



**The relationship between Psychological Contract Breach and Employee  
Attitudes. The influence of Self- Determination and Personality**

**Master's Thesis Human Resource Studies**

**Anthia Panagiotou**

**Student number: 922791**

**Supervisor: Dr. Rene Schalk**

**Project Theme: Psychological contract breach**

**Project Period: January 2017 – June 2017**

## **Abstract**

The goal of the current study was primarily to examine the effect of psychological contract breach (PCB) on employee's job satisfaction, and on employee's intention to turnover. Additionally, to examine whether intrinsic and extrinsic motivation act as moderators on both relationships. Last, to examine whether agreeableness acts as moderator between breach and job satisfaction, and whether neuroticism and openness to experience act as moderators on intention turnover. It was expected that PCB leads to reduced job satisfaction, and to increased intention turnover. Moreover, it was expected that intrinsic motivation can buffer the negative effect of PCB on the employee's intention turnover and to increase job satisfaction during a breach. Also, it was expected that extrinsic motivation can buffer the negative effect of PCB on the employee's turnover, and to increase job satisfaction during a breach. Last, we expected that neuroticism and openness to experience as moderations, employees will have higher intention turnover during a breach. Although, high agreeableness as a moderator will bring higher job satisfaction during a breach. Data were collected of 162 employees with permanent and temporary contract from different sectors in the Netherlands, Cyprus, Greece, and Spain, who filled out an online questionnaire. Linear regression analysis showed support for a negative relationship between breach and job satisfaction, while also a positive relationship between breach and intention turnover. Intrinsic motivation works as a moderator between PCB and intention turnover, such as it buffers the relationship between breach and intention turnover. To conclude, this study shows that organizations need to decrease PCB, since it can negatively affect employee's satisfaction and increase employee's feelings to leave the organization.

*Key words: psychological contract breach, job satisfaction, intention turnover, intrinsic motivation, extrinsic motivation, agreeableness, neuroticism, openness to experience*

## 1. Introduction

The relationship between employees and employers appears to provide an integrative perception to point a set of worry (Guest, 1998). Indeed, an employer plays a significant factor for an employee to stay in an organization, and more factors involve specific employer's promises and engagement to the employee (Rousseau, 1989). An employee also plays a significant role for the organization's effectiveness and efficiency (Conway & Briner, 2005). Within the employment relationship, a core concept is the psychological contract. Psychological contract is defined as a person's perceptions about the mutual obligations in an employment exchange relationship (Rousseau, 1989). Psychological contracts are necessary components of organizations and the right use of them from both parties (employees and employers) make possible the achievement of organizational goals (Robinson, Kraatz & Rousseau, 1994).

A breach exists when organization has failed to meet promises during the psychological contract (Rousseau, 1989). According to Conway and Briner (2005), breach is probably the most important idea in the theory of psychological contract while it is the main way of understanding how psychological contract affects the feelings, attitudes, and behaviors of employees, and so the organization's effectiveness. Nowadays it has emerged as a central topic for conceptual analysis, due to the effects that causes such as negative emotions, reduces employee's well-being, loss of trust and commitment (Argyris, 1960). Moreover, a breach can ruin employee's performance, can create conflicts between employees and employers, as also can influence negatively the organization's profit (Rousseau, 1989). While a breach can harm the relationship between employees and employers, it has also deep effects on the organization because those employees with a breached relational psychological contract may do minimal amounts of work and may experience low levels of organization support (Rousseau, 1989).

Additionally, other researchers specified that breach is related to a wide range of undesirable employee attitudes, such as lower job satisfaction (Tekleab, Takeuchi, & Taylor, 2005). Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Researchers also found related connections between psychological contract breach with increased intention turnover (Turnley & Feldman, 1998), and decreased performance of work behaviors (Robinson & Morrison, 1995). Turnover intention refers to the employee's perceived likelihood that they will be staying or leaving the organization they work for (Igbaria & Guimaraes, 1999). Because a psychological contract breach can have such negative effects on employees, it is important to understand how the breach can affect employees. Psychological contract breach can be explored through employee cognition and emotion, as they occur within social exchange relationships, which means through the process of negotiated exchanges between the parties (Dulac, Coyle-Shapiro, Henderson & Wayne, 2008).

In relation to the psychological contract, researchers identified a number of socio-cognitive dimensions on which people may vary in their beliefs, and may influence employee's attitudes to proceed

and perform in the work (Sparrow, 1998). One of these dimensions involve motivation and many researchers assessed the influence of intrinsic and extrinsic motivation on employee performance (Gagne & Deci, 2005; Osterloh, & Frey, 2000). Thus, an interested part during a breach is to assess which type of motivation (intrinsic vs. extrinsic) move employees in a higher job satisfaction and lower intention turnover. According to Dworkin (1988), intrinsic motivation is also called autonomous as it involves performing with a sense of volition, while extrinsic motivation is called controlled motivation because employees perform after they receive a reward.

Moreover, people differ in the way they react during a breach, as a high percent of people behaving differently from each other is based on personality (Digman, 1990). Personality traits, and specifically the Big Five model contains evidence of association between personality and work attitudes (Barrick & Mount, 1991), while also personality might affect the psychological contract (Raja, Johns & Ntalianis, 2004). Generally, personality as a predictor of job performance is quite low (Schmitt, Gooding, Noe, & Kirsch, 1984), hence I selected three (neuroticism, openness to experience, agreeableness) from the five variables of Big Five (John & Srivastava, 1999) with the highest associations of job performance. Through better understanding of the relationship between personality and work attitudes, the utility of personality measures in organizational environments might be more fully realized.

This study will be conducted in a context of psychological contract breach. In combination with the literature, the following research question is derived: *“To what extent is the relationship between psychological contract breach and employee attitudes moderated by intrinsic and extrinsic motivation and personality traits”*.

Following the introduction, the theoretical framework and the method to be used will be discussed. Control variables as well are included in the method to assess which of them influence the employee perception and attitudes. Afterwards, design, analyses and results will be illustrated. Finally, conclusion, limitations, and recommendations will be outlined.

## **2. Theoretical Framework**

### **2.1 Psychological Contract Breach and Employee Attitudes**

Psychological contract is described as employee's beliefs about common obligations that exist between an employee and the organization (Rousseau, 1989). Employee's beliefs are based on the perception that an employer's promises have been made, such as wage, opportunities, job training and as an exchange for it, employee offers efforts, creativity, and time for the organization (Rousseau, 1989). Psychological contract plays an important role in employment relationships, while without the promises of future exchange, neither party would have incentives to contribute to the obligations of their relationship (Rousseau, 1989). Psychological contract, is not made once like formal contracts, but it is revised throughout the employee's

tenure in the organization (Rousseau & Parks, 1993). The longer the relationship lasts and the more the two parties interact, with mutual obligations and reciprocity, the broader the array of inspirations and contributions could be included in the contract (Rousseau, 1989). Liability and keep-promises decrease the likelihood of a psychological contract breach (Robinson 1996).

Morrison and Robinson (1997) related psychological contract breach with the fact organization recognizes that obligations exist but failed to follow through to that obligations. Employee perceptions of breach have negative consequences for organizations, such as lowered performance, reduced commitment and satisfaction, as well as turnover intentions (Robinson, Kraatz & Rousseau, 1994). During a breach, employees have negative reactions because of unfulfilled organizational promises, such as feelings of unfairly treated and without motivation to show efforts for the organization (Rousseau, 1989). According to social exchange theory, employees expect, based on the norm of reciprocity, that there will a balance between what they give and what they receive (Blau, 1964). If one party does not reciprocate, an imbalance is growing between employee and employer, and if employees feel that their employers did not keep their promises, they will react with lower job satisfaction (Taylor & Tekleab, 2004).

