed and examined in this dissertation. In other words,



the supervisor in this dissertation is meant to represent him/herself and not the organization as a whole.

### **Potential Attributions**

Related to the premise of examining individual reciprocative behavior and the importance of differentiating between different targets of behavior is that the Turnley et al. (2003) study included an additional element of a transactional psychological contract in the form of pay. The authors examined the relationship of the fulfillment (or lack thereof) of a transactional psychological contract in the form of pay with employee performance as demonstrated through the exhibition of OCB-O and OCB-I. While results were significant for the relational psychological contract (e.g., supportiveness of the employment relationship) indicating that perceptions of relational psychological fulfillment was positively related to OCB, specifically OCB-O, findings, however, were not significant for the transactional psychological contract (e.g. pay), suggesting that relational psychological fulfillment in the form of organizational support is more strongly related to employee performance in the form of OCBs, than is transactional psychological fulfillment in the form of pay (Turnley et al., 2003). This additional finding is mentioned because it is linked to a very critical point. While studying both forms of psychological contracts (e.g., transactional and relational) the authors further examined whether attributions (e.g., renegeing, disruption, incongruence, nullification, intentional, or unintentional) made by the employee about the organization help to determine the employee's response to the psychological contract breach.

Based on the theoretical work of Rousseau (1995) and Morrison and Robinson (1997), Turnley et al. (2003) examined whether some form of attribution, as perceived by the employee, would moderate the relationship between the magnitude of a psychological contract breach, or violation, and employee performance (e.g., OCBs). The authors examined two types of attributions: unintentional and intentional psychological contract breaches. Two sources made up the *unintentional* breach: *incongruence*, “There was an honest misunderstanding between myself and the organization regarding what the organization would provide” and *disruption*, “A situation beyond the organization’s control made it impossible for the organization to keep its promise” (Turnley et al., 2003: 195). The authors then examined two sources of *intentional* breach: *reneging* “The organization could have kept its promise, but it chose not to” and *nullification* “I failed to keep my obligations to the company; thus, the company was no longer obligated to keep its side of the deal” (Turnley et al., 2003: 195). None of the employees sampled in Turnley et al.’s study selected the option of nullification.

What the authors found was that “when breaches concern pay, there is at least some evidence that employees’ attributions matter... However, the attributions that employees made regarding why breach occurred on the relationship dimension had less of an impact on their behavior” (Turnley et al., 2003: 203). Ultimately, this translates to employees responding negatively to a relational psychological contract breach no matter if the breach was intentional or unintentional, raising a critical concern for organizations, and indicating just how powerful a relational psychological contract breach, or violation,

can be with regarding to intensely, negatively affecting the individual's attitude or behavior.

### **Individual Attitudes and Behaviors Affected by Psychological Contract Breach (Violation)**

As the literature currently stands, there have been a number of studies conducted examining the employee-employer relationship, particularly in cases where a psychological contract breach, or violation, has taken place. Through this examination, researchers have determined that psychological contract breach (violation) is significantly related to a variety of individual attitudes and behaviors. Specifically, psychological contract breach has been negatively related to in-role performance, OCB-O, and OCB-I (Turnley et al., 2003), organizational commitment, and job performance (Lester et al., 2002), loyalty (Turnley & Feldman, 1998, 1999), employee willingness to perform OCBs (Turnley & Feldman, 2000), trust, satisfaction, and intentions to remain with the organization (Robinson & Rousseau, 1994), and civic virtue (Robinson & Morrison, 1995). Psychological contract breach has also been positively related to exit, voice, and neglect behaviors (Turnley & Feldman, 1999), employees' intent to quit, and neglect of in-role job duties (Turnley & Feldman, 2000), looking for new jobs (Turnley & Feldman, 1998), and turnover (Robinson & Rousseau, 1994).

In a number of these studies, researchers have examined the supervisor-subordinate dyad indicating that this relationship is actually representative of the employer-employee relationship, as the supervisor is meant to serve as an agent for the organization (Turnley et al, 2003). This supervisor focus is made further evident

through measures of relational contracts that measure items such as respectful treatment, fair treatment, and management support (Turnley et al., 2003). Employees in such studies are then asked to indicate whether they have experienced or received less than what they had been promised, specifically regarding the supportiveness of the employment relationship, in order to determine if a breach of the relational contract had occurred. Employee performance items were then given to the supervisors in these dyads to determine the subordinate's performance in terms of in-role performance and OCB-O and OCB-I. What is important to note here are that the items that seem to make up the OCB-O and OCB-I scales are distinctly different in terms of representing the organization and co-workers. The point here is that while the OCB-I scale specifically mentions "co-workers", the mention of "co-workers" may automatically convey that the "supervisor" is not represented by this scale, but rather should be treated as an agent or representative for the organization. Perhaps if the same items were used with the word "supervisor" replacing "co-worker" then supervisors might rate subordinates differently in terms of reciprocating more towards the supervisor and less towards the "organization".

The above concern is further supported by an interesting mention in a study examining mitigating factors in employee responses to psychological contract violations (Turnley & Feldman, 1998). In this study, the employees were actually managers in the organization who were dealing with psychological contract violations stemming from restructuring activities that took place in the firm. The authors proposed and found support for the notion that:

“Relationships with supervisors and co-workers seemed to mitigate against negative reactions to psychological contract violations. Hence, positive working relationships with supervisors and co-workers make it more likely that employees will remain loyal to their organization and not engage in ‘neglectful’ behaviors. On the other hand, employees who have poor working relationships with supervisors and peers have fewer inducements to remain loyal and to stay with the firm and less reason to feel guilty about neglecting their job duties” (Turnley & Feldman, 1998: 78).

This finding potentially creates another critical supporting element to the idea that there may be a network of relationships operating at the same time that further represent and provide a more complete picture of the psychological contract. If the organization can breach its contract with the individual, yet various outcomes that have already been supported as being affected by contract breach can be altered and thereby experience less of an affect, then these other exchange relationships (individual-supervisor, and individual-co-worker) can shed additional light on how certain exchange relationships and their breaches affect individual attitudes and behaviors.

### **What Is Lacking?**

At this point in the psychological contract literature, the governing exchange relationship of the employee-employer psychological contract could potentially be limiting our understanding of how different exchange relationships affect individual attitudes and behaviors in the overall employment relationship. Furthermore, when some studies examine the supervisor-subordinate dyad and then never make mention of the supervisor in the measurements used in these studies, only to make reference to the organization or co-workers, it seems to limit our understanding of whether employees would respond the same way if given a choice between measurements that reflect the organization, the supervisor, and co-workers. With a variety of studies hinting at the

possibility of different relational affects (Turnley et al., 2003; Turnley & Feldman, 1998) impacting various individual outcomes, perhaps it would help address some of the concerns surrounding the difficulty of defining what is meant by “the organization” (Guest, 1998). Hence, by distinctly examining the additional relationships of the individual-supervisor and the individual-co-worker, as well as the individual-organizational exchange relationship, perhaps we can gain a better understanding of when certain psychological contract breaches have their largest effects.

## **CHAPTER III**

### **THEORY DEVELOPMENT AND HYPOTHESES**

#### **Network of Exchanges**

As the psychological contract literature currently stands, the primary relational contract that has become the focus of the psychological contract is the employee-employer exchange relationship, or the individual-organizational exchange relationship. The principal focus here is on expanding this view of the relational psychological contract by examining the additional exchange relationships of the individual-co-worker, and the individual-supervisor, as well as the individual-organization, with the attempt of providing clearer links to various individual attitudes, behaviors, and performance variables. While this expansion is not exhaustive, clearly an individual-team or individual-group relationship would be worth examining, it is not examined here based on the consideration that not all employees operate in a team or group-based setting. With this understanding, the individual-team or individual-group relationship will not be specifically examined in this dissertation.

The logic underlying the overall attempt of examining the individual-organization, individual-supervisor, and individual-co-worker exchange relationships stems primarily from the social exchange theory and from the norm of reciprocity. With these two theories serving as the foundation for examining these three exchange relationships, the specific theories of perceived organizational support, leader-member

exchange, and co-worker-exchange will serve to further examine, clarify, and perhaps better describe each specific exchange relationship.

Proposing that the components of the individual-organization, individual-supervisor, and individual-co-worker exchange relationships will provide a more complete analysis of relational psychological contracts is supported by the theories of perceived organizational support, leader-member exchange, co-worker exchange, social exchange, and the norm of reciprocity. More specifically, social exchange theory and leader-member exchange theory both relate to a slightly more explanatory view, which is the notion that a larger network of exchanges exists within the employment environment, not just between the individual and the organization, or his or her employer, but rather among the individual and his or her leader, co-workers, team, and organization (Uhl-Bien, Graen, & Scandura, 2000). Thinking back to Schein's (1980) initial definition of psychological contracts, there is a fit between the idea of a network of exchanges and Schein's explanation of psychological contracts as the "unwritten set of expectations operating at all times between every member of an organization and the various managers and others in that organization" (Schein, 1980: 22). From this explanation of psychological contracts, the theories of perceived organizational support, leader-member exchange, and co-worker exchange will be discussed to indicate how each of these theories fit into the psychological contract literature and how each theory will be described in terms of the various relational psychological contracts that they best serve.



### **The Underlying Factors of Social Exchange Theory and Norm of Reciprocity**

The underlying theoretical foundation for supporting the idea of multiple exchange relationships is primarily supported by the social exchange theory. Social exchange theory as described by Blau (1964) conceptualizes two distinct types of exchange, economic and social. While economic exchange is basically contractual in nature and relates payment for specific contractual obligations, similar to a transactional psychological contract, social exchange focuses more on trust and relational elements, similar to a relational psychological contract, thereby better explaining the individual's tendency to feel obligated to respond to favorable treatment they have received from others, whether it be from the organization, supervisor, or co-worker, relating specifically to items not necessarily contracted for, as would be the case in transactional contracts or economic exchanges.

Social exchange theory has been studied in several areas including psychology, sociology, and economics. In the specific areas of psychological contracts, organizational citizenship behaviors, and leader-member exchange, there is an interesting distinction in the terminology used within each of these literatures. For instance, in the psychological contract and OCB literatures, social exchange theory has been described as a direct chain of exchange indicating that individuals will tend to demonstrate reciprocative behaviors directly towards those who have benefited them. This perspective of social exchange theory is aligned with a norm of reciprocity expectation (Gouldner, 1960). Accordingly, "a norm of reciprocity, in its universal form, makes two interrelated, minimal demands: (1) people should help those who have

helped them, and (2) people should not injure those who have helped them” (Gouldner, 1960: 171). Hence, the overall idea is that individuals should help those who have helped them, and in return, over time may come to expect that others will return such behavior should the individual be the first to offer help, thus indicating a reciprocal exchange relationship.

Related to this element is the idea that while “one who fails to repay debts may benefit individually, such action is likely to cause conflict and a break-down of reciprocity, thereby threatening the stability of the social group” (e.g., co-workers, supervisor, organization) (Deckop, Cirka, & Andersson, 2003: 103). While the norm of reciprocity is believed to inhibit such exploitations (Deckop, Cirka, & Andersson, 2003), and to balance giving and receiving (Myers, 1996), the actual occurrence of the act may result in a perceived breach of the relational psychological contract. For example, if an individual has remained with an organization for a number of years and in that time has stayed loyal to the organization, representing the organization in a very positive manner, and continuing to withhold things like company secrets, then the positive behavior demonstrated by the individual may come to trigger an expectation that the organization will return such behavior through any variety of ways, one of which may be through increased job security. However, if the organization does not increase the individual’s feeling of job security and actually threatens lay off or firing, then the individual may come to feel that the organization has failed to repay its debt, thus creating a setting for a perceived breach of the individual-organization relational psychological contract. On the other hand, if the organization has adopted an employee focused strategy and has

worked to provide a positive and supportive environment for the individual, then the organization may come to expect that the individual will return the favor by positively representing the organization at all times. If however the individual fails to uphold this expectation and leaks out company secrets or speaks poorly of the company to outsiders, then the individual may be perceived as having failed to repay his or her debt to the organization, thus creating a breach in the individual-organization relational psychological contract. Both situations are meant to indicate and bring attention to the notion that a perceived breach in psychological contract can occur either on the part of the individual or the organization, both of which can have serious consequences for the exchange relationship and overall performance.

As previously mentioned, the literature on psychological contracts has examined the relationship of relational psychological contract breach to variables such as job satisfaction, trust, employee intent to remain with an organization, and employee turnover, among others. In a study conducted by Robinson and Rousseau (1994) the authors found that violations of psychological contracts were correlated positively with employee turnover, and negatively with trust, satisfaction, and employee intent to remain with the organization. While these findings are critical to better understanding the effects of psychological contract violations, what is even more interesting is that in their study, the authors asked their participants open-ended questions regarding the types of contract violations they had experienced. The qualitative responses of the participants were then categorized by the researchers to consist of the following types of violations: training/development, compensation, promotion, nature of job, job security, feedback,

management of change, responsibility, people, and other (Robinson & Rousseau, 1994). Within each of these categories, the authors provided a definition of the category along with a stated example.

While each of these categories and examples are deemed to represent the organization in the psychological contract, it should be noted that the organization is actually represented by a number of different players (e.g., recruiters, human resource specialists, upper level managers) all of whom are contracting on behalf of the organization (Lester et al., 2002). This form of practice could create a major problem with regard to breach if the supervisor and his or her subordinate have different knowledge and information regarding prior promises that have been made to the employee by these other representatives (Lester et al., 2002). If the supervisor does not know about these other promises that have been made to the employee, then chances are the supervisor may only work to keep the promises that he or she is aware of, hence, “subordinates may often perceive that their psychological contract has been breached when supervisors have no idea that promises have even been made” (Lester et al., 2002: 41).

Support for such occurrences may be seen in some of the examples of the categories provided by Robinson and Rousseau (1994). For instance, the example supplied for the “Promotion” category states the following: “I perceived a promise that I had a good chance of promotion to manager in one year. While I received excellent performance ratings, I was not promoted in my first year.” (Robinson & Rousseau, 1994: 256). Perhaps this was something promised by the recruiter who sought this individual,

and was something that the direct supervisor was unaware of. In this case, the supervisor may not have understood why the subordinate was unhappy or even known that a breach was being experienced when the supervisor gave the employee high performance ratings.

A second example stems from the “Compensation” category: “Specific compensation benefits were promised and were either not given to me, or I had to fight for them.” (Robinson & Rousseau, 1994: 256). Perhaps it was a fight for the employee because the supervisor was unaware of the initial promises granted to the employee, thereby unaware that he or she was under a perceived obligation to uphold someone else’s promise. Under such situations, the employee may expect that the supervisor is aware of such promises upon the employee’s initial entry into the organization, however, what if the employee’s supervisor makes a promise of promotion but then leaves the organization, only to be replaced by another supervisor? “If no promotion is forthcoming, the employee may perceive that his/her psychological contract has been breached even though the current supervisor has no knowledge that the employee feels betrayed” (Lester et al., 2002: 42). If this is the case, then it is likely that the employee feels betrayed by the organization. If, however, the employee in some way holds his/her last supervisor accountable for making the promise and then renegeing on it, then it is possible that the employee does not feel betrayed by the organization, but rather feels betrayed by his/her last supervisor, thereby not holding the new supervisor or organization accountable for the perceived promise.

Because there are a number of representatives within the organization who make promises on the organization's behalf, and who are not the employee's direct supervisor, it is important to break down these exchange relationships to better understand exactly which exchange relationships impact things like turnover, satisfaction, and organizational citizenship behaviors. If some exchange relationships are considered to be more critical in determining various individual level outcomes, then it is beneficial to the organization to better understand these exchange relationships and how to best control for issues such as psychological contract breach. It is also critical for helping to keep changes in employment relationships from becoming violations, thus potentially allowing organizations to better manage expectations and create and sustain more trusting psychological contract relationships (Robinson & Rousseau, 1994).

### **Theoretical Framework**

The purpose of this dissertation is to build a psychological contract framework that consists of not only the individual-organizational exchange relationship, but that also consists of the individual-supervisor, and individual-co-worker exchange relationships and their links to several individual-level variables, some of which have already been examined in prior psychological contract research. However, upon the separation of the psychological contract construct, it is proposed that the additional exchange relationships of the individual-supervisor, and the individual-co-worker, will help to clarify which exchange relationship of the three proposed has the largest direct effect, or impact, on a given variable. With this increased understanding, it might then be possible to better understand how a psychological contract breach might moderate

these critical direct relationships, and potentially indicate which relationship might suffer the most from such a perceived violation.

As a starting point for building the theoretical framework, the existing literatures of perceived organizational support, leader-member exchange, and co-worker-exchange theory will all be examined to provide a theoretical foundation and justification for distinctly examining the three proposed exchange relationships (e.g., individual-organization, individual-supervisor, and individual-co-worker). Despite some of the similarities involved with social exchange theory, perceived organizational support, leader-member exchange, and co-worker exchange, researchers have not yet attempted to integrate these various literatures into the psychological contract literature. Thus, it is unclear as to whether or not the psychological contract construct is actually made up of a set of distinct exchange relationships (e.g., individual-organization, individual-supervisor, and individual-co-worker) and whether these specific exchange relationships have different effects on a variety of the variables, some of which have already been examined in the psychological contract literature. Hence, the rationale for separating the psychological contract construct will be based upon existing research within each of these literatures and their theoretical support.

While this work is not meant to indicate that it encompasses all possible variables, it is meant to identify some of the relevant variables that may be impacted differentially by each of the three exchange relationships examined, thus resulting in different effects.

### **Individual-Organization Relational Psychological Contract**

The first exchange relationship of the psychological contract that will be examined is that of the individual-organization. Because there are a number of representatives who make promises to the individual on behalf of the organization, it is critical to decipher who these individuals are and what it is they promise. Based on these promises, we can better determine the types of outcomes that will be most influenced by a breach of this particular relationship.

In terms of defining the organization and examining how individuals personify the organization, Levinson (1965) noted that employees are inclined to view the actions of the organization's representatives, or agents, as acts of the organization itself. This personification of the organization results from the following factors, as suggested by Levinson (1965): (a) the organization is legally, morally, and financially responsible for the actions of its representatives, or agents; (b) the organization has precedents, policies, traditions, norms, and processes in place that provide stability for prescribed role performance; and (c) the organization, through its representatives, or agents, exercises power over all individual employees. Based upon these factors, "the generalized mode of behavior characteristic of organizational agents as they act on behalf of the organization, together with the demonstration of the organization's power, make it possible for transference phenomena to occur which give the organization a psychological reality in the experience of the individual members" (Levinson, 1965: 380).



The exchange relationship between the individual and the organization is important to the organization and its top representatives, or agents, because of the importance of long term survival (Levinson, 1965). One way to achieve this type of survival is through growth and innovation which helps organizations to survive in competitive environments. This growth and innovation is largely a result of the organization's personnel, hence it behooves the organization to continue to invest in its personnel with the hope that employee permanence will result in greater loyalty, productivity, and a willingness to assume greater responsibility, all in an attempt to help the organization achieve its goals (Levinson, 1965).

***Perceived Organizational Support (POS)***. To examine the individual-organization exchange relationship, the theory of perceived organizational support (POS) will be used as a theoretical lens. Perceived organizational support is built upon the exchanges that take place between the employee and the employing organization (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Wayne et al., 1997). "POS is based on the particular work history of an employee" (Wayne et al., 1997: 83) and is influenced by factors such as the frequency, extremity, and sincerity of the organization's commendation and overall support of the employee (Blau, 1964; Eisenberger et al., 1986). Hence, POS can also be influenced by various other factors in the form of rewards, such as "pay, rank, job enrichment, and influence over organizational policies" (Eisenberger et al., 1986: 501), all to the extent that they indicate or represent the organization's positive evaluations of the employee (Eisenberger et al., 1986).

POS can further be influenced by various aspects of the employee-employer relationship and the employee's overall treatment by the employer. These accumulated experiences would then influence the employee's interpretation of the organization's motives that underlie the treatment that he or she receives, especially impacting any future expectations that the employee might have of the organization (Eisenberger et al., 1986). Such expectations may be in the form of how the organization may react to situations involving employee illness, absence, error, performance, and employee investment, as well as how the organization might deal with issues of fairness.

This element of employee expectation introduces a critical component of POS to the individual-organization exchange relationship. The element of expectation allows employees who perceive organizational support to make a critical connection between what Eisenberger et al. (1986), have coined as the effort-outcome expectancy, indicating that employees who perceive support will have the expectation that the organization would reward effort in connection with organizational goals (Eisenberger et al., 1986). "To the extent that the perceived support also met needs for praise and approval, the employee would incorporate organizational membership into self-identity and thereby develop a positive emotional bond (affective attachment) to the organization" (Eisenberger et al., 1986: 501). Hence, "perceived organizational support strengthens employees' effort-outcome expectancy and affective attachment to the organization, resulting in greater efforts to fulfill the organization's goals" (Eisenberger et al., 1986: 501). This increased attachment and identification represents a high-level of POS which creates an optimal situation for the individual in terms of perceived support, and for the

organization in terms of acquiring individual goal-directed behavior. Consequently, the combined elements of effort-outcome expectancy and affective attachment would be believed to increase an employee's effort to maintain alignment between effort and organizational goals, and could thus potentially be achieved through such behaviors as employee attendance, and performance, thereby benefiting the organization when the individual makes these critical connections.

Overall, because POS is based on the particular work history of an employee (Wayne et al., 1997), it further helps to represent the individual's perception of the extent to which he or she feels the organization is committed to him or her as an individual (Wayne et al., 1997). This aspect of POS stems from organizational support theory (OST) which maintains that employees form a global belief of whether or not the organization cares about them and whether or not the organization values their contributions (Aselage & Eisenberger, 2003; Eisenberger et al., 1986). "OST further maintains that, based on the norm of reciprocity, employees strive to repay the organization for a high level of support by increasing their efforts to help the organization reach its goals" (Aselage & Eisenberger, 2003: 492). Hence, "high levels of POS create feelings of obligation, whereby employees not only feel that they ought to be committed to their employers, but also feel an obligation to return the employers' commitment by engaging in behaviors that support organizational goals" (Wayne et al., 1997). Because POS deals with the employees' perception of being valued and cared about by the organization, it also enhances the employee's feeling of trust that the organization will honor its obligations to the employee (Wayne et al., 1997). This

created sense of trust makes POS a very influential component of the individual-organizational psychological contract relationship.

### **Individual-Supervisor Relational Psychological Contract**

The second exchange relationship of the psychological contract that will be examined is that of the individual-supervisor. The supervisor term is used here to describe the superior's role in the supervisor-subordinate employment relationship. "One significant aspect about the organizational situation is that the superior almost always has formal authority over his or her members" (Dansereau, Graen, & Haga, 1975), whereas at times leaders may not have position power over the individual, and superiors can occupy upper level management positions. Hence, it is felt that the supervisor term best represents the individual with direct formal power and authority over the individual.

While the supervisor term is being used, it is acknowledge that the supervisor may employ both leadership and supervision techniques when engaging in the vertical dyad with their subordinates. By utilizing the supervisor position, it is believed that the supervisor will have the capability to grant his or her subordinates with some degree of latitude to negotiate the subordinate's role within the organization, should the supervisor choose to do so. This ability is important in controlling the type of relationship, or exchange that will exist between the individual and the supervisor.

It is further believed that supervisors may employ both leadership techniques (influence without authority) and supervision techniques (influence with authority) when engaging in the individual-supervisor exchange relationship (Dansereau et al., 1975;

Jacobs, 1971). This belief in the supervisor's dual technique ability is important in that it helps to decipher the type of contract that the individual and the supervisor are engaged in. For instance, according to the Vertical Dyad Linkage (Dansereau, Cashman, & Graen, 1973) approach to explaining the individual-supervisor exchange relationship, a key distinction between whether a transactional psychological contract or a relational psychological contract exists depends in part on whether a supervision technique or a leadership technique is being employed. For instance, by "employing the supervision technique, the nature of the vertical exchange is such that a superior relies almost exclusively upon the formal employment contract in his or her exchanges with a member" (Dansereau et al., 1975: 49). This technique therefore more adequately represents a transactional psychological contract where the vertical dyad is dependent on the pay for performance exchange relationship.

"In contrast, by employing the technique of leadership, the nature of the vertical exchange is such that the superior cannot rely exclusively upon the employment contract. Instead, he or she must seek a different basis for influencing the behavior of a member. This alternative basis of influence is anchored in the interpersonal exchange relationship between a superior and a member. This source of influence, theoretically untapped by formal supervision, can involve highly valued outcomes not available under supervision for both the superior and the member" (Dansereau et al., 1975: 49).

The leadership technique used by supervisors offers the individual more latitude in things like decision making. But more importantly, it indicates the supervisor's trust, respect, commitment, and support for the individual (Dansereau et al., 1975). Once more, it creates an opportunity for the power of expectation to come into play, whereby the supervisor's trust and commitment might demonstrate to the individual that the supervisor has a high expectation of the individual and his or her overall ability. As a

result, the individual may come to feel obligated to reciprocate with behaviors that will be rewarding to the supervisor.

Based on the amount of interaction and the amount of latitude for role negotiation that the supervisor can potentially offer to the individual, it is proposed to be a worthwhile venture to further examine this relationship and the possible impact that the individual-supervisor exchange relationship can have on the relational psychological contract of the individual, along with the relationship's ability to influence individual-level outcomes.

*Leader-Member Exchange Theory (LMX).* To further examine the individual-supervisor exchange relationship, the leader-member exchange theory will be used, mostly for its focus on the relationship (Graen & Uhl-Bien, 1995) aspect of the vertical dyad, but also because "leader-member exchanges can be understood in terms of social exchange theory" (Deluga, 1994: 316), suggesting that the individual will be likely to direct his or her behaviors toward the particular target, in this case the supervisor, given the nature of the exchange relationship (Hofmann & Morgeson, 1999; McNeely & Meglino, 1994; Settoon, Bennett, & Liden, 1996).

According to the leader-member exchange approach, the leader-member relationship is defined by a series of interactions between the two parties (Steiner, 1988). These interactions to a large extent reflect the supervisor's choice in utilizing a leadership technique versus a supervision technique. The rationale here is that supervisors do not have enough time or resources to engage every subordinate in a leadership exchange characterized by showing influence and support beyond what is

required or expected in the employment contract (Graen, & Cashman, 1975; Liden & Graen, 1980; Steiner, 1988), thereby supplying the subordinate with more autonomy, responsibility, and latitude for decision making (Steiner, 1988). Instead, supervisors often rely on supervisory exchanges to balance things out where the supervisor relies on the actual transactional contract to monitor and control the behaviors of subordinates. In both instances, the supervisor must determine how to utilize his or her control over the subordinate in effect determining the type of relationship he or she will maintain with the subordinate.

The type of relationship is critical in determining the development of social exchange in the individual-supervisor dyad. In general, individual-supervisor dyads develop into low or high quality exchange relationships (Dienesch & Liden, 1986; Wech, 2002).

Lower quality leader-member exchange relationships (out-group relationships) are characterized mostly by the formal employment contract (Dansereau, Graen, & Haga, 1975) whereby the supervisor emphasizes his or her formal authority and control over the subordinate (Deluga, 1994). The lower quality exchange relationship is further characterized by low trust, interaction, support, rewards (Dienesch & Liden, 1986), and obligation (Graen & Uhl-Bien, 1995). These elements of the low quality exchange relationship results in a social exchange relationship that is virtually non-existent in the sense that individuals under these conditions serve more as “hired hands” (Graen & Uhl-Bien, 1995; 227) who provide the supervisor with no more than is required by his or her

job description (Graen & Uhl-Bien, 1995; Zalesny & Graen, 1987). Hence, the lower quality exchange relationship is best reflected as a transactional exchange relationship.

Higher quality exchange relationships (in-group relationships), in contrast, are characterized by an interpersonal exchange relationship between the individual and the supervisor (Dansereau et al., 1975). This particular type of relationship involves a friendly, trusting, respectful, and supportive relationship (Deluga, 1994; Dienesch & Liden, 1986; Liden & Graen, 1980; Wech, 2002) that continues to evolve over time through influences or feelings of loyalty, expectation, and obligation (Deluga, 1994; Wech, 2002). Because higher quality exchange relationships are based on open and honest communications, and provide support for, consideration for, and confidence in the individual's contributions, these types of relationships result in a greater amount of reciprocation on the part of the individual towards the supervisor (Dansereau et al., 1975). To a great extent, the supervisor will be reciprocated by individual behaviors reflecting higher levels of commitment, more competent and conscientious decision-making (Deluga, 1994), and a greater dedication of time and energy (Dansereau et al., 1975). In fact, prior research has indicated that higher quality leader-member exchange relationships have been positively related to individual in-role performance (Dansereau et al., 1975), organizational citizenship behaviors (Deluga, 1994; Settoon et al., 1996), and commitment (Dansereau et al., 1975).

Because the leader-member exchange theory draws on social exchange theory and emphasizes the importance and the critical potential of the individual-supervisor exchange relationship, specifically in higher quality exchange relationships, it creates an



awareness regarding the ability of the individual-supervisor dyad to influence vital outcomes of the employment relationship, in effect solidifying leader-member exchange as a very influential component of the individual-supervisor exchange relationship, particularly the individual-supervisor psychological contract relationship since the individual-supervisor relationship includes elements of expectation, obligation, and reciprocation.

### **Individual-Co-worker Relational Psychological Contract**

The third exchange relationship of the psychological contract that will be examined is that of the individual-co-worker. The co-worker term is used here to describe the co-worker to co-worker exchange relationship. The co-worker exchange relationship differs to some extent from the supervisor and organization exchange relationships. For instance, the supervisor and organization occupy much more official and formal roles than the co-worker. Additionally, goal alignment and emphasis, career growth influence and development, work direction, and influence over individual skill development (Raabe & Beehr, 2003) are all different in terms of describing the individual-supervisor or organization exchange relationships when compared to the individual-co-worker exchange relationship.

Yet, in spite of a lack of formal authority and power, co-worker influence can still strongly affect the attitudes and behaviors of colleagues or peers through multiple means (Raabe & Beehr, 2003). Hence, despite a lack of formal advantage over the individual, co-workers may potentially have some type of informal social influence, especially given their frequency of contact with the individual (Raabe & Beehr, 2003).

The significance of the frequency of contact between co-workers has been further emphasized by researchers studying the restructuring of organizations, specifically, restructuring that is paving the way for “leaner” organizations (Cascio, 1995; Struthers, Miller, Boudens, Briggs, 2001). These changing organizations have altered their own compositions and structures, moving from tall bureaucratic institutions where co-workers worked independent of one another to flatter structures where the intense use of teams has created interdependence among co-workers (Struthers et al., 2001; Victor & Stephens, 1994).

As co-workers continue to interact with one another, and the exchange relationship continues to develop through ongoing associations between the individual and co-worker, the existing relationship could potentially evolve into an effective relationship. “Effective relationships are often characterized by (a) relationships and interactions based upon respect, trust, and mutual obligation for one another, (b) open communication with a sharing of inside information and resources, and (c) commitment to one another and the relationship” (Lengnick-Hall & Lengnick-Hall, 2003: 55).

In order to gain a better understanding of the individual-co-worker exchange relationship, Lengnick-Hall and Lengnick-Hall (2003) provide five characteristics of relationships that seem to shape our ability to understand the significance and potential impact that a relationship can have, particularly on individual level outcomes. The first characteristic addresses the issue of time. In essence, relationships evolve over time, whereby past events shape the individual’s expectations. Expectations are also shaped by how the relationship has evolved in terms of closeness between the individual and co-

worker, and in terms of the parties' level of commitment to one another. An additional element of the time factor is that trust and knowledge of one another is also allowed to develop and can result in an individual becoming more comfortable with being able to better predict the relationship and its parties' actions (Lengnick-Hall & Lengnick-Hall, 2003).

The second characteristic speaks to the issue of mutual influence. The idea behind this attribute is that over the course or life of the relationship, the two co-workers (individual-co-worker) will maintain a balanced relationship (Lengnick-Hall & Lengnick-Hall, 2003). The balanced relationship stems from the likelihood of the individual and co-worker returning favors that have been asked of each other, hinting at the element of social exchange theory and its underlying role in influencing this individual-co-worker exchange relationship.