A psychological contract breach can have multiple effects on employees because a trusting relationship between the employee and the organization has been collapsed (Kickul & Lester, 2001). Morrison and Robinson (1997) have distinguished the term of breach with the meaning of violation, reporting that violation is the emotional affective state that follows after the breach. Employees have attitudes or viewpoints about many aspects of their jobs, their careers, and their organization. The most central employee attitude is job satisfaction, however productivity, commitment, well-being and turnover as well are important to organizational outcomes (Saari & Judge, 2004). Gakovic & Tetrick (2003) found that psychological contract breach is related to lower job satisfaction because when the relationship is breached, employees do not have reasons to perform for the organization. Additionally, during a breach, employees have higher feelings related to intention to turnover because they feel that organization does not respect their efforts and lower feelings of organization support (Hess & Jepsen, 2009). Thus, we hypothesize:

H1a: Psychological contract breach negatively affects job satisfaction

H1b: Psychological contract breach positively affects employee's intentions to turnover

## **2.2 Self-determination (internal/external motivation) as a moderator of the relationship between psychological contract breach and employee attitudes**

Employees are often moved by internal and external factors (Gagne & Deci, 2005), which are two of the different types of psychological contract obligations, whether the outcomes deal with the job itself and influence intrinsic motivation or if it is associated with extrinsic consequences of completing the work

(Robinson, 1996). Self-determination theory (SDT) proposed a model of extrinsic and intrinsic motivation (Gagne & Deci, 2005). Extrinsic motivation includes rewards, pay systems, evaluations or the opinions they fear other might have of them (Gagne & Deci, 2005). Intrinsic motivation involves people doing an activity because they find it interesting, and are motivated within by curiosity or care (Deci, 1971). Intrinsic motivation is not necessarily externally rewarded or supported, but comes from a sustain passion and creativity (Porter & Lawler, 1968). Both types of motivation stand in contrast to amotivation, which is the lack of motivation (Gagne & Deci, 2005). Researchers found that during a breached relationship, high extrinsic and high intrinsic motivation can increase employee's job satisfaction (Robinson, Kraatz & Rousseau, 1994). Gagne and Deci (2005) found that during a breach, high intrinsic motivation was associated with lower levels of employee intention turnover than low intrinsic motivation, while also researchers suggested that intrinsic motivation may be more effective than extrinsic motivation (Cho & Perry, 2012).

Rousseau and Parks (1993) supported that psychological contracts include a reciprocal appreciation of intrinsic motivation. If the contract is breached, the reciprocal appreciation is transformed into an extrinsically motivated contract, with higher levels of employee intention turnover (Rousseau & Parks, 1993). For example, during a breach, when an employer express their appreciation for the employee's efforts with a symbolic gift, employee's intrinsic motivation increases as also job satisfaction. This happens because the employee feels that the employer respects the efforts for the organization (Osterloh & Frey, 2000). While, when an employer presents money as a gift, employee's intrinsic motivation decreases (Osterloh & Frey, 2000). Further, to understand what makes people to be satisfied with employer's relationships, before searching for extrinsic motivations, the nature of the work itself is one of the first places to examine (Saari & Judge, 2004). Hence we hypothesize:

H2a: High extrinsic motivation during a breach, negatively affects employee intention turnover than low extrinsic motivation.

H2b: High intrinsic motivation during a breach, positively affects employee job satisfaction than low intrinsic motivation.

H2c: High intrinsic motivation during a breach, negatively affects employee intention turnover than low intrinsic motivation.

H2d: High extrinsic motivation during a breach, positively affects employee job satisfaction than low extrinsic motivation.

### **2.3 Personality as a moderator between psychological contract breach and employee attitudes**

The Big Five personality taxonomy has been found in many investigations with different theoretical frameworks and diverse instruments (Digman, 1990). Three out of five factors were selected due to the

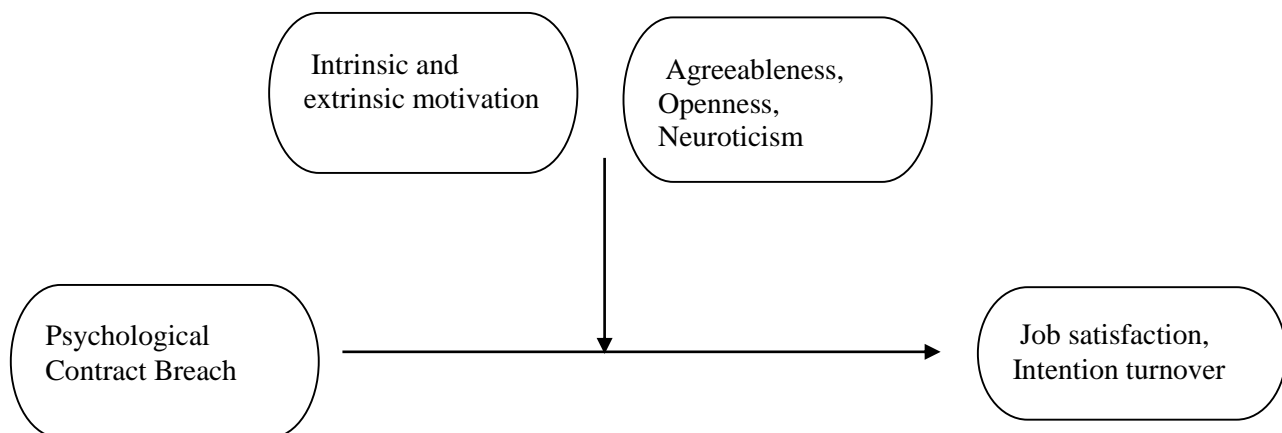
high association to job satisfaction and intention turnover. Selected factors include openness to experience (e.g., intellectual curiosity, creativity, active), agreeableness (e.g., trustful, cooperative, compassionate), and neuroticism (e.g., emotional stability, experiencing easily unpleasant emotions such as anxiety) (Barrick & Mount, 1993). Raja, Johns, and Ntalianis (2004) found that employees high on agreeableness would report long-term contracts and be less prone to experience breach. Agreeable people expect from the organization to support and help them in the workplace (Costa & McCrae, 1992), while agreeableness has been associated with high job satisfaction (Judge et al., 2002). Researchers suggested also that during a breach, employees with high agreeableness will have higher job satisfaction than those with low levels of agreeableness, because of their cooperativeness (Raja, Johns & Ntalianis, 2004). In contrast, employees high on neuroticism will not engage in long-term psychological contracts, as also employees with emotional stability and high anxiety reported low levels of job satisfaction during a breach (Judge, Heller, & Mount, 2002). Moreover, during a breach employees with high levels of neuroticism were more prone to leave the organization than those with lower levels of neuroticism (Zimmerman, 2008). About employees with high openness to experience, Maertz and Griffeth (2004) found that when a contract is breached, they tend to think to quit from the organization, due to openness to other opportunities. People with openness to experience are more widely interested and curious to explore different career paths, so during a breach the feeling of having more experiences is increasing, as also the intention to leave the organization that does not keep their promises (Zimmerman, 2008).

We hypothesize the following:

H3a: High neuroticism during a breach, positively affects employee intention turnover than with low neuroticism.

H3b: High openness to experience during a breach, positively affects employee intention turnover than with low openness to experience.

H3c: High agreeableness during a breach, positively affects employee job satisfaction than with low agreeableness.



## **Figure 1: Conceptual Model**

### **3. Methods**

#### **3.1 Research design**

Self-reported measures were used to examine the variables and the objectives of this study which are: the relationship between psychological contract breach and employee attitudes (job satisfaction, intention turnover), the moderating effect of self-determination (extrinsic and intrinsic motivation) on the relationship between psychological contract breach and employee attitudes (job satisfaction, intention turnover), as well as the moderating role of personality traits (neuroticism, agreeableness, openness to experience) on the relationship between psychological contract breach and employee attitudes (job satisfaction, intention turnover). In order to measure the relationships that have been hypothesized in our explanatory study, a quantitative study was designed and conducted.

#### **3.2 Sample and Procedure**

As a way of measurement, questionnaire survey was used. In our questionnaire we included a cover letter where we provided some information for the participants about the study and the ethical parts. Using the “G power programme” (Faul, Erdfelder, Buchner & Lang, 2009) we found out the sample size I needed to complete my survey, which was about 146 respondents. Respondents were contacted to fill in an online survey through the Human Resource department of the organizations sent to as also respondents were approached through the networks of members of our thesis circle. Respondents were coming from both public and private organizations, while most of them were from private sectors. Some of the private organizations were based on banking, HR consultants, and hotels. Generally, large organizations (more than 800 employees) took part in the survey. Both full-time and part-time employees participated in the research from both private and public sectors based on an international background, in order to assess the most significant differences occur in the work status and type of contract. The data was gathered once from the mid of April to the beginning of May.