The third characteristic further emphasizes the element of expectation. It is indicated that co-workers will come to develop an understanding of what can be expected from each party to the relationship (Lengnick-Hall & Lengnick-Hall, 2003). These expectations suggest that a relational psychological contract between the individual and the co-worker is not all that unlikely and therefore could potentially surface through continued interactions and relational growth.

The fourth characteristic addresses the notion of social networks, and creates an awareness and understanding that individuals engage in a variety of work relationships stemming from the individual-organization, individual-supervisor, individual-group/team, and individual-co-worker, indicating the need for balance and the

understanding of how these relationships can influence each other (Lengnick-Hall & Lengnick-Hall, 2003). This is a critical statement that acknowledges the interplay of a variety of critical relationships that need to be addressed and understood for their worth.

The fifth and final characteristic mentioned by Lengnick-Hall and Lengnick-Hall (2003) is that relationships can fall on a continuum from unidimensional to multifaceted. This characteristic indicates that individuals may engage in relationships with co-workers solely at work, or outside of work, allowing for further potential growth and development of the relationship into more than just a working relationship, but potentially into a friendship relationship. This aspect creates the potential for examining the individual-co-worker exchange relationship in a manner similar to the leader-member exchange relationship, where relationships can range from lower quality relationships (working relationship) to higher quality relationships (friendship relationship). This aspect will be further examined in the section to follow.

Therefore, upon consideration of the increased interactions and dependency among co-workers, and the elements of trust, expectation, and obligation that could potentially evolve from the individual-co-worker exchange relationship, it leaves room to suggest that a potential psychological contract could develop, particularly at the relational level, making evident the need for further examination of this particular relationship in studying psychological contracts.

***Co-worker Exchange Theory (CWX).*** Overall, there seems to be a limited amount of research available that examines co-worker influence, at least in comparison to the literature available on supervisor and organizational influence, however, there has

been some support indicating that co-workers can in fact influence a variety of the individual's reactions to the workplace (Raabe & Beehr, 2003; Riordan & Griffeth, 1995; Major, Kozlowski, Chao, & Gardner, 1995; Revicki, Whitley, & Gallery, 1993).

To further examine the individual-co-worker exchange relationship, co-worker exchange theory (CWX) will be used, mostly for its focus on the relationship aspect of the exchange. While exchanges among co-workers have been largely ignored in the literature, particularly in empirical research (Sherony & Green, 2002), a few studies have hinted at the importance of studying co-worker exchanges, but have moved towards examining the exchange relationships among teammates (TMX) (Seers, 1989; Seers, Petty, & Cashman, 1995) or work groups (WGX) (Dunegan, Tierney, & Duchon, 1992) instead. While it is important to examine individuals in their team and/or work group settings, it is also important to note that while in these settings, members oftentimes engage in exchanges with specific members (Cole, Schaninger, & Harris, 2002) and not necessarily the entire team or work group. Through these more specific interactions, individual members may come to identify distinct individual-co-worker exchanges that over time become very important social exchanges to the individual, resulting in some co-workers serving a more central role in the individual-co-worker exchange than others (Cole et al., 2002).

When examining these more critical individual-co-worker exchange relationships, it is important to recognize that the exchanges that take place between these co-workers often involve more than just an economic exchange, but also start to include additional relational elements such as trust, respect, and positive affect (Cole et

al., 2002). Under group theory, these dimensions of trust, respect, and even obligation are critical to co-worker relationships (Sherif & Sherif, 1964; Sherony & Green, 2002). With the increasing number of interactions that take place between co-workers, these more intimate relationships may eventually evolve into social exchanges that then bring attention to these issues of felt obligation, trust, and expectation (Blau, 1964; Cole et al., 2002). In addition, if co-worker behavior is consistent across interactions, this consistency may help to intensify the relationship between the individual and the co-worker with the logic that consistent behavior sends a stronger and more believable message (Bommer, Miles, & Grover, 2003). Hence, with social exchange theory underlying the co-worker exchange theory, and with hints of some co-worker relationships being stronger and closer than others, we can see the more critical elements of leader-member exchange theory in common with certain elements of the co-worker exchange theory.

In fact, co-worker exchange theory has been conceptualized as a dyadic process and measured along similar dimensions as leader-member exchange theory (Sherony & Green, 2002). The justification for this perspective of co-worker exchange is based on the idea that “respect, trust, and obligation are key components of quality relationships at all levels – LMX, CWX, TMX, network exchange, and organization-member exchange” (Sherony & Green, 2002; Uhl-Bien, Graen, & Scandura, 2000). The elements of trust, respect, and obligation, along with an eventual development of feelings of loyalty and trust, all coincide with the theories of leader-member exchange and co-worker exchange, allowing us to examine the individual-co-worker exchange relationship similarly to how

we would examine the individual-supervisor exchange relationship using leader-member exchange, except that in the case of the individual-co-worker exchange relationship, we can examine the powerful and often untapped influence of the co-worker role.

With co-worker exchange theory it is proposed that individuals can have lower quality to higher quality relationships with co-workers. Lower quality (economic exchanges) would involve exchanges that are strictly geared towards the employment contract (Sherony & Green, 2002), whereas higher quality (friendship or relational exchanges) involve mutual exchanges between the individual and co-worker that move beyond the fundamental elements of the employment contract (Sherony & Green, 2002). Because these higher quality exchange relationships involve the critical elements of trust, respect, obligation, expectation, loyalty, and support, it is entirely likely that individuals and co-workers will engage in a greater amount of reciprocation towards one another. Furthermore, higher quality relationships represented by trust and social integration are more likely to have positive effects (Graen & Scandura, 1987; Major et al., 1995) on the relationship resulting in an increased feeling of psychological support between the individual and the co-worker (Major et al., 1995). Drawing on the social exchange theory element of co-worker exchange, and attending to higher quality exchange relationships among co-workers, there is an opportunity for the individual-co-worker dyad to influence important outcomes of the employment relationship, in effect making a case for co-worker exchange serving an influential role in examining the individual-co-worker exchange relationship, particularly, the individual-co-worker psychological contract relationship since the individual-co-worker exchange relationship

includes elements of expectation, obligation, reciprocation, and psychological support. Additionally, because social exchange theory underlies co-worker exchange and there are clear and distinct parties to the individual-co-worker exchange relationship, it will be likely that individuals will direct reciprocating behaviors towards a specific target, in this case, the co-worker, given the nature of the exchange relationships (Blau, 1964; McNeely & Meglino, 1994).

### **Psychological Contract Breach (Violation) and the Element of Trust**

In sum, the critical components of the psychological contract include the individual's belief(s) regarding the terms of the exchange agreement, the reciprocal obligations of each party involved, the overall subjectiveness of each of the components of the contract, and of course, the association of these components with the individual's beliefs regarding the importance of dealing in good faith and fairness, in addition to building and upholding relationships through trust (Rousseau, 1989).

It has been described by Rousseau that "the workings of psychological contracts are perhaps best understood by examining what happens when a psychological contract is violated" (Rousseau, 1989: 128). Rousseau defines the breaking of a contract as "not honoring its terms" (Rousseau, 1989: 128), while the violation of a contract takes on a more detrimental effect to the relationship. The violation of a psychological contract involves the failure of one of the parties involved in the contract to reciprocate the individual's contribution when the individual believes they are obligated to do so (Rousseau, 1989). While this lack of action does create a sense of unmet expectation, it more damagingly serves to ruin or destroy the trust that has been built within the



relationship. This type of damage is not easily restored and more often than not requires a complete rebuilding of trust through additional exchange interactions that may continue to test the motives of the other party, until trust can be restored (Rousseau, 1989). Again, as indicated above, a perceived breach in psychological contract can occur on the part of either party to the exchange relationship, however it is the focus of this dissertation to examine the effects of breaches made by the party other than the individual employee. With this particular focus, in all, psychological contract violation has been shown to negatively affect a variety of individual level outcomes, including overall employee behavior, organizational citizenship behavior, and reduced continued employment with the organization (Morrison & Robinson, 1997; Robinson et al., 1994; Robinson & Morrison, 1995; Robinson & Rousseau, 1994). Hence, psychological contract violations can involve intense feelings of betrayal, and distress (Rousseau, 1989), in addition to triggering intense responses from the damaged party to the contract (Bies, 1987; Rousseau, 1989).

While the element of trust has been examined in different contexts as a cause of a psychological contract breach, as a mediator of the relationship between psychological contract breach and outcomes, and as a moderator of the relationship between psychological contract breach and outcomes (Robinson, 1996), here trust is considered to be a major element inherent in the perceived organizational support, leader-member exchange, and co-worker-exchange relationships.

Arguably, the element of trust sets the foundation for social exchange (Lewis-McClea & Taylor, 1997; Rousseau, 1995) thereby greatly impacting the level of

influence of POS, leader-member exchange, and co-worker-exchange on individual level outcomes. Hence, with the occurrence of a psychological contract breach, it is predicted that the type of violation (organizational breach, supervisor breach, or co-worker breach) will reduce the influence of the strength of its corresponding relationship (POS, leader-member exchange, or co-worker-exchange) on individual level outcomes.

“Psychological contract breach has its impact on employee contributions largely through a loss of subsequent trust” (Robinson, 1996: 594), hence, it is believed that the existence of a psychological contract breach or violation will impact or moderate the positive relationships of POS, leader-member exchange, and co-worker-exchange to individual outcomes such as commitment and OCBs.

### **Resulting Model**

Expanding beyond the employee-employer relationship that has been used to describe and examine psychological contracts, similar questions emerge about the individual-supervisor, and the individual-co-worker exchange relationships, and their impact on individual level outcomes. Does the quality of the exchange relationships between the individual and the organization, the individual and the supervisor, and the individual and the co-worker affect different types of individual level outcomes? Further, is the relationship between the quality of the exchange relationship and individual outcomes moderated by breach? That is, is the quality of the exchange relationship between each of these parties (individual-organization, individual-supervisor, and individual-co-worker) and their direct individual level outcomes moderated by psychological contract breach? Does the type of breach matter, that is,

will a psychological contract breach on the part of the organization, impact individual level outcomes of the individual-organization exchange relationship more so than the individual level outcomes of the individual-supervisor and individual-co-worker exchange relationships? Will a psychological contract breach on the part of the supervisor impact individual level outcomes directly tied to the individual-supervisor exchange relationship more so than the individual level outcomes associated with the individual-organization and individual-co-worker exchange relationships? Will a psychological contract breach on the part of a co-worker impact individual level outcomes directly tied to the individual-co-worker exchange relationship more so than the individual level outcomes associated with the individual-organization and individual-supervisor exchange relationships? The present study, therefore, aims to examine and compare the relationships of the individual-organization relational psychological contract, the individual-supervisor relational psychological contract, and the individual-co-worker relational psychological contract when a breach at the organization, supervisor, or co-worker level has occurred with regard to different individual level outcomes: organizational commitment, supervisor commitment, co-worker commitment, OCB-O, organizational citizenship behaviors directed towards the individual supervisor (OCB-S) and organizational citizenship behaviors directed towards the individual co-worker (OCB-CW).

### **Hypotheses and Additional Rationale**

*Organizational Commitment.* In the psychological contract literature, prior research has demonstrated that when a psychological contract violation occurs, an

employee's commitment to the organization is reduced (Guzzo, Noonan, & Elron, 1994; Robinson & Morrison, 1995). Furthermore, it has been suggested that when a psychological contract violation occurs, an individual's affective commitment will also decrease. Affective commitment describes the individual employee's feelings of attachment, and identification with his/her organization (Allen & Meyer, 1990; Baccili, 2003; Meyer & Allen, 1991; Mowday, Porter, & Steers, 1982). The logic behind this particular suggested relationship is that if an individual identifies and feels attached to the goals, values, and beliefs of an organization, and the organization then violates the individual's psychological contract, then this shift in behavior may alter the individual's affective commitment to the organization (Baccili, 2003). Hence, the individual will attempt to reduce his/her affective commitment in the form of attachment and identification as a means of reciprocating on the organization's action, thereby psychologically evening the scales (Baccili, 2003; Robinson & Rousseau, 1994; Turnley & Feldman, 1998).

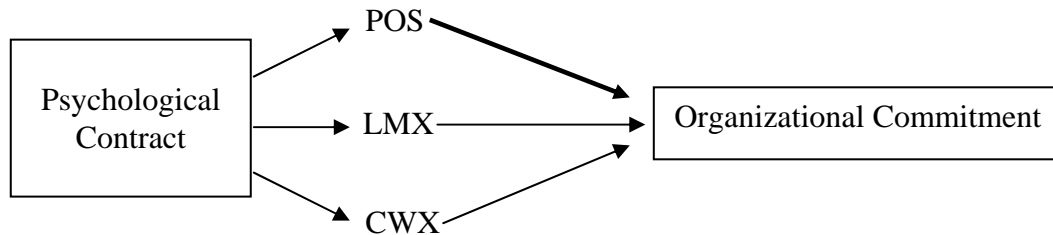
These relationships between psychological contract and organizational commitment can potentially be explained by a number of underlying factors. Research has demonstrated that individuals are differentially committed to a number of foci including "co-workers, superiors, subordinates, customers, and other groups and individuals that collectively comprise the organization" (Reichers, 1985: 472). However, when considering the underlying factor of POS, it is possible that the exchange relationship between the individual and the organization might best describe the psychological contract-organizational commitment relationship if the individual

attributes POS to be representative of the organization's commitment to the employee (Settoon et al., 1996). If this is the case, the employee may work to reciprocate the organization's commitment through POS by engaging in the supportive behaviors of organizational commitment. This relationship has been established in the POS literature, indicating that POS is positively related to organizational commitment (Aube, Rousseau, & Morin, 2007; Lee & Peccei, 2007; Rhoades & Eisenberger, 2002; Settoon et al., 1996; Wayne, Shore, Bommer, & Tetrick, 2002). This finding provides potential support for how the quality of the individual-organizational exchange relationship serves as the factor that influences the psychological contract-organizational commitment relationship with the support of perceived organizational support theory.

*Hypothesis 1a:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to organizational commitment.

While it is expected that the individual-organization relationship as represented by POS will explain most of the variance in the organizational commitment variable, there is still the possibility that the individual-supervisor exchange relationship (through leader-member exchange quality) and the individual-co-worker exchange relationship (through co-worker exchange quality) may also be positively related to organizational commitment.

**FIGURE 1**  
**Organizational Relational Psychological Contract: Organizational Commitment**



Because leader-member exchange and co-worker exchange can both be associated with higher quality relationships involving trust and supportive behaviors among others, it is possible that these factors to the relationship may actually help the individual employee perform better (Dansereau et al., 1975; Feldman, 1986; Wayne et al., 1997). It has also been reported that when employees are engaged in positive working relationships with their supervisors and co-workers, such as with high quality exchange relationships, then employees are more likely to remain loyal to their organizations (Turnley & Feldman, 1998) potentially impacting an employee's level of organizational commitment. Additionally, in specifically examining leader-member exchange relationships, it has been noted that higher quality LMX relationships may have very positive outcomes for organizations (Graen & Uhl-Bien, 1995). Furthermore, in some cases within these higher quality relationships (LMX and CWX), it has been reported that leniency bias may influence performance ratings (Duarte, Goodson, & Klich, 1994; Vecchio & Gobdel, 1984; Wayne et al., 1997) by the reporting parties to these exchange relationships (e.g., supervisor, co-worker). In other words, in this case it is possible that the supervisor and co-worker may report higher levels of individual

organizational commitment than are actually warranted by the individual employee particularly when the two parties are engaged in a higher quality relationship. Therefore, the quality of the individual-supervisor exchange relationship and the quality of the individual-co-worker exchange relationship may serve as additional factors that influence the psychological contract-organizational commitment relationship with the support of leader-member exchange and the co-worker exchange theories.

*Hypothesis 1b:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to organizational commitment.

*Hypothesis 1c:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to organizational commitment.

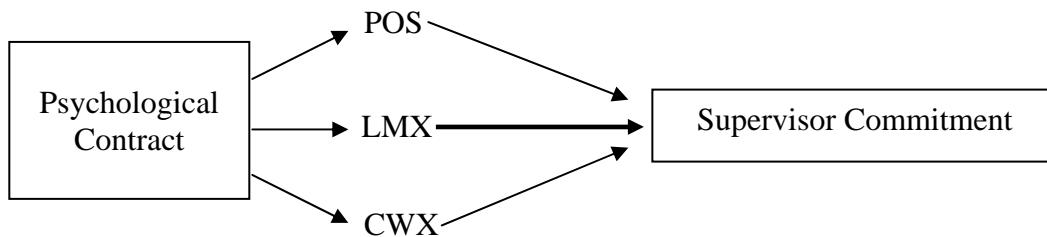
***Supervisor Commitment.*** In examining the relationship to supervisor commitment, it is perceived that the individual-supervisor exchange relationship will have the greatest direct impact on this particular outcome variable. As previously indicated, because individuals are likely to direct their behaviors towards specific targets (Hofmann & Morgeson, 1999; McNeely & Meglino, 1994; Settoon et al., 1996), in this case, given the exchange between the individual employee and his/her supervisor, it is understandable that the supervisor will be reciprocated by the individual for any exchanges that may take place between the two parties, particularly, if the two are engaged in a high quality exchange relationship. In fact, prior research as mentioned

above has indicated that higher quality leader-member exchange relationships have been positively related to higher levels of commitment (Dansereau, Graen, & Haga, 1975).

*Hypothesis 2a:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to supervisor commitment.

It is expected that the individual-supervisor relationship as represented by leader-member exchange will explain most of the variance in the supervisor commitment variable.

**FIGURE 2**  
**Supervisor Relational Psychological Contract: Supervisor Commitment**



Yet, there is still the possibility that the individual-organization exchange relationship (through POS quality) and the individual-co-worker exchange relationship (through co-worker exchange quality) may also be positively related to supervisor commitment. In the case of the individual-organization relationship, in higher quality exchange relationships with the organization, the employee is very likely to “feel an obligation to return the employers’ commitment by engaging in behaviors that support organizational goals” (Wayne et al., 1997: 83). This attitude could thereby influence the



employee to be supportive and committed to his/her supervisor as a show of indirect support for the organization. As for the case of the individual-co-worker relationship, as indicated above, co-workers can potentially influence a variety of the individual's reactions to the workplace (Raabe & Beehr, 2003; Riordan & Griffeth, 1995; Major et al., 1995; Revicki, Whitley, & Gallery, 1993). If individuals are engaged in high quality exchange relationships with their co-worker, it is worth examining to see if this high quality relationship may in some way influence the individual's relationship with his/her supervisor and any resulting supervisor commitment.

*Hypothesis 2b:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to supervisor commitment.

*Hypothesis 2c:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to supervisor commitment.

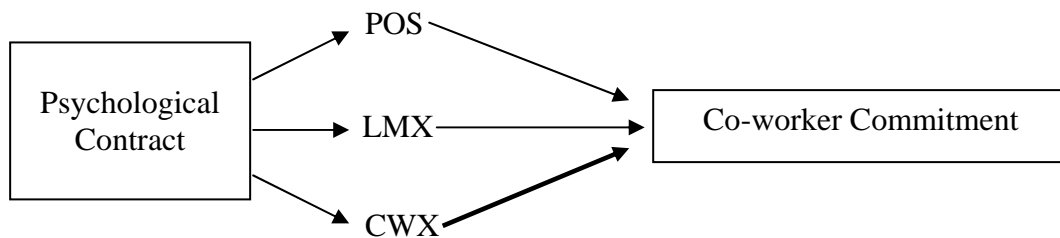
***Co-worker Commitment.*** In examining the relationship to co-worker commitment, it is perceived that the individual-co-worker exchange relationship will have the greatest direct impact on this particular outcome variable. Again, because individuals are likely to direct their behaviors towards specific targets (Hofmann & Morgeson, 1999; McNeely & Meglino, 1994; Settoon et al., 1996), it is understandable that the co-worker will be reciprocated by the individual for any exchanges that may take place between the two parties, particularly, if the two are engaged in a high quality exchange relationship. Therefore, it is likely that the individual will be more likely to

demonstrate co-worker commitment towards the co-worker with whom he/she is engaged in a high quality exchange relationship.

*Hypothesis 3a:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to co-worker commitment.

It is expected that the individual-co-worker relationship as represented by co-worker exchange will explain most of the variance in the co-worker commitment variable.

**FIGURE 3**  
**Co-worker Relational Psychological Contract: Co-worker Commitment**



Yet, there is still the possibility that the individual-organization exchange relationship (through perceived organizational support quality) and the individual-supervisor exchange relationship (through leader-member exchange quality) may also be positively related to co-worker commitment.

As indicated above, an individual who is engaged in a high quality exchange relationships with the organization may engage in co-worker commitment as an indirect form of organizational support by helping co-workers to achieve overall organizational goals thereby masking as co-worker commitment. Similarly, an individual who is engaged in a high quality exchange relationship with his/her supervisor is likely to be

strongly influence by that relationship and as previous research has indicated, leadership relationships are a part of a larger network of relationships and as such a strong exchange relationship may affect the other exchange relationships that make up the entire network (Graen & Uhl-Bien, 1995; Sherony & Green, 2002).

*Hypothesis 3b:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to co-worker commitment.

*Hypothesis 3c:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to co-worker commitment.

***Organizational Citizenship Behaviors (OCB-O, OCB-S, and OCB-CW).*** Prior research in the psychological contract literature suggests that when a psychological contract breach occurs, or more specifically, when an employer has failed to fulfill its obligations to the employee, then the employee is less likely to engage in OCBs (Robinson & Morrison, 1995; Turnley, Bolino, Lester, & Bloodgood, 2003). Given the recognized importance of OCB and its increasing overall impact on the survival of an organization, additional research has been aimed at providing a greater understanding of how OCB occurs (Robinson & Morrison, 1995).

Originally, Katz (1964) recognized three basic forms of employee behavior deemed vital to the overall functioning of an organization: (1) individuals must be persuaded to enter the organization and to remain with the organization, (2) individuals must deliver in terms of in-role performance, and do so in a consistent and dependable

manner, and lastly, (3) individuals must engage in behaviors that go beyond in-role expectations. The importance of this last set of behaviors is made further evident by Katz's claim that "an organization which depends solely upon its blue-prints of prescribed behavior is a very fragile social system" (Katz, 1964: 132). Hence, the proposed importance of OCBs initiated additional research to further determine how these behaviors occur.

Evidently, OCBs are critical in that they provide the flexibility needed for employees to be able to respond to unforeseen circumstances without having to deal with limiting constraints placed upon them by the organization (Smith, Organ, & Near, 1983). These types of behaviors often go above and beyond prescribed in-role behaviors and thereby serve to maintain or enhance task performance. It is perceived however that these types of behaviors such as OCBs are less likely than specific task performance behaviors to receive systemic rewards (Organ, 1997). This element of OCB creates an interesting aspect within this topic area considering that employees are then engaging in extra-role behaviors not for their reward value, but for some other underlying reason. Considering the impact that these behaviors can have on organizations and the organization's overall performance, it might be worthwhile to further exam what might contribute to or possibly increase these types of behaviors in organizations.

Overall, when employees engage in these sorts of OCBs, they may exhibit behaviors that contribute more to their co-workers, managers, or even to the overall organization than to one's own behavior (Smith et al., 1983). According to Smith et al., (1983) a potential factor that may influence these types of behaviors, specifically

behaviors geared towards managers, stems from the idea of leader supportiveness. The argument here is that leaders first engage themselves in acts of citizenship behaviors in the sense that they work in supporting roles to help others (e.g. subordinates) thereby potentially serving as models for their subordinates (Smith et al., 1983). This is important seeing as how past research has indicated that models can influence different types of prosocial behaviors (Berkowitz, 1970; Krebs, 1970). More importantly, the demonstration of prosocial behaviors from a leader may eventually evolve into a pattern of exchanges between the leader and his/her subordinates triggering norms of reciprocity (Dansereau et al., 1975; Smith et al., 1983). Hence, “subordinates may choose to engage in organizational citizenship behavior as a means of reciprocation to superiors” (Smith et al., 1983).

An interesting element about this last statement is that often times in the psychological contract literature, OCBs have been studied as behaviors directly related to the organization (Robinson & Morrison, 1995) and not necessarily related to specific parties within the organization. Hence, OCB as defined by Organ (1988, 1990) has been tied to the psychological contract literature as “employee behavior that is extra-role, that promotes organizational effectiveness, and that is not explicitly recognized by an organization’s reward system” (Robinson & Morrison, 1995: 289). This use of the definition and emphasis on behaviors directed solely towards the organization may be the direct result of defining psychological contracts as an employee-employer contract. Therefore, based on this logic, regardless of who the employee is actually gearing their

OCB towards, at some level employee behavior should effect overall OCBs demonstrated in the organization.

*Hypothesis 4a:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to organizational citizenship behaviors directed towards the organization.

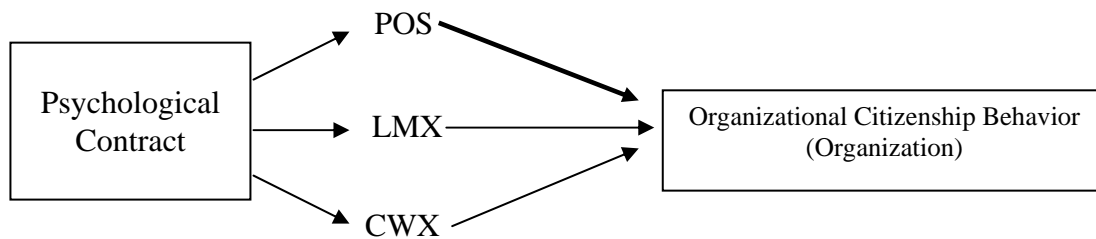
*Hypothesis 4b:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to organizational citizenship behaviors directed towards the organization.

*Hypothesis 4c:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to organizational citizenship behaviors directed towards the organization.

More specifically, the literature on OCBs has moved towards separating the overall construct of OCBs into two broad categories: (a) OCB-O, organizational citizenship behaviors geared towards benefiting the organization in general, (e.g., adhering to formal rules, etc.) and (b) OCB-I, organizational citizenship behaviors designed to directly benefit specific individuals, with the understanding that the organization may indirectly benefit from several of these helping behaviors, but in all, the direct focus is on engaging in prosocial behaviors directly towards a specific individual (Williams & Anderson, 1991). Therefore, it is expected that while all three exchange relationships mentioned above should still have some sort of impact on OCBs directed towards the organization, as hypothesized, it is expected that the individual-organization exchange relationship as represented by POS will explain the greatest

amount of the variance in the OCB variable that is specifically directed towards the organization by the employee.

**FIGURE 4**  
**Organizational Relational Psychological Contract: Organizational Citizenship Behavior (Organization)**



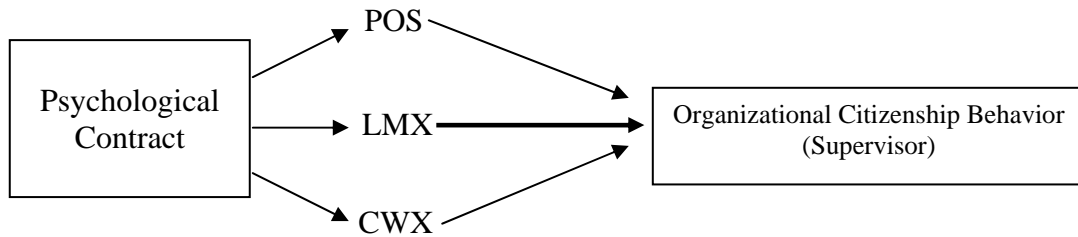
To further examine this idea of separating the organizational behavior construct, Turnley et al. (2003) applied these two broad categories in addition to in-role behaviors in their study to determine the impact of psychological contract fulfillment on the performance of these three separate categories. What the authors found was that “psychological contract fulfillment is more strongly related to citizenship behavior directed at the organization than directed at one’s colleagues” (2003: 187). Again, perhaps this finding is related to psychological contract fulfillment being specifically defined as the contract between the employee and his/her employer.

However, McNeely and Meglino (1994) raised an interesting point in their study examining the role of dispositional and situational antecedents in prosocial behavior. The authors proposed that “research had not adequately separated the factors responsible for prosocial behaviors intended to benefit specific individuals from those intended to benefit an organization” (1994: 836). Upon examining certain dispositional and

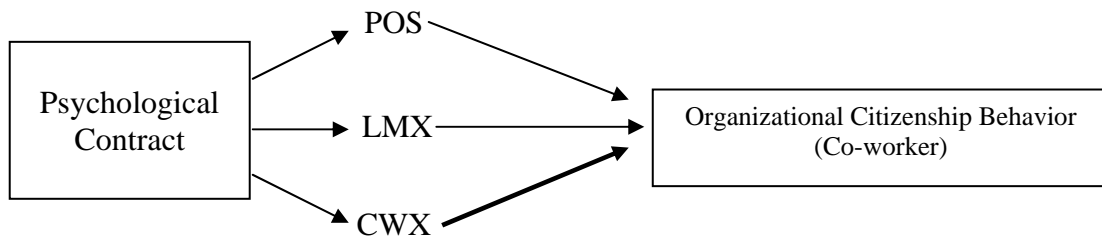
situational antecedents, the authors determined that “the psychological processes that underlie prosocial behavior are different depending on the beneficiary of the behavior” (McNeely & Meglino, 1994: 836). Furthermore, because social exchange theory (Blau, 1964) predicts that individuals will reciprocate behaviors towards specific targets who have been the source of benefit to them, extra-role prosocial behaviors, or OCBs, are predicted to be directed towards specific individuals and/or the organization in the form of reciprocation. Hence, “the psychological processes responsible for prosocial organizational behaviors were thought to be different from those responsible for prosocial individual behavior” (McNeely & Meglino, 1994: 841). The authors’ findings confirmed this prediction. Hence, organizations may be in a position to enhance the exhibition of OCBs by altering or impacting certain psychological contractual relationships. Therefore, while OCB-O, OCB-S, and co-worker OCB-CW may be somewhat interrelated, as hypothesized both above and below with each exchange relationship being positively related to the specified OCB variable based on the initial logic of examining the umbrella term of OCB, it is perceived that in the end, the greatest amount of variance explained for each specific form of OCB will be from the exchange relationship that directly involves the recipient party (e.g., individual-organization exchange relationship will explain the greatest amount of variance for the OCB-O variable, individual-supervisor exchange relationship will explain the greatest amount of variance for the OCB-S variable, and individual-co-worker exchange relationship will explain the greatest amount of variance for the OCB-CW variable).



**FIGURE 5**  
**Supervisor Relational Psychological Contract: Organizational Citizenship Behavior (Supervisor)**



**FIGURE 6**  
**Co-worker Relational Psychological Contract: Organizational Citizenship Behavior (Co-worker)**



*Hypothesis 5a:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to organizational citizenship behaviors directed towards the supervisor.

*Hypothesis 5b:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to organizational citizenship behaviors directed towards the supervisor.

*Hypothesis 5c:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to organizational citizenship behaviors directed towards the supervisor.

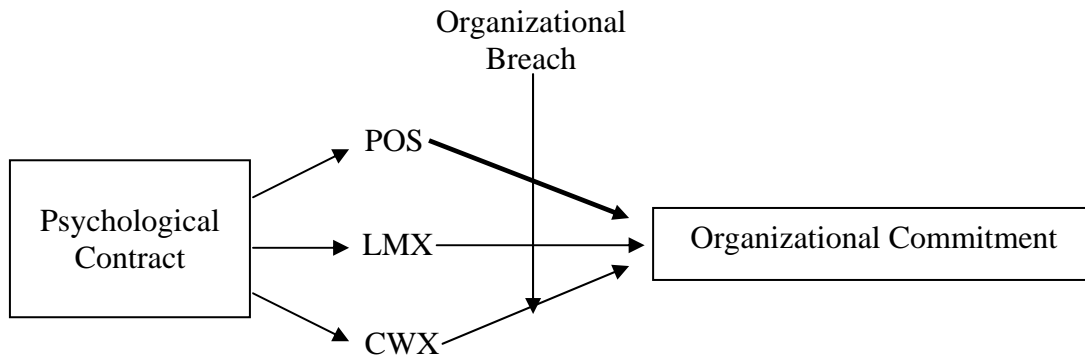
*Hypothesis 6a:* The quality of the individual-organization exchange relationship as measured by perceived organizational support will be positively related to organizational citizenship behaviors directed towards the co-worker.

*Hypothesis 6b:* The quality of the individual-supervisor exchange relationship as measured by leader-member exchange will be positively related to organizational citizenship behaviors directed towards the co-worker.

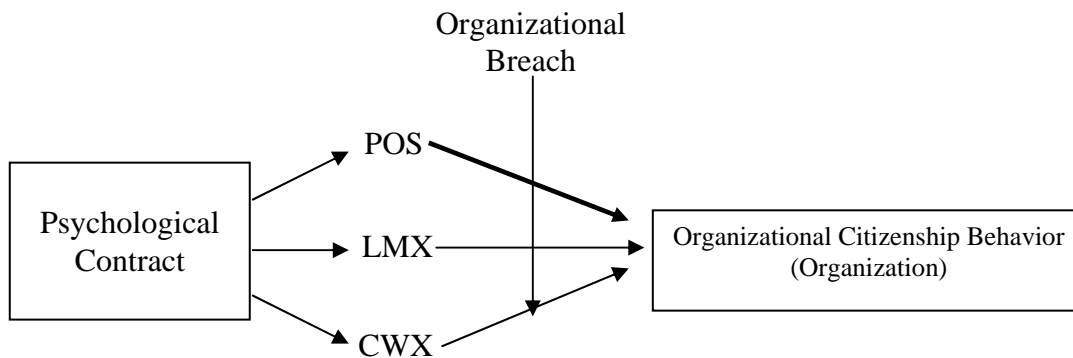
*Hypothesis 6c:* The quality of the individual-co-worker exchange relationship as measured by co-worker exchange will be positively related to organizational citizenship behaviors directed towards the co-worker.

Expanding beyond the examination of the direct relationships proposed above and based on the psychological contract literature, it would then be important to determine whether these relationships are moderated by the occurrence of psychological contract breach. In particular, are individual level outcomes impacted more so by organizational breach, supervisor breach, or co-worker breach? More specifically, if a breach occurs by a specific party to the exchange relationship (organization, supervisor, or co-worker) will the breach have a stronger impact on the individual level outcomes most influenced by the specific exchange relationship? It is proposed here that a breach on the part of the organization will more strongly influence individual level outcomes associated with the individual-organization exchange relationship, such as organizational commitment and OCB-O.

**FIGURE 7**  
**Organizational Relational Psychological Contract Breach (Violation):**  
**Organizational Commitment**

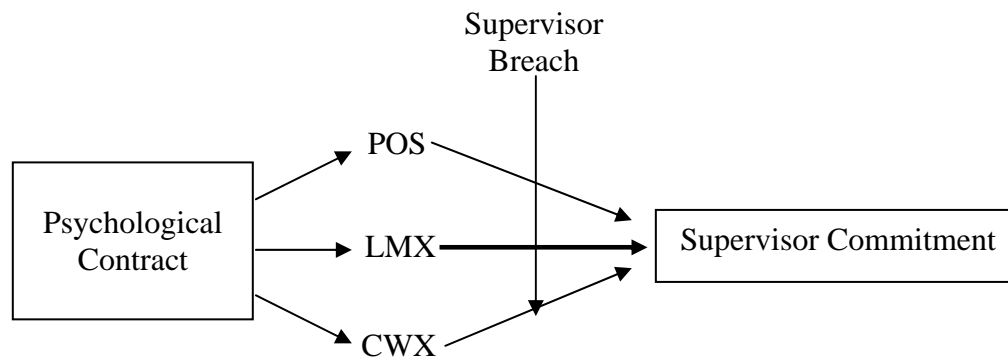


**FIGURE 8**  
**Organizational Relational Psychological Contract Breach (Violation):**  
**Organizational Citizenship Behavior (Organization)**

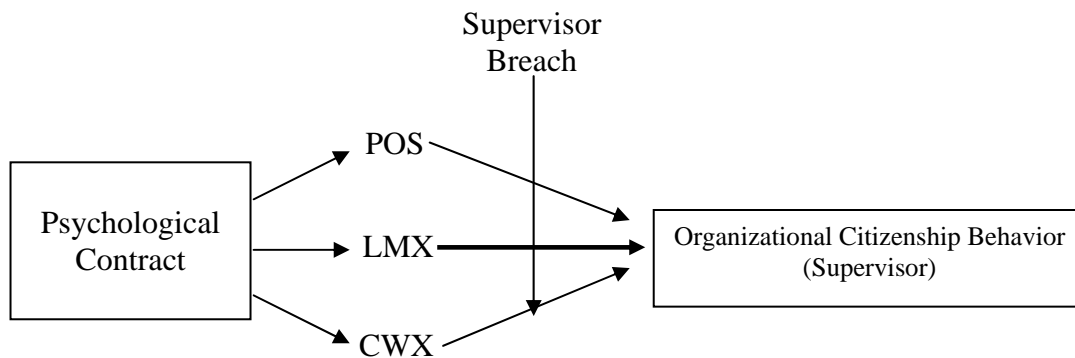


Furthermore, it is proposed that a breach on the part of the supervisor will more strongly influence individual level outcomes associated with the individual-supervisor exchange relationship such as supervisor commitment and OCB-S.

**FIGURE 9**  
**Supervisor Relational Psychological Contract Breach (Violation):**  
**Supervisor Commitment**

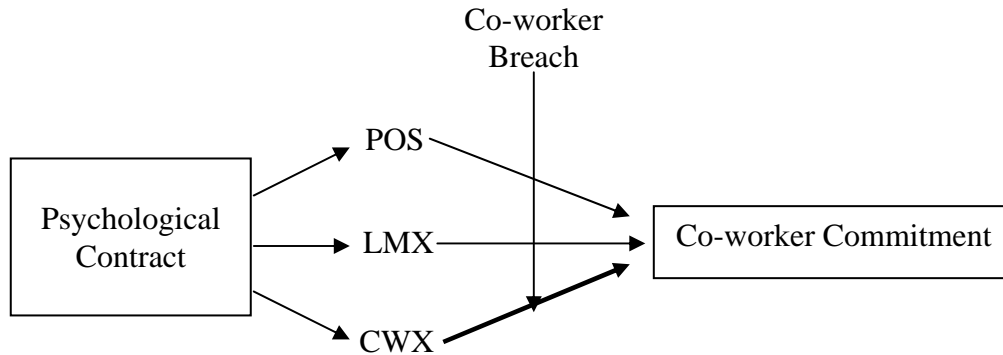


**FIGURE 10**  
**Supervisor Relational Psychological Contract Breach (Violation): Organizational**  
**Citizenship Behavior (Supervisor)**

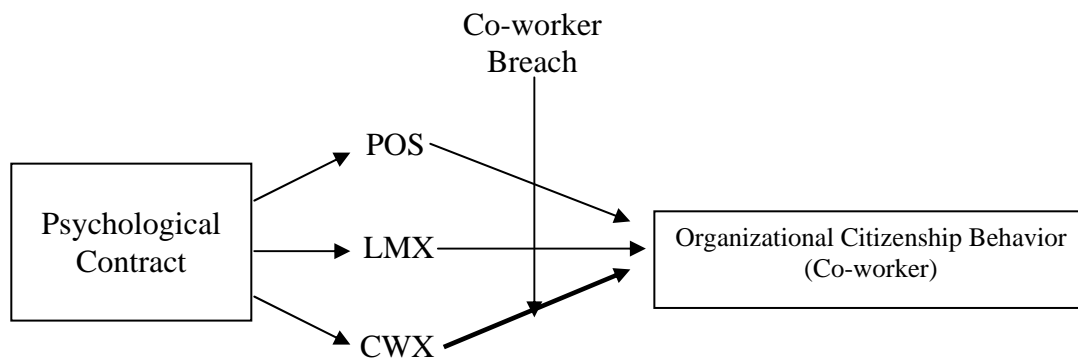


Lastly, it is proposed that a breach on the part of a co-worker will more strongly influence individual level outcomes associated with the individual-co-worker exchange relationship such as co-worker commitment and OCB-CW.

**FIGURE 11**  
**Co-worker Relational Psychological Contract Breach (Violation):**  
**Co-worker Commitment**



**FIGURE 12**  
**Co-worker Relational Psychological Contract Breach (Violation):**  
**Organizational Citizenship Behavior (Co-worker)**



In effect, a psychological contract breach on the part of the organization will result in a decrease in organizational commitment and OCB-O on the part of the individual employee. It is further proposed that a psychological contract breach on the part of the employee's supervisor will result in a decrease in supervisor commitment and OCB-S. Lastly, it is also proposed that a psychological contract breach on the part of the

employee's co-worker will result in a decrease in co-worker commitment and OCB-CW. As previously indicated, all rationale for the presented hypotheses are based on the logic of social exchange theory and the norm of reciprocity.

*Hypothesis 7a:* The interaction of an organizational psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support will have a more negative effect on organizational commitment than the interaction of an organizational psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange on organizational commitment or than the interaction of an organizational psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange on organizational commitment.

*Hypothesis 7b:* The interaction of an organizational psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support will have a more negative effect on organizational citizenship behavior directed toward the organization than the interaction of an organizational psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange on organizational citizenship behavior directed toward the organization or than the interaction of an organizational psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange on organizational citizenship behavior directed toward the organization.

*Hypothesis 8a:* The interaction of a supervisor psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange will have a more negative effect on supervisor commitment than the interaction of a supervisor psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support on supervisor commitment or than the interaction of a supervisor psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange on supervisor commitment.

*Hypothesis 8b:* The interaction of a supervisor psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange will have a more negative effect on organizational citizenship behavior directed toward the supervisor than the interaction of a supervisor psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support on organizational citizenship behavior directed toward the supervisor or than the interaction of a supervisor psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange on organizational citizenship behavior directed toward the supervisor.

*Hypothesis 9a:* The interaction of a co-worker psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange will have a more negative effect on co-worker commitment than the interaction of a co-worker psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support on co-worker commitment or than the interaction of a co-worker psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange on co-worker commitment.

*Hypothesis 9b:* The interaction of a co-worker psychological contract breach and the quality of the individual-co-worker exchange relationship as measured by co-worker exchange will have a more negative effect on organization citizenship behavior directed toward the co-worker than the interaction of a co-worker psychological contract breach and the quality of the individual-organization exchange relationship as measured by perceived organizational support on organizational citizenship behavior directed toward the co-worker or than the interaction of a co-worker psychological contract breach and the quality of the individual-supervisor exchange relationship as measured by leader-member exchange on organizational citizenship behavior directed toward the co-worker.



## **CHAPTER IV**

### **METHODOLOGY**

#### **Sample and Procedure**

The overall sample of this dissertation study consisted of employees from several organizations and university systems. The organizations involved stemmed from the Aggie 100 program associated with Texas A&M University. Companies included in the Aggie 100 program are the 100 fastest growing Aggie-owned or Aggie-led businesses throughout the world. These companies must meet several of the following criteria to qualify for inclusion into this program: be in business for 5 years or more prior to the point of induction into the program, have verifiable revenues of \$100,000 or more for a specified calendar year, have a former student or group of former students own 50% or more of the company during a specified period of time, have a former student serve as the company's chief executive officer for a specified period of time, be founded by a former student or group of students, have a former student be an active member of the most senior management team during a specified period of time, and finally, the company must operate under the Aggie Code of Honor (Aggie 100 Criteria).

The university systems involved stemmed from the Texas A&M University System which includes employees from the following universities and agencies: Texas A&M University, Prairie View A&M University, Tarleton State University, Texas A&M International University, Texas A&M University-Corpus Christi, Texas A&M University-Kingsville, West Texas A&M University, Texas A&M University

Commerce, Texas A&M University-Texarkana, and Texas A&M Health Science Center, and Texas Agricultural Experiment Station, Texas Engineering Experiment Station, Texas Cooperative Extension, Texas Forest Service, Texas Engineering Extension Service, Texas Transportation Institute, and Texas Veterinary Medical Diagnostic Laboratory.

Initially, the above mentioned organizations and university systems were contacted through either their respective owners or through their Human Resources departments with a request to use their employees as participants in this dissertation. Consenting organizations and university systems were given the option of having their employees complete a hardcopy of the survey or an online version. Every participating organization and university system preferred the latter option. The consenting organizations and university systems then provided the contact information (email addresses) of potential employees who would be in a position to participate (employees in a position with a supervisor and a co-worker).

Participants were then contacted via email requesting their participation and assistance in recruiting their supervisor and a co-worker to participate in this dissertation study with them (See Appendix A for Recruitment Email). All participants included in this dissertation study are a part of a triad consisting of the focal employee, his/her supervisor, and a co-worker of the focal employee's choice.

Responding participants were then randomly assigned into one of three separate subsamples for this study. Subsample 1 consists of individuals selected to focus on psychological contract breach/fulfillment by the organization. Subsample 2 consists of

individuals selected to focus on psychological contract breach/fulfillment by his/her supervisor. Subsample 3 consists of individuals selected to focus on psychological contract breach/fulfillment by his/her own selected co-worker.

As previously indicated, initially, emails were sent to potential participants requesting their assistance and participation. If participants responded to the recruitment media, they were randomly assigned to one of the subsamples and an additional email (See Appendices B, C, and D for Instructional Email) was sent with the appropriate online survey link and an access code for all employees, supervisors and co-workers to use in helping them to complete their individual surveys electronically through a secured website. In all subsamples (e.g., subsample 1, subsample 2, and subsample 3) the focal employee was asked to have his/her supervisor complete a separate survey designed specifically for the supervisor, and his/her co-worker of choice complete a separate survey designed specifically for a co-worker. The supervisor and co-worker surveys were accessed through the same secured website as the employee survey.

As participants accessed the online survey, each member of the triad (e.g., focal employee, supervisor, and co-worker) was greeted by a cover letter further explaining the process of completing the surveys and information assuring all participants of the confidentiality of their responses (See Appendix E for Online Cover Letter). The first page of the online survey then requested each member of the triad to select and complete their respective survey based on their role within the triad (See Appendices F, G, and H). The employee survey was geared to have employees respond to items measuring their POS, leader or supervisor support, and the quality of the relationship with his or her

chosen co-worker with regard to elements of trust, respect, and even obligation. Focal employees were also asked to respond to items measuring their perceptions of breaches that may have occurred on the parts of their organizations, supervisors, or co-workers, depending on their subsample assignment. For instance, focal employees assigned to subsample 1 were asked to respond in accordance with their perceptions of whether or not psychological contract breaches had occurred on the parts of their organizations, whereas focal employees assigned to subsample 2 were asked to respond according to their perceptions of whether or not psychological contract breaches had occurred on the parts of their supervisors, and focal employees assigned to subsample 3 were asked to respond according to their perceptions of whether or not psychological contract breaches had occurred on the parts of their chosen co-workers. Finally, focal employees were asked to respond to items measuring various demographic information.

Supervisors in this study played two different roles. One role was on behalf of the organization, whereas the other role was meant to reveal aspects of him or herself as the focal employee's supervisor. In the instance of representing the organization, supervisors were asked to respond to items measuring the organizational commitment of the focal employee, as well as the OCBs demonstrated by the focal employee geared directly towards the organization (OCB-O). On the other hand, in the instance of representing oneself as the focal employee's supervisor, the supervisor was asked to respond to items measuring the commitment of the employee to the supervisor along with the OCBs demonstrated by the focal employee directly geared towards him or herself as the supervisor (OCB-S).

Lastly, co-workers in this study were asked to respond to items measuring the commitment of the employee to the co-worker along with the OCBs demonstrated by the focal employee directly geared towards them (the co-worker) (OCB-CW).

All participants were asked to complete all surveys during normal working hours. Given the listservs provided by the participating organizations and university systems, and the requirement of utilizing triads in this dissertation study, nearly 15,000 recruitment emails were sent to employees. Of this 15,000, approximately 30% of the emails were automatically returned through their system administrators indicating the emails were invalid, or the employee was no longer employed by the organization/university system. Approximately 10% returned “Out of Office” replies, and approximately 5% were either duplicate email addresses or email addresses belonging to employees who had more than one email address listed. Of the approximately 8,250 remaining and potentially valid email addresses, 227 individuals sent reply emails (response rate: approximately 3%) indicating their willingness to participate and recruit other members of their organization/university system to help create their triads. These individuals were then randomly assigned to one of the three subsamples and sent the appropriate online survey web link. From these 227 initial responses, a total of 569 individuals visited the online survey. Of this 569 total, 346 online surveys were completed and 84 surveys were partially completed. In examining these surveys within their respective subsamples, subsample 1 had 117 of the 346 total completed surveys. Given the triad requirement, 69 of these completed surveys were usable in creating 23 triads to represent subsample 1. Subsample 2 had 127 of the 346

total completed surveys. Given the triad requirement, 99 of these completed surveys were usable in creating 33 triads to represent subsample 2. Lastly, subsample 3 had the remaining 102 of the 346 total completed surveys. Again, given the triad requirement, 69 of these completed surveys were usable in creating 23 triads to represent subsample 3.

Of the usable responses in subsample 1 (employee focus on perceived organizational psychological contract breach/fulfillment), employee respondents reported the following demographic statistics presented in Table 1 below:

Table 1

Subsample 1: Employee Respondent Demographics			
Employee Age:	Mean = 43.3 years	<i>SD</i> = 10.73	Range = 24-62 years of age
Employee Sex:	Female = 65 %	Male = 35%	
Mean Tenure for Employee:	With Organization = 9.2 years With Supervisor = 4.0 years With Selected Co-worker = 4.9 years	<i>SD</i> = 9.50 <i>SD</i> = 4.10 <i>SD</i> = 5.6	Range = 1-34 years Range = 1-18 years Range = 1-23 years
Employee Full Time Work Experience:	Mean = 21.7 years	<i>SD</i> = 11.71	Range = 3-42 years
Employee Education Levels:	Range = high school diploma (or equivalent) to doctoral/professional degree		

Supervisor respondents in subsample 1 reported the following demographic statistics presented in Table 2 below:

Table 2

Subsample 1: Supervisor Respondent Demographics			
Supervisor Age:	Mean = 47.8 years	<i>SD</i> = 10.84	Range = 28-65 years of age
Supervisor Sex:	Female = 30 %	Male = 52%	Declined to Answer = 18%
Mean Tenure for Supervisor:	With Organization = 14.8 years With Focal Employee = 3.9 years	<i>SD</i> = 11.89 <i>SD</i> = 2.88	Range = 2-36 years Range = 1-8 years
Supervisor Full Time Work Experience:	Mean = 26.2 years	<i>SD</i> = 9.77	Range = 4-40 years
Supervisory Experience:	Mean = 16.8 years	<i>SD</i> = 11.42	Range = 3-40 years
Employees Under Supervisor Supervision:	Mean = 27.9 employees	<i>SD</i> = 40.64	Range = 2-150 employees
Supervisor Education Levels:	Range: high school diploma (or equivalent) to doctoral/professional degree		

Lastly, the co-worker respondents in subsample 1 reported the following demographic statistics presented in Table 3 below:

Table 3

Subsample 1: Co-worker Respondent Demographics			
Co-worker Age:	Mean = 46.7 years	<i>SD</i> = 11.34	Range = 23-64 years of age
Co-worker Sex:	Female = 74 %	Male = 26%	
Mean Tenure for Co-worker:	With Organization = 11.1 years With Focal Employee = 5.1 years	<i>SD</i> = 10.13 <i>SD</i> = 4.35	Range = 1-37 years Range = 1-17 years
Co-worker Full Time Work Experience:	Mean = 24.6 years	<i>SD</i> = 8.94	Range = 2-35 years
Co-worker Education Levels:	Range: high school diploma (or equivalent) to doctoral/professional degree		

Of the usable responses in subsample 2 (employee focus on perceived supervisor psychological contract breach/fulfillment), employee respondents reported the following demographic statistics presented in Table 4 below:

Table 4

Subsample 2: Employee Respondent Demographics			
Employee Age:	Mean = 41.3 years	<i>SD</i> = 11.33	Range = 25-62 years of age
Employee Sex:	Female = 64 %	Male = 36%	
Mean Tenure for Employee:	With Organization = 7.3 years With Supervisor = 3.2 years With Selected Co-worker = 3.1 years	<i>SD</i> = 8.17 <i>SD</i> = 5.24 <i>SD</i> = 3.89	Range = 1-33 years Range = 1-31 years Range = 1-18 years
Employee Full Time Work Experience:	Mean = 18.3 years	<i>SD</i> = 10.58	Range = 4-39 years
Employee Education Levels:	Range = high school diploma (or equivalent) to doctoral/professional degree		

Supervisor respondents in subsample 2 reported the following demographic statistics presented in Table 5 below:

Table 5

Subsample 2: Supervisor Respondent Demographics			
Supervisor Age:	Mean = 47.7 years	<i>SD</i> = 9.79	Range = 24-65 years of age
Supervisor Sex:	Female = 64 %	Male = 36%	
Mean Tenure for Supervisor:	With Organization = 13.9 years With Focal Employee = 2.7 years	<i>SD</i> = 11.79 <i>SD</i> = 1.47	Range = 1-41 years Range = 1-6 years
Supervisor Full Time Work Experience:	Mean = 25.8 years	<i>SD</i> = 10.76	Range = 5-45years
Supervisory Experience:	Mean = 16.9 years	<i>SD</i> = 11.16	Range = 1-40 years
Employees Under Supervisor Supervision:	Mean = 7.7 employees	<i>SD</i> = 6.81	Range = 1-33 employees
Supervisor Education Levels:	Range: some college to doctoral/professional degree		

Lastly, the co-worker respondents in subsample 2 reported the following demographic statistics presented in Table 6 below:

Table 6

Subsample 2: Co-worker Respondent Demographics			
Co-worker Age:	Mean = 39.1 years	<i>SD</i> = 11.56	Range = 24-63 years of age
Co-worker Sex:	Female = 55 %	Male = 45%	
Mean Tenure for Co-worker:	With Organization = 9.4 years With Focal Employee = 3.3years	<i>SD</i> = 9.98 <i>SD</i> = 3.40	Range = 1-30 years Range = 1-17 years
Co-worker Full Time Work Experience:	Mean = 17.7 years	<i>SD</i> = 11.51	Range = 3-42 years
Co-worker Education Levels:	Range: high school diploma (or equivalent) to doctoral/professional degree		

Finally, of the usable responses in subsample 3 (employee focus on perceived co-worker psychological contract breach/fulfillment), employee respondents reported the following demographic statistics presented in Table 7 below:



Table 7

Subsample 3: Employee Respondent Demographics			
Employee Age:	Mean = 39.0 years	<i>SD</i> = 13.69	Range = 19-62 years of age
Employee Sex:	Female = 65 %	Male = 35%	
Mean Tenure for Employee:	With Organization = 6.5 years	<i>SD</i> = 6.37	Range = 1-23 years
	With Supervisor = 3.4 years	<i>SD</i> = 3.16	Range = 1-11 years
	With Selected Co-worker = 3.8 years	<i>SD</i> = 5.07	Range = 1-21 years
Employee Full Time Work Experience:	Mean = 18.9 years	<i>SD</i> = 13.16	Range = 1-41 years
Employee Education Levels:	Range = high school diploma (or equivalent) to doctoral/professional degree		

Supervisor respondents in subsample 3 reported the following demographic statistics presented in Table 8 below:

Table 8

Subsample 3: Supervisor Respondent Demographics			
Supervisor Age:	Mean = 46.2 years	<i>SD</i> = 9.97	Range = 28-62 years of age
Supervisor Sex:	Female = 52 %	Male = 48%	
Mean Tenure for Supervisor:	With Organization = 11.1 years	<i>SD</i> = 7.17	Range = 1-23 years
	With Focal Employee = 3.2 years	<i>SD</i> = 2.76	Range = 1-11 years
Supervisor Full Time Work Experience:	Mean = 23.5 years	<i>SD</i> = 10.44	Range = 5-38 years
Supervisory Experience:	Mean = 17.7 years	<i>SD</i> = 10.56	Range = 3-36 years
Employees Under Supervisor Supervision:	Mean = 15.6 employees	<i>SD</i> = 20.87	Range = 3-77 employees
Supervisor Education Levels:	Range: some college to doctoral/professional degree		

Lastly, the co-worker respondents in subsample 3 reported the following demographic statistics presented in Table 9 below:

Table 9

Subsample 3: Co-worker Respondent Demographics			
Co-worker Age:	Mean = 39.8 years	<i>SD</i> = 11.66	Range = 21-56 years of age
Co-worker Sex:	Female = 52 %	Male = 48%	
Mean Tenure for Co-worker:	With Organization = 7.8 years With Focal Employee = 3.5 years	<i>SD</i> = 8.55 <i>SD</i> = 4.50	Range = 1-29years Range = 1-21 years
Co-worker Full Time Work Experience:	Mean = 19.3 years	<i>SD</i> = 10.9	Range = 1-40 years
Co-worker Education Levels:	Range: high school diploma (or equivalent) to masters degree		

## Measures

Based on prior studies and time concerns associated with each of the participating organizations and university systems in allowing their employees to complete the surveys during normal working hours, it was important to consider these elements in the hopes of obtaining a high rate of return of focal employee, supervisor, and co-worker surveys. Hence, to encourage completion, the number of items used to measure certain constructs was reduced to create more parsimonious questionnaires. Unless noted, all responses were made on a variation of a 5-point Likert scale as indicated below. The specific items for all constructs are presented in the appendix section of this dissertation.

## Independent Variables

***Perceived Organizational Support.*** Perceived organizational support was measured using the sixteen-item, shortened version of the Survey of Perceived Organizational Support offered by Eisenberger, Huntington, Hutchison, and Sowa (1986). The POS items were included on the survey that was completed by the focal employee (See Appendix I). Employee respondents were asked to indicate their level of

agreement with each of the 16 items based on a 5-point Likert scale (1 = 'strongly disagree', 2 = 'disagree', 3 = 'neutral', 4 = 'agree', 5 = 'strongly agree'). All 16-item responses were summed to create the employee participant's score of perceived organizational support. The summed result could range from a low quality perceived organizational support score of 16 to a high quality perceived organizational support score of 80. The reliability of the perceived organizational support measure for this study using Cronbach's  $\alpha$  was .93. This is comparable to Eisenberger et al's (1986) original reported reliability coefficient (Cronbach's alpha) of .97.

***Leader-Member Exchange.*** Leader member exchange was measured using the seven items developed by Graen and Uhl-Bien (1995) to create their measure of LMX. The LMX measure (LMX7) was meant to capture three critical dimensions of the leader-member working relationship: trust, respect, and mutual obligation in terms of the leader and the member's professional capabilities and behaviors. The LMX measure was included on the survey that was completed by the focal employee (See Appendix J). Employee respondents were asked to indicate their level of agreement with each of the 7 items based on 5-point Likert scales. All 7-item responses were summed to create the employee participant's score of leader-member exchange. The summed result could range from a low quality leader-member exchange relationship score of 7 to a high quality leader-member exchange relationship score of 35. The reliability of the leader-member exchange measure for this study using Cronbach's  $\alpha$  was .91. This is comparable to the reported reliability coefficients of past studies examining LMX

((Graen & Uhl-Bien, 1995) (Cronbach's alpha = .90) and (Sherony & Green, 2002) (Cronbach's alpha = .93).

***Co-worker Exchange.*** Co-worker exchange was measured by adapting the LMX7 measure (Graen & Uhl-Bien, 1995) and incorporating the co-worker term where the leader term was mentioned within each item. One item ("How well does your leader recognize your potential?") from the original seven items developed by Graen and Uhl-Bien (1995) was dropped from measuring the quality of CWX, because it did not seem to appropriately relate to the co-worker relationship. This same item was dropped from the Sherony and Green (2002) study on co-worker exchange. The CWX measure was included on the survey that was completed by the focal employee (See Appendix K). Employee respondents were asked to indicate their level of agreement with each of the 6 items based on 5-point Likert scales. All 6-item responses were summed to create the employee participant's score of co-worker exchange. The summed result could range from a low quality co-worker exchange relationship score of 6 to a high quality co-worker exchange relationship score of 30. The reliability of the co-worker exchange measure for this study using Cronbach's  $\alpha$  was .88. This is slightly lower than the reliability coefficient reported by Sherony and Green (2002) (Cronbach's alpha = .92) but still well within the range of acceptability.

Following the analysis of Sherony and Green (2002) in their examination of leader-member exchange relationships and co-worker exchange relationships, a principal factor analysis using varimax rotation was used to help determine if employee participants were able to distinguish between the three distinct individual-organization

(POS), individual-supervisor (LMX), and individual-co-worker (CWX) relationships. Granted the sample size used in this dissertation to conduct the factor analysis is low ( $N=79$ ) the attempt was still made considering that Sherony and Green's sample size was 67 for the same type of analysis. The result of the principal factor analysis using varimax rotation with a force of a three-factor solution resulted in all items loading on the appropriate factors with no cross-loadings suggesting that the different types of relationships were being appropriately distinguished from one another on the part of the focal employee.

### **More Traditional Psychological Contract Measures**

*Individual-Organization Relational Psychological Contract.* In an attempt to assess the validity of the measure of perceived organizational support as a measure of the individual-organization relational psychological contract, employee respondents were asked to indicate the extent to which they perceived their organization to be obligated to provide a variety of specific promises. Employee respondents were provided with a list of items examining the specific area of the employment relationship that helps to make up the individual-organizational relational psychological contract (See Appendix L). The employment relationship measure was adapted from Robinson and Morrison (1995), Lester et al. (2002), and Turnley et al. (2003) and consists of eight items. Employee respondents were asked to indicate the degree to which their organization had promised each of the following items based on a 5-point Likert scale. All 8-item responses were summed to create the employee participant's score of the individual-organization relational psychological contract. The summed result could

range from a low score of 8 indicating that the organization had not promised any of the relational items to a score of 40 indicating that the organization made great promises to provide each of the relational items listed. The reliability of the individual-organization relational psychological contract measure for this study using Cronbach's  $\alpha$  was .91. Overall, the two measures, POS and the individual-organization relational psychological contract, were positively and significantly correlated ( $r = .77, p < 0.01$ ).

***Individual-Supervisor Relational Psychological Contract.*** To assess the validity of the measure of leader-member exchange as a measure of the individual-supervisor relational psychological contract, employee respondents were asked to indicate the extent to which they perceived their supervisor to be obligated to provide a variety of specific promises. Employee respondents were provided with a list of items examining the specific area of the employment relationship with the supervisor that helps to make up the individual-supervisor relational psychological contract (See Appendix M). The employment relationship measure was also adapted from Robinson and Morrison (1995), Lester et al. (2002), and Turnley et al. (2003) and incorporated the supervisor term where the organization term was featured within each item of the eight items. Employee respondents were asked to indicate the degree to which their supervisor had promised each of the following items based on a 5-point Likert scale. All 8-item responses were summed to create the employee participant's score of the individual-supervisor relational psychological contract. The summed result could range from a low score of 8 indicating that the supervisor had not promised any of the relational items to a score of 40 indicating that the supervisor made great promises to

provide each of the relational items listed. The reliability of the individual-supervisor relational psychological contract measure for this study using Cronbach's  $\alpha$  was .90. Overall, the two measures, leader-member exchange and the individual-supervisor relational psychological contract, were positively and significantly correlated ( $r = .65, p < .01$ ).

***Individual-Co-worker Relational Psychological Contract.*** Finally, to assess the validity of the measure of co-worker exchange as a measure of the individual-co-worker relational psychological contract, employee respondents were asked to indicate the extent to which they perceived their co-worker to be obligated to provide a variety of specific promises. Employee respondents were provided with a list of items examining the specific area of the employment relationship with the co-worker that helps to make up the individual-co-worker relational psychological contract (See Appendix N). The employment relationship measure was also adapted from Robinson and Morrison (1995), Lester et al. (2002), and Turnley et al. (2003) and incorporated the co-worker term where the organization term was featured within each item. Of the items in the original scale, only certain items were carried over to the individual-co-worker relational psychological contract measure, as not all items seemed to appropriately relate to the co-worker relationship. Employee respondents were asked to indicate the degree to which they would expect their co-worker to engage in the following items based on a 5-point Likert scale. All 6-item responses were summed to create the employee participant's score of the individual-co-worker relational psychological contract. The summed result could range from a low score of 6 indicating that the co-worker was not expected to

engage in any of the relational items to a score of 30 indicating that the co-worker was greatly expected to engage in each of the relational items listed. The reliability of the individual-co-worker relational psychological contract measure for this study using Cronbach's  $\alpha$  was .90. Overall, the two measures, co-worker exchange and the individual-co-worker relational psychological contract, were positively and significantly correlated ( $r = .64, p < .01$ ).