192 employees have been approached and 162 filled in the questionnaire, from The Netherlands, Cyprus, Greece, and Spain. Table 1 indicates the demographic data of the analysis. The sample consists out of 66% (107) female and 34% (55) men. Information about type of organization is mentioned, as the most of the respondents 72.2% (117) were working in a private organization, in contrast of 27.8% (45) were working in a public organization. Information about work type is included, while the most of the respondents 34% (55) identified their work position as intermediate white collar workers, although skilled blue collar workers had the fewest respondents 4.3% (7).

**Table 1: Demographic data**

<b>Variables</b>	<b>Female(N=107)</b>	<b>Male(N= 55)</b>	<b>Total(N= 162)</b>
<b>Gender</b>	66%	34%	100%
<b>Average age</b>	27,57 years	27,96 years	27,70 years
<b>Educational level:</b>			
<b>University degree</b>	58,64% (95)	30,86% (50)	89,5% (145)
<b>Higher vocational education</b>	1,23% (2)	0,61% (1)	1,9% (3)
<b>Pre-university education</b>	1,85% (3)	0,61% (1)	2,5% (4)
<b>Higher general secondary education</b>	1,23% (2)	1,85% (3)	3,1% (5)
<b>Other education</b>	3,08% (5)	(0)	3,1% (5)
<b>Type of organization:</b>			
<b>Public</b>	19,13% (31)	8,64% (14)	27,8% (45)
<b>Private</b>	46,91% (76)	25,30% (41)	72,2% (117)
<b>Contract type:</b>			
<b>Permanent</b>	32,71% (53)	18,51% (30)	51,2% (83)
<b>Temporary</b>	33,33% (54)	15,43% (25)	48,8% (79)
<b>Work type:</b>			
<b>Unskilled blue collar worker</b>	3,70% (6)	3,70% (6)	7,4% (12)
<b>Skilled blue collar worker</b>	1,23% (2)	3,08% (5)	4,3% (7)
<b>Lower level white collar worker</b>	20,37% (33)	4,32% (7)	24,7% (40)
<b>Intermediate white collar worker</b>	21,60% (35)	12,34% (20)	34,0% (55)
<b>Upper white collar worker</b>	15,43% (25)	8,64% (14)	24,1% (39)
<b>Management or director</b>	3,70% (6)	1,85% (3)	5,6% (9)
<b>Average work hours per week</b>	36,97 hours	38,97 hours	37,42 hours
<b>Average year working</b>	2,97 years	3,14 years	3,03 years
<b>Supervise others:</b>			
<b>Yes</b>	15,43% (25)	50,61% (82)	27,2% (44)
<b>No</b>	11,72% (19)	22,22% (36)	72,8% (118)

### 3.3 Instruments - Measures

#### 3.3.1 Independent variable Psychological

##### *contract breach*

For the first construct, the Tilburg Psychological Contract Questionnaire was used (Freese, Schalk & Croon, 2008). The questionnaire consisted of six items (Cronbach's  $\alpha = 0.790$ ), and five point Likert scale ranged from 1 "not at all" to 5 "very much". Each set of items was introduced with a question "Does your organization provide you with". Two items included "good work content" and "opportunities for career development". Validity data of the items were not included in previous studies (van der Smissen, Schalk & Freese, 2013). The six items were reversed, such that a high score on this scale indicated a breach of the psychological contract breach.

#### 3.3.2 Dependent variables

##### *Job satisfaction*

For the second construct, the Michigan Organizational Assessment Questionnaire (MOAQ) was used, which consisted of three-item measure (Camman, Fichman, Jenkins, and Klesh, 1983). The MOAQ had been meta-analysed and had acceptable reliability, as also the cronbach's alpha was 0.84 (Bowling and Hammond, 2008). According to validity of subscales from previous studies, Confirmatory Factor Analyses (CFA) further suggested that job satisfaction with organizational commitment, job involvement and career satisfaction were distinct from each other (Brooke, Russell, & Price, 1988; Mathieu & Farr, 1991). Thus, job satisfaction was related to but not redundant with other job attitudes (Harris, Wheeler & Kacmar, 2009). The seven-point Liker scale ranged from "1- Strongly Disagree" to "7- Strongly Agree". An item included "All in all, I am satisfied with my job".

##### *Intention to turnover*

For the third construct, the measurement scale of Chiu and Francesco (2003) was used, which included three items (Cronbach's  $\alpha=0.93$ ). Information about validity of subscales from previous studies included Confirmatory Factor Analysis (CFA) in an effort to establish the discriminant validity of the measures (Harris, Wheeler & Kacmar, 2009). The seven- point Liker scale ranged from "1-Strongly Disagree" to "7-Strongly Agree". An item included "I intend to leave my organization in the near future".

#### 3.3.3 Moderating variables

##### *Self-determination (intrinsic and extrinsic motivation)*

##### *Intrinsic motivation*

The fourth construct was measured using a six-item scale previously validated by Dysvik and Kuvaas (2008), and the Cronbach's alpha for this scale was 0.86. Two items from the instrument included "My job is so interesting that it is a motivation in itself" and "The tasks that I do at work are themselves representing a driving power in my job". Validity information of the subscales was not included in previous studies (Dysvik & Kuvaas, 2008). Respondents were asked to answer according a five- point Likert scale ranged from 1 (strongly disagree)

to 5 (strongly agree).

#### *Extrinsic motivation*

The fifth construct was measured using the Work Extrinsic and Intrinsic Motivation Scale (WEIMS) which is an 18-item measure of work motivation theoretical grounded in self-determination theory (Deci & Ryan, 2000). This scale included six motivational subscales, although I used one of them, as extrinsic regulation, which is one of the central topics of self-determination. Extrinsic regulation is one type of extrinsic motivation, which is described as doing an activity only to obtain a reward (Tremblay, Blanchard, Taylor, Pelletier & Villeneuve, 2009). Participants were asked to indicate on a Likert-type scale ranging from 1 (does not correspond at all) to 5 (corresponds exactly) the extent to which the items represent the reasons they were presently involved in their work. Extrinsic motivation subscale included 3 items (Cronbach's  $\alpha=0.81$ ). From previous studies, validity information of the subscales was not included (Parker, Jimmieson & Amiot, 2010). An item in the question "Why do you do your work?" includes "For the income it provides me".

#### *Personality traits*

Personality traits were measured using the Big Five Inventory (BFI) to measure the dimension of neuroticism, and the HEXACO to measure the dimensions of agreeableness and openness to experience. We chose these two questionnaires due to the high ratings of reliability, which are considered below, as also because of the high relations of them with the outcomes. However, there was no information about validity of the subscales of HEXACO, while previous studies were focused on validity between HEXACO and Big Five Inventory (BFI) (Ashton & Lee, 2009; Ashton & Lee, 2007). Moreover, other studies were focused only on validity issues of Honest-Humility dimension of HEXACO (Lee, Ashton, Morrison, Cordery & Dunlop, 2008).

#### *Neuroticism*

The sixth construct was measured with 8 items (Cronbach's  $\alpha=0.81$ ) taken from the Big Five Inventory (BFI), (John & Srivastava, 1999). Information about validity in the current study, included data from Confirmatory Factor Analysis (CFA) on the scale, which was considered as evidence for construct validity (John & Srivastava, 1999). Moreover, neuroticism was positively related to tense (0.73) and anxious (0.72) while was negatively related to stable (-0.39) and calm (-0.35). Participants were asked to indicate if "they see themselves as someone who" for example "Gets nervous easily" or "Is emotionally stable, not easily upset", on a Likert scale ranging from 1 (disagree strongly) to 5 (agree strongly).

#### *Openness to experience*

The seventh construct was measured using the HEXACO questionnaire with 10 items (Cronbach's  $\alpha=0.84$ ) (Lee, Ashton, Morrison, Cordery & Dunlop, 2008). Participants were asked to indicate on a five Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Openness to experience was divided into four factors which stated as: aesthetic appreciation, inquisitiveness, creativity, and unconventionality. Respondents were asked to indicate the degree to which each adjective accurately describe themselves. From the 10 items, two of them were included in aesthetic appreciation, two in the inquisitiveness, three items

were included in creativity and three in unconventionality (Ashton & Lee, 2009).

#### *Agreeableness*

The eighth construct was measured using the HEXACO questionnaire with 10 items (Cronbach's  $\alpha = 0.82$ ) (Lee, Ashton, Morrison, Cordery & Dunlop, 2008). Participants were asked to indicate on a five Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Agreeableness was divided into four factors which stated as: forgiveness (2 items), gentleness (3 items), flexibility (3 items), and patience (2 items) (Ashton & Lee, 2009). Respondents were asked to indicate the degree to which each adjective accurately described themselves.