### **Moderating Variables**

*Perceived Psychological Contract Breach (Organization).* Violation of the psychological contract on the part of the organization was assessed with multiple items taken from Rousseau (1990), Robinson and Morrison (1995), and Turnley and Feldman (2000). The organizational violation/breach measure was comprised of the same eight items used to measure the individual-organization relational psychological contract (See Appendix O). Employee respondents were asked to indicate how the amount he/she actually received from the organization compared to the amount that he/she perceived the organization to have promised to provide. Responses were made on a 5-point Likert scale (1 = 'received much less than promised', 2 = 'received somewhat less than promised', 3 = 'received what was promised', 4 = 'received somewhat more than promised', 5 = 'received much more than promised', with X = 'not promised'). To simplify the interpretation of this measure, the items were reverse scored so that a high score would indicate an organizational contract violation/breach. Therefore, all 8-item responses were summed to create the employee participant's score of perceived



organizational violation/breach. The reliability of the perceived organizational violation/breach measure for this study using Cronbach's  $\alpha$  was .94.

Following Robinson and Rousseau (1994), a second measure of organizational contract violation/breach was used in which focal employees were also asked to indicate on a 5-point Likert scale (1 = '*very poorly fulfilled*' and 5 = '*very well fulfilled*') how well, overall, his/her *organization* has fulfilled the promised obligations that it *owed you* (See Appendix P). This variable was also reversed scored to provide a measure of organizational contract violation. This single item measure was used to help assess the validity of the previously described measure. Interestingly, the two measures of organization contract violation/breach were not significantly correlated ( $r = .34, p > .10$ ). Upon further examination, there were six of the twenty-three individuals who responded to the survey who reported that the organization had failed to meet the obligations that it owed them on a separate dichotomous measure. Four of these six individuals still reported that the organization had fulfilled or very well fulfilled the overall promised obligations that it owed them. Such cases warrant further analysis and perhaps suggest that a quick resolution to the perceived breach or the perceived cause of the breach might influence employees to still perceive overall fulfillment in spite of any experienced violation (Robinson & Rousseau, 1994).

***Perceived Psychological Contract Breach (Supervisor).*** Violation of the psychological contract on the part of the supervisor was also assessed with multiple items taken from Rousseau (1990), Robinson and Morrison (1995), and Turnley and Feldman (2000). The supervisor violation/breach measure was comprised of the same

eight items used to measure the individual-supervisor relational psychological contract (See Appendix Q). Employee respondents were asked to indicate how the amount he/she actually received from the supervisor compared to the amount that he/she perceived the supervisor to have promised to provide. Responses were made on a 5-point Likert scale (1 = '*received much less than promised*', 2 = '*received somewhat less than promised*', 3 = '*received what was promised*', 4 = '*received somewhat more than promised*', 5 = '*received much more than promised*', with X = '*not promised*'). To simplify the interpretation of this measure, the items were reverse scored so that a high score would indicate a supervisor contract violation/breach. Therefore, all 8-item responses were summed to create the employee participant's score of perceived supervisor violation/breach. The reliability of the perceived supervisor violation/breach measure for this study using Cronbach's  $\alpha$  was .89.

Following Robinson and Rousseau (1994), a second measure of supervisor contract violation/breach was used in which focal employees were also asked to indicate on a 5-point Likert scale (1 = '*very poorly fulfilled*' and 5 = '*very well fulfilled*') how well, overall, his/her *supervisor* has fulfilled the promised obligations that he/she *owed you* (See Appendix R). This variable was also reverse scored to provide a measure of supervisor contract violation. This single item measure was used to help assess the validity of the previously described measure. Overall, the two measures of supervisor contract violation/breach were moderately positively correlated ( $r = .51, p < .01$ ).

***Perceived Psychological Contract Breach (Co-worker).*** Violation of the psychological contract on the part of the co-worker was also assessed with multiple

items taken from Rousseau (1990), Robinson and Morrison (1995), and Turnley and Feldman (2000) and altered to include the co-worker term. The co-worker violation/breach measure was comprised of the same six items used to measure the individual-co-worker relational psychological contract (See Appendix S). Employee respondents were asked to indicate how the extent to which their co-worker had met their expectations regarding the unwritten promises that should take place in a working relationship. Responses were made on a 5-point Likert scale (1 = *'received much less than promised'*, 2 = *'received somewhat less than promised'*, 3 = *'received what was promised'*, 4 = *'received somewhat more than promised'*, 5 = *'received much more than promised'*, with X = *'not promised'*). To simplify the interpretation of this measure, the items were reverse scored so that a high score would indicate a co-worker contract violation/breach. Therefore, all 6-item responses were summed to create the employee participant's score of perceived co-worker violation/breach. The reliability of the perceived co-worker violation/breach measure for this study using Cronbach's  $\alpha$  was .89.

Following Robinson and Rousseau (1994), a second measure of co-worker contract violation/breach was used in which focal employees were also asked to indicate on a 5-point Likert scale (1 = *'very poorly fulfilled'* and 5 = *'very well fulfilled'*) how well, overall, his/her selected *co-worker* has fulfilled the promised obligations that they *owed you* (See Appendix T). This variable was also reverse scored to provide a measure of co-worker contract violation. This single item measure was used to help assess the

validity of the previously described measure. Overall, the two measures of co-worker contract violation/breach were positively and significantly correlated ( $r = .80, p < .01$ ).

### **Dependent Variables**

***Organizational Commitment.*** Organizational commitment was measured using an 18-item scale originally developed by Meyer and Allen (1991) for measuring affective, continuance, and normative commitment towards the organization. The affective, continuance, and normative commitment items were included on the survey that was completed by the focal employee (See Appendix U). In an attempt to control for common method bias, these same items were included on the survey that was completed by the supervisor (See Appendix V). Employee and supervisor respondents were asked to indicate their level of agreement with each of the 18 items based on a 5-point Likert scale (1 = '*strongly disagree*', 2 = '*somewhat disagree*', 3 = '*neutral*', 4 = '*somewhat agree*', 5 = '*strongly agree*'). Item responses were summed accordingly to create the employee participant's score of organizational affective commitment, organizational continuance commitment, and organizational normative commitment. The summed results could range from a low organizational affective, continuance, or normative commitment score of 6 to a high organizational affective, continuance, or normative commitment score of 30.

The reliability of the organizational affective commitment measure reported by the focal employee for this study using Cronbach's  $\alpha$  was .88. This is comparable to Meyer, Allen, and Smith's (1993) reported reliability coefficient (Cronbach's alpha) of .82 and Lester et al.'s (2002) reported reliability coefficient (Cronbach's alpha) of .87

for the same measure. The reliability of the organizational continuance commitment measure reported by the focal employee for this study using Cronbach's  $\alpha$  was .65. Meyer et al.'s (1993) reported reliability coefficient (Cronbach's alpha) was .74 for the same measure. Finally, the reliability of the organizational normative commitment measure reported by the focal employee for this study using Cronbach's  $\alpha$  was .82. This is comparable to Meyer et al.'s (1993) reported reliability coefficient (Cronbach's alpha) of .83 for the same measure.

The reliabilities of the organizational affective, continuance, and normative commitment measures reported by the supervisor for the focal employee for this study using Cronbach's  $\alpha$  were .83, .74, and .72, respectively.

***Supervisor Commitment.*** Supervisor commitment was measured by adapting the 18-item scale originally developed by Meyer and Allen (1991) for measuring commitment towards the organization and incorporating the supervisor term where the organization term was mentioned within each item. The supervisor affective, continuance, and normative commitment items were included on the survey that was completed by the focal employee (See Appendix W). In an attempt to control for common method bias, these same items were included on the survey that was completed by the supervisor (See Appendix X). Employee and supervisor respondents were asked to indicate their level of agreement with each of the 18 items based on 5-point Likert scales (1 = '*strongly disagree*', 2 = '*somewhat disagree*', 3 = '*neutral*', 4 = '*somewhat agree*', 5 = '*strongly agree*'). Item responses were summed accordingly to create the employee participant's score of supervisor affective commitment, supervisor

continuance commitment, and supervisor normative commitment. The summed result could range from a low supervisor affective, continuance, or normative commitment score of 6 to a high supervisor affective, continuance, or normative commitment score of 30.

The reliabilities of the supervisor affective, continuance, and normative commitment measures reported by the focal employee for this study using Cronbach's  $\alpha$  were .83, .68, and .87. The reliabilities of the supervisor affective, continuance, and normative commitment measures reported by the supervisor for the focal employee for this study using Cronbach's  $\alpha$  were .73, .70, and .77, respectively.

***Co-worker Commitment.*** Co-worker commitment was measured in the same manner as supervisor commitment by adapting the 18-item scale originally developed by Meyer and Allen (1991) for measuring commitment towards the organization and incorporating the co-worker term where the organization term was mentioned within each item. The co-worker affective, continuance, and normative commitment items were included on the survey that was completed by the focal employee (See Appendix Y). In an attempt to control for common method bias, these same items were included on the survey that was completed by the co-worker (See Appendix Z). Employee and co-worker respondents were asked to indicate their level of agreement with each of the 18 items based on 5-point Likert scales ((1 = '*strongly disagree*', 2 = '*somewhat disagree*', 3 = '*neutral*', 4 = '*somewhat agree*', 5 = '*strongly agree*'). Item responses were summed accordingly to create the employee participant's score of co-worker affective commitment, co-worker continuance commitment, and co-worker normative

commitment. The summed result could range from a low co-worker affective, continuance, or normative commitment score of 6 to a high co-worker affective, continuance, or normative commitment score of 30.

The reliabilities of the co-worker affective, continuance, and normative commitment measures reported by the focal employee for this study using Cronbach's  $\alpha$  were .85, .71, and .88. The reliabilities of the co-worker affective, continuance, and normative commitment measures reported by the co-worker for the focal employee for this study using Cronbach's  $\alpha$  were .79, .62, and .71, respectively.

***Organizational Citizenship Behavior Directed Towards the Organization***

***(Organization)***. OCB-O was measured using a six-item scale originally developed by Williams and Anderson (1991) but then slightly modified by Turnley et al. (2003). The OCB-O items were included on the survey that was completed by the supervisor (See Appendix AA). Supervisor respondents were asked to indicate their level of agreement with each of the six items based on a 5-point Likert scale (1 = '*strongly disagree*', 2 = '*disagree*', 3 = '*neutral*', 4 = '*agree*', 5 = '*strongly agree*'). All six-item responses were summed to create the supervisor participant's score of OCB-O by the focal employee participant. The summed result could range from a low OCB-O score of six to a high OCB-O score of 30. The reliability of the OCB-O measure for this study using Cronbach's  $\alpha$  was .79. This is slightly lower than the reliability coefficient reported by Turnley et al. (2003) (Cronbach's alpha = .83) but still within range of acceptability.

***Organizational Citizenship Behavior Directed Towards the Individual***

***(Supervisor)***. OCB-S was measured using a six-item scale partially adapted from

Williams and Anderson's (1991) original scale that was then slightly modified by Turnley et al. (2003), as well as from items taken by Bentein, Stinglhamber, and Vandenberghe (2002). For this study the items were again slightly modified to account for behaviors directed specifically towards the supervisor. The OCB-S items were included on the survey that was completed by the supervisor (See Appendix AB). Supervisor respondents were asked to indicate their level of agreement with each of the six items based on a 5-point Likert scale (1 = '*strongly disagree*', 2 = '*disagree*', 3 = '*neutral*', 4 = '*agree*', 5 = '*strongly agree*'). All six item responses were summed to create the supervisor participant's score of OCB-S by the focal employee participant. The summed result could range from a low OCB-S score of six to a high OCB-S score of 30. The reliability of the OCB-S measure for this study using Cronbach's  $\alpha$  was .74.

***Organizational Citizenship Behavior Directed Towards the Individual (Co-worker)***. OCB-CW was measured using a nine item scale with items taken from Williams and Anderson (1991), Turnley et al. (2003), Bentein et al. (2002), and Hui, Law, and Chen (1999). For this study the items were slightly modified where needed to account for behaviors directed specifically towards the co-worker. The OCB-CW items were included on the survey that was completed by the co-worker (See Appendix AC). Co-worker respondents were asked to indicate their level of agreement with each of the nine items based on a 5-point Likert scale (1 = '*strongly disagree*', 2 = '*disagree*', 3 = '*neutral*', 4 = '*agree*', 5 = '*strongly agree*'). All nine item responses were summed to create the co-worker participant's score of OCB-CW by the focal employee participant. The summed result could range from a low OCB-CW score of nine to a high OCB-CW



score of 45. The reliability of the OCB-CW measure for this study using Cronbach's  $\alpha$  was .90.

### **Control Variables**

In addition to the main variables listed above, the following control variables were also examined in the analyses. First, to control for the possible influence of sex in rating or evaluating the focal employee, this characteristic for the focal employee was used as a control variable in the analyses for all three subsamples (1 = Male, 2 = Female). Second, because the length of the employment relationship may relate to the number of contract breaches experienced, relational tenure was also included as a control variable. The relational tenure variable is different for each subsample. That is, for subsample 1, the relational tenure of the focal employee with the organization is examined. For subsample 2, the relational tenure of the focal employee with the supervisor is examined. Lastly, for subsample 3, the relational tenure of the focal employee with the co-worker is examined (See Appendices AD, AE, and AF).

## CHAPTER V

### RESULTS

#### General Descriptive Results for Commitment Variables

Table 10 presents the descriptive statistics and zero-order bivariate correlation matrix of the main independent and dependent variables involved in this study for the overall general sample. In examining the general descriptive results of the overall sample, there appears to be partial support for Hypothesis 1a which indicates that there is a positive relationship between the individual-organizational exchange relationship as represented by POS and employee organizational commitment. More specifically, POS is significantly positively correlated with employee reported organizational affective commitment ( $r = .61, p < .01$ ) and employee reported organizational normative commitment ( $r = .49, p < .01$ ). Perceived organizational support, however, is not significantly correlated with employee reported organizational continuance commitment ( $r = -.05, p > .10$ ) indicating partial support for the proposed main effect.

Upon examining supervisor responses to the employee displayed organizational commitment variable, there also appears to be partial support for Hypothesis 1a. That is, POS is significantly positively correlated with supervisor reported employee organizational continuance commitment ( $r = .26, p < .05$ ) and with supervisor reported employee organizational normative commitment ( $r = .24, p < .05$ ). However, POS is only moderately significantly correlated with supervisor reported employee organizational affective commitment ( $r = .21, p < .10$ ).

There appears to be partial support for Hypothesis 1b, which indicates that there is a positive relationship between the individual-supervisor exchange relationship as represented by leader-member exchange and employee displayed organizational commitment. More specifically, leader-member exchange is significantly positively correlated with employee reported organizational affective commitment ( $r = .59, p < .01$ ) and employee reported organizational normative commitment ( $r = .52, p < .01$ ). Leader-member exchange, however, is not significantly correlated with employee reported organizational continuance commitment ( $r = -.06, p > .10$ ).

Supervisor responses to the same employee displayed organizational commitment variable indicate that there appears to be no support for Hypothesis 1b. That is, leader-member exchange does not appear to be significantly correlated with any of the supervisor reported employee organizational commitment variables (affective commitment:  $r = .08$ ; continuance commitment:  $r = .06$ ; normative commitment:  $r = .09$ ).

Lastly, there appears to be partial support for Hypothesis 1c, which indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and employee displayed organizational commitment. More specifically, co-worker exchange is significantly positively correlated with employee reported organizational affective commitment ( $r = .41, p < .01$ ) and with employee reported organizational normative commitment ( $r = .23, p < .05$ ). Co-worker exchange, however, is not significantly correlated with employee reported organizational

Table 10  
Overall General Sample – Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9
1. EEPOS	64.49	9.45	(.93)								
2. EELMX	29.57	4.73	.61**	(.91)							
3. EECWX	23.49	4.55	.21	.28*	(.88)						
4. Sup: EE Organizational Affective Commitment	23.48	4.34	.21	.08	.14	(.83)					
5. Sup: EE Organizational Continuance Commitment	17.01	4.77	.26*	.06	.21	.10	(.74)				
6. Sup: EE Organizational Normative Commitment	20.14	4.06	.24*	.09	.21	.69**	.36**	(.72)			
7. EE Organizational Affective Commitment	23.66	5.06	.61**	.59**	.41**	.33**	.15	.31**	(.88)		
8. EE Organizational Continuance Commitment	18.97	4.50	-.05	-.06	-.15	-.01	.22	-.00	.11	(.65)	
9. EE Organizational Normative Commitment	21.96	4.90	.49**	.52**	.23*	.27*	.24*	.29*	.68**	.26*	(.82)
10. Sup: EE Supervisor Affective Commitment	22.52	3.64	.08	.20	.03	.47**	.10	.33**	.17	.14	.33**
11. Sup: EE Supervisor Continuance Commitment	15.12	4.21	.15	.13	.02	.02	.72**	.20	.01	.28*	.06
12. Sup: EE Supervisor Normative Commitment	17.48	4.24	.18	.14	.08	.43**	.34**	.62**	.13	.21	.36**
13. EE Supervisor Affective Commitment	23.10	4.89	.48**	.71**	.33**	.24*	.15	.25*	.74**	-.05	.61**
14. EE Supervisor Continuance Commitment	17.73	4.42	-.01	.10	-.11	-.02	.28*	-.00	.12	.78**	.32**
15. EE Supervisor Normative Commitment	22.52	4.96	.44**	.62**	.22*	.21	.23	.28*	.62**	.17	.79**
16. CW: EE Co-worker Affective Commitment	21.84	4.39	.16	.18	.41**	.27*	.14	.24*	.31**	.07	.28*
17. CW: EE Co-worker Continuance Commitment	16.20	3.91	.24*	.04	.14	-.09	.06	-.04	.14	.18	.19
18. CW: EE Co-worker Normative Commitment	16.42	4.17	.13	.04	.27*	.07	-.08	.02	.19	-.02	.22
19. EE Co-worker Affective Commitment	20.47	4.93	.11	.19	.72**	.18	.16	.20	.41**	.00	.20
20. EE Co-worker Continuance Commitment	14.90	4.12	.01	.00	.08	.08	.24*	.07	.14	.57**	.23*
21. EE Co-worker Normative Commitment	17.99	5.34	.23*	.23*	.61**	.28*	.28*	.33**	.47**	.12	.43**
22. Sup: EE OCB-O	25.92	4.18	.05	.23	-.01	.37**	-.32**	.12	.09	-.32**	.15
23. Sup: EE OCB-S	26.03	3.10	.24*	.31**	-.04	.40**	-.02	.29*	.22	-.21	.28*
24. CW: EE OCB-CW	39.15	5.94	-.12	.10	.25*	.12	-.10	.08	.14	.06	.17

N = 79; alpha reliabilities are given in parentheses along the diagonal.

\* Correlation coefficient is significant at the .05 level.

\*\* Correlation coefficient is significant at the .01 level.

Table 10 Cont.

10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
(.73)														
.19	(.70)													
.58**	.44**	(.77)												
.29*	.01	.11	(.83)											
.24*	.28*	.23	.09	(.68)										
.26*	.03	.24*	.75**	.35**	(.87)									
.33**	.05	.26*	.23*	.05	.18	(.79)								
.02	-.03	.01	-.03	.15	.06	.16	(.62)							
.20	-.14	.13	.12	-.03	.10	.50**	.57**	(.71)						
.11	.08	.02	.43**	.01	.25*	.48**	.06	.28*	(.85)					
.18	.15	.18	-.03	.67**	.20	.12	.18	-.01	.17	(.71)				
.23	.13	.24*	.41**	.21	.46**	.42**	.13	.26*	.76**	.42**	(.88)			
.25*	-.24*	.18	.31**	-.12	.23*	.16	-.04	.23	.08	-.17	.08	(.79)		
.51**	.01	.33**	.29*	.03	.31**	.25*	.05	.21	.04	-.04	.13	.56**	(.74)	
.23	-.03	.19	.11	-.04	.10	.59**	.00	.36**	.33**	.01	.26*	.16	.13	(.90)

continuance commitment ( $r = -.15, p > .10$ ).

Supervisor responses to employee displayed organizational commitment indicate that there appears to be no support for Hypothesis 1c. That is, co-worker exchange does not appear to be significantly correlated with any of the supervisor reported employee organizational commitment variables (affective commitment:  $r = .14$ ; continuance commitment  $r = .21$ ; normative commitment  $r = .21$ ).

In further examining the general descriptive results of the overall sample, there appears to be partial support for Hypothesis 2a which indicates that there is a positive relationship between the individual-supervisor exchange relationship as represented by leader-member exchange and employee displayed supervisor commitment. More specifically, leader-member exchange is significantly positively correlated with employee reported supervisor affective commitment ( $r = .71, p < .01$ ) and with employee reported supervisor normative commitment ( $r = .62, p < .01$ ). Leader-member exchange, however, is not significantly correlated with employee reported supervisor continuance commitment ( $r = .10, p > .10$ ).

Upon examining supervisor responses to the employee displayed supervisor commitment variable, there also appears to be no support for Hypothesis 2a. That is, leader-member exchange does not appear to be significantly correlated with any of the supervisor reported employee supervisor commitment variables (affective commitment:  $r = .20, p = .10$ ; continuance commitment:  $r = .13$ ; normative commitment:  $r = .14$ ).

There appears to be partial support for Hypothesis 2b, which indicates that there is a positive relationship between the individual-organization exchange relationship as

represented by perceived organizational support and employee displayed supervisor commitment. More specifically, perceived organizational support is significantly positively correlated with employee reported supervisor affective commitment ( $r = .48, p < .01$ ) and with employee reported supervisor normative commitment ( $r = .44, p < .01$ ). Perceived organizational support, however, is not significantly correlated with employee reported supervisor continuance commitment ( $r = -.01$ ).

Supervisor responses to the same employee displayed supervisor commitment variable indicate that there appears to be no support for Hypothesis 2b. That is, perceived organizational support does not appear to be significantly correlated with any of the supervisor reported employee supervisor commitment variables (affective commitment:  $r = .08$ ; continuance commitment:  $r = .15$ ; normative commitment:  $r = .18$ ).

Lastly, there appears to be partial support for Hypothesis 2c, which indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and employee displayed supervisor commitment. More specifically, co-worker exchange is significantly positively correlated with employee reported supervisor affective commitment ( $r = .33, p < .01$ ) and with employee reported supervisor normative commitment ( $r = .22, p < .05$ ). Co-worker exchange, however, is not significantly correlated with employee reported supervisor continuance commitment ( $r = -.11$ ).

Supervisor responses to employee displayed supervisor commitment indicate that there appears to be no support for Hypothesis 2c. That is, co-worker exchange does not

appear to be significantly correlated with any of the supervisor reported employee supervisor commitment variables (affective commitment:  $r = .03$ ; continuance commitment:  $r = .02$ ; normative commitment:  $r = .08$ ).

In further examining the general descriptive results of the overall sample, there appears to be partial support for Hypothesis 3a which indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and employee displayed co-worker commitment. More specifically, co-worker exchange is significantly positively correlated with employee reported co-worker affective commitment ( $r = .72, p < .01$ ) and with employee reported co-worker normative commitment ( $r = .61, p < .01$ ). Co-worker exchange, however, is not significantly correlated with employee reported co-worker continuance commitment ( $r = .08$ ).

Upon examining the co-worker responses to employee displayed co-worker commitment, there appears to be partial support for Hypothesis 3a. That is, co-worker exchange is significantly positively correlated with co-worker reported employee co-worker affective commitment ( $r = .41, p < .01$ ) and with co-worker reported employee co-worker normative commitment ( $r = .27, p < .05$ ). However, co-worker exchange does not appear to be significantly correlated with co-worker reported employee co-worker continuance commitment ( $r = .14$ ).

There also appears to be partial support for Hypothesis 3b, which indicates that there is a positive relationship between the individual-organization exchange relationship as represented by POS and employee displayed co-worker commitment. More



specifically, POS is significantly positively correlated with employee reported co-worker normative commitment ( $r = .23, p < .05$ ). POS, however, is not significantly correlated with employee reported co-worker affective commitment ( $r = .11$ ) or with employee reported co-worker continuance commitment ( $r = .01$ ).

Co-worker responses to the same employee displayed co-worker commitment variable also indicate that there appears to be partial support for Hypothesis 3b. That is, co-worker POS is significantly positively correlated with co-worker reported employee co-worker continuance commitment ( $r = .24, p < .05$ ). POS, however, does not appear to be significantly correlated with co-worker reported employee co-worker affective commitment ( $r = .16$ ) or with co-worker reported employee co-worker normative commitment ( $r = .13$ ).

Lastly, there appears to be partial support for Hypothesis 3c, which indicates that there is a positive relationship between the individual-supervisor exchange relationship as represented by leader-member exchange and employee displayed co-worker commitment. More specifically, leader-member exchange is significantly positively correlated with employee reported co-worker normative commitment ( $r = .23, p < .05$ ) and moderately positively correlated with employee reported co-worker affective commitment ( $r = .19, p < .10$ ). Leader-member exchange, however, does not appear to be significantly correlated with employee reported co-worker continuance commitment ( $r = .00$ ).

Co-worker responses to employee displayed co-worker commitment indicate that there appears to be no support for Hypothesis 3c. That is, leader-member exchange does

not appear to be significantly correlated with any of the co-worker reported employee co-worker commitment variables (affective commitment:  $r = .18$ ; continuance commitment:  $r = .04$ ; normative commitment:  $r = .04$ ).

### **General Descriptive Results for Organizational Citizenship Behavior Variables**

In examining the general descriptive results of the overall sample, there also appears to be no support for Hypothesis 4a which indicates that there is a positive relationship between the individual-organization exchange relationship as represented by POS and supervisor reported employee OCB-O. More specifically, POS does not appear to be significantly correlated with employee OCB-O ( $r = .05$ ) indicating no support for the proposed main effect.

The general descriptive results for the overall sample also indicate that there appears to be support for Hypothesis 4b which indicates that there is a positive relationship behavior the individual-supervisor exchange relationship as represented by leader-member exchange and supervisor reported employee OCB-O. That is, leader-member exchange appears to be significantly correlated with employee OCB-O ( $r = .23$ ,  $p = .05$ ).

Lastly, the general descriptive results for the overall sample also indicate that there appears to be no support for Hypothesis 4c which indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and supervisor reported employee OCB-O. More specifically co-worker exchange does not appear to be significantly correlated with employee OCB-O ( $r = -.01$ ).

Upon examining the general descriptive results of the overall sample, there appears to be support for Hypothesis 5a which indicates that there is a positive relationship between the individual-organization exchange relationship as represented by POS and supervisor reported employee OCB-S. That is, POS is significantly positively correlated with supervisor reported employee OCB-S ( $r = .24, p < .05$ ).

There also appears to be support for Hypothesis 5b which indicates that there is a positive relationship between the individual-supervisor exchange relationship as represented by leader-member exchange and supervisor reported employee OCB-S. More specifically, leader-member exchange is significantly positively correlated with supervisor reported employee OCB-S ( $r = .31, p < .01$ ).

Hypothesis 5c, however, does not appear to be supported. Hypothesis 5c indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and supervisor reported employee OCB-S. That is, co-worker exchange is not significantly correlated with supervisor reported employee OCB-S ( $r = -.04$ ).

Lastly, upon examining the general descriptive results of the overall sample, there appears to be no support for Hypothesis 6a which indicates that there is a positive relationship between the individual-organization exchange relationship as represented by POS and co-worker reported employee OCB-CW. That is, POS is not significantly correlated with co-worker reported employee OCB-CW ( $r = -.12$ ).

There also appears to be no support for Hypothesis 6b which indicates that there is a positive relationship between the individual-supervisor exchange relationship as

represented by leader-member exchange and co-worker reported employee organizational OCB-CW. More specifically, leader-member exchange is not significantly correlated with co-worker reported employee OCB-CW ( $r = .10$ ).

Finally, there is support for Hypothesis 6c which indicates that there is a positive relationship between the individual-co-worker exchange relationship as represented by co-worker exchange and co-worker reported employee OCB-CW. That is, co-worker exchange is significantly positively correlated with co-worker reported employee OCB-CW ( $r = .25, p < .05$ ).

Overall, the general descriptive results of the complete sample do provide some support for what would be expected to be the stronger hypothesized relationships. For instance, POS is significantly correlated with the majority of the employee organizational commitment variables. Leader-member exchange is significantly correlated with employee reported supervisor commitment. Even though POS and co-worker exchange also show significant relationships to employee reported supervisor commitment, leader-member exchange shows a stronger relationship. Co-worker exchange is significantly related to employee co-worker commitment in four of the six different measures of co-worker commitment, much more so than either POS or leader-member exchange. As for OCB, while POS is not significantly related to employee OCB-O, leader-member exchange does provide the strongest relationship to employee OCB-S and co-worker exchange provides the strongest and only significant relationship to employee OCB-CW.

## **Formal Statistical Results**

Given the interest in examining the various employment relationships described above and their respective breaches, the more formal statistical results of this study are explained within each subsample.

### **Subsample 1**

Table 11 presents the descriptive statistics and zero-order bivariate correlation matrix of all variables included in subsample 1. Subsample 1 is focused on the organizational relational psychological contract and the organizational relational psychological contract breach. Therefore, only dependent variables related specifically to the organization are examined in this subsample along with their specific hypotheses.

*Supervisor Perceived Employee Organizational Commitment.* Tables 12, 13, and 14 present the results of the regression analyses conducted for subsample 1. Table 12 specifically examines employee organizational commitment as reported by the employee's supervisor as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on supervisor perceived employee organizational commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee gender and employee tenure with the organization. Results indicate that neither coefficient is statistically significant in examining its effects on affective commitment, continuance commitment, or normative commitment.

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, the only coefficient demonstrating some significance is POS on supervisor reported employee organization continuance commitment ( $p < .10$ ). All of the other coefficients are not statistically significant in predicting affective commitment, continuance commitment, or normative commitment. These results indicate partial support for Hypothesis 1a, which states that POS is positively related to organizational commitment, in this case, POS is significantly related to continuance commitment. These results however, indicate no support for Hypothesis 1b, which states that leader-member exchange is positively related to organizational commitment, or Hypothesis 1c, which states that co-worker exchange is positively related to organizational commitment. It was further proposed that POS would have the strongest effect on employee organizational commitment in comparison to leader-member exchange and co-worker exchange. However the beta coefficients reported for each of these variables indicates that POS only has the largest effect on employee organization continuance commitment as reported by the employee's supervisor.

Step 3 includes three interaction effects (POS x employee perceived psychological contract breach by the organization, LMX x employee perceived psychological contract breach by the organization, and CWX x employee perceived psychological contract breach by the organization). The three interaction effects were included to test Hypothesis 7a, which indicates that the POS and employee perceived

Table 11  
Subsample 1 - Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Employee Gender	1.65	.49													
2. Employee Tenure with Organization	9.22	9.50	.08												
3. EEPOS	63.74	11.15	-.08	-.30	(.95)										
4. EELMX	29.57	4.15	.28	-.39	.64**	(.86)									
5. EECWX	22.61	5.61	-.19	.18	.15	.10	(.89)								
6. Organization Relational Psychological Contract Breach	15.91	6.02	-.10	-.17	-.24	-.38	-.25	(.94)							
7. Sup: EE Organizational Affective Commitment	24.94	4.52	.24	.26	.20	.32	.40	-.36	(.89)						
8. Sup: EE Organizational Continuance Commitment	16.47	5.38	-.05	.04	.47	.22	.43	.09	.20	(.75)					
9. Sup: EE Organizational Normative Commitment	20.88	4.61	.28	.27	.14	.20	.59*	-.31	.76**	.46	(.82)				
10. EE Organizational Affective Commitment	23.17	6.26	.19	.00	.51*	.49*	.36	-.40	.46	.23	.40	(.93)			
11. EE Organizational Continuance Commitment	18.74	4.91	.17	-.12	.18	.14	-.43*	-.10	-.28	.08	-.35	.30	(.69)		
12. EE Organizational Normative Commitment	22.09	4.92	.17	-.16	.44*	.40	.23	-.46*	.14	.41	.13	.72**	.61**	(.80)	
13. Sup: EE OCB-O	27.06	2.77	.15	.22	-.34	-.25	-.52*	.21	.12	-.34	-.16	-.41	-.18	-.31	(.41)

N = 23; alpha reliabilities are given in parentheses along the diagonal.

\* Correlation coefficient is significant at the .05 level.

\*\* Correlation coefficient is significant at the .01 level.

Table 12

Subsample 1 - Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Organizational Commitment <sup>a</sup>									
Variables	Supervisor Reported Employee Organizational Affective Commitment			Supervisor Reported Employee Organizational Continuance Commitment			Supervisor Reported Employee Organizational Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	.41	.31	.10	-.09	-.24	-.27	.22	.19	-.29
Employee Tenure with Organization	-.03	.06	.26	.13	.64	.71	.34	.36	.71
EEPOS		.06	.11		.64+	.54		.18	.41
EELMX		.38	.47		.36	.40		.18	.41
EECWX		.41	.49		.13	.02		.42	.64
Organization Relational Psychological Contract Breach		-.10	-.03		.44	.53		-.08	-.05
EEPOS x Organization Relational Psychological Contract Breach			.08			-.35			.51
EELMX x Organization Relational Psychological Contract Breach			.20			.41			-.08
EECWX x Organization Relational Psychological Contract Breach			.17			-.14			.60
$R^2$	.16	.59	.63	.02	.53	.57	.21	.55	.64
$\Delta R^2$		.43	.04		.51	.04		.34	.09
$F$	1.18	1.94	.96	.10	1.49	.74	1.61	1.61	.98
$\Delta F$	1.18	2.11	.18	.10	2.17	.17	1.61	1.48	.42

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$



Table 13

Subsample 1 - Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Employee Reported Employee Organizational Commitment <sup>a</sup>									
Variables	Employee Organizational Affective Commitment			Employee Organizational Continuance Commitment			Employee Organizational Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	.21	.35	-.04	.23	.12	-.15	.17	.26	-.31
Employee Tenure with Organization	-.05	-.14	.05	-.21	-.02	.18	-.12	-.19	.11
EEPOS		.38	.30		.27	.30		.37	.35
EELMX		.08	.44		-.06	.19		-.12	.46
EECWX		.38	-.08		-.32	-.64		.15	-.62
Organization Relational Psychological Contract Breach		-.18	-.08		-.13	-.11		-.39	-.33
EEPOS x Organization Relational Psychological Contract Breach			-.84*			-.30			-.90*
EELMX x Organization Relational Psychological Contract Breach			.69*			.36			.63*
EECWX x Organization Relational Psychological Contract Breach			.23			.37			.60*
$R^2$	.04	.50	.72	.06	.19	.32	.03	.35	.69
$\Delta R^2$		.46	.22		.12	.13		.32	.34
$F$	.38	2.31+	3.10*	.61	.53	.56	.28	1.27	2.71+
$\Delta F$	.38	3.19	2.84	.61	.52	.70	.28	1.74	3.98

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

Table 14

Subsample 1 – Results of Moderated Regression Analysis: Organizational Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Organizational Citizenship Behavior (Organization) <sup>a</sup>			
Variables	Supervisor Reported Employee Organizational Citizenship Behavior Directed Toward the Organization		
	Step 1	Step 2	Step 3
Employee Gender	.29	.16	-.03
Employee Tenure with Organization	-.05	.21	.46
EEPOS		-.32	-.40
EELMX		.24	.42
EECWx		-.59+	-.71
Organization Relational Psychological Contract Breach		.08	.22
EEPOS x Organization Relational Psychological Contract Breach			-.37
EELMX x Organization Relational Psychological Contract Breach			.54
EECWx x Organization Relational Psychological Contract Breach			-.04
$R^2$	.08	.41	.49
$\Delta R^2$		.33	.09
$F$	.53	1.03	.65
$\Delta F$	.53	1.26	.34
<sup>a</sup>	Entries represent standardized beta coefficients.		
+	$p < .10$		
*	$p < .05$		
**	$p < .01$		

psychological contract breach by the organization interaction would have the strongest negative effect on employee organizational commitment than either the LMX – employee perceived psychological contract breach by the organization interaction or the CWX – employee perceived psychological contract breach by the organization interaction. To reduce any potential problems with multicollinearity in the moderated regression equations, all of the independent variables were centered prior to being entered into the regression equations (Aiken & West, 1991). Hypothesis 7a was not supported seeing as how none of the interaction terms were statistically significant. The POS – organizational relational psychological contract breach interaction was the only interaction however whose reported coefficient was in the predicted direction for the continuance commitment dependent variable.

***Employee Organizational Commitment.*** Table 13 specifically examines employee organizational commitment as reported by the focal employee as the dependent variable. The analysis for this particular variable also allows for the examination of hypotheses 1a-1c, only in this case, the dependent variable is reported by the actual employee and not the employee's supervisor. The analysis was also conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on employee reported organizational commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee gender and employee tenure with the organization. Results indicate that neither coefficient is statistically significant in

examining its effects on affective commitment, continuance commitment, or normative commitment.

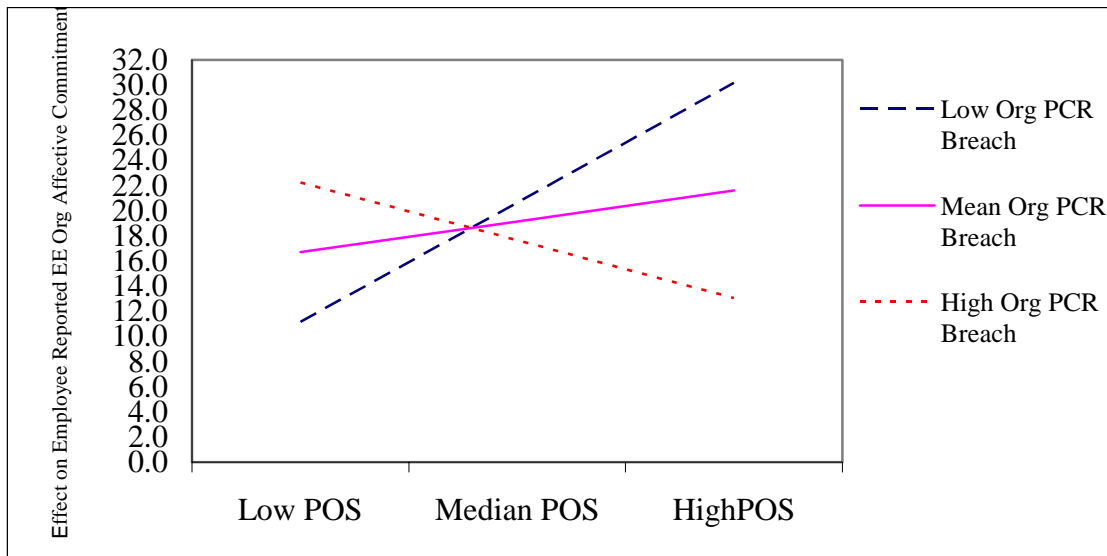
In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, their coefficients are not statistically significant in predicting affective commitment, continuance commitment, or normative commitment. These results indicate no support for Hypothesis 1a which states that POS is positively related to organizational commitment, Hypothesis 1b which states that leader-member exchange is positively related to organizational commitment, or Hypothesis 1c which states that co-worker exchange is positively related to organizational commitment. It was further proposed that POS would have the strongest effect on employee organizational commitment in comparison with leader-member exchange and co-worker exchange. While none of the individual coefficients were significant, the beta coefficients reported for each of these variables does indicate that POS has the largest effect on employee organizational affective commitment, continuance commitment, and normative commitment as reported by the focal employee.

Step 3 includes three interaction effects (POS x employee perceived psychological contract breach by the organization, LMX x employee perceived psychological contract breach by the organization, and CWX x employee perceived psychological contract breach by the organization). The three interaction effects were included to also test Hypothesis 7a, which indicates that the POS and employee perceived psychological contract breach by the organization interaction would have the

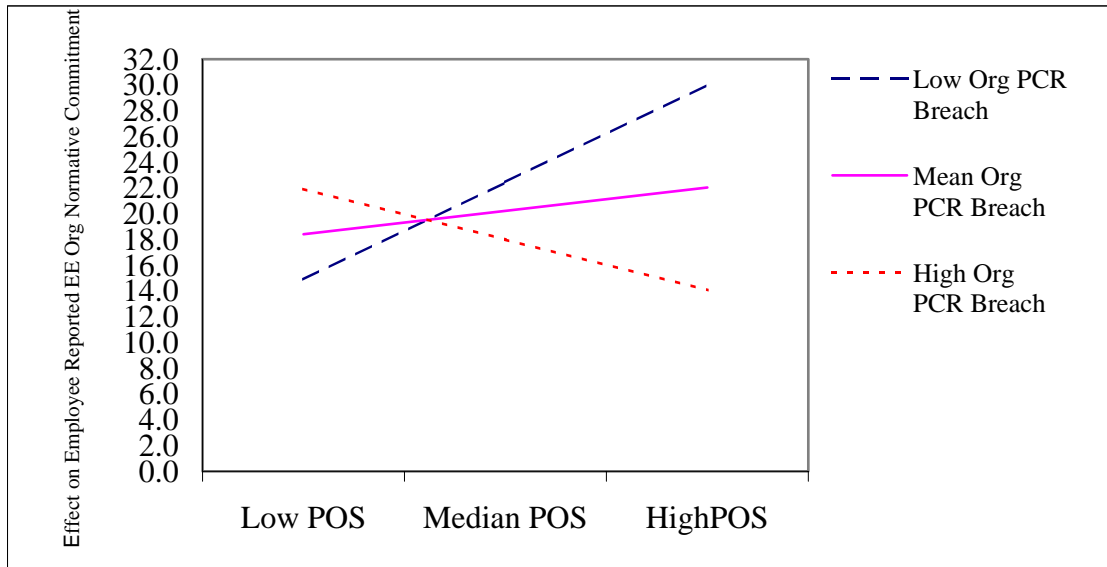
strongest negative effect on employee organizational commitment than either the LMX - employee perceived psychological contract breach by the organization interaction or the CWX - employee perceived psychological contract breach by the organization interaction. Hypothesis 7a was partially supported, indicating statistical significance upon examining employee organizational affective commitment ( $\beta = -.84, p < .05$ ) and employee organizational normative commitment ( $\beta = -.90, p < .05$ ), but not for employee organizational continuance commitment.

Figure 13 presents the interaction of POS and organizational relational psychological contract breach on employee reported employee organizational affective commitment. Figure 14 presents the interaction of POS and organizational relational psychological contract breach on employee reported employee organizational normative commitment. Both of which were significant.

**FIGURE 13**  
**Interaction of POS and Organizational Relational Psychological Contract Breach on Employee Reported Employee Organizational Affective Commitment**



**FIGURE 14**  
**Interaction of POS and Organizational Relational Psychological Contract Breach on Employee Reported Employee Organizational Normative Commitment**



*Supervisor Reported Employee Organizational Citizenship Behavior Directed Towards the Organization.* Table 14 specifically examines employee OCB-O as reported by the employee's supervisor as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on supervisor perceived employee OCB-O. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee gender and employee tenure with the organization. Results indicate that neither coefficient is statistically significant in examining its effects on employee OCB-O.

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, the only

coefficient demonstrating some significance is co-worker exchange on supervisor reported employee OCB-O ( $p < .10$ ). However this coefficient is significant in the direction opposite of what was hypothesized. The POS and leader-member exchange variable coefficients are not statistically significant in predicting supervisor perceived employee OCB-O. These results indicate no support for Hypotheses 4a, which states that POS is positively related to employee OCB-O, Hypothesis 4b, which states that leader-member exchange is positively related to employee OCB-O, or Hypothesis 4c, which states that co-worker exchange is *positively* related to employee OCB-O. It was further proposed that POS would have the strongest effect on employee OCB-O in comparison to leader-member exchange and co-worker exchange. However the beta coefficients reported for each of these variables does not provide support for this proposal.

Step 3 includes three interaction effects (POS x employee perceived psychological contract breach by the organization, LMX x employee perceived psychological contract breach by the organization, and CWX x employee perceived psychological contract breach by the organization). The three interaction effects were included to test Hypothesis 7b, which indicates that the POS and employee perceived psychological contract breach by the organization interaction would have the strongest negative effect on employee OCB-O than either the LMX - employee perceived psychological contract breach by the organization interaction or the CWX - employee perceived psychological contract breach by the organization interaction. Hypothesis 7b was not supported indicating there was no statistical significant for any of the three

interactions. However, the beta coefficient for the POS – employee perceived psychological contract breach by the organization interaction is the largest coefficient of the three interactions and in the predicted, negative, direction.

### **Subsample 2**

Table 15 presents the descriptive statistics and zero-order bivariate correlation matrix of all variables included in subsample 2. Subsample 2 is focused on the supervisor relational psychological contract and the supervisor relational psychological contract breach. Therefore, only dependent variables related specifically to the supervisor are examined in this subsample along with their specific hypotheses.

*Supervisor Perceived Employee Supervisor Commitment.* Tables 16, 17, and 18 present the results of the regression analyses conducted for subsample 2. Table 16 specifically examines employee supervisor commitment as reported by the employee's supervisor as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on supervisor perceived employee supervisor commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee sex and employee tenure with the supervisor. Results indicate that the coefficient for employee sex is statistically significant in examining its effects on continuance commitment ( $\beta = .38, p < .05$ ), but not on affective commitment or normative commitment. Results also indicate that the coefficient for employee tenure with the supervisor is statistically significant in examining its effects on affective commitment ( $\beta = .48, p < .01$ ), and on normative



Table 15

Subsample 2 - Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Employee Gender	1.64	.49													
2. Employee Tenure with Supervisor	3.22	5.24	.21												
3. EEPOS	64.52	8.74	.05	.12	(.90)										
4. EELMX	30.03	5.22	.00	.19	.67**	(.94)									
5. EECWX	23.91	4.28	-.06	.17	.54**	.47**	(.91)								
6. Supervisor Relational Psychological Contract Breach	17.64	5.83	-.29	-.07	-.24	-.45**	-.07	(.89)							
7. Sup: EE Supervisor Affective Commitment	21.91	3.43	.20	.50**	.10	.31	.16	-.32	(.70)						
8. Sup: EE Supervisor Continuance Commitment	14.97	3.51	.36*	.12	.08	.20	.04	-.21	.24	(.62)					
9. Sup: EE Supervisor Normative Commitment	16.55	3.58	.15	.34	.16	.15	.09	-.07	.42*	.56**	(.74)				
10. EE Supervisor Affective Commitment	23.70	4.89	-.03	.21	.71**	.87**	.57**	-.36*	.37*	.18	.32	(.87)			
11. EE Supervisor Continuance Commitment	18.64	4.64	.49**	.33	-.05	.08	.04	-.40*	.32	.29	.25	.11	(.73)		
12. EE Supervisor Normative Commitment	23.06	4.79	.06	.20	.61**	.66**	.39*	-.45**	.24	.15	.38*	.81**	.22	(.88)	
13. Sup: EE OCB-S	25.61	2.88	-.15	.23	.25	.40	.20	-.14	.44*	-.25	.13	.47**	-.02	.37*	(.73)

N = 33; alpha reliabilities are given in parentheses along the diagonal.

\* Correlation coefficient is significant at the .05 level.

\*\* Correlation coefficient is significant at the .01 level.

Table 16

Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Supervisor Commitment <sup>a</sup>									
Variables	Supervisor Reported Employee Supervisor Affective Commitment			Supervisor Reported Employee Supervisor Continuance Commitment			Supervisor Reported Employee Supervisor Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	.09	.06	.02	.38*	.42*	.44*	.08	.08	.01
Employee Tenure with Supervisor	.48**	.44*	.45**	.04	-.03	-.03	.32+	.31	.33+
EEPOS		-.20	-.45+		-.22	-.29		.12	-.19
EELMX		.23	.43		.37	.23		.03	.33
EECWX		.07	.14		.08	.20		-.03	.08
Supervisor Relational Psychological Contract Breach		-.22	-.14		.03	.04		.02	.12
EEPOS x Supervisor Relational Psychological Contract Breach			.74*			.20			.90**
EELMX x Supervisor Relational Psychological Contract Breach			-.45			.12			-.56
EECWX x Supervisor Relational Psychological Contract Breach			-.07			-.16			.06
<i>R</i> <sup>2</sup>	.25	.36	.53	.15	.23	.26	.12	.14	.41
$\Delta R^2$		.10	.17		.08	.04		.02	.27
<i>F</i>	4.91*	2.30+	2.70*	2.56+	1.21	.87	2.01	.66	1.66
$\Delta F$	4.90	1.00	2.61	2.56	.61	.38	2.01	.11	3.29

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

Table 17

Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach as Moderator – Employee Reported Employee Supervisor Commitment <sup>a</sup>									
Variables	Employee Supervisor Affective Commitment			Employee Supervisor Continuance Commitment			Employee Supervisor Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	-.11	-.06	-.11	.44**	.36*	.37*	.00	-.06	-.17
Employee Tenure with Supervisor	.23	.05	.07	.24	.25	.26+	.20	.10	.13
EEPOS		.20	.08		-.22	-.16		.35+	.15
EELMX		.65**	.89**		-.04	.25		.29	.74*
EECWX		.13	.11		.12	-.21		.01	-.02
Supervisor Relational Psychological Contract Breach		-.02	.02		-.34+	-.37*		-.25	-.16
EEPOS x Supervisor Relational Psychological Contract Breach			.34*			-.04			.55*
EELMX x Supervisor Relational Psychological Contract Breach			-.37			-.47			-.66+
EECWX x Supervisor Relational Psychological Contract Breach			.11			-.04			.33
<i>R</i> <sup>2</sup>	.05	.81	.84	.29	.40	.56	.04	.53	.66
$\Delta R^2$		.75	.04		.11	.15		.49	.12
<i>F</i>	.82	17.51**	13.08**	5.98**	2.81*	3.07*	.61	4.75**	4.67**
$\Delta F$									

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

Table 18

Subsample 2 – Results of Moderated Regression Analysis: Supervisor Relational Psychological Contract Breach as Moderator – Supervisor Reported Employee Organizational Citizenship Behavior (Supervisor) <sup>a</sup>				
Variables	Supervisor Reported Employee Organizational Citizenship Behavior Directed Toward the Supervisor			
	Step 1	Step 2	Step 3	
Employee Gender	-.21	-.20	-.34+	
Employee Tenure with Supervisor	.28	.21	.24	
EEPOS		-.01	-.09	
EELMX		.36	.87*	
EECWX		-.01	-.08	
Supervisor Relational Psychological Contract Breach		-.02	.06	
EEPOS x Supervisor Relational Psychological Contract Breach			.16	
EELMX x Supervisor Relational Psychological Contract Breach			-.57	
EECWX x Supervisor Relational Psychological Contract Breach			.61*	
$R^2$	.10	.22	.38	
$\Delta R^2$		.12	.15	
$F$	1.56	1.18	1.47	
$\Delta F$	1.56	1.00	1.80	

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

commitment ( $\beta = .32, p < .10$ ), but not on continuance commitment.

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, their coefficients are not statistically significant in predicting affective commitment, continuance commitment, or normative commitment. These results indicate no support for Hypothesis 2a which states that leader-member exchange is positively related to supervisor commitment, Hypothesis 2b which states that perceived organizational support is positively related to supervisor commitment, or Hypothesis 2c which states that co-worker exchange is positively related to supervisor commitment. It was further proposed that leader-member exchange would have the strongest effect on employee supervisor commitment in comparison with POS and co-worker exchange. While none of the individual coefficients were significant, the beta coefficients reported for each of these variables does indicate that leader-member exchange has the largest effect on employee supervisor affective commitment and continuance commitment, but not on normative commitment as reported by the employee's supervisor.

Step 3 includes three interaction effects (LMX x employee perceived psychological contract breach by the supervisor, POS x employee perceived psychological contract breach by the supervisor, and CWX x employee perceived psychological contract breach by the supervisor). The three interaction effects were included to test Hypothesis 8a, which indicates that the LMX and employee perceived psychological contract breach by the supervisor interaction would have the strongest negative effect on employee supervisor commitment than either the POS – employee

perceived psychological contract breach by the supervisor interaction or the CWX – employee perceived psychological contract breach by the supervisor interaction. To reduce any potential problems with multicollinearity in the moderated regression equations, all of the independent variables were centered prior to being entered into the regression equations (Aiken & West, 1991). Hypothesis 8a was not supported. The POS – supervisor relational psychological contract breach interaction was the only significant interaction however the reported coefficient was positive and opposite of the proposed negative direction for both the affective commitment and normative commitment dependent variables. While not statistically significant, the LMX – supervisor relational psychological contract breach interaction did report the beta coefficients with the largest negative effects on both the affective commitment and normative commitment dependent variables.

*Employee Supervisor Commitment.* Table 17 specifically examines employee supervisor commitment as reported by the focal employee as the dependent variable. The analysis for this particular variable also allows for the examination of Hypotheses 2a-2c, only in this case, the dependent variable is reported by the actual employee and not the employee's supervisor. The analysis was also conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on employee reported supervisor commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee sex and employee tenure with the supervisor. Results indicate that the coefficient for employee sex is statistically significant in examining its effects on

continuance commitment ( $\beta = .44, p < .01$ ), but not on affective commitment or normative commitment. Results also indicate that the coefficient for employee tenure with the supervisor is not statistically significant in examining its effects on any of the three employee supervisor commitment variables.

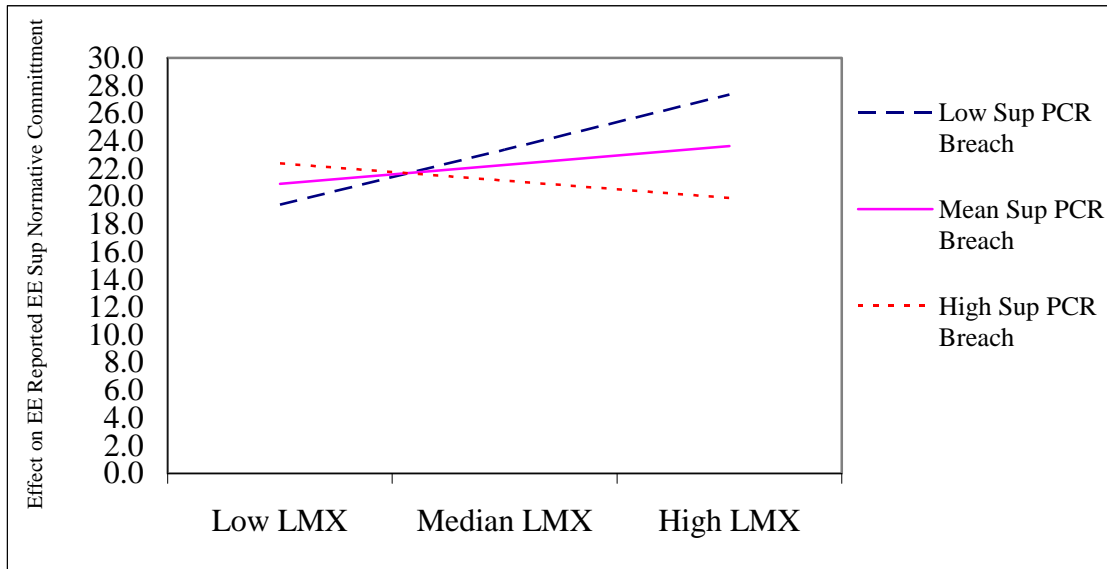
In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, the leader-member exchange beta coefficient is statistically significant in predicting employee supervisor affective commitment ( $\beta = .65, p < .01$ ) but is not statistically significant in predicting continuance commitment or normative commitment. These results indicate partial support for Hypothesis 2a, which states that leader-member exchange is positively related to supervisor commitment. Results also provide partial support for Hypothesis 2b, which states that POS is positively related to supervisor commitment. As shown, the POS beta coefficient is significant in predicting employee supervisor normative commitment ( $\beta = .35, p < .10$ ). However, the POS beta coefficients for employee supervisor affective commitment and continuance commitment were not significant. Results also indicated no support for Hypothesis 2c, which states that co-worker exchange is positively related to supervisor commitment. Lastly, it was further proposed that leader-member exchange would have the strongest effect on employee supervisor commitment in comparison with POS and co-worker exchange. This proposal was only supported by the significant beta coefficient reported for the leader-member exchange variable in relation to employee supervisor affective commitment.

Step 3 includes three interaction effects (LMX x employee perceived psychological contract breach by the supervisor, POS x employee perceived psychological contract breach by the supervisor, and CWX x employee perceived psychological contract breach by the supervisor). The three interaction effects were included to also test Hypothesis 8a, which indicates that the LMX and employee perceived psychological contract breach by the supervisor interaction would have the strongest negative effect on employee supervisor commitment than either the POS - employee perceived psychological contract breach by the supervisor interaction or the CWX - employee perceived psychological contract breach by the supervisor interaction. Hypothesis 8a was partially supported, indicating statistical significance upon examining employee supervisor normative commitment ( $\beta = -.66, p < .10$ ), but not for employee supervisor affective commitment or continuance commitment.

Figure 15 presents the interaction of leader-member exchange and supervisor relational psychological contract breach on employee reported employee supervisor normative commitment.



**FIGURE 15**  
**Interaction of LMX and Supervisor Relational Psychological Contract Breach on Employee Reported Employee Supervisor Normative Commitment**



Furthermore, the POS – employee perceived psychological contract breach by the supervisor interaction did report statistically significant beta coefficients for employee supervisor affective commitment ( $\beta = .34, p < .05$ ) and for employee supervisor normative commitment ( $\beta = .55, p < .05$ ), however the reported coefficients were both positive and therefore in the opposite direction of the proposed negative relationship. Lastly, while the LMX – employee perceived psychological contract breach by the supervisor interaction only reported one statistically significant beta coefficient, all three beta coefficients for this particular interaction were the largest reported negative beta coefficients for all three employee supervisor commitment dependent variables.

*Supervisor Reported Employee Organizational Citizenship Behavior Directed Towards the Supervisor.* Table 18 specifically examines employee OCB-S as reported by the employee's supervisor as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on supervisor perceived employee OCB-S. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee sex and employee tenure with the supervisor. Results indicate that neither coefficient is statistically significant in examining its effects on employee OCB-S.

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, their coefficients are not statistically significant in predicting employee OCB-S. These results indicate no support for Hypothesis 5a which states that leader-member exchange is positively related to employee OCB-S, Hypothesis 5b which states that POS is positively related to employee OCB-S, or Hypothesis 5c which states that co-worker exchange is positively related to supervisor commitment. It was further proposed that leader-member exchange would have the strongest effect on employee supervisor commitment in comparison with POS and co-worker exchange. While none of the individual coefficients were significant, the beta coefficients reported for each of these variables do indicate that leader-member exchange has the largest effect on employee OCB-S as reported by the employee's supervisor.

Step 3 includes three interaction effects (LMX x employee perceived psychological contract breach by the supervisor, POS x employee perceived psychological contract breach by the supervisor, and CWX x employee perceived psychological contract breach by the supervisor). The three interaction effects were included to test Hypothesis 8b, which indicates that the LMX and employee perceived psychological contract breach by the supervisor interaction would have the strongest negative effect on employee OCB-S than either the POS - employee perceived psychological contract breach by the supervisor interaction or the CWX - employee perceived psychological contract breach by the supervisor interaction. Hypothesis 8b was not supported as hypothesized. The CWX – employee perceived psychological contract breach by the supervisor interaction was significant for employee OCB-S ( $\beta = .61, p < .05$ ), however the reported coefficient was positive and therefore in the opposite direction of the proposed negative relationship. Lastly, while the LMX – employee perceived psychological contract breach by the supervisor interaction did not report a statistically significant beta coefficient, the beta coefficient for this particular interaction was the largest reported negative beta coefficient for the employee OCB-S dependent variable.

### **Subsample 3**

Table 19 presents the descriptive statistics and zero-order bivariate correlation matrix of all variables included in subsample 3. Subsample 3 is focused on the co-worker relational psychological contract and the co-worker relational psychological

contract breach. Therefore, only dependent variables related specifically to the co-worker are examined in this subsample along with their specific hypotheses.

***Co-worker Perceived Employee Co-worker Commitment.*** Tables 20, 21, and 22 present the results of the regression analyses conducted for subsample 3. Table 20 specifically examines employee co-worker commitment as reported by the employee's co-worker as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on co-worker perceived employee co-worker commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee gender and employee tenure with the co-worker. Results indicate that neither coefficient is statistically significant in examining its effects on co-worker reported employee co-worker commitment. In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, the co-worker exchange beta coefficient is statistically significant in predicting employee co-worker affective commitment ( $\beta = .73, p < .05$ ) but is not statistically significant in predicting continuance commitment or normative commitment. These results indicate partial support for Hypothesis 3a, which states that co-worker exchange is positively related to co-worker commitment. Results also provide partial support for Hypothesis 3b, which states that POS is positively related to co-worker commitment. As shown, the POS beta coefficients are significant in predicting employee co-worker continuance commitment ( $\beta = .52, p < .10$ ) and employee co-worker normative commitment ( $\beta = .57, p < .10$ ).

However, the POS beta coefficient for employee co-worker affective commitment is not significant. Results however, indicate no support for Hypothesis 3c, which states that leader-member exchange is positively related to co-worker commitment. As shown, the leader-member exchange beta coefficients are significant in predicting employee co-worker affective commitment ( $\beta = -.50, p < .10$ ) and employee co-worker normative commitment ( $\beta = -.60, p < .10$ ), however, both reported beta coefficients are negative and therefore in the opposite direction of what was hypothesized. Lastly, it was further proposed that co-worker exchange would have the strongest effect on employee co-worker commitment in comparison with POS and leader-member exchange. This proposal was supported by the beta coefficients reported for the co-worker exchange variable in relation to employee co-worker affective commitment and employee co-worker continuance commitment, which were the largest beta coefficients for all three independent variables on employee co-worker commitment.

Step 3 includes three interaction effects (CWX x employee perceived psychological contract breach by the co-worker, POS x employee perceived psychological contract breach by the co-worker, and LMX x employee perceived psychological contract breach by the co-worker). The three interaction effects were included to test Hypothesis 9a, which indicates that the CWX and employee perceived psychological contract breach by the co-worker interaction would have the strongest negative effect on employee co-worker commitment than either the POS – employee perceived psychological contract breach by the co-worker interaction or the LMX –

Table 19  
Subsample 3 - Descriptive Statistics and Correlations

Variable	Mean	s.d.	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Employee Gender	1.65	.49													
2. Employee Tenure with Co-worker	3.78	5.07	-.29												
3. EEPOS	65.22	8.94	-.01	-.02	(.93)										
4. EELMX	28.91	4.66	-.11	-.19	.55**	(.90)									
5. EECWX	23.78	3.74	-.19	.07	-.22	.20	(.85)								
6. Co-worker Relational Psychological Contract Breach	12.09	4.00	-.05	.12	-.03	-.34	-.72**	(.89)							
7. CW: EE Co-worker Affective Commitment	20.52	4.33	.03	.16	-.20	-.30	.43*	-.20	(.82)						
8. CW: EE Co-worker Continuance Commitment	16.26	3.52	-.05	.23	.26	.07	.29	-.20	.05	(.71)					
9. CW: EE Co-worker Normative Commitment	16.74	3.26	-.12	.13	.17	-.15	.20	-.18	.57**	.54**	(.61)				
10. EE Co-worker Affective Commitment	19.96	4.82	.01	.18	-.33	-.17	.54**	-.47*	.44*	-.04	-.13	(.84)			
11. EE Co-worker Continuance Commitment	14.57	3.99	-.01	.21	-.37	-.07	.18	.05	.22	.38	.17	.21	(.69)		
12. EE Co-worker Normative Commitment	17.74	5.44	-.00	.08	-.10	.13	.48*	-.50*	.42*	.25	.20	.68**	.53**	(.89)	
13. CW: EE OCB-CW	37.35	7.29	.02	-.09	-.10	.07	.45*	-.17	.66**	-.16	.24	.23	-.00	.23	(.94)

N = 23; alpha reliabilities are given in parentheses along the diagonal.

\* Correlation coefficient is significant at the .05 level.

\*\* Correlation coefficient is significant at the .01 level.