#### *3.3.4. Control variables*

Eleven control variables which are often used from many researchers in the HRM were included in order to assess the effect of variables that can possibly affect the hypothesized relationships (Tzafrir, Harel, Baruch & Dolan, 2003). These are gender (1=male, 2=female), age, number of employees, number of permanent employees, educational level (1 = University degree, 2 = Higher vocational education, 3 = Pre-university education, 4 = Higher general secondary education, 5 = Lower secondary education, 6 = Intermediate vocational education, 7 = other education), work status (1 = full-time, 2 = part-time), type of contract (1 = permanent contract, 2 = temporary contract), supervise others (1= Yes, 2= No), working hours per week, years working in the organization, and work type (1= unskilled blue collar worker, 2= skilled blue collar worker, 3= lower level white collar worker, 4= intermediate white collar worker, 5= upper white collar worker, 6= management or director).

### **3.4 Statistical Analysis**

In order to test the conceptual model and hypotheses, IBM SPSS Statistics is used. Regression analysis was used to examine the hypotheses already stated. As the conceptual model includes two moderators, we used the Process analysis to identify the significance of the interactions and whether moderation exists in the model.

The reliability of the scales was checked using Chronbach's  $\alpha$ , to test the level of internal consistency and to look if items should be deleted to improve the reliability. The scale is proven to be reliable, when the Chronbach's  $\alpha$  was  $\geq .7$ . After checking all scales, no items were deleted. The criteria for including a factor was the Eigenvalue, and the Scree plot. Last, we did not find one factor explaining the majority of the variance for PCB (the first factor explained 57.243%). Afterwards, because high correlations between the PCB items exist, multicollinearity was tested. Tolerance is above 0.2 and Variance Inflation Factor (VIF) is below 10 and is not substantively greater than 1. The range of Tolerance for PCB on job satisfaction and PCB on intention turnover was 1.00, as also the range of VIF for both PCB on job satisfaction and PCB on intention turnover was 1.00.

Then, we standardized the variables due to the different scales of the conceptual model, in order to avoid an unequal contribution to the analysis. The missing values proposed no real problem as the respondents could only continue the questionnaire if they filled in all questions, thus I did not include in the sample those that started the questionnaire and did not complete it.

### 3.5 Results

Table 2 shows the means, standard deviations and correlations of the research variables of the current study. Psychological contract breach has a negative correlation with job satisfaction ( $r=-.465$ ,  $p<.001$ ), while also has a positive correlation with intention turnover ( $r=.441$ ,  $p<.001$ ). Directions of psychological contract breach with job satisfaction and intention turnover are in line with the expected outcomes of the study, while during a breach, employees have high intention turnover, and low job satisfaction.

A variable with interesting correlations is gender, as this is positively related to agreeableness ( $r=0.154$ ,  $p<.05$ ). This seems to imply that male employees are more like to be agreeable than female employees. Furthermore, age was positively correlated to job satisfaction and intrinsic motivation ( $r=.228$ ,  $p<.01$ ;  $r=.316$ ,  $p<.01$ ), indicating that older employees are more satisfied and have more intrinsic motivation in their job. Age was also negatively correlated to intention turnover ( $r=-.276$ ,  $p<.01$ ) indicating that older employees have less intention to leave from their organization. Intrinsic motivation was negatively related to intention turnover ( $r=-.509$ ,  $p<.01$ ), stating that employees with high intrinsic motivation have low intention to leave the organization.

Finally, about the six dimensions of psychological contract breach looks that some of them are significantly positive correlated to each other. All of them seem to be negatively significant to job satisfaction and intrinsic motivation, as also positively significant to intention turnover and neuroticism. For example, good work content was negatively correlated to job satisfaction ( $r=-.523$ ,  $p<.001$ ), and to intrinsic motivation ( $r=-.510$ ,  $p<.001$ ). Although, it was positively correlated to intention turnover ( $r=.392$ ,  $p<.001$ ) and to neuroticism ( $r=.224$ ,  $p<.01$ ).

### 3.6 Regression analysis

To check the stated hypothesizes linear regressions are conducted. In all of the regressions the control variables are added in the first step and then the independent variables are entered in the second step.

The results of the first regression can be found in Table 3. Hypothesis 1a tests whether psychological contract breach (PCB) has a negative relationship with job satisfaction. The control variables were added in the first step of all regressions. Model 1 shows that no control variable was correlated significantly with job satisfaction. The independent variable psychological contract breach (the sum of the six items) was entered in the second step to test the first hypothesis of this study and if the independent variable explains more variance in the model. We can see that the first model is not significant  $F(11.150)=1.605$ ,  $p>.05$ , while the second model it is indeed significant  $F(17.144)=4.895$ ,  $p<.001$ .

Additionally from the Rsquares, the second model explains more variance of the dependent variable (Rsquare of model one is .105 and the Rsquare of model two is .396). Model 2 shows that the relationship between psychological contract breach and job satisfaction is significant, and negatively correlated. Next, the model shows that only the PCB dimension good work content was significantly correlated to job satisfaction ( $\beta=-.391$ ,  $p<.001$ ).

Hypothesis 1b tests whether psychological contract breach has a positive relationship with intention turnover (Table 4). The control variables were added in the first step of all regressions. Model 1 shows that only the control

variable work type was correlated significantly with intention turnover ( $\beta = -.167$ ,  $p < .05$ ). The independent variable psychological contract breach was entered in the second step to test the first hypothesis of this study and if the independent variable explains more variance in the model. Indeed, we can see that both models are significant; model 1 ( $F(11.150) = 2.533$ ,  $p < .01$ ), model 2 ( $F(17.144) = 4.252$ ,  $p < .001$ ). While from the Rsquares, the second model explains more variance of the dependent variable (Rsquare of model one is .157 and the Rsquare of model two is .334). Model 2 shows that the relationship between psychological contract breach and intention turnover is significant, and positively correlated. Next, the model shows again that only the PCB dimension good work content was significantly correlated to intention turnover ( $\beta = .208$ ,  $p < .05$ ). Hence, when the organization does not provide good work context, has a positive significant effect on their employee intention turnover. Since only one of the six PCB dimensions appeared to have a significant relationship with job satisfaction, hypothesis 1b is just partially supported.

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1. Breach	2,5936	0,86312	-																				
2. PCB work content	2,3951	1,04767	-																				
3. PCB career development	2,7469	1,17591	,435**	-																			
4. PCB social atmosphere	2,2037	1,10975	,502**	,406**	-																		
5. PCB Org. policies	2,5741	1,09661	,537**	,494**	,587**	-																	
6. PCB work life balance	2,6481	1,22334	,376**	,357**	,625**	,503**	-																
7. PCB rewards	2,9938	1,20298	,386**	,526**	,429**	,601**	,509**	-															
8. Gender	1,3395	0,47501	0,003	-0,056	0,08	0,136	-0,028	-0,007	-														
9. Age	27,704	7,03928	-0,08	0,011	-0,063	-0,035	-0,034	0,055	0,027	-													
10. Educational Level	1,3457	1,18122	-0,051	-0,013	-0,068	-0,063	-0,074	-0,033	-0,078	,204**	-												
11. Work type	3,7963	1,23177	-0,115	-0,13	-0,069	-0,092	-0,033	-0,135	-0,04	0,077	-0,289**	-											
12. Work hours per week	37,429	11,7307	-0,03	-0,035	-0,04	0,008	0,066	0,032	0,054	0,045	-0,144	,191*	-										
13. Permanent contract	1,4877	0,5014	0,057	-0,011	-0,023	0,075	-0,002	-0,005	-0,047	,274**	-0,024	,160*	-0,152	-									
14. Years working	3,0319	5,11169	-0,129	-0,009	-0,039	-0,025	-0,039	-0,031	0,015	0,729	0,263	0,065	0,039	,257**	-								
15. Supervise others	1,7284	0,44617	0,111	0,034	0,062	0,067	-0,108	-0,026	-0,119	,297**	-0,068	,192*	-0,137	,235**	-0,322**	-							
16. Job satisfaction	4,2922	0,59416	,523**	,329**	,336**	,383**	,248**	,313**	0,013	,228**	,180*	0,059	-0,026	-0,085	,240**	-0,081	-						
17. Intention turnover	3,8272	1,89665	,392**	,343**	,318**	,359**	,256**	,342**	0,003	,276**	-0,029	,199*	-0,066	0,117	,292**	0,081	,494**	-					
18. Intrinsic motivation	3,607	1,01721	,510**	,363**	,348**	,275**	,254**	,338**	0,091	,316**	-0,005	,356**	,183*	-0,113	,330**	,180*	,412**	,509**	-				
19. Extrinsic motivation	4,9712	1,26447	-0,132	-0,026	-0,018	-0,073	-0,06	0,007	0,103	0,01	0	-0,046	0,103	-0,092	0,139	-0,102	0,11	0,039	-0,013	-			
20. Agreeableness	3,1426	0,38815	0,132	0,028	,169*	0,044	,173*	0,044	0,154	0,047	-0,012	0,142	,161*	-0,018	0,033	0,021	-0,029	-0,016	0,061	0,014	-		
21. Openness exp.	3,0963	0,30623	0,065	0,116	,243**	,197*	,204**	0,104	0,039	-0,082	,158*	-0,13	-0,037	-0,118	-0,094	0,043	-0,029	0,121	-0,045	-0,056	0,141	-	
22. Neuroticism	3,1466	0,40608	,224**	,161*	0,04	0,146	0,094	0,107	-0,046	-0,076	0,002	-0,072	0,035	-0,09	-0,078	-0,079	,165*	,217**	,186*	-0,003	0,107	-0,01	-