Table 20

Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach as Moderator – Co-worker Reported Employee Co-worker Commitment <sup>a</sup>									
	Co-worker Reported Employee Co-worker Affective Commitment			Co-worker Reported Employee Co-worker Continuance Commitment			Co-worker Reported Employee Co-worker Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	.08	.13	.17	.02	.08	.14	-.09	-.13	-.07
Employee Tenure with Co-worker	.18	.03	-.01	.23	.16	.22	.10	-.02	-.01
EEPOS		.24	.22		.52+	.88**		.57+	.82*
EELMX		-.50+	-.43		-.25	-.48+		-.60+	-.70*
EECWX		.73*	.74*		.54	.54		.32	.35
Co-worker Relational Psychological Contract Breach		.16	.28		.11	-.04		-.14	-.14
EEPOS x Co-worker Relational Psychological Contract Breach			.02			.63*			.52
EELMX x Co-worker Relational Psychological Contract Breach			-.39+			-.05			-.35
EECWX x Co-worker Relational Psychological Contract Breach			.29			.07			.38
<i>R</i> <sup>2</sup>	.03	.39	.55	.05	.29	.53	.02	.29	.46
$\Delta R^2$		.36	.16		.24	.25		.27	.16
<i>F</i>	.30	1.69	1.77	.54	1.07	1.64	.24	1.11	1.21
$\Delta F$	.30	2.35	1.56	.54	1.32	2.28	.24	1.53	1.30

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

Table 21

Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach as Moderator – Employee Reported Employee Co-worker Commitment <sup>a</sup>									
Variables	Employee Co-worker Affective Commitment			Employee Co-worker Continuance Commitment			Employee Co-worker Normative Commitment		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Employee Gender	.07	.08	.15	.05	.15	.29	.03	.06	.16
Employee Tenure with Co-worker	.20	.17	.15	.22	.25	.27	.09	.14	.14
EEPOS		-.13	-.16		-.48	-.34		-.10	-.04
EELMX		-.24	-.23		.31	.16		.06	-.01
EECWX		.32	.28		.23	.15		.18	.13
Co-worker Relational Psychological Contract Breach		-.35	-.31		.28	.18		-.37	-.40
EEPOS x Co-worker Relational Psychological Contract Breach			-.07			.15			.07
EELMX x Co-worker Relational Psychological Contract Breach			-.31			-.26			-.25
EECWX x Co-worker Relational Psychological Contract Breach			-.05			-.29			-.14
$R^2$	.04	.45	.55	.05	.26	.46	.01	.30	.39
$\Delta R^2$		.42	.10		.22	.20		.29	.09
$F$	.37	2.21 <sup>+</sup>	1.79	.48	.95	1.23	.08	1.13	.92
$\Delta F$	.37	3.05	.98	.48	1.17	1.59	.08	1.65	.64

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$



Table 22

Subsample 3 – Results of Moderated Regression Analysis: Co-worker Relational Psychological Contract Breach as Moderator – Co-worker Reported Employee Organizational Citizenship Behavior (Co-worker) <sup>a</sup>				
Variables	Co-worker Reported Employee Organizational Citizenship Behavior Directed Toward the Co-worker			
	Step 1	Step 2	Step 3	
Employee Gender	-.00	.17	.22	
Employee Tenure with Co-worker	-.09	-.16	-.22	
EEPOS		.11	-.04	
EELMX		-.01	.12	
EECWX		.88*	.87**	
Co-worker Relational Psychological Contract Breach		.50	.64*	
EEPOS x Co-worker Relational Psychological Contract Breach			-.22	
EELMX x Co-worker Relational Psychological Contract Breach			-.44*	
EECWX x Co-worker Relational Psychological Contract Breach			.16	
<i>R</i> <sup>2</sup>	.01	.32	.58	
$\Delta R^2$		.31	.26	
<i>F</i>	.08	1.25	2.00	
$\Delta F$	.08	1.83	2.69	

<sup>a</sup> Entries represent standardized beta coefficients.

+  $p < .10$

\*  $p < .05$

\*\*  $p < .01$

employee perceived psychological contract breach by the co-worker interaction. To reduce any potential problems with multicollinearity in the moderated regression equations, all of the independent variables were centered prior to being entered into the regression equations (Aiken & West, 1991). Hypothesis 9a was not supported. The POS – co-worker relational psychological contract breach interaction was one of two significant interactions however the reported coefficient was positive and opposite of the proposed negative direction for the employee co-worker continuance commitment dependent variable. The other significant interaction was the leader-member exchange – co-worker relational psychological contract breach interaction that reported a negative relationship to employee co-worker commitment ( $\beta = -.39, p < .10$ ). Unfortunately, while none of the co-worker exchange – co-worker relational psychological contract breach interactions were significant, none of the reported beta coefficients were even in the proposed negative directions.

***Employee Co-worker Commitment.*** Table 21 specifically examines employee co-worker commitment as reported by the focal employee as the dependent variable. The analysis for this particular variable also allows for the examination of Hypotheses 3a-3c, only in this case, the dependent variable is reported by the actual employee and not the employee's co-worker. The analysis was also conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on employee reported co-worker commitment. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee gender and employee tenure with the co-worker. Results indicate that

neither coefficient is statistically significant in examining its effects on employee co-worker commitment

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, none of the beta coefficients reported any significance indicating no support for Hypothesis 3a, which states that co-worker exchange is positively related to co-worker commitment, Hypothesis 3b, which states that POS is positively related to co-worker commitment, or Hypothesis 3c, which states that leader-member exchange is positively related to co-worker commitment. Lastly, it was further proposed that co-worker exchange would have the strongest effect on employee co-worker commitment in comparison with perceived organizational support and leader-member exchange. This proposal was supported by the beta coefficients reported for the co-worker exchange variable in relation to employee co-worker affective commitment and employee co-worker normative commitment, which were the largest beta coefficients for all three independent variables on employee co-worker commitment dependent variable, even though they were not statistically significant.

Step 3 includes three interaction effects (CWX x employee perceived psychological contract breach by the co-worker, POS x employee perceived psychological contract breach by the co-worker, and LMX x employee perceived psychological contract breach by the co-worker). The three interaction effects were included to also test Hypothesis 9a, which indicates that the CWX and employee perceived psychological contract breach by the co-worker interaction would have the

strongest negative effect on employee co-worker commitment than either the POS - employee perceived psychological contract breach by the co-worker interaction or the LMX - employee perceived psychological contract breach by the co-worker interaction. Hypothesis 9a was not supported, indicating that none of the reported beta coefficients were statistically significant. Furthermore, of all three co-worker exchange – co-worker relational psychological contract breach interactions, only the beta coefficient related to employee co-worker continuance commitment reported the largest negative effect when compared to the other types of interactions.

***Co-worker Reported Employee Organizational Citizenship Behavior Directed Towards the Co-worker.*** Table 22 specifically examines employee OCB-CW as reported by the employee's co-worker as the dependent variable. The analysis for this particular variable was conducted in a hierarchical manner to better depict the effects of the control variables, the main independent variables, and the moderating effect on co-worker perceived employee OCB-CW. Step 1 of the hierarchical regression analysis contains only the control variables, which include employee sex and employee tenure with the co-worker. Results indicate that neither coefficient is statistically significant in examining its effects on employee OCB-CW.

In step 2, the main independent variables of POS, leader-member exchange, and co-worker exchange were added to the regression analysis. As shown, the co-worker exchange beta coefficient is statistically significant in predicting employee OCB-CW ( $\beta = .88, p < .05$ ). This result indicates support for Hypothesis 6a, which states that co-worker exchange is positively related to employee OCB-CW. Results however, do not

appear to support Hypothesis 6b, which states that POS is positively related to employee OCB-CW, or Hypothesis 6c, which states that leader-member exchange is positively related to employee OCB-CW. Lastly, it was further proposed that co-worker exchange would have the strongest effect on employee OCB-CW in comparison with POS and leader-member exchange. This proposal was supported by the beta coefficient reported for the co-worker exchange variable in relation to employee OCB-CW, which has the largest and only significant beta coefficient of all three independent variables on the employee OCB-CW dependent variable.

Step 3 includes three interaction effects (CWX x employee perceived psychological contract breach by the co-worker, POS x employee perceived psychological contract breach by the co-worker, and LMX x employee perceived psychological contract breach by the co-worker). The three interaction effects were included to test Hypothesis 9b, which indicates that the CWX and employee perceived psychological contract breach by the co-worker interaction would have the strongest negative effect on employee OCB-CW than either the POS - employee perceived psychological contract breach by the co-worker interaction or the LMX - employee perceived psychological contract breach by the co-worker interaction. Hypothesis 9b was not supported as hypothesized. The CWX – employee perceived psychological contract breach by the co-worker interaction was not significant for employee OCB-CW. However, the LMX – employee perceived psychological contract breach by the co-worker interaction did report a statistically significant beta coefficient ( $\beta = -.44, p < .05$ ),

indicating that this particular interaction had the strongest negative effect on employee OCB-CW.

In conclusion, summary Tables 23-32 are provided below that recap the hypotheses included in this dissertation along with information containing whether or not they were supported.

Table 23

Overall Sample – Main Effect Hypotheses Results - Dependent Variable: Organizational Commitment							
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Significance Level	Conclusion
<b>H1a</b>	<b><u>POS</u></b>		+	<i>Supervisor Perceived</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .21</math></li> <li>• <math>r = .26</math></li> <li>• <math>r = .24</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &lt; .10</math></li> <li>• <math>p &lt; .05</math></li> <li>• <math>p &lt; .05</math></li> </ul>	<ul style="list-style-type: none"> <li>• Partial Support</li> <li>• Supported</li> <li>• Supported</li> </ul>
				<i>Employee Reported</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .61</math></li> <li>• <math>r = -.05</math></li> <li>• <math>r = .49</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &lt; .01</math></li> <li>• <math>p &gt; .10</math></li> <li>• <math>p &lt; .01</math></li> </ul>	<ul style="list-style-type: none"> <li>• Supported</li> <li>• Not Supported</li> <li>• Supported</li> </ul>
H1b	LMX		+	<i>Supervisor Perceived</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .08</math></li> <li>• <math>r = .06</math></li> <li>• <math>r = .09</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &gt; .10</math></li> <li>• <math>p &gt; .10</math></li> <li>• <math>p &gt; .10</math></li> </ul>	<ul style="list-style-type: none"> <li>• Not Supported</li> <li>• Not Supported</li> <li>• Not Supported</li> </ul>
				<i>Employee Reported</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .59</math></li> <li>• <math>r = -.06</math></li> <li>• <math>r = .52</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &lt; .01</math></li> <li>• <math>p &gt; .10</math></li> <li>• <math>p &lt; .01</math></li> </ul>	<ul style="list-style-type: none"> <li>• Supported</li> <li>• Not Supported</li> <li>• Supported</li> </ul>
H1c	CWX		+	<i>Supervisor Perceived</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .14</math></li> <li>• <math>r = .21</math></li> <li>• <math>r = .21</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &gt; .10</math></li> <li>• <math>p &gt; .10</math></li> <li>• <math>p &gt; .10</math></li> </ul>	<ul style="list-style-type: none"> <li>• Not Supported</li> <li>• Not Supported</li> <li>• Not Supported</li> </ul>
				<i>Employee Reported</i> Organizational Commitment	<ul style="list-style-type: none"> <li>• <math>r = .41</math></li> <li>• <math>r = -.15</math></li> <li>• <math>r = .23</math></li> </ul>	<ul style="list-style-type: none"> <li>• <math>p &lt; .01</math></li> <li>• <math>p &gt; .10</math></li> <li>• <math>p &lt; .01</math></li> </ul>	<ul style="list-style-type: none"> <li>• Supported</li> <li>• Not Supported</li> <li>• Supported</li> </ul>

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 24

Overall Sample – Main Effect Hypotheses Results - Dependent Variable: Supervisor Commitment							
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Significance Level	Conclusion
<b>H2a</b>	<b>LMX</b>		+	<i>Supervisor Perceived</i> Supervisor Commitment	• <i>r</i> = .20	• <i>p</i> > .10	• Not Supported
				• Continuance Comm	• <i>r</i> = .10	• <i>p</i> > .10	• Not Supported
				• Normative Comm	• <i>r</i> = .13	• <i>p</i> > .10	• Not Supported
	<i>Employee Reported</i> Supervisor Commitment			• <i>r</i> = .71	• <i>p</i> < .01	• Supported	
	• Continuance Comm			• <i>r</i> = .10	• <i>p</i> > .10	• Not Supported	
	• Normative Comm			• <i>r</i> = .62	• <i>p</i> < .01	• Supported	
H2b	POS		+	<i>Supervisor Perceived</i> Supervisor Commitment	• <i>r</i> = .08	• <i>p</i> > .10	• Not Supported
				• Continuance Comm	• <i>r</i> = .15	• <i>p</i> > .10	• Not Supported
				• Normative Comm	• <i>r</i> = .18	• <i>p</i> > .10	• Not Supported
	<i>Employee Reported</i> Supervisor Commitment			• <i>r</i> = .48	• <i>p</i> < .01	• Supported	
	• Continuance Comm			• <i>r</i> = -.01	• <i>p</i> > .10	• Not Supported	
	• Normative Comm			• <i>r</i> = .44	• <i>p</i> < .01	• Supported	
H2c	CWX		+	<i>Supervisor Perceived</i> Supervisor Commitment	• <i>r</i> = .03	• <i>p</i> > .10	• Not Supported
				• Continuance Comm	• <i>r</i> = .02	• <i>p</i> > .10	• Not Supported
				• Normative Comm	• <i>r</i> = .08	• <i>p</i> > .10	• Not Supported
	<i>Employee Reported</i> Supervisor Commitment			• <i>r</i> = .33	• <i>p</i> < .01	• Supported	
	• Continuance Comm			• <i>r</i> = -.11	• <i>p</i> > .10	• Not Supported	
	• Normative Comm			• <i>r</i> = .22	• <i>p</i> < .05	• Supported	

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.



Table 25

Overall Sample – Main Effect Hypotheses Results - Dependent Variable: Co-worker Commitment							
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Significance Level	Conclusion
<b>H3a</b>	<b><u>CWX</u></b>		+	<i>Co-worker Perceived</i> Co-worker Commitment	• $r = .41$	• $p < .01$	• Supported
				• Affective Comm	• $r = .14$	• $p > .10$	• Not Supported
				• Normative Comm	• $r = .27$	• $p < .05$	• Supported
				<i>Employee Reported</i> Co-worker Commitment			
	<b><u>CWX</u></b>		+	• Affective Comm	• $r = .72$	• $p < .01$	• Supported
				• Continuance Comm	• $r = .08$	• $p > .10$	• Not Supported
				• Normative Comm	• $r = .61$	• $p < .01$	• Supported
H3b	POS		+	<i>Co-worker Perceived</i> Co-worker Commitment	• $r = .16$	• $p > .10$	• Not Supported
				• Affective Comm	• $r = .24$	• $p < .05$	• Supported
				• Continuance Comm	• $r = .13$	• $p > .10$	• Not Supported
				• Normative Comm			
				<i>Employee Reported</i> Co-worker Commitment			
	POS		+	• Affective Comm	• $r = .11$	• $p > .10$	• Not Supported
				• Continuance Comm	• $r = .01$	• $p > .10$	• Not Supported
				• Normative Comm	• $r = .23$	• $p < .05$	• Supported
H3c	LMX		+	<i>Co-worker Perceived</i> Co-worker Commitment	• $r = .18$	• $p > .10$	• Not Supported
				• Affective Comm	• $r = .04$	• $p > .10$	• Not Supported
				• Continuance Comm	• $r = .04$	• $p > .10$	• Not Supported
				• Normative Comm			
				<i>Employee Reported</i> Co-worker Commitment			
	LMX		+	• Affective Comm	• $r = .19$	• $p < .10$	• Partial Support
				• Continuance Comm	• $r = .00$	• $p > .10$	• Not Supported
				• Normative Comm	• $r = .23$	• $p < .05$	• Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 26

Overall Sample – Main Effect Hypotheses Results - Dependent Variable: Organizational Citizenship Behavior							
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Significance Level	Conclusion
<b>H4a</b>	<b>POS</b>		+	<i>Supervisor Perceived</i> • OCB-O	• $r = .05$	• $p > .10$	• Not Supported
H4b	LMX		+	<i>Supervisor Perceived</i> • OCB-O	• $r = .23$	• $p < .05$	• Supported
H4c	CWX		+	<i>Supervisor Perceived</i> • OCB-O	• $r = -.01$	• $p > .10$	• Not Supported
H5a	POS		+	<i>Supervisor Perceived</i> • OCB-S	• $r = .24$	• $p < .05$	• Supported
<b>H5b</b>	<b>LMX</b>		+	<i>Supervisor Perceived</i> • OCB-S	• $r = .31$	• $p < .01$	• Supported
H5c	CWX		+	<i>Supervisor Perceived</i> • OCB-S	• $r = -.04$	• $p > .10$	• Not Supported
H6a	POS		+	<i>Co-worker Perceived</i> • OCB-Cw	• $r = -.12$	• $p > .10$	• Not Supported
H6b	LMX		+	<i>Co-worker Perceived</i> • OCB-Cw	• $r = .10$	• $p > .10$	• Not Supported
<b>H6c</b>	<b>CWX</b>		+	<i>Co-worker Perceived</i> • OCB-Cw	• $r = .25$	• $p < .05$	• Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 27

Subsample 1 – Hypotheses Results – Dependent Variable: Organizational Commitment						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H7a</b>	<b><u>POS</u></b>	Employee Perceived <b>PCB by Org</b>	-	<i>Supervisor Perceived</i> Organizational Commitment	• $\beta = .08$	• Not Supported
				• Affective Comm	• $\beta = -.35$	• Not Supported
				• Continuance Comm	• $\beta = .51$	• Not Supported
	LMX	<b>Employee Perceived</b> PCB by Org	-	<i>Supervisor Perceived</i> Organizational Commitment	• $\beta = .20$	• Not Supported
				• Affective Comm	• $\beta = .41$	• Not Supported
				• Continuance Comm	• $\beta = -.08$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Org	-	<i>Supervisor Perceived</i> Organizational Commitment	• $\beta = .17$	• Not Supported
				• Affective Comm	• $\beta = -.14$	• Not Supported
				• Continuance Comm	• $\beta = .60$	• Not Supported
<b>H7a</b>	<b><u>POS</u></b>	Employee Perceived <b>PCB by Org</b>	-	<i>Employee Reported</i> Organizational Commitment	• $\beta = -.84^*$	• Supported
				• Affective Comm	• $\beta = -.30$	• Not Supported
				• Continuance Comm	• $\beta = -.90^*$	• Supported
	LMX	<b>Employee Perceived</b> PCB by Org	-	<i>Employee Reported</i> Organizational Commitment	• $\beta = .69^*$	• Not Supported
				• Affective Comm	• $\beta = .36$	• Not Supported
				• Continuance Comm	• $\beta = .63^*$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Org	-	<i>Employee Reported</i> Organizational Commitment	• $\beta = .23$	• Not Supported
				• Affective Comm	• $\beta = .37$	• Not Supported
				• Continuance Comm	• $\beta = .60^*$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 28

Subsample 1 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Organization)						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H7b</b>	<b>POS</b>	Employee Perceived PCB by Org	-	<i>Supervisor Perceived</i> • OCB-O	• $\beta = -.37$	• Not Supported
	LMX	<b>Employee Perceived</b> PCB by Org	-	<i>Supervisor Perceived</i> • OCB-O	• $\beta = .54$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Org	-	<i>Supervisor Perceived</i> • OCB-O	• $\beta = -.04$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 29

Subsample 2 – Hypotheses Results – Dependent Variable: Supervisor Commitment						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H8a</b>	POS	<b>Employee Perceived</b> PCB by Sup	-	<i>Supervisor Perceived</i> Supervisor Commitment		
				• Affective Comm	• $\beta = .74^*$	• Not Supported
				• Continuance Comm	• $\beta = .20$	• Not Supported
	LMX	Employee Perceived <b>PCB by Sup</b>	-	<i>Supervisor Perceived</i> Supervisor Commitment		
				• Normative Comm	• $\beta = .90^{**}$	• Not Supported
				• Affective Comm	• $\beta = -.45$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Sup	-	<i>Supervisor Perceived</i> Supervisor Commitment		
				• Continuance Comm	• $\beta = .12$	• Not Supported
				• Normative Comm	• $\beta = -.56$	• Not Supported
<b>H8a</b>	POS	<b>Employee Perceived</b> PCB by Sup	-	<i>Supervisor Perceived</i> Supervisor Commitment		
				• Affective Comm	• $\beta = -.07$	• Not Supported
				• Continuance Comm	• $\beta = -.16$	• Not Supported
	LMX	Employee Perceived <b>PCB by Sup</b>	-	<i>Supervisor Perceived</i> Supervisor Commitment		
				• Normative Comm	• $\beta = .06$	• Not Supported
				• Affective Comm	• $\beta = .34^*$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Sup	-	<i>Employee Reported</i> Supervisor Commitment		
				• Continuance Comm	• $\beta = -.04$	• Not Supported
				• Normative Comm	• $\beta = .55^*$	• Not Supported
	LMX	Employee Perceived <b>PCB by Sup</b>	-	<i>Employee Reported</i> Supervisor Commitment		
				• Affective Comm	• $\beta = -.37$	• Not Supported
				• Continuance Comm	• $\beta = -.47$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Sup	-	<i>Employee Reported</i> Supervisor Commitment		
				• Normative Comm	• $\beta = -.66^+$	• Supported
				• Affective Comm	• $\beta = .11$	• Not Supported
	CWX	<b>Employee Perceived</b> PCB by Sup	-	<i>Employee Reported</i> Supervisor Commitment		
				• Continuance Comm	• $\beta = -.04$	• Not Supported
				• Normative Comm	• $\beta = .33$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 30

Subsample 2 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Supervisor)						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H8b</b>	POS	<b>Employee Perceived PCB by Sup</b>	-	<i>Supervisor Perceived</i> • OCB-S	• $\beta = .16$	• Not Supported
	<b>LMX</b>	Employee Perceived <b>PCB by Sup</b>	-	<i>Supervisor Perceived</i> • OCB-S	• $\beta = -.57$	• Not Supported
	CWX	<b>Employee Perceived PCB by Sup</b>	-	<i>Supervisor Perceived</i> • OCB-S	• $\beta = .61^*$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 31

Subsample 3 – Hypotheses Results – Dependent Variable: Co-worker Commitment						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H9a</b>	POS	<b>Employee Perceived</b> PCB by Cw	-	<b>Co-worker Perceived</b> Co-worker Commitment	• $\beta = .02$	• Not Supported
				• Affective Comm	• $\beta = .63^*$	• Not Supported
				• Continuance Comm	• $\beta = .52$	• Not Supported
	LMX	<b>Employee Perceived</b> PCB by Cw	-	<i>Co-worker Perceived</i> Co-worker Commitment	• $\beta = -.39^+$	• Supported
				• Affective Comm	• $\beta = -.05$	• Not Supported
				• Continuance Comm	• $\beta = -.35$	• Not Supported
	CWX	Employee Perceived <b>PCB by Cw</b>	-	<i>Co-worker Perceived</i> Co-worker Commitment	• $\beta = .29$	• Not Supported
				• Affective Comm	• $\beta = .07$	• Not Supported
				• Continuance Comm	• $\beta = .38$	• Not Supported
<b>H9a</b>	POS	<b>Employee Perceived</b> PCB by Cw	-	<i>Employee Reported</i> Co-worker Commitment	• $\beta = -.07$	• Not Supported
				• Affective Comm	• $\beta = .15$	• Not Supported
				• Continuance Comm	• $\beta = .07$	• Not Supported
	LMX	<b>Employee Perceived</b> PCB by Cw	-	<i>Employee Reported</i> Co-worker Commitment	• $\beta = -.31$	• Not Supported
				• Affective Comm	• $\beta = -.26$	• Not Supported
				• Continuance Comm	• $\beta = -.25$	• Not Supported
	CWX	Employee Perceived <b>PCB by Cw</b>	-	<i>Employee Reported</i> Co-worker Commitment	• $\beta = -.05$	• Not Supported
				• Affective Comm	• $\beta = -.29$	• Not Supported
				• Continuance Comm	• $\beta = -.14$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.

Table 32

Subsample 3 – Hypotheses Results – Dependent Variable: Organizational Citizenship Behavior (Co-worker)						
Hypothesis	Independent Variable	Moderating Variable	Hypothesized Relationship	Dependent Variable	Results/Findings	Conclusion
<b>H9b</b>	POS	<b>Employee Perceived PCB by Cw</b>	-	<i>Co-worker Perceived</i> • OCB-Cw	• $\beta = -.22$	• Not Supported
	LMX	<b>Employee Perceived PCB by Cw</b>	-	<i>Co-worker Perceived</i> • OCB-Cw	• $\beta = -.44^*$	• Supported
	<b>CWX</b>	Employee Perceived <b>PCB by Cw</b>	-	<i>Co-worker Perceived</i> • OCB-Cw	• $\beta = .16$	• Not Supported

Hypotheses in **bold** were expected to have the strongest effect on the dependent variable.



## CHAPTER VI

### DISCUSSION AND CONCLUSIONS

The purpose of this dissertation was to gain a better understanding of the psychological contract. As the literature currently stands, it is presumed that the psychological contract is made up of the employee/employer relationship. I argue that by solely focusing on the employee/employer approach to studying psychological contracts, we may be limiting ourselves to fully understanding what exchange relationships actually make up the contract for the employee. Therefore, in this study, I proposed that one way to get a better handle on understanding the employee's psychological contract would be by examining other relationships in addition to the individual-organization exchange relationship, such as the individual-supervisor and individual-co-worker exchange relationships.

While there has been mention of different "agents" who represent the employer, or organization, in the psychological contract relationship and who are viewed to contract on the organization's behalf, such as recruiters, upper level managers, and supervisors, there has not been an attempt to fully examine whether any of these individual participants carry more weight in contracting with the individual employee. By taking the supervisor and co-worker out from underneath the umbrella term of "agents" who contract on behalf of the organization and examining these more specific exchange relationships, perhaps then we can begin to see how the weights from just these three different exchange relationships influence individual attitudes and/or

behaviors differently thereby coming to represent a part of the employee's psychological contract separate from the actual organization.

In keeping with preceding research in this area this study focused on the attitudes of commitment and the behaviors of OCBs directed towards the specific parties to the exchange relationship. These previously examined dependent variables were chosen so that comparisons to past findings could be made. In essence, given the significant relationships that the employee/employer relationship has had to organizational commitment and OCB, by continuing to examine these specific dependent variables the additional exchange relationships examined here will help to explain which agent, the organization, supervisor, or co-worker, is most responsible for these specific effects.

### **Overview of the General Results**

The statistical findings of the first part of this study were more general but still important in that they helped to provide an overall view of the data collected. Each triad, regardless of which subsample it was included in, was asked to provide information on every independent variable (e.g., POS, LMX, CWX) and every dependent variable (e.g., Organization Commitment, Supervisor Commitment, Co-worker Commitment, employee perceived (EE) OCB-O, EEOCB-S, EEOCB-CW) included in the study. This allowed for a general analysis of the data for the complete sample in determining the main effects of the proposed independent variables on their respective dependent variables.

While each independent variable was predicted to be positively related to the stated dependent variable, mostly because of a spill over effect, it was informally, and quite possibly more importantly, proposed that certain relationships would be stronger. For example, it was proposed that POS would have the strongest correlation with organizational commitment of all three independent variables (e.g., POS, LMX, CWX). It was proposed that leader-member exchange would have the strongest correlation with supervisor commitment of all three independent variables. Lastly, it was proposed that co-worker exchange would have the strongest correlation with co-worker commitment of all three independent variables.

In examining employee OCB-O, OCB-S, or OCB-CW, once again, each independent variable was predicted to be positively related to the stated dependent variable because of spill over, however, each respective independent variable was informally proposed to have a stronger correlation with its respective dependent variable (e.g., POS with EEOCB-O, LMX with EEOCB-S, and CWX with EEOCB-CW).

Upon first examining the direct relationship of POS to employee organizational commitment, the results indicate that it depends on the type of organizational commitment being measured (e.g., affective, continuance, normative). This is understandable considering affective commitment results from an employee actually wanting to stay with the organization, whereas continuance commitment stems from the employee feeling like he/she needs to stay with the organization, and normative commitment where an employee feels like he/she is obligated or ought to stay with the organization (Meyer et al., 1993). Given the focus of this dissertation, it would be

expected that POS, LMX, and CWX would be more strongly related to elements of affective, and normative commitment, more so than continuance commitment based on the theoretical criteria for each of the exchange relationships. With POS, LMX, and CWX, a higher quality relationship is inclined to be more associated with positive feelings from the employee involved in the exchange. Therefore, as POS, LMX, and CWX all increase, presumably so will affective commitment. Seeing as how POS, LMX, and CWX seem to be truly associated with their respective counterpart measures under psychological contract theory (POS as a measure of the individual-organization relationship, LMX as a measure of the individual-supervisor relationship, and CWX as a measure of the individual-co-worker relationship), as proposed here and supported with their high correlations, then given the obligations that come with a psychological contract it is then expected that as the quality of each of the relationships increases, presumably so will individual scores on normative commitment. As for continuance commitment, the individual may not feel like they have a choice in the matter of staying with the organization, regardless of whether they are engaged in a high quality relationship or not. As such, they do not feel as though there are any better options available to them and therefore stay with the organization out of need.

In specifically examining organizational commitment, POS was significantly positively correlated with organizational affective and normative commitment as reported by the employee and organizational affective, continuance, and normative commitment as reported by the employee's supervisor. Leader-member exchange and co-worker exchange were also significantly correlated with employee organizational

affective and normative commitment, although the strength of the relationships appeared to be stronger with perceived organizational support, with the exception of the leader-member exchange –organizational normative commitment correlation which appeared to be just slightly stronger.

In specifically examining supervisor commitment, leader-member exchange was significantly positively correlated with supervisor affective and normative commitment as reported by the employee. Surprisingly, however, upon examining supervisor responses to employee displayed supervisor commitment, there was no support for any of the supervisor commitment variables (affective, continuance, or normative). This inconsistency in perspectives between the supervisor and the employee on the same variable is quite interesting and sort of lends itself as support for why examining these different perspectives is so important. In other words, here you have a supervisor's perspective on how supportive he/she feels the employee is towards him/her and you have the employee's perspective on how supportive he/she feels he/she is to the supervisor, and yet, there is obvious disagreement. So who is right, the employees who feel like they are being supportive or the supervisors who feel like they are not being supported? This issue seems to tie in nicely with the importance of studying the different perspectives making up the psychological contract. In further examining supervisor commitment, perceived organizational support and co-worker exchange were also significantly positively correlated with supervisor affective and normative commitment, however, as proposed, the strength of the relationships appeared to be stronger with leader-member exchange.

In specifically examining co-worker commitment, co-worker exchange was significantly positively correlated with co-worker affective and normative commitment as reported by the employee and co-worker affective and normative commitment as reported by the employee's co-worker. POS and leader-member exchange were also significantly positively correlated with employee reported co-worker normative commitment, however, as proposed, the strength of the relationships appeared to be stronger with co-worker-exchange.

Disappointingly, in examining employee OCB-O, POS did not report significant findings for the main effect relationship indicating no support for this proposed hypothesis. Interestingly, however, leader-member exchange was significantly positively correlated with employee OCB-O. This creates an interesting issue. In essence, there could be concerns with the two constructs of POS and leader-member exchange being highly correlated. On the other hand, there could be concerns with the separation of the OCB-O/OCB-I (individual) constructs. For instance, more often than not, when the OCB-O/OCB-I construct gets separated, the OCB-I construct often contains items referring to co-workers or "other" but not necessarily the "supervisor". As a matter of fact, in reexamining the study by Williams and Anderson (1991) their OCB-I instrument consisted of 7 items of which only 1 item referred to the "supervisor". In this dissertation study, the OCB-I term is further separated into the OCB-S (Supervisor) and OCB-CW (Co-worker) terms. In effect, perhaps there could be issues with supervisors not being able to differentiate themselves from the organization when responding to these types of citizenship behaviors or with employee respondents not

being able to differentiate their supervisors from the organization when engaging in these types of citizenship behaviors, or helping behaviors. Technically, past studies have not really separated the organization from the supervisor; so perhaps the instruments used here which were meant to examine behavior with direct consequences for the organization separate from those behaviors with directed consequences for the supervisor were not specific enough to draw attention to the two distinct parties (e.g., organization and the supervisor). Therefore, it might be worth examining whether the supervisors responding to these items might have personalized their responses to the effect of how the employee has engaged in helping the supervisor him/herself, rather than responding to the items on the organization's behalf and strictly with the organization in mind. If this is the case, it would lead to question whether supervisors might have problems with separating themselves from the organization when responding to employee demonstrated helping behaviors.

In examining employee OCB-S, leader-member exchange was significantly positively correlated with the employee reported OCB-S dependent variable. POS was also significantly positively correlated with the employee reported OCB-S dependent variable, however, as proposed, the strength of the relationship appeared to be stronger with leader-member exchange.

Lastly, in examining employee OCB-CW, co-worker exchange was significantly positively correlated with the employee reported OCB-CW dependent variable. Neither POS nor leader-member exchange appeared to be significantly correlated with the employee reported OCB-CW dependent variable, indicating support for the proposition

that co-worker exchange would have the strongest relationship with employee OCB-CW.

In summary, the results of the general analysis for this study seem to support the main effect hypotheses and more importantly, the informal proposals as to which relationships would have the strongest overall effects on their related dependent variables. These findings help to set the stage for further examining the psychological contract, not just as the employee/employer relationship, but as a network of additional exchange relationships.

### **Overview of the Specific Results**

The statistical findings of the second part of this study were more specific to each subsample included in the overall study. The subsamples were based upon the specific type of psychological contract relationship and breach that each employee participant was asked to focus on. For instance, subsample 1 was focused on the organizational relational psychological contract and the organizational relational psychological contract breach. Subsample 2 was focused on the supervisor relational psychological contract and the supervisor relational psychological contract breach. Lastly, subsample 3 was focused on the co-worker relational psychological contract and the co-worker relational psychological contract breach. By examining the data within each subsample it allowed for further examination of the interaction effects of the moderating variable of a specific type of breach on the various previously examined main effect relationships.

More specifically, it was proposed that when an organizational relational psychological contract breach occurs, that this interaction with POS would negatively



affect employee organizational commitment. While it is possible that the moderating variable would interact with LMX and CWX, resulting negative effects on employee organizational commitment, it was hypothesized that the strongest interaction effect would be with POS on employee organizational commitment. Unfortunately, for supervisor reported employee organizational commitment scores, this interaction was not significant. More than that, only one of the resulting beta coefficients were in the expected negative direction. However, in examining employee reported employee organizational commitment, the POS –organizational relational psychological contract breach interaction was significantly negatively correlated with employee organizational affective commitment and employee organizational normative commitment indicating support for the proposed hypothesis. This finding indicates that when a psychological contract breach occurs on the part of the organization, this form of breach significantly affects the individual-organization exchange relationship's impact on employee organizational commitment further indicating that a breach on the part of the organization will reduce the employee's organizational commitment. In the end, the results also indicate that the POS-organizational relational psychological contract breach interaction was the only interaction resulting in negative effects on employee organizational commitment as compared to the other interactions made up of LMX and CWX, thus providing even further support for the proposed hypothesis.

It was further proposed that when an organizational relational psychological contract breach occurs, that this interaction with POS would negatively affect employee OCB-O. Unfortunately, this interaction was not significant. The interaction was in the

predicted negative direction, and the beta for this interaction was larger than any of the other interactions involving LMX or CWX, just not significantly.

In examining a supervisor relational psychological contract breach, it was proposed that when this type of breach occurs, that this interaction with leader-member exchange would negatively affect employee supervisor commitment. While it is possible that the moderating variable would interact with POS and CWX, resulting in negative effects on employee supervisor commitment, it was hypothesized that the stronger interaction effect would be with LMX on employee supervisor commitment. Unfortunately, while supervisor reported employee supervisor affective and normative commitment were both negative and had the largest negative effects of all interactions including POS and CWX, the beta coefficients were not significant. However, in examining employee reported employee supervisor commitment, the LMX-supervisor relational psychological contract breach interaction was moderately significantly negatively correlated with employee supervisor normative commitment. This finding indicates that when a psychological contract breach occurs on the part of the supervisor, this form of breach significantly affects the individual-supervisor exchange relationship's impact on employee supervisor commitment further indicating that a breach on the part of the supervisor will reduce the employee's supervisor commitment. While the other scores on employee supervisor commitment (affective and continuance) were not significant, the beta coefficients were in the proposed negative direction and were larger than the interaction effects involving POS and CWX.

It was further proposed that when a supervisor relational psychological contract breach occurs, that this interaction with leader-member exchange would negatively affect employee OCB-S. Unfortunately, this interaction was not significant. The interaction was in the predicted negative direction, and the beta for this interaction was larger than any of the other interactions involving POS or CWX, just not significantly.

Lastly, in examining a co-worker relational psychological contract breach, it was proposed that when this type of breach occurs, that this interaction with co-worker exchange would negatively affect employee co-worker commitment. While it is possible that the moderating variable would interact with POS and LMX, resulting in negative effects on employee co-worker commitment, it was hypothesized that the stronger interaction effect would be with CWX on employee co-worker commitment. Unfortunately, for co-worker reported employee co-worker commitment scores, this interaction was not significant. More than that, none of the resulting beta coefficients were in the expected negative direction. Beta coefficients for this interaction were negative when employees reported their own co-worker commitment, but not significantly. Lastly, the beta coefficient for this interaction was not significant and not in the proposed negative direction for employee OCB-CW. Thereby indicating no support for this proposed hypothesis.

In sum, the findings for the more specific subsample analyses for this study provide some support for the interaction effect hypotheses, with the exception of the co-worker exchange-co-worker relational psychological contract breach interaction. But even still, the employee reported employee co-worker commitment beta coefficients

moved to a negative direction indicating some effect though not significant. Still, these findings are present in spite of low sample size, which will be addressed below. In addition, the informal proposals as to which interactions would have the strongest overall effects on their related dependent variables provides additional support for the case of why we should move to focus on a network of exchange relationships making up the employee's psychological contract rather than just the employee/employer relationship.

### **Contributions to the Literature**

This dissertation study adds to the existing body of literature on psychological contracts in at least three specific ways. First, this study addresses a criticism that has been raised in the literature concerning the "agency" problem of "anthropomorphizing" the organization into an individual (Guest, 1998). By removing some of the "agents" of the organization from underneath the organization term the supervisor, co-worker, and potentially other "agents" can be further examined for how their specific exchange relationships with the individual employee might impact the employee's psychological contract on their own. Weights can then be assigned towards understanding which exchange relationships affect which employee attitudes and behaviors and even more so which exchange relationships have the larger effects on employee attitudes and behaviors.

Second, this study allows for a more complete understanding of what or who actually makes up the employee's psychological contract. In the current literature, the focus is on the employee/employer relationship, but can it be safely assumed that with

all of the interactions that the employee takes part in within the working environment, that everyone is in fact perceived as just an agent of the organization and with no further emphasis on the employee's psychological contract make up? By examining additional employee exchange relationships the psychological contract can begin to address issues that cannot be explained otherwise, such as the scenario of the employee transferring to another section of the organization in order to stay with the organization and move from a supervisor.

Third, this study contributes to the current literature by attempting to connect established theories based in social exchange theory, such as perceived organizational support, leader-member exchange, and co-worker exchange with established psychological contract theory to help explain the importance and legitimacy of examining additional employee exchange relationships in addition to the exchange relationship that the employee has with the employer.

Additionally, because the psychological contract literature focuses on the perceptions of the participating parties, this study indirectly addresses the potential issue with examining one party's response over the other party's response. For instance, on more than one occasion the supervisor's perspective differed from the employee's perspective on the same dependent variable of employee commitment. Because psychological contracts involve an exchange component to the employment relationship, this study acknowledges that while one party may perceive that they are upholding their end of the exchange, the other party may perceive things differently.

### **Managerial Implications**

The more practical, managerial implications of this study surround the opportunity for how organizations, supervisors, or other individuals might be able to influence or change outcomes. More specifically, a greater understanding of the employee psychological contract and the actual exchange relationships that serve to create a more complete picture of the employee's psychological contract provide managers with an idea of the more influential participants in the employee's employment relationship.

Similarly, a greater understanding of the employee's psychological contract will provide managers with a better knowledge base for how to better influence certain employee attitudes and behaviors. With this study, additional information is provided about what specific exchange relationships actually impact different types of employee commitment and OCB, yet the opportunity to take this approach and further examine additional employee attitudes and behaviors paves the way for a greater understanding of how to influence or manipulate different employee attitudes and behaviors not examined here.

Additionally, as the psychological contract literature currently stands, a variety of dependent variables including job satisfaction, sense of security, employment relations, motivation, absenteeism, and intentions to quit have all been identified as attitudes and behaviors in addition to commitment and organizational citizenship behavior that have been or are affected by psychological contract breach. This study contributes by

potentially providing a clearer understanding of exactly which exchange relationships might be most involved in influencing each of these specific attitudes and behaviors.

Lastly, because the employment relationship appears to be taking place in a rapidly changing environment, this study helps to focus managerial attention to which changing relationships may have the greatest impact on employee attitude and behavior. Given the height with which certain changes can be perceived as psychological contract breaches, it is important for managers to understand which changing interactions may have the largest negative effect or impact on employee attitude and behavior.

### **Limitations and Future Research**

Unfortunately, a common element of research is the existence of limitations. This study has some limitations definitely worth mentioning. First, there is the problem of sample size. This study attempted to take on a rather large feat in examining not only organizational breach, but also supervisor breach and co-worker breach. In the attempt to limit any potential complications that might have arisen with the focal employee having had to consider different types of breaches during their participation, it was thought best that each focal employee would only be asked to focus on one particular type of breach. Unfortunately, this required a greater number of participant involvement that unfortunately did not materialize.

Second, and related to the first limitation, is that this study required triad data. That is, in order for employee data to count, it had to be accompanied by supervisor data and co-worker data. This requirement made data collection all the more difficult in trying to accumulate complete data sets with all triad data collected to create an

appropriate sample size for each subsample. The resulting subsamples resulted in sample sizes at or below 30, which in turn may have hindered some of the findings due to lack of statistical power. A clear opportunity for future research would be to try to acquire a larger sample size to further examine the effects studied within this dissertation.

Third, there are of course concerns stemming from the measures used. While most measures had already been previously established in the literature such as POS and LMX and the individual-organization relational psychological contract, the other measures needed to be altered in some way or were compiled by taking various measures used throughout the literature to create a measure of CWX, individual-supervisor relational psychological contract, and individual-co-worker relational psychological contract. Furthermore, while the measures of organizational commitment and OCB-O had been previously established and used in the literature, the measures of supervisor commitment, co-worker commitment, OCB-S and OCB-CW all had to be modified or altered to create these more specific measures. Future research on either further validating these measures or working on creating better items within these measures might help to provide a better understanding of the featured constructs in this study.

Fourth, some of the employee commitment variables used were self-reported measures. While an attempt was made to control for this aspect by requesting the same information from the employee's supervisor and/or co-worker, the significant findings for this study were from the employee's self-reported measures. However, since this



study was based on psychological contracts and the importance of examining the perceptions of the parties to the contract, it made sense to gather data, even for the dependent variables, from the employee. Again, results could unfortunately be a result of common method variance, which would of course serve as a further limitation of this study. Future research, however, might benefit from further examining the inconsistency that seemed to exist within this study between both the employee and the supervisor and the employee and the co-worker on some of the dependent variables. These inconsistencies may reveal an additional aspect of the psychological contract construct worth examining.

Finally, this study only examines three of the many possible exchange relationships experienced by employees. Just in considering the defining parties of the “agent” term who have been referred to in the literature, there are recruiters, upper level managers, team members or group members who may also have some influence on the employee’s psychological contract. Future research presents an opportunity to further analyze some of these other potentially influential interactions.

## **Conclusion**

In conclusion, by reintroducing the idea of a network of exchanges originally offered by Schein (1980) to the psychological contract literature, this dissertation contributes to achieving a greater understanding of the employee psychological contract. By focusing solely on the employee/employer approach to studying psychological contracts, we assume that this exchange relationship carries the most weight for employees in how they build their psychological contract. However, in reexamining the

employer component to the contract and eliminating the “agent” term by specifically focusing on specific parties and exchange relationships, this study has begun to reveal that perhaps assumptions should not be made about who makes up the employee’s psychological contract. By building on social exchange theory and norm of reciprocity as the underlying theoretical foundation for further examining the interactions that take place within an employee’s work environment, and using perceived organizational support, leader-member exchange, and co-worker exchange, these theories provide support and justification for further examining just these three different exchange relationships. In spite of the study’s limitations and some lack of support for various aspects of the study, this dissertation is quite possibly the start of reexamining a very critical component to the employment relationship that obviously affects critical employee attitudes and behaviors that ultimately affect performance.

## REFERENCES

- Aiken, L. S., & West, S. G. 1991. *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA: Sage Publications, Inc.
- Allen, N. J., & Meyer, J. P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63: 1-18.
- Argyris, C. 1960. *Understanding organizational behavior*. Homewood, IL: Dorsey Press.
- Aselage, J., & Eisenberger, R. 2003. Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24: 491-509.
- Aube, C., Rousseau, V., & Morin, E. M. 2007. Perceived organizational support and organizational *commitment*: The moderating effect of locus of control and work autonomy. *Journal of Managerial Psychology*, 22: 479-495.
- Baccili, P. A. 2003. Effects of company and manager psychological contract violation on justice, negative affect and commitment. *Academy of Management Proceedings*, MC: D1-D6.
- Bentein, K., Stinglhamber, F., & Vandenberghe, C. 2002. Organization-, supervisor-, and workgroup-directed commitments and citizenship behaviours: A comparison of models. *European Journal of Work and Organizational Psychology*, 11: 341-362.

- Berkowitz, L. 1970. The self, selfishness, and altruism. In J. Macauley & L. Berkowitz (Eds.), *Altruism and helping behavior*: 143-151. New York: Academic Press.
- Bies, R. J. 1987. The predicament of injustice: The management of moral outrage. In Cummings, L. L., & Shaw, B. M. (Eds.), *Research in Organizational Behavior*, Vol. 9: 289-319. Greenwich, CT: JAI Press.
- Blau, P. 1964. *Exchange and Power in Social Life*. New York: Wiley.
- Bommer, W. H., Miles, E. W., & Grover, S. L. 2003. Does one good turn deserve another? Co-worker influences on employee citizenship. *Journal of Organizational Behavior*, 24: 181-196.
- Cascio, W. F. 1995. Whither industrial and organizational psychology in a changing world of work? *American Psychologist*, 50: 928-939.
- Cole, M. S., Schaninger Jr., W. S., & Harris, S. G. 2002. The workplace social exchange network: A multilevel, conceptual examination. *Group & Organization Management*, 27: 142-167.
- Coyle-Shapiro, J.A-M, Shore, L.M., Taylor, M. S., Tetrick, L. E. 2004. *The employment relationship: Examining psychological and contextual perspectives*. New York: Oxford University Press.
- Dansereau Jr., F., Cashman, J., & Graen, G. 1973. Instrumentality theory and equity theory as complementary approaches in predicting the relationship of leadership and turnover among managers. *Organizational Behavior and Human Performance*, 10: 184-200.

- Dansereau Jr., F., Graen, G., & Haga, W. J. 1975. A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13: 46-78.
- Deckop, J. R., Cirka, C. C., & Andersson, L. M. 2003. Do unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics*, 47:101-113.
- Deluga, R. J. 1994. Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67: 315-326.
- Dienesch, R. M., & Liden, R. C. 1986. Leader-member exchange model of leadership: A critique and further development. *Academy of Management Review*, 11: 618-634.
- Duarte, N. T., Goodson, J. R., & Klich, N. R. 1994. Effects of dyadic quality and duration on performance appraisal. *Academy of Management Journal*, 37: 499-521.
- Dunegan, K. J., Tierney, P., & Duchon, D. 1992. Toward an understanding of innovative climate: Explaining variance in perceptions by divisional affiliation, work group interactions, and subordinate-manager exchanges. *IEEE Transactions on Engineering Management*, 39: 227-236.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology*, 71: 500-507.
- Feldman, J. M. 1986. A note on the statistical correction of halo error. *Journal of Applied Psychology*, 71: 173-176.

- Gouldner, A. W. 1960. The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25: 161-178.
- Graen, G., & Cashman, J. F. 1975. A role-making model of leadership in formal organizations: A developmental approach. *Organization and Administrative Sciences*, 6: 143-165.
- Graen, G. B., & Scandura, T. A. 1987. Toward a psychology of dyadic organizing. In L. Cummings & B. M. Staw (Eds.), *Research in Organizational Behavior*, 9: 175-208. Greenwich, CT: JAI Press.
- Graen, G. B., & Uhl-Bien, M. 1995. Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6: 219-247.
- Guest, D. E. 1998. Is the psychological contract worth taking seriously? *Journal of Organizational Behavior*, 19: 649-664.
- Guzzo, R. A., Noonan, K. A., & Elron, Efrat. 1994. Expatriate managers and the psychological contract. *Journal of Applied Psychology*, 79: 617-626.
- Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. 2007. Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *Leadership Quarterly*, 18: 264-280.
- Hofmann, D. A., & Morgeson, F. P. 1999. Safety-related behavior as a social exchange: The role of perceived organizational support and leader-member exchange. *Journal of Applied Psychology*, 84: 286-296.

- Hui, C., Law, K. S., & Chen, Z. X. 1999. A structural equation model of the effects of negative affectivity, leader-member exchange, and perceived job mobility on in-role and extra-role performance: A Chinese case. *Organizational Behavior and Human Decision Processes*, 77: 3-21.
- Jacobs, T. 1971. *Leadership and Exchange in Formal Organizations*. Alexandria, VA: Human Resources Research Organization.
- Katz, D. 1964. The motivational basis of organizational behavior. *Behavioral Science*, 9: 131-133.
- Krebs, D. L. 1970. Altruism – an examination of the concept and a review of the literature. *Psychological Bulletin*, 73: 258-302.
- Lee, J., & Peccei, R. 2007. Perceived organizational support and affective *commitment*: The mediating role of organization-based self-esteem in the context of job insecurity. *Journal of Organizational Behavior*, 28: 661-685.
- Lengnick-Hall, M. L., & Lengnick-Hall, C. A. 2003. HR's role in building relationship networks. *Academy of Management Executive*, 17: 53-63.
- Lester, S. W., Turnley, W. H., Bloodgood, J. M., & Bolino, M. C. 2002. Not seeing eye to eye: Differences in supervisor and subordinate perceptions of and attributions for psychological contract breach. *Journal of Organizational Behavior*, 23: 39-56.
- Levinson, H. 1965. Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 9: 370-390.

- Lewis-McClear, K., & Taylor, M. S. 1997. Not seeing eye-to-eye: Implications of discrepant psychological contracts and contract violation for the employment relationship. *Academy of Management Proceedings*, 335-339.
- Liden, R. C., & Graen, G. B. 1980. Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23: 451-465.
- MacNeil, I. R. 1985. Relational contract: What we do and do not know. *Wisconsin Law Review*, 483-525.
- Major, D. A., Kozlowski, S. W. J., Chao, G. T., & Gardner, P. D. 1995. A longitudinal investigation of newcomer expectations, early socialization outcomes, and the moderating effects of role development factors. *Journal of Applied Psychology*, 80: 418-431.
- McNeely, B. L., & Meglino, B. M. 1994. The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology*, 79: 836-844.
- Meyer, J. P., & Allen, N. J. 1991. A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1: 61-89.
- Meyer, J. P., Allen, N. J., & Smith, C. A. 1993. Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78: 538-551.
- Morrison, E. W., & Robinson, S. L. 1997. When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22: 226-256.



- Mowday, R. T., Porter, L. W., & Steers, R. M. 1982. *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover*. San Diego: Academic Press.
- Myers, D. G. 1996. *Social Psychology, 5<sup>th</sup> Edition*. San Francisco, CA: The McGraw-Hill Companies, Inc.
- Nicholson, N., & Johns, G. 1985. The absence culture and the psychological contract – Who's in control of absence? *Academy of Management Review*, 10: 397-407.
- Organ, D. W. 1988. *Organizational citizenship behavior: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. 1990. The motivational basis of organizational citizenship behavior. In Staw, B. M & Cummings, L. L., (Eds), *Research in Organizational Behavior*, Vol. 12: 43-72. Greenwich, CT: JAI Press.
- Organ, D. W. 1997. Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10: 85-97.
- Raabe, B., & Beehr, T. A. 2003. Formal mentoring versus supervisor and co-worker relationships: Differences in perceptions and impact. *Journal of Organizational Behavior*, 24: 271-293.
- Reichers, A. E. 1985. A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10: 465-476.
- Revicki, D. A., Whitley, T. W., & Gallery, M. E. 1993. Organizational characteristics, perceived work stress, and depression in emergency medicine residents. *Behavioral Medicine*, 19: 74-81.

- Rhoades, L., & Eisenberger, R. 2002. Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87: 698-714.
- Riordan, C. M., & Griffeth, R. W. 1995. The opportunity for friendship in the workplace: An underexplored construct. *Journal of Business and Psychology*, 10: 141-154.
- Robinson, S. L. 1996. Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41: 574-599.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. 1994. Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37: 137-152.
- Robinson, S. L., & Morrison, E. W. 1995. Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16: 289-298.
- Robinson, S. L., & Rousseau, D. M. 1994. Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15: 245-259.
- Rousseau, D. M. 1989. Psychological and implicit contracts in organizations. *Employee Responsibilities and Rights Journal*, 2: 121-139.
- Rousseau, D. M. 1990. New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11: 389-400.
- Rousseau, D. M. 1995. *Psychological contracts in organizations: Understanding written and unwritten agreements*. Thousand Oaks, CA: Sage Publications.

- Rousseau, D. M. 1998. The 'problem' of the psychological contract considered. *Journal of Organizational Behavior*, 19: 665-671.
- Rousseau, D. M., & McLean Parks, J. 1992. The contracts of individuals and organizations. *Research in Organizational Behavior*, 15:1-43.
- Schein, E. H. 1965. *Organizational Psychology*. Foundations of Modern Psychology Series. Englewood Cliffs, NJ: Prentice Hall.
- Schein, E. H. 1980. *Organizational Psychology, 3<sup>rd</sup> Edition*. Foundations of Modern Psychology Series. Englewood Cliffs, NJ: Prentice Hall.
- Seers, A. 1989. Team-member exchange quality: A new construct for role-making research. *Organizational Behavior and Human Decision Processes*, 43: 118-135.
- Seers, A., Petty, M. M., & Cashman, J. F. 1995. Team-member exchange under team and traditional management: A natural occurring quasi-experiment. *Group and Organization Management*, 20: 18-38.
- Settoon, R. P., Bennett, N., & Liden, R. C. 1996. Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity. *Journal of Applied Psychology*, 81: 219-227.
- Sherif, M., & Sherif, C. W. 1964. *Reference groups: Exploration into conformity and deviation of adolescents*. New York: Harper & Row.
- Sherony, K. M., & Green, S. G. 2002. Co-worker exchange: Relationships between co-workers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87: 542-548.

- Smith, C. A., Organ, D. W., & Near, J. P. 1983. Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, 68: 653-663.
- Smithson, J., & Lewis, S. 2003. The psychological contract. *Sloan Work and Family Research Network*. October 19, 2003.
- Steiner, D. D. 1988. Value perceptions in leader-member exchange. *Journal of Social Psychology*, 128: 611-618.
- Struthers, C. W., Miller, D. L., Boudens, C. J., & Briggs, G. L. 2001. Effects of causal attributions on co-worker interactions: A social motivation perspective. *Basic and Applied Social Psychology*, 23: 169-181.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. 2003. The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management*, 29: 187-206.
- Turnley, W. H., & Feldman, D. C. 1998. Psychological contract violations during corporate restructuring. *Human Resource Management*, 37: 71-83.
- Turnley, W. H., & Feldman, D. C. 1999. The impact of psychological contract violations on exit, voice, loyalty, and neglect. *Human Relations*, 52: 895-922.
- Turnley, W. H., & Feldman, D. C. 2000. Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior*, 21: 25-42.

- Uhl-Bien, M., Graen, G. B., & Scandura, T. A. 2000. Implications of leader-member exchange (LMX) for strategic human resource management systems: Relationships as social capital for competitive advantage. *Research in Personnel and Human Resource Management*, 18: 137-185.
- Vecchio, R. P., & Gobdel, B. C. 1984. The vertical dyad linkage model of leadership: Problems and prospects. *Organizational Behavior and Human Performance*, 34: 5-20.
- Victor, B., & Stephens, C. 1994. The dark side of the new organizational forms: An editorial essay. *Organization Science*, 5: 479-482.
- Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. 2002. The role of fair treatment and rewards in perceptions of organizational support and leader-member exchange. *Journal of Applied Psychology*, 87: 590-598.
- Wayne, S. J., Shore, L. M., & Liden, R. C. 1997. Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40: 82-111.
- Wech, B. A. 2002. Trust context: Effect on organizational citizenship behavior, supervisory fairness, and job satisfaction beyond the influence of leader-member exchange. *Business and Society*, 41: 353-360.
- Williams, L. J., & Anderson, S. E. 1991. Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17: 601-617.

Zalesny, M. D., & Graen, G. B. 1987. Exchange theory in leadership research. In A. Kieser, G. Reber, & R. Wanderer (Eds.), *Handbook of leadership*, (pp.714-727). Stuttgart, Germany: C. E. Paeschel, Verlag.

**APPENDICES**

## APPENDIX A

### RECRUITMENT EMAIL

#### Voluntary Survey Opportunity

My name is Yvette Lopez and I am a Ph.D. student in the Department of Management at Mays Business School at Texas A&M University. I am currently working on my dissertation which examines the psychological contracts that develop between employees and co-workers. These "contracts" are the underlying and unspoken relationships that exist in an organization and which greatly influence an employee's desire to go "above and beyond" in terms of demonstrating helping behaviors towards co-workers, supervisors and, ultimately, even the organization as a whole. I would like to survey a large number of people from the business and university communities. Specifically, I'd like to ask you to consider participating in my study.

An employee satisfaction survey was recently conducted of Texas A&M University staff by the Office of Employee Services in collaboration with the Mays Business School, Department of Management, to help better understand employee work attitudes and perceptions. That survey included questions about job satisfaction with regard to a wide range of issues about work, life and the community. The outcomes and trends of those findings will be used to help respond to the needs and interests of TAMU staff and to assure Texas A&M University continues to be considered the employer of choice in the region. My survey should not be confused with this on-going collaborative initiative.

If you decide to participate in my study, please know that at least three people will need to participate -- an employee, the employee's supervisor and a co-worker of the employee. All information obtained through this survey will remain confidential and no one outside of my research group will have access to the information provided on the surveys. The survey is voluntary; participants may choose to respond to any or all of the questions. The surveys will require less than 20 minutes per person to complete and may be done online or in hard copy -- whichever works better for you. Upon completion of the study (late summer 2007) I would be more than happy to provide a summary report of the collective results of the entire study to all participating parties.

As you can imagine, it is important for a doctoral student to have access to a broad base for dissertation research. It is sometimes difficult for students to dip into the "real world" without help. I would greatly appreciate it if you would consider participating in this survey and, possibly, asking others within your organization/university (the more, the better!) to help as well.

If you are willing to participate, please send me an email at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu). At that time I will work with you on providing a link to the online survey or towards getting you the hard copy of the survey. This survey structure and content have been reviewed and approved by the Institutional Review Board-Human Subjects in Research, Texas A&M University. Again, please consider that if you choose to participate, I would also need the help of your supervisor and a co-worker to fill out the other appropriate surveys. If you would like to participate and would prefer that I directly email your supervisor and co-worker, I would be more than willing to do so. On the other hand if you are in a supervisory position, I would appreciate it if you could ask two of your employees to participate as well in order to fill the roles of the employee and co-worker. If you have any questions please feel free to email me at anytime.

Thank you for your support and for considering this request.

Sincerely,  
Yvette Lopez

-----  
Yvette P. Lopez  
Department of Management  
Mays Business School  
Texas A&M University  
423 Wehner Bldg - 4221 TAMU  
College Station, TX 77843-4221  
[ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu)



## APPENDIX B

### INSTRUCTIONAL EMAIL FOR SUBSAMPLE 1 PARTICIPANTS

Dear Participant,

Thank you for agreeing to participate in my dissertation project. I have included the link below to the online survey. Please know that in order for this project to work, three people from your organization (a selected employee, his/her supervisor, and a co-worker of the selected employee) will need to complete the survey.

Upon completing the online survey you will find a question that asks for you to enter an access code. Your access code for the online survey is located below. Please make sure that the supervisor, employee and co-worker all have the access code available to them so that all surveys can be linked together.

access code: **OB-XXXX**

If at any time you have any questions or concerns, please email me at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu).

Also, upon the completion of the study (late summer 2007), I would be more than happy to provide a summary report of the collective results of the entire study to participating companies.

Lastly, please know that at no time will individual identities be used in any reports or publications resulting from the study.

Thank you again - your participation is greatly appreciated!  
Yvette P. Lopez

**Please copy and paste the link below into the address bar on a new web browser page to access the survey.**

<http://www.zoomerang.com/survey.zgi?p=WEB2266A7FGV7V>

-----  
Yvette P. Lopez  
Department of Management  
Mays Business School  
Texas A&M University  
College Station, TX 77843-4221

(979) 845-9622  
[ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu)  
-----

**APPENDIX C****INSTRUCTIONAL EMAIL FOR SUBSAMPLE 2 PARTICIPANTS**

Dear Participant,

Thank you for agreeing to participate in my dissertation project. I have included the link below to the online survey. Please know that in order for this project to work, three people from your organization (a selected employee, his/her supervisor, and a co-worker of the selected employee) will need to complete the survey.

Upon completing the online survey you will find a question that asks for you to enter an access code. Your access code for the online survey is located below. Please make sure that the supervisor, employee and co-worker all have the access code available to them so that all surveys can be linked together.

access code: **SB-XXXX**

If at any time you have any questions or concerns, please email me at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu).

Also, upon the completion of the study (late summer 2007), I would be more than happy to provide a summary report of the collective results of the entire study to participating companies.

Lastly, please know that at no time will individual identities be used in any reports or publications resulting from the study.

Thank you again - your participation is greatly appreciated!  
Yvette P. Lopez

**Please copy and paste the link below into the address bar on a new web browser page to access the survey.**

<http://www.zoomerang.com/survey.zgi?p=WEB2266ADSGZ3T>

-----  
Yvette P. Lopez  
Department of Management  
Mays Business School  
Texas A&M University  
College Station, TX 77843-4221

(979) 845-9622  
[ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu)  
-----

## APPENDIX D

### INSTRUCTIONAL EMAIL FOR SUBSAMPLE 3 PARTICIPANTS

Dear Participant,

Thank you for agreeing to participate in my dissertation project. I have included the link below to the online survey. Please know that in order for this project to work, three people from your organization (a selected employee, his/her supervisor, and a co-worker of the selected employee) will need to complete the survey.

Upon completing the online survey you will find a question that asks for you to enter an access code. Your access code for the online survey is located below. Please make sure that the supervisor, employee and co-worker all have the access code available to them so that all surveys can be linked together.

access code: **CB-XXXX**

If at any time you have any questions or concerns, please email me at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu).

Also, upon the completion of the study (late summer 2007), I would be more than happy to provide a summary report of the collective results of the entire study to participating companies.

Lastly, please know that at no time will individual identities be used in any reports or publications resulting from the study.

Thank you again - your participation is greatly appreciated!  
Yvette P. Lopez

**Please copy and paste the link below into the address bar on a new web browser page to access the survey.**

<http://www.zoomerang.com/survey.zgi?p=WEB226GMANT2A7>

-----  
Yvette P. Lopez  
Department of Management  
Mays Business School  
Texas A&M University  
College Station, TX 77843-4221

(979) 845-9622  
[ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu)  
-----

**APPENDIX E**  
**ONLINE COVER LETTER**

Dear Participant,

I am asking for your help and cooperation in a collaborative research project being conducted through Mays Business School at Texas A&M University. The purpose of the project is to investigate the importance of different working relationships within organizations. More specifically, to investigate the different psychological contracts that exist within organizations and how these psychological contracts impact various organizational outcomes. Approximately 600 participants are being asked to participate in this project.