**Table 2: Means, Standard deviations, and correlations**

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3: Regression predicting job satisfaction (H1a)

Model			1		2	
	B	SE	$\beta$	B	SE	$\beta$
Work Type	.045	.041	.093	.007	.036	.014
Work Hours per week	-.002	.004	-.033	-.002	.004	-.036
Permanent contract	-.029	.098	-.025	-.028	.085	-.024
Years working in the org	.013	.014	.108	.007	.012	.057
Supervise others	-.002	.115	-.002	.054	.101	.041
Educational level	.070	.044	.140	.050	.038	.1000
Age	.008	.010	.091	.011	.008	.126
Gender	.035	.100	.028	.049	.089	.039
Number of employees in the org	-6.025	.000	-.181	-4.155	.000	-.125
Number of permanent employees	1.124	.000	.176	7.564	.000	.118
Type of organization	-0.108	.107	-.081	-.103	.092	-.078
Good work content				-.222	.049	-.391**
Opportunities for career development				-.044	.042	-.086
Good social atmosphere				-.029	.053	-.054
Good organizational policies				-.040	.056	-.074
Good work like balance				.034	.046	.07
Good rewards				-.036	.046	-.073
Rsquare			.105			.366
$\Delta$ Rsquare						.261**
F			1.605			4.895**

Table 4: Regression predicting intention turnover (H1b)

Model			1		2	
	B	SE	$\beta$	B	SE	$\beta$
Work Type	-.257	.127	-.167*	-.141	.118	-.092
Work Hours per week	-.005	.013	-.031	-.005	.012	-.030
Permanent contract	.044	.305	.012	.061	.280	.016
Years working in the org	-.069	.042	-.187	-.055	.039	-.148
Supervise others	-.252	.355	-.059	-.345	.332	-.081
Educational level	.013	.135	.008	.073	.123	.045
Age	-.036	.030	-.133	-.046	.028	-.170
Gender	.072	.309	.018	.056	.292	.014
Number of employees in the org	-5.627	.000	-.053	-9.459	.000	-.089
Number of permanent employees	-1.963	.000	-.096	-9.356	.000	-.046
Type of organization	.429	.330	.102	.385	.301	.091
Good work content				.377	.159	.208*
Opportunities for career development				.202	.139	.125
Good social atmosphere				.117	.172	.068
Good organizational policies				.085	.183	.049
Good work like balance				-.068	.150	-.044
Good rewards				.219	.152	.139
Rsquare			.157			.334
$\Delta$ Rsquare						.178**
F			2.533**			4.252**

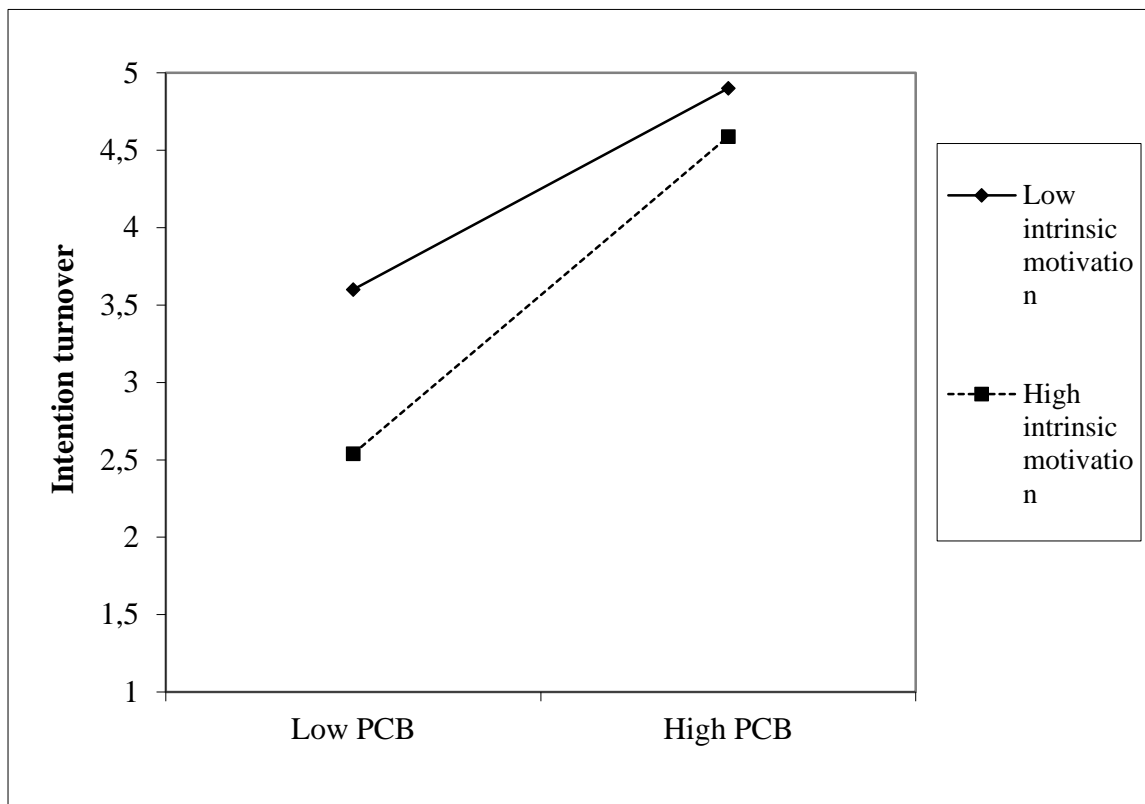
\*\*p&lt;.01 \*p&lt;.05

The next hypothesis (2a) assumes that with high extrinsic motivation during a breach, employees will have lower turnover intention than with low extrinsic motivation (Table 5). This regression starts with adding the control variables on intention turnover (15.7%  $F(11.150)=2.533$ ,  $p<.01$ ), while work type ( $\beta=-.167$ ) was significantly negative to turnover intention. Afterwards, the centralized variable PCB and extrinsic motivation were entered (34.2%  $F(18.143)=4.125$ ,  $p<.001$ ). In model 2 no control variables were significant to outcome. Also, looking to the 6 items of breach, good work content (Br1) was positively significant ( $\beta=.219$ ) to the outcome. In the last model, the interaction between PCB and extrinsic motivation was entered explaining 35.2% ( $F(24.137)= 3.097$ ,  $p<.001$ ), which was explaining more variance of the dependent variable than the second model. Last, with the PROCESS analysis the model is not significant ( $p=.8784$ ) thus there is no moderation in our model.

Hypothesis 2b stated that with high intrinsic motivation during a breach, employees will have higher job satisfaction than with low intrinsic motivation (Table 6). The regression starts with adding the control variables on job satisfaction (10.5%  $F(11.150)= 1.605$ ,  $p>.05$ ), where none of the control variables were significant with the outcome. After that, PCB and intrinsic motivation variables were added (37.6%  $F(18.143)= 4.796$ ,  $p<.001$ ). Moreover, good work content (Br1) was negatively significant ( $\beta=-.335$ ) to the outcome. In the last model, the interaction between PCB and intrinsic motivation was entered explaining 43.3% ( $F(24.137)= 4.354$ ,  $p<.001$ ), which was explaining more variance of the dependent variable than the second model. Looking also to the 6 dimensions of breach, good rewards (Br6), and intrinsic motivation were positively significant ( $\beta=.894$ ;  $\beta=.539$ ) to the outcome, although the interaction between good rewards and intrinsic motivation was negatively significant ( $\beta=-1.035$ ) to the outcome. After that, the model looks to be non-significant ( $p=.7224$ ), showing that there is no moderation in the model.

Hypothesis 2c assumes that with high intrinsic motivation during a breach, employees will have lower intention turnover than with low intrinsic motivation (Table 7). The regression starts with entering the control variables on intention turnover (15.7%  $F(11.150)=2.533$ ,  $p<.01$ ), where work type was significantly negative to intention turnover ( $\beta=-.167$ ). Afterwards PCB and intrinsic motivation variables were added (37.1%  $F(18.143)= 4.695$ ,  $p<.001$ ), where intrinsic motivation was significantly negative to the outcome ( $\beta=-.276$ ). The last model, the interaction between PCB and intrinsic motivation was entered explaining 43.2% ( $F(24.137)= 4.342$ ,  $p<.001$ ) which accounted for significantly more variance than the model without interaction. The process analysis entered then, with the model to be significant ( $p=.0450$ ) indicating that indeed high levels of intrinsic motivation moderate the relationship between PCB and intention turnover such as employees will have lower intention turnover. Hence, intrinsic motivation works as a buffering effect where increasing the moderator would decrease intention turnover. In the following plot through the interpretation, we can confirm the moderation between PCB and intention turnover. Both slopes were significantly different from zero ( $\gamma=1.025$ ,  $s.e. = .16$ ,  $t = 3.935$ ,  $p= .000$ , for high intrinsic motivation and  $\gamma=-.650$ ,  $s.e. = .15$ ,  $t= 3.312$ ,  $p= .001$ , for low intrinsic motivation).

Graph 1: Interaction plot



Following, hypothesis 2d assumes that with high extrinsic motivation during a breach, employees will have higher job satisfaction than with low extrinsic motivation (Table 8). The regression starts with entering the control variables on job satisfaction (10.5%  $F(11.150) = 1.605$ ,  $p > .05$ ). Therefore, PCB and extrinsic motivation variables were added (37%  $F(18.143) = 4.660$ ,  $p < .001$ ), where good work context was significantly negative related to the outcome ( $b = -.383$ ). In the last model, the interaction between PCB and extrinsic motivation was entered explaining 40.2% ( $F(24.137) = 3.837$ ,  $p < .001$ ) which accounted for significantly more variance than the model without interaction. Afterwards, the model looks to be non-significant ( $p = .5244$ ), thus suggesting there is no moderation.

The next hypothesis (3a) assumes that with high neuroticism during a breach, employees will have higher intention turnover than with low neuroticism (Table 9). The analysis starts with the control variables entering the regression on intention turnover (15.7%  $F(11.150) = 2.533$ ,  $p < .01$ ), with the work type to be significantly negative to intention turnover ( $\beta = -.167$ ). After that, PCB and neuroticism were added (34%  $F(18,143) = 4.100$ ,  $p < .001$ ) with the good work context to be also significantly positive to the outcome ( $\beta = .188$ ). Model 3 was added then with the interaction between PCB and neuroticism, explaining 37.7% ( $F(24,137) = 3.460$ ,  $p < .001$ ), while accounted for significantly more variance than model 2. Also, the interaction between good work content and neuroticism was positively significant ( $\beta = .1694$ ) to the outcome. Afterwards, it shows the model to be non-significant ( $p = .5029$ ), suggesting there is no moderation.

Table 5: Interaction predicting intention turnover (H2a)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	-.257	.127	-.167*	-.128	.118	-.083	-.099	.126	-.064
Work Hours per week	-.005	.013	-.031	-.00	.012	-.039	-.008	.012	-.049
Permanent contract	.044	.305	.012	.076	.279	.020	.103	.302	.027
Years working in the org	-.069	.042	-.187	-.064	.040	-.172	-.067	.040	-.180
Supervise others	-.252	.355	-.059	-.325	.332	-.076	-.271	.341	-.064
Educational level	.013	.135	.008	.078	.123	.048	.121	.131	.075
Age	-.036	.030	-.133	-.041	.028	-.151	-.039	.029	-.145
Gender	.072	.309	.018	.023	.293	.006	.020	.299	.005
Number of employees in the org	-5.627	.000	-.053	-1.025	.000	-.097	-9.097	.000	-.086
Number of permanent employees	-1.963	.000	-.096	-7.823	.000	-.038	-1.039	.000	-.051
Type of organization	.429	.330	.102	.364	.301	.086	.386	.311	.092
Good work content (Br 1)				.397	.159	.219*	.233	.708	.129
Opportunities for career development (Br 2)				.198	.139	.123	.240	.669	.149
Good social atmosphere (Br 3)				.102	.172	.059	.168	.861	.099
Good organizational policies (Br 4)				.104	.183	.060	-.481	.820	-.278
Good work like balance (Br 5)				-.054	.150	-.035	-.513	.755	-.331
Good rewards (Br 6)				.202	.152	.128	.908	.723	.576
Extrinsic motivation				.137	.107	.091	-.017	.355	-.011
Extrinsic motivation * Br 1							.033	.134	.104
Extrinsic motivation * Br 2							-.009	.124	-.032
Extrinsic motivation * Br 3							-.011	.159	-.038
Extrinsic motivation * Br 4							.110	.155	.369
Extrinsic motivation * Br 5							.093	.149	.350
Extrinsic motivation * Br 6							-.140	.134	-.539
Rsquare			.157			.342			.352
$\Delta$ Rsquare						.185**			.010**
F			2.533**			4.125**			3.097**

\*\*p&lt;.01 \*p&lt;.05

Table 6: Interaction predicting job satisfaction (H2b)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	.045	.041	.093	-.010	.037	-.020	-.010	.037	-.020
Work Hours per week	-.002	.004	-.033	-.003	.004	-.053	-.003	.003	-.069
Permanent contract	-.029	.098	-.025	-.033	.085	-.028	-.064	.084	-.054
Years working in the org	.013	.014	.108	.005	.012	.042	.002	.012	.018
Supervise others	-.002	.115	-.002	.052	.101	.039	.073	.102	.055
Educational level	.070	.044	.140	.052	.037	.104	.045	.037	.089
Age	.008	.010	.091	.008	.009	.099	.010	.009	.118
Gender	.035	.100	.028	.037	.089	.030	.027	.089	.021
Number of employees in the org	-6.025	.000	-.181	-4.097	.000	-.123	-4.121	.000	-.124
Number of permanent employees	1.124	.000	.176	7.040	.000	.110	7.635	.000	.119
Type of organization	-.108	.107	-.081	-.075	.093	-.057	-.078	.092	-.059
Good work content (Br 1)				-.190	.053**	-.335	-.145	.174	-.255
Opportunities for career development (Br2)				-.035	.043	-.069	.103	.151	.203
Good social atmosphere (Br 3)				-.021	.053	-.039	-.151	.169	-.283
Good organizational policies (Br 4)				-.053	.056	-.098	-.288	.190	-.532
Good work like balance (Br 5)				.033	.046	.068	-.048	.163	-.098
Good rewards (Br 6)				-.025	.047	-.050	.441	.165	.894**
Intrinsic motivation				.084	.055	.144	.315	.148	.539
Intrinsic motivation * Br 1							-.005	.047	-.029
Intrinsic motivation * Br 2							-.038	.041	-.274
Intrinsic motivation * Br 3							.038	.047	.253
Intrinsic motivation * Br 4							.069	.054	.496
Intrinsic motivation * Br 5							.017	.043	.136
Intrinsic motivation * Br 6							-.129	.043	-1.035**
Rsquare			.105			.376			.433
$\Delta$ Rsquare						.271**			.056**
F			1.605			4.796**			4.354**