Total time for your participation in this project should take less than 20 minutes. I am required to note that risks associated with this project are minimal and that there are no personal benefits (i.e. compensation) from participation. Participation is entirely voluntary and there is no penalty to you if you choose not to participate. However, I do feel that any findings gleaned from this project will be quite informative for those organizations choosing to participate and I am happy to provide a summary report of the collective results once this project is complete (late summer 2007). Please email me at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu) if you wish to receive a summary of these findings.

By completing the online survey, you are consenting to participate in this research project. Please note that all responses to this survey will be kept completely confidential. After the online survey has been completed, all resulting information will be coded and password protected and any identifying information will then be deleted. At no time will individual identities be used in any reports or publications from this project.

If you have questions about this research, you may contact me at [ylopez@mays.tamu.edu](mailto:ylopez@mays.tamu.edu) or at (979) 845-9622. If you have further questions about the study, you may contact Dr. Ricky W. Griffin, Executive Associate Dean, Mays Business School, Texas A&M University, College Station, TX 77843-4113 or at (979) 862-3962. This project has been reviewed and approved by the Institutional Review Board at Texas A&M University. If you have any questions about your treatment as a participant in this research project, please contact Ms. Angelia M. Raines, Director of Research Compliance, Office of Vice President for Research at (979) 458-4067 ([araines@vprmail.tamu.edu](mailto:araines@vprmail.tamu.edu)).

Thank you very much for your time and effort. Your participation is greatly appreciated!

Yvette P. Lopez

## **APPENDIX F**

### **SUBSAMPLE 1 SURVEY COMPONENTS**

#### **Supervisor Survey Components:**

- Supervisor Perceived Employee Organizational Commitment Survey
- Supervisor Perceived Employee Supervisor Commitment Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Organization Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Supervisor Survey
- Supervisor Demographics

#### **Employee Survey Components:**

- Perceived Organizational Support Survey
- Leader-Member Exchange Survey
- Co-worker Exchange Survey
- Individual-Organization Psychological Contract Survey
- Organizational Psychological Contract Breach – Measure 1
- Organizational Psychological Contract Breach – Measure 2
- Employee Organizational Commitment Survey
- Employee Supervisor Commitment Survey
- Employee Co-worker Commitment Survey
- Employee Demographics

#### **Co-worker Survey Components:**

- Co-worker Perceived Employee Co-worker Commitment Survey
- Co-worker Perceived Employee Organizational Citizenship Behavior Directed Towards Co-worker Survey
- Co-worker Demographics

## **APPENDIX G**

### **SUBSAMPLE 2 SURVEY COMPONENTS**

#### **Supervisor Survey Components:**

- Supervisor Perceived Employee Organizational Commitment Survey
- Supervisor Perceived Employee Supervisor Commitment Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Organization Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Supervisor Survey
- Supervisor Demographics

#### **Employee Survey Components:**

- Perceived Organizational Support Survey
- Leader-Member Exchange Survey
- Co-worker Exchange Survey
- Individual-Supervisor Psychological Contract Survey
- Supervisor Psychological Contract Breach – Measure 1
- Supervisor Psychological Contract Breach – Measure 2
- Employee Organizational Commitment Survey
- Employee Supervisor Commitment Survey
- Employee Co-worker Commitment Survey
- Employee Demographics

#### **Co-worker Survey Components:**

- Co-worker Perceived Employee Co-worker Commitment Survey
- Co-worker Perceived Employee Organizational Citizenship Behavior Directed Towards Co-worker Survey
- Co-worker Demographics

## **APPENDIX H**

### **SUBSAMPLE 3 SURVEY COMPONENTS**

#### **Supervisor Survey Components:**

- Supervisor Perceived Employee Organizational Commitment Survey
- Supervisor Perceived Employee Supervisor Commitment Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Organization Survey
- Supervisor Perceived Employee Organizational Citizenship Behavior Directed Towards Supervisor Survey
- Supervisor Demographics

#### **Employee Survey Components:**

- Perceived Organizational Support Survey
- Leader-Member Exchange Survey
- Co-worker Exchange Survey
- Individual-Co-worker Psychological Contract Survey
- Co-worker Psychological Contract Breach – Measure 1
- Co-worker Psychological Contract Breach – Measure 2
- Employee Organizational Commitment Survey
- Employee Supervisor Commitment Survey
- Employee Co-worker Commitment Survey
- Employee Demographics

#### **Co-worker Survey Components:**

- Co-worker Perceived Employee Co-worker Commitment Survey
- Co-worker Perceived Employee Organizational Citizenship Behavior Directed Towards Co-worker Survey
- Co-worker Demographics

## APPENDIX I

### PERCEIVED ORGANIZATIONAL SUPPORT

For the following questions, please indicate your level of agreement with each item based on the scale provided:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. The organization values my contribution to its well-being.
2. If the organization could hire someone to replace me at a lower salary it would do so.
3. The organization fails to appreciate any extra effort from me.
4. The organization strongly considers my goals and values.
5. The organization would ignore any complaint from me.
6. The organization disregards my best interests when it makes decisions that affect me.
7. Help is available from the organization when I have a problem
8. The organization really cares about my well-being.
9. Even if I did the best job possible, the organization would fail to notice.
10. The organization is willing to help me when I need a special favor.
11. The organization cares about my general satisfaction at work.
12. If given the opportunity, the organization would take advantage of me.
13. The organization shows very little concern for me.
14. The organization cares about my opinions.
15. The organization takes pride in my accomplishments at work.
16. The organization tries to make my job as interesting as possible.



## APPENDIX J

### LEADER-MEMBER EXCHANGE

For the following questions, please indicate your level of agreement with each item based on the scale provided:

**1. Do you know where you stand with your supervisor... do you usually know how satisfied your supervisor is with what you do?**

Rarely 1	Occasionally 2	Sometimes 3	Fairly Often 4	Very Often 5
-------------	-------------------	----------------	-------------------	-----------------

**2. How well does your supervisor understand your job problems and needs?**

Not a Bit 1	A Little 2	A Fair Amount 3	Quite a Bit 4	A Great Deal 5
----------------	---------------	--------------------	------------------	-------------------

**3. How well does your supervisor recognize your potential?**

Not at All 1	A Little 2	Moderately 3	Mostly 4	Fully 5
-----------------	---------------	-----------------	-------------	------------

**4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your supervisor would use his/her power to help you solve problems with your work?**

None 1	Small 2	Moderate 3	High 4	Very High 5
-----------	------------	---------------	-----------	----------------

**5. Again, regardless of the amount of formal authority your supervisor has, what are the chances that he/she would "bail you out" at his/her expense?**

None 1	Small 2	Moderate 3	High 4	Very High 5
-----------	------------	---------------	-----------	----------------

**6. I have enough confidence in my supervisor that I would defend and justify his/her decision if he/she were not present to do so.**

Strongly Disagree 1	Somewhat Disagree 2	Neutral 3	Somewhat Agree 4	Strongly Agree 5
---------------------------	---------------------------	--------------	------------------------	------------------------

**7. How would you characterize your working relationship with your supervisor?**

Extremely Ineffective 1	Worse Than Average 2	Average 3	Better Than Average 4	Extremely Effective 5
-------------------------------	----------------------------	--------------	-----------------------------	-----------------------------

## APPENDIX K

### CO-WORKER EXCHANGE

For the following questions, please indicate your level of agreement with each item based on the scale provided:

**1. Do you know where you stand with your co-worker... do you usually know how satisfied your co-worker is with what you do?**

Rarely <b>1</b>	Occasionally <b>2</b>	Sometimes <b>3</b>	Fairly Often <b>4</b>	Very Often <b>5</b>
--------------------	--------------------------	-----------------------	--------------------------	------------------------

**2. How well does your co-worker understand your job problems and needs?**

Not a Bit <b>1</b>	A Little <b>2</b>	A Fair Amount <b>3</b>	Quite a Bit <b>4</b>	A Great Deal <b>5</b>
-----------------------	----------------------	---------------------------	-------------------------	--------------------------

**3. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your co-worker would use his/her power to help you solve problems with your work?**

None <b>1</b>	Small <b>2</b>	Moderate <b>3</b>	High <b>4</b>	Very High <b>5</b>
------------------	-------------------	----------------------	------------------	-----------------------

**4. Again, regardless of the amount of formal authority your co-worker has, what are the chances he/she would “bail you out” at his/her expense?**

None <b>1</b>	Small <b>2</b>	Moderate <b>3</b>	High <b>4</b>	Very High <b>5</b>
------------------	-------------------	----------------------	------------------	-----------------------

**5. I have enough confidence in my co-worker that I would defend and justify his/her decision if he/she were not present to do so?**

Strongly Disagree <b>1</b>	Somewhat Disagree <b>2</b>	Neutral <b>3</b>	Somewhat Agree <b>4</b>	Strongly Agree <b>5</b>
----------------------------------	----------------------------------	---------------------	-------------------------------	-------------------------------

**6. How would you characterize your working relationship with your co-worker?**

Extremely Ineffective <b>1</b>	Worse Than Average <b>2</b>	Average <b>3</b>	Better Than Average <b>4</b>	Extremely Effective <b>5</b>
--------------------------------------	-----------------------------------	---------------------	------------------------------------	------------------------------------

## APPENDIX L

### INDIVIDUAL-ORGANIZATIONAL PSYCHOLOGICAL CONTRACT

For the following questions, please indicate the degree to which the organization has promised each of the following items to you:

<b>Not at All</b>	<b>Slightly</b>	<b>Somewhat</b>	<b>Moderately</b>	<b>To a Great Extent</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. An overall benefits package.
2. Health care benefits.
3. A competitive salary.
4. A fair salary.
5. Pay based on my current level of performance.
6. Opportunities to grow.
7. Opportunities for career development.
8. Opportunities to receive promotions.
9. Rapid advancement.
10. A job that is challenging.
11. A job that has high responsibility.
12. A job that is interesting.
13. A job that provides high autonomy.
14. Decision-making input.
15. Training.
16. The materials and equipment needed to perform the job.
17. The resources needed to perform the job.
18. Long-term job security.
19. Being treated with respect.
20. Being treated fairly.
21. Loyalty and concern for my personal welfare.
22. The quality of working conditions.
23. Supervisory support.
24. Organizational support.

## APPENDIX M

### INDIVIDUAL-SUPERVISOR PSYCHOLOGICAL CONTRACT

For the following questions, please indicate the degree to which your supervisor has promised each of the following items to you:

<b>Not at All</b>	<b>Slightly</b>	<b>Somewhat</b>	<b>Moderately</b>	<b>To a Great Extent</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. An overall benefits package.
2. Health care benefits.
3. A competitive salary.
4. A fair salary.
5. Pay based on my current level of performance.
6. Opportunities to grow.
7. Opportunities for career development.
8. Opportunities to receive promotions.
9. Rapid advancement.
10. A job that is challenging.
11. A job that has high responsibility.
12. A job that is interesting.
13. A job that provides high autonomy.
14. Decision-making input.
15. Training.
16. The materials and equipment needed to perform the job.
17. The resources needed to perform the job.
18. Long-term job security.
19. Being treated with respect.
20. Being treated fairly.
21. Loyalty and concern for my personal welfare.
22. The quality of working conditions.
23. Supervisory support.
24. Organizational support.

**APPENDIX N****INDIVIDUAL-CO-WORKER PSYCHOLOGICAL CONTRACT**

For the following questions, please indicate the degree to which you would expect your co-worker to engage in the following items:

<b>Not at All</b>	<b>Slightly</b>	<b>Somewhat</b>	<b>Moderately</b>	<b>To a Great Extent</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. Decision-making input.
2. Be respectful.
3. Be fair.
4. Be loyal and concerned for my personal welfare.
5. The quality of working conditions.
6. Be appreciative.
7. Be helpful.
8. Do their best.
9. Admit mistakes.
10. Apologize gracefully.
11. Be polite.
12. Co-worker support.

## APPENDIX O

### ORGANIZATIONAL PSYCHOLOGICAL CONTRACT BREACH –MEASURE 1

For the following questions, please indicate how the amount you actually received from your organization compares to the amount that the organization had promised to provide you on the items that follow using the scale provided:

- **-2 = ‘Received much less than promised’**
  - **-1 = ‘Received somewhat less than promised’**
  - **0 = ‘Received what was promised’**
  - **+1 = ‘Received somewhat more than promised’**
  - **+2 = ‘Received much more than promised’**
  - **X = ‘Not promised’**
1. The overall benefits package.
  2. The health care benefits.
  3. A competitive salary.
  4. A fair salary.
  5. Pay based on my current level of performance.
  6. Opportunities to grow.
  7. Opportunities for career development.
  8. Opportunities to receive promotions.
  9. Rapid advancement.
  10. A job that is challenging.
  11. A job that has high responsibility.
  12. A job that is interesting.
  13. A job that provides high autonomy.
  14. Decision-making input.
  15. Training.
  16. The materials and equipment needed to perform the job.
  17. The resources needed to perform the job.
  18. Long-term job security.
  19. Being treated with respect.
  20. Being treated fairly.
  21. Loyalty and concern for my personal welfare.
  22. The quality of working conditions.
  23. Supervisory support.
  24. Organizational support.

## APPENDIX P

### ORGANIZATIONAL PSYCHOLOGICAL CONTRACT BREACH –MEASURE 2

Using the scale below, please indicate how well, overall, your organization has fulfilled the promised obligations that it owed you.

**1. How well, overall, has your organization fulfilled the promised obligations that it owed you?**

Very Poorly Fulfilled	Somewhat Poorly Fulfilled	Fulfilled	Somewhat Well Fulfilled	Very Well Fulfilled
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

---

Please answer yes or no to the following question:

**2. Has or had your organization ever failed to meet the obligation(s) that were promised to you?**

- Yes
- No

If yes, please explain.

---

**3. If yes, how long ago did the organization fail to meet the obligation(s) that were promised to you?**

- Years \_\_\_\_\_
- Months \_\_\_\_\_

## APPENDIX Q

### SUPERVISOR PSYCHOLOGICAL CONTRACT BREACH – MEASURE 1

For the following questions, please indicate how the amount you actually received from your supervisor compares to the amount that your supervisor had promised to provide you on the items that follow:

- **-2 = ‘Received much less than promised’**
- **-1 = ‘Received somewhat less than promised’**
- **0 = ‘Received what was promised’**
- **+1 = ‘Received somewhat more than promised’**
- **+2 = ‘Received much more than promised’**
- **X = ‘Not promised’**

1. The overall benefits package.
2. The health care benefits.
3. A competitive salary.
4. A fair salary.
5. Pay based on my current level of performance.
6. Opportunities to grow.
7. Opportunities for career development.
8. Opportunities to receive promotions.
9. Rapid advancement.
10. A job that is challenging.
11. A job that has high responsibility.
12. A job that is interesting.
13. A job that provides high autonomy.
14. Decision-making input.
15. Training.
16. The materials and equipment needed to perform the job.
17. The resources needed to perform the job.
18. Long-term job security.
19. Being treated with respect.
20. Being treated fairly.
21. Loyalty and concern for my personal welfare.
22. The quality of working conditions.
23. Supervisory support.
24. Organizational support.



## APPENDIX R

### SUPERVISOR PSYCHOLOGICAL CONTRACT BREACH – MEASURE 2

Using the scale below, please indicate how well, overall, your supervisor has fulfilled the promised obligations that he/she owed you.

**1. How well, overall, has your supervisor fulfilled the promised obligations that he/she owed you?**

Very Poorly Fulfilled	Somewhat Poorly Fulfilled	Fulfilled	Somewhat Well Fulfilled	Very Well Fulfilled
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

---

Please answer yes or no to the following question:

**2. Has or had your supervisor ever failed to meet the obligation(s) that were promised to you?**

- Yes
- No

If yes, please explain.

---

**3. If yes, how long ago did your supervisor fail to meet the obligation(s) that were promised to you?**

- Years \_\_\_\_\_
- Months \_\_\_\_\_

**APPENDIX S****CO-WORKER PSYCHOLOGICAL CONTRACT BREACH – MEASURE 1**

For the following questions, please indicate to what extent your co-worker has met your expectations regarding the unwritten promises that should take place in a working relationship:

- **-2 = ‘Received much less than promised’**
- **-1 = ‘Received somewhat less than promised’**
- **0 = ‘Received what was promised’**
- **+1 = ‘Received somewhat more than promised’**
- **+2 = ‘Received much more than promised’**
- **X = ‘Not promised’**

1. Decision-making input.
2. Respectfulness.
3. Fairness.
4. Loyalty and concern with personal welfare.
5. Quality of working conditions.
6. Appreciativeness.
7. Helpfulness.
8. Do their best.
9. Admit mistakes.
10. Apologizing gracefully.
11. Being polite.
12. Co-worker support.

## APPENDIX T

### CO-WORKER PSYCHOLOGICAL CONTRACT BREACH – MEASURE 2

Using the scale below, please indicate how well, overall, your co-worker has fulfilled the promised obligations that you expected.

**1. How well, overall, has your co-worker fulfilled the promised obligations that you expected?**

Very Poorly Fulfilled	Somewhat Poorly Fulfilled	Fulfilled	Somewhat Well Fulfilled	Very Well Fulfilled
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

---

Please answer yes or no to the following question:

**2. Has or had your co-worker ever failed to meet the obligation(s) that you expected of them?**

- Yes
- No

If yes, please explain.

---

**3. If yes, how long ago did your co-worker fail to meet the obligation(s) that you expected?**

- Years \_\_\_\_\_
- Months \_\_\_\_\_

## APPENDIX U

### EMPLOYEE ORGANIZATIONAL COMMITMENT

For the following questions, please indicate your level of agreement with each item based on the scale provided:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. This organization has a great deal of personal meaning for me.
2. I really feel as if this organization's problems are my own.
3. I do not feel like "part of the family" at my organization.
4. I do not feel "emotionally attached" to this organization.
5. I do not feel a strong sense of "belonging" to my organization.
6. I would be very happy to spend the rest of my career with this organization.

#### **Continuance Commitment**

1. Right now, staying with my organization is a matter of necessity as much as desire.
2. Too much of my life would be disrupted if I decided I wanted to leave my organization now.
3. It would be very hard for me to leave my organization right now, even if I wanted to.
4. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.
6. I feel that I have too few options to consider leaving this organization.

#### **Normative Commitment**

1. I would feel guilty if I left my organization now.
2. I would not leave my organization right now because I have a sense of obligation to the people in it.
3. This organization deserves my loyalty.
4. I do not feel any obligation to remain with my current employer.
5. Even if it were to my advantage, I do not feel it would be right to leave my organization now.
6. I owe a great deal to my organization.

## APPENDIX V

### SUPERVISOR PERCEIVED EMPLOYEE ORGANIZATIONAL COMMITMENT

For the following question, please indicate your level of agreement with each item based on the scale provided. In other words, to what extent do you agree with the following statements when considering the employee for whom you are filling out this survey:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. This organization has a great deal of personal meaning for the employee.
2. The employee really feels as if the organization's problems are his/her own.
3. The employee may not feel like "part of the family" at the organization.
4. The employee may not feel "emotionally attached" to this organization.
5. The employee may not feel a strong sense of "belonging" to the organization.
6. The employee would be very happy to spend the rest of his/her career with this organization.

#### **Continuance Commitment**

1. Right now, staying with the organization is a matter of necessity as much as desire for the employee.
2. Too much of the employee's life would be disrupted if he/she decided he/she wanted to leave the organization now.
3. It would be very hard for the employee to leave the organization right now, even if he/she wanted to.
4. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives for the employee.
5. If the employee had not already put so much of his/herself into this organization, he/she might consider working elsewhere.
6. The employee may feel that he/she has too few options to consider leaving this organization.

#### **Normative Commitment**

1. The employee would feel guilty if he/she left the organization now.
2. The employee would not leave the organization right now because he/she has a sense of obligation to the people in it.
3. This organization deserves the employee's loyalty.
4. The employee does not feel any obligation to remain with the organization.
5. Even if it were to the employee's advantage, the employee may not feel it would be right to leave the organization now.
6. The employee owes a great deal to the organization.

## APPENDIX W

### EMPLOYEE SUPERVISOR COMMITMENT

For the following questions, please indicate your level of agreement with each item based on the scale provided.

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. This supervisor has a great deal of personal meaning for me.
2. I really feel as if my supervisor's problems are my own.
3. I do not feel like "part of the family" with my supervisor.
4. I do not feel "emotionally attached" to my supervisor.
5. I do not feel a strong sense of "belonging" to my supervisor.
6. I would be very happy to spend the rest of my career with my supervisor.

#### **Continuance Commitment**

1. Right now, working for my supervisor is a matter of necessity as much as desire.
2. Too much of my life would be disrupted if I decided I wanted to leave my supervisor now.
3. It would be very hard for me to leave my supervisor right now, even if I wanted to.
4. One of the few negative consequences of leaving my supervisor would be the scarcity of available alternatives.
5. If I had not already put so much of myself into working with this supervisor, I might consider working elsewhere.
6. I feel that I have too few options to consider leaving my supervisor.

#### **Normative Commitment**

1. I would feel guilty if I left my supervisor now.
2. I would not leave my supervisor right now because I have a sense of obligation to him/her.
3. This supervisor deserves my loyalty.
4. I do not feel any obligation to remain with my current supervisor.
5. Even if it were to my advantage, I do not feel it would be right to leave my supervisor now.
6. I owe a great deal to my supervisor.

## APPENDIX X

### SUPERVISOR PERCEIVED EMPLOYEE SUPERVISOR COMMITMENT

For the following questions, please indicate your level of agreement with each item based on the scale provided. In other words, to what extent do you agree with the following statements when considering the employee for whom you are filling out this survey:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. Our working relationship has a great deal of personal meaning for the selected employee.
2. The selected employee really feels as if my problems are his/her own.
3. The selected employee may not feel like “part of my family” at work.
4. The selected employee does not feel “emotionally attached” to me.
5. The selected employee does not feel a strong sense of “belonging” to our working relationship.
6. The selected employee would be very happy to spend the rest of his/her career with me as his/her supervisor.

#### **Continuance Commitment**

1. Right now, working for me as his/her supervisor is a matter of necessity as much as desire for the selected employee.
2. Too much of the selected employee’s life would be disrupted if he/she decided he/she wanted to leave our working relationship now.
3. It would be very hard for the selected employee to leave our working relationship, even if he/she wanted to.
4. One of the few negative consequences of leaving our working relationship for the selected employee would be the scarcity of available alternatives to him/her.
5. If the selected employee had not already put so much of his/herself into working with me, he/she might consider working elsewhere.
6. The selected employee feels that he/she has too few options to consider leaving our working relationship.

#### **Normative Commitment**

1. The selected employee would feel guilty if he/she left our working relationship now.
2. The selected employee would not leave our working relationship right now because he/she has a sense of obligation to me.
3. I deserve the selected employee’s loyalty.
4. The selected employee does not feel any obligation to remain with me as his/her supervisor.
5. Even if it were to the selected employee’s advantage, he/she would not feel it would be right to leave our working relationship now.
6. The selected employee owes a great deal to me.

## APPENDIX Y

### EMPLOYEE CO-WORKER COMMITMENT

For the following questions, please indicate your level of agreement with each item based on the scale provided:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. This co-worker has a great deal of personal meaning for me.
2. I really feel as if my co-worker's problems are my own.
3. I do not feel like "part of the family" with my co-worker.
4. I do not feel "emotionally attached" to my co-worker.
5. I do not feel a strong sense of "belonging" to my co-worker.
6. I would be very happy to spend the rest of my career working with my co-worker.

#### **Continuance Commitment**

1. Right now, working with my co-worker is a matter of necessity as much as desire.
2. Too much of my life would be disrupted if I decided I wanted to leave my co-worker now.
3. It would be very hard for me to leave my co-worker right now, even if I wanted to.
4. One of the few negative consequences of leaving my co-worker would be the scarcity of available alternatives.
5. If I had not already put so much of myself into working with this co-worker, I might consider working elsewhere.
6. I feel that I have too few options to consider leaving my co-worker.

#### **Normative Commitment**

1. I would feel guilty if I left my co-worker now.
2. I would not leave my co-worker right now because I have a sense of obligation to him/her.
3. This co-worker deserves my loyalty.
4. I do not feel any obligation to remain with my current co-worker.
5. Even if it were to my advantage, I do not feel it would be right to leave my co-worker now.
6. I owe a great deal to my co-worker.



## APPENDIX Z

### CO-WORKER PERCEIVED EMPLOYEE CO-WORKER COMMITMENT

For the following questions, please indicate your level of agreement with each item based on the scale provided. In other words, to what extent do you agree with the following statements when considering the employee for whom you are filling out this survey:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### **Affective Commitment**

1. Our working relationship has a great deal of personal meaning for the selected employee.
2. The selected employee really feels as if my problems are his/her own.
3. The selected employee may not feel like “part of my family” at work.
4. The selected employee does not feel “emotionally attached” to me.
5. The selected employee does not feel a strong sense of “belonging” to our working relationship.
6. The selected employee would be very happy to spend the rest of his/her career with me as his/her co-worker.

#### **Continuance Commitment**

1. Right now, working with me as a co-worker is a matter of necessity as much as desire for the selected employee.
2. Too much of the selected employee’s life would be disrupted if he/she decided he/she wanted to leave our working relationship now.
3. It would be very hard for the selected employee to leave our working relationship, even if he/she wanted to.
4. One of the few negative consequences of leaving our working relationship for the selected employee would be the scarcity of available alternatives to him/her.
5. If the selected employee had not already put so much of his/herself into working with me, he/she might consider working elsewhere.
6. The selected employee feels that he/she has too few options to consider leaving our working relationship.

#### **Normative Commitment**

1. The selected employee would feel guilty if he/she left our working relationship now.
2. The selected employee would not leave our working relationship right now because he/she has a sense of obligation to me.
3. I deserve the selected employee’s loyalty.
4. The selected employee does not feel any obligation to remain with me as his/her co-worker.
5. Even if it were to the selected employee’s advantage, he/she would not feel it would be right to leave our working relationship now.
6. The selected employee owes a great deal to me.

**APPENDIX AA****SUPERVISOR PERCEIVED EMPLOYEE ORGANIZATIONAL CITIZENSHIP  
BEHAVIOR DIRECTED TOWARDS ORGANIZATION**

For the following questions, please indicate your level of agreement with each item based on the scale provided:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. This employee sometimes takes undeserved or extended work breaks.
2. This employee adheres to informal organizational rules devised to maintain order.
3. This employee always gives advance notice when he/she is unable to come to work.
4. This employee sometimes spends a lot of time in personal phone conversations.
5. This employee's attendance at work is above the norm.
6. This employee sometimes complains about insignificant or minor things at work.

## APPENDIX AB

### SUPERVISOR PERCEIVED EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIRECTED TOWARDS SUPERVISOR

For the following questions, please indicate your level of agreement with each item based on the scale provided:

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. This employee assists me with my work (when not asked).
2. This employee takes a personal interest in my well-being.
3. This employee goes out of the way to help me.
4. This employee passes along work-related information to me.
5. This employee gives me advance notice when he/she is unable to come to work.
6. This employee informs me when an unforeseen problem occurs on the job.

## APPENDIX AC

### CO-WORKER PERCEIVED EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR DIRECTED TOWARDS CO-WORKER

For the following questions, please indicate your level of agreement with each item based on the scale provided.

<b>Strongly Disagree</b>	<b>Somewhat Disagree</b>	<b>Neutral</b>	<b>Somewhat Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

1. This employee generally helps me when I have been absent.
2. This employee takes a personal interest in my well-being.
3. This employee generally helps me when I have a heavy workload.
4. This employee goes out of the way to help me.
5. This employee generally takes time to listen to my problems and worries.
6. This employee passes along work-related information to me.
7. This employee helps me when I encounter technical problems on the job.
8. This employee is willing to help me solve work-related problems.
9. This employee is willing to cover work assignments for me when needed.

## APPENDIX AD

### SUPERVISOR DEMOGRAPHIC INFORMATION

The following questions aim to help determine the adequacy and representativeness of the sample.

**1. Your gender.**

- Male \_\_\_\_\_ Female \_\_\_\_\_

**2. Your age:** \_\_\_\_\_

**3. Number of years and months you have been with the organization:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**4. Number of years and months you have been the supervisor for the employee filling out this survey:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**5. What department do you belong to within the organization:** \_\_\_\_\_

**6. Number of years of full-time employment (please include your working experience within other organizations as well):** \_\_\_\_\_

**7. Number of years of experience of being in a supervisor position:** \_\_\_\_\_

**8. Your educational background**

- 1 Some High School
- 2 High School Diploma or Equivalent
- 3 Some College
- 4 Associates Degree
- 5 Bachelor Degree
- 6 Masters Degree
- 7 Doctoral/Professional Degree

**9. Industry of your organization:** \_\_\_\_\_

**10. Approximate number of employees employed within your organization:** \_\_\_\_\_

**11. Approximate number of employees whom you currently supervise:** \_\_\_\_\_

**12. Were you a part of the recruiting process that took place for recruiting the selected employee?**

- Yes \_\_\_\_\_ No \_\_\_\_\_

**13. Were you a part of the hiring process that took place for hiring the selected employee?**

- Yes \_\_\_\_\_ No \_\_\_\_\_

## APPENDIX AE

### EMPLOYEE DEMOGRAPHIC INFORMATION

The following questions aim to help determine the adequacy and representativeness of the sample.

**1. Your gender.**

- Male \_\_\_\_\_ Female \_\_\_\_\_

**2. Your age:** \_\_\_\_\_

**3. Number of years and months you have been with the organization:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**4. Number of years and months you have reported to your supervisor:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**5. Number of years and months you have worked with the co-worker who will be completing the ‘co-worker’ portion of this survey:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**6. Your position level within the organization:** \_\_\_\_\_

**7. Your position title within the organization:** \_\_\_\_\_

**8. What department do you belong to within the organization:**

\_\_\_\_\_

**9. Number of years of full-time employment (please include your working experience within other organizations as well):** \_\_\_\_\_

**10. Your educational background**

- 1 Some High School
- 2 High School Diploma or Equivalent
- 3 Some College
- 4 Associates Degree
- 5 Bachelor Degree
- 6 Masters Degree
- 7 Doctoral/Professional Degree

**11. Industry of your organization:** \_\_\_\_\_

**12. Approximate number of employees employed within your organization:**

\_\_\_\_\_

**APPENDIX AF****CO-WORKER DEMOGRAPHIC INFORMATION**

The following questions aim to help determine the adequacy and representativeness of the sample.

**1. Your gender.**

- Male \_\_\_\_\_ Female \_\_\_\_\_

**2. Your age:** \_\_\_\_\_**3. Number of years and months you have been with the organization:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**4. Number of years and months you have been a co-worker of the employee for whom you are filling out this survey:**

- Years \_\_\_\_\_ Months \_\_\_\_\_

**5. Your position level within the organization:** \_\_\_\_\_**6. Your position title within the organization:** \_\_\_\_\_**7. What department do you belong to within the organization:**  
\_\_\_\_\_**8. Number of years of full-time employment (please include your working experience within other organizations as well):**  
\_\_\_\_\_**9. Your educational background**

- 1 Some High School
- 2 High School Diploma or Equivalent
- 3 Some College
- 4 Associates Degree
- 5 Bachelor Degree
- 6 Masters Degree
- 7 Doctoral/Professional Degree

**10. Industry of your organization:** \_\_\_\_\_**11. Approximate number of employees employed within your organization:**  
\_\_\_\_\_

**VITA**

YVETTE PAULA LOPEZ  
Department of Management  
Mays Business School  
Texas A&M University  
420 Wehner Building  
4221 TAMU  
College Station, TX 77843-4221

**EDUCATION**

- Ph.D., Business Administration, May 2008  
Major: Management  
Concentration: Organizational Behavior/Human Resource Management  
Minor: Psychology  
Texas A&M University
- B.S., Business Administration and Psychology, May 2001  
Major: Management and Psychology  
California State University, Fresno

**PUBLICATIONS**

- Griffin, R. W., & Lopez, Y. P. 2005. "Bad behavior" in organizations: A review and typology for future research. *Journal of Management*, 31(6): 1-18.
- Lopez, Y. P., Rechner, P. L., & Olson-Buchanan, J. B. 2005. Shaping ethical perceptions: An empirical assessment of the influence of business education, culture, and demographic factors. *Journal of Business Ethics*, 60: 341-358.