\*\*p&lt;.01 \*p&lt;.05

Table 7: Interaction predicting intention turnover (H2c)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	-.257	.127	-.167*	-.039	.120	-.025	-.035	.119	-.023
Work Hours per week	-.005	.013	-.031	.000	.011	.002	.005	.011	.028
Permanent contract	.044	.305	.012	.091	.273	.024	.149	.267	.039
Years working in the org	-.069	.042	-.187	-.044	.038	-.118	-.049	.037	-.132
Supervise others	-.252	.355	-.059	-.330	.324	-.078	-.429	.325	-.101
Educational level	.013	.135	.008	.059	.120	.037	.058	.118	.036
Age	-.036	.030	-.133	-.032	.027	-.119	-.026	.027	-.095
Gender	.072	.309	.018	.130	.286	.032	.113	.283	.028
Number of employees in the org	-5.627	.000	-.053	-9.810	.000	-.092	-1.143	.000	-.108
Number of permanent employees	-1.963	.000	-.096	-6.157	.000	-.030	-2.139	.000	-.010
Type of organization	.429	.330	.102	.214	.299	.051	.181	.293	.043
Good work content (Br 1)				.186	.168	.102	-.501	.555	-.277
Opportunities for career development (Br 2)				.148	.137	.092	-.211	.481	-.131
Good social atmosphere (Br 3)				.067	.169	.039	.203	.540	.119
Good organizational policies (Br 4)				.165	.180	.095	-.589	.607	-.341
Good work like balance (Br 5)				-.061	.146	-.040	.662	.519	.427
Good rewards (Br 6)				.152	.150	.096	-.459	.528	-.291
Intrinsic motivation				-.514	.177	-.276**	-1.803	.471	-.967
Intrinsic motivation * Br 1							.181	.152	.317
Intrinsic motivation * Br 2							.108	.131	.246
Intrinsic motivation * Br 3							-.020	.149	-.040
Intrinsic motivation * Br 4							.225	.171	.506
Intrinsic motivation * Br 5							-.196	.138	-.491
Intrinsic motivation * Br 6							-.133	.137	.335
Rsquare			.157			.371			.432
$\Delta$ Rsquare						.215**			.061**
F			2.533**			4.695**			4.342**

\*\*p&lt;.01 \*p&lt;.05

Table 8: Interaction predicting job satisfaction (H2d)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	.045	.041	.093	.010	.036	.020	.012	.038	.026
Work Hours per week	-.002	.004	-.033	-.002	.004	-.042	-.001	.004	-.027
Permanent contract	-.029	.098	-.025	-.025	.086	-.021	-.005	.091	-.005
Years working in the org	.013	.014	.108	.005	.012	.041	.004	.012	.032
Supervise others	-.002	.115	-.002	.058	.102	.044	.055	.103	.041
Educational level	.070	.044	.140	.051	.038	.102	.044	.039	.087
Age	.008	.010	.091	.012	.009	.139	.013	.009	.149
Gender	.035	.100	.028	.042	.090	.034	.043	.090	.034
Number of employees in the org	6.025	.000	-.181	-4.322	.000	-.130	-4.394	.000	-.132
Number of permanent employees	1.124	.000	.176	7.890	.000	.123	8.309	.000	.130
Type of organization	-.108	.107	-.081	-.108	.092	-.081	-.138	.094	-.104
Good work content (Br 1)				-.217	.049	-.383**	-.355	.213	-.627
Opportunities for career development (Br2)				-.044	.043	-.088	-.260	.201	-.515
Good social atmosphere (Br 3)				-.032	.053	-.060	.342	.259	.639
Good organizational policies (Br 4)				-.036	.056	-.067	.324	.247	.599
Good work like balance (Br 5)				.037	.046	.076	-.122	.227	-.250
Good rewards (Br 6)				-.040	.047	-.080	-.316	.218	-.639
Extrinsic motivation				.029	.033	.062	-.042	.107	-.089
Extrinsic motivation * Br 1							.024	.040	.237
Extrinsic motivation * Br 2							.042	.037	.487
Extrinsic motivation * Br 3							-.069	.048	-.758
Extrinsic motivation * Br 4							-.071	.047	-.762
Extrinsic motivation * Br 5							.031	.045	.369
Extrinsic motivation * Br 6							.055	.040	.637
Rsquare			.105			.370			.402
$\Delta$ rsquare						.264**			.032**
F			1.605			4.660**			3.837**

\*\*p&lt;.01 \*p&lt;.05

Hypothesis 3b, states that with high openness to experience during a breach, employees will have higher intention turnover than with low openness to experience (Table 10). Starting the analysis, the control variable was added on intention turnover (15.7%  $F(11,150)=2.533$ ,  $p<.01$ ), with the work type to be significantly negative to intention turnover ( $\beta=-.167$ ). After that, PCB and openness to experience were added (33.4%  $F(18,143)=3.988$ ,  $p<.001$ ), with the good work context to be significantly positive to the outcome ( $\beta=.208$ ). Model with the interaction between PCB and openness to experience was added then, explaining 36.5% ( $F(24,137)=3.285$ ,  $p<.001$ ), while accounted for significantly more variance than model without interaction. Also, openness to experience was significantly positive ( $\beta=.482$ ) to the outcome. After that the model looks to be non-significant ( $p=.1377$ ) hence, there is no moderation.

Finally, hypothesis 3c assumes that with high agreeableness during a breach, employees will have higher job satisfaction than with low agreeableness (Table 11). The regression starts with entering the control variables on job satisfaction (10.5%  $F(11,150)=1.605$ ,  $p>.05$ ). Therefore, PCB and agreeableness variables were added (36.7%  $F(18,143)=4.604$ ,  $p<.001$ ), where good work content dimension was significantly negative to the outcome ( $\beta=-.394$ ). In the last model, the interaction between PCB and agreeableness was entered explaining 40.4% ( $F(14,147)=3.865$ ,  $p<.001$ ) while the amount of variance accounted significantly more than the model without interaction. We can also see that good organizational policies ( $\beta=-2.022$ ) and the interaction between agreeableness and good social atmosphere ( $\beta=-1.864$ ) were significantly negative to the outcome. Although, the interaction between agreeableness and good organizational policies ( $\beta=2.079$ ) was positively significant to the outcome. Afterwards, the model looks to be non-significant ( $p=.8735$ ), thus suggesting there is no moderation.

**Table 9: Interaction predicting intention turnover (H3a)**

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	-.257	.127	-.167*	-.131	.118	-.085	-.136	.119	-.088
Work Hours per week	-.005	.013	-.031	-.005	.012	-.031	-.006	.012	-.039
Permanent contract	.044	.305	.012	.108	.282	.029	.146	.285	.039
Years working in the org	-.069	.042	-.187	-.054	.039	-.146	-.035	.041	-.095
Supervise others	-.252	.355	-.059	-.291	.335	-.068	-.174	.343	-.041
Educational level	.013	.135	.008	.066	.123	.041	.053	.123	.033
Age	-.036	.030	-.133	-.044	.028	-.162	-.051	.028	-.189
Gender	.072	.309	.018	.080	.293	.020	.023	.305	.006
Number of employees in the org	-5.627	.000	-.053	-7.512	.000	-.071	-2.284	.000	-.022
Number of permanent employees	-1.963	.000	-.096	-1.262	.000	-.062	-2.008	.000	-.098
Type of organization	.429	.330	.102	.305	.308	.072	.337	.308	.080
Good work content (Br 1)				.340	.162	.188*	-2.437	1.408	-1.346
Opportunities for career development (Br2)				.191	.139	.118	.899	1.224	.557
Good social atmosphere (Br 3)				.143	.173	.084	-.042	1.228	-.025
Good organizational policies (Br 4)				.067	.183	.039	1.893	1.242	1.095
Good work like balance (Br 5)				-.071	.150	-.046	1.311	1.303	.846
Good rewards (Br 6)				.227	.152	.144	-.288	1.122	-.182
Neuroticism				.404	.349	.087	.969	1.023	.208
Neuroticism * Br 1							.871	.431	1.694*
Neuroticism * Br 2							-.218	.374	-.465
Neuroticism * Br 3							.062	.388	.120
Neuroticism * Br 4							-.581	.382	-1.165
Neuroticism * Br 5							-.445	.407	-.983
Neuroticism * Br 6							.174	.357	.375
Rsquare			.157			.340			.377
$\Delta$ Rsquare						.184**			.037**
F			2.533**			4.100**			3.460**

\*\* $p<.01$  \* $p<.05$

Table 10: Interaction predicting intention turnover (H3b)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	-.257	.127	-.167*	-.141	.120	-.091	-.102	.124	-.066
Work Hours per week	-.005	.013	-.031	-.005	.012	-.030	-.002	.012	-.010
Permanent contract	.044	.305	.012	.062	.286	.016	.057	.289	.015
Years working in the org	-.069	.042	-.187	-.055	.039	-.148	-.049	.040	-.131
Supervise others	-.252	.355	-.059	-.345	.333	-.081	-.268	.340	-.063
Educational level	.013	.135	.008	.073	.126	.046	.158	.130	.098
Age	-.036	.030	-.133	-.046	.028	-.170	-.054	.028	-.201*
Gender	.072	.309	.018	.056	.293	.014	.020	.297	.005
Number of employees in the org	-5.627	.000	-.053	-9.425	.000	-.089	-1.133	.000	-.107
Number of permanent employees	-1.963	.000	-.096	-9.371	.000	-.046	-7.038	.000	-.034
Type of organization	.429	.330	.102	.385	.302	.091	.283	.308	.067
Good work content (Br 1)				.377	.160	.208*	2.622	1.931	1.448
Opportunities for career development (Br2)				.202	.139	.125	1.682	1.828	1.043
Good social atmosphere (Br 3)				.177	.174	.068	.114	2.241	.067
Good organizational policies (Br 4)				.084	.184	.049	2.005	2.170	-1.159
Good work like balance (Br 5)				-.068	.151	-.044	.585	1.664	.377
Good rewards (Br 6)				.219	.153	.139	1.292	1.825	.820
Openness to experience				.008	.474	.001	2.986	1.353	.482*
Openness to experience * Br 1							-.703	.608	-1.270
Openness to experience * Br 2							-.489	.583	-.986
Openness to experience * Br 3							.007	.709	.015
Openness to experience * Br 4							.670	.698	1.279
Openness to experience * Br 5							-.221	.534	-.473
Openness to experience * Br 6							-.339	.582	-.706
Rsquare			.157			.334			.365
$\Delta$ Rsquare						.178**			.031**
F			2.533**			3.988**			3.285**

\*\*p&lt;.01 \*p&lt;.05

Table 11: Interaction predicting job satisfaction (H3c)

Model	1			2			3		
	B	SE	$\beta$	B	SE	$\beta$	B	SE	$\beta$
Work Type	.045	.041	.093	.005	.037	.010	.004	.038	.008
Work Hours per week	-.002	.004	-.033	-.002	.004	-.040	.000	.004	-.009
Permanent contract	-.029	.098	-.025	-.029	.086	-.025	-.011	.086	-.009
Years working in the org	.013	.014	.108	.007	.012	.056	.000	.012	.003
Supervise others	-.002	.115	-.002	.049	.102	.037	.017	.105	.013
Educational level	.070	.044	.140	.049	.038	.097	.059	.038	.117
Age	.008	.010	.091	.011	.008	.125	.013	.009	.159
Gender	.035	.100	.028	.043	.091	.034	.097	.093	.078
Number of employees in the org	-6.025	.000	-.181	-4.195	.000	-.126	-4.203	.000	-.126
Number of permanent employees	1.124	.000	.176	7.487	.000	.117	7.838	.000	.122
Type of organization	-.108	.107	-.081	-.105	.092	-.079	-.099	.092	-.075
Good work content (Br 1)				-.223	.049	-.394**	-.255	.463	-.449
Opportunities for career development (Br2)				-.044	.043	-.086	.204	.349	.403
Good social atmosphere (Br 3)				-.031	.053	-.057	.888	.470	1.658
Good organizational policies (Br 4)				-.037	.056	-.069	-1.096	.479	-2.022*
Good work like balance (Br 5)				.032	.046	.065	-.423	.456	-.870
Good rewards (Br 6)				-.036	.047	-.072	.519	.377	1.052
Agreeableness				.042	.111	.027	.137	.321	.089
Agreeableness * Br 1							.009	.147	.056
Agreeableness * Br 2							-.075	.111	-.488
Agreeableness * Br 3							-.288	.146	-1.864*
Agreeableness * Br 4							.336	.153	2.079*
Agreeableness * Br 5							.140	.144	1.004
Agreeableness * Br 6							-.179	.120	-1.217
Rsquare			.105			.367			.404
$\Delta$ Rsquare						.262**			.037**
F			1.605			4.604**			3.865**

\*\*p&lt;.01 \*p&lt;.05

Table 12 is presented in which a summarized overview is given of the accepted and rejected hypothesizes.

Independent variable → Dependent variables↓	Psychological contract breach (PCB)
Job satisfaction	H1a: Accepted
Intention turnover	H1b: Accepted
Interaction extrinsic motivation on intention turnover	H2a: Rejected
Interaction intrinsic motivation on job satisfaction	H2b: Rejected
Interaction intrinsic motivation on intention turnover	H2c: Accepted
Interaction extrinsic motivation on job satisfaction	H2d: Rejected
Interaction neuroticism on intention turnover	H3a: Rejected
Interaction openness to experience on intention turnover	H3b: Rejected
Interaction agreeableness on intention turnover	H3c: Rejected

#### ***4. Conclusion and discussion***

One hundred sixty two employees from Netherlands, Cyprus, Greece, and Spain filled in the questionnaire. This study found that when the organization does not provide with good work context, employees have lower job satisfaction, as also higher intention turnover. More than that, results showed that during a breach, employees with high intrinsic motivation have lower intention turnover. However, hypothesis 2a stating extrinsic motivation as a moderation between PCB and intention turnover was rejected. An explanation about it refers to Cho and Perry (2012) who suggested that intrinsic motivation may be more effective than extrinsic motivation. Hypotheses 2b and 2c with job satisfaction as an outcome were rejected, while at least we expected intrinsic motivation to moderate the relation between PCB and job satisfaction. A possible explanation why this result is not found is that this study measures only at one point in time and no real causality can be included. Last, hypotheses 3a, 3b, and 3c including personality characteristics as moderations were also rejected. A probable explanation why these results are not found is that maybe other causes influence the way employees feel satisfied with their jobs or intended to turnover, such as emotions regulation which plays a significant role in how employees respond to a contract breach (Bal, Chiaburu & Diaz, 2011).

Results of the current study were surprisingly, although some of the hypotheses were accepted. Going through the literature, employees with intrinsic motivation receive their reward from the job itself, while employees with extrinsic motivation receive their reward after the completion of the work (Saari & Judge, 2004). Taking into consideration the above, it was supposed that concerning intrinsic motivation, at least one of the hypotheses would be confirmed. Moreover, in a breached relationship, employees tend to have negative reactions and no motivation to show their efforts in an organization with unfulfilled promises (Rousseau, 1989).

Thus, only motivation about the work and the interest to complete an activity can change the employee's intention to leave the organization.

### **5.1 Limitations & Recommendations**

The current study has some limitations that need to be taken into account when interpreting the results. First limitation involves the cross-sectional design of the study. Since all variables were measured at one point in time, no conclusions can be made about causality of the relationship. Thus, results might be influenced by external temporary factors, such as the emotional state, mood or personal situation of the respondents during the completion of the questionnaire. A longitudinal study is a good advice for future research. De Jong (2008) argued that previous experiences might influences employees' perceptions and with a longitudinal design a more comprehensive view can be given. A probable second limitation involves the eager of respondents to give their opinion through a self-reported questionnaire. During a crisis era, people may be less eager to give their opinion if they are afraid that will negatively affect themselves or the organization. The respondents' answers could be biased, because of social desirability. For example employees could give socially desirable answers to make the organization or their position to look perfect. Third, the sample size of the study could be considered as a limitation. Although the goal of the sample was reached, by increasing the sample size of a study, the quality of the analysis will be improved.

Taking into account the limitation part, there are several recommendations that can be made for future research which can prevent the limitations of the current study. First, future research should focus on a longitudinal design instead of a cross-sectional design which involves repeated observations. A longitudinal study could focus on PCB and explore if it is possible for employees to bounce back from a PCB incidence, and how a psychological contract can be resolved after a breach (Solinger et al., 2015). Moreover, random sampling is preferred over convenience sampling, in order to generalize the results of the target population and to prevent unequal sampling.

Furthermore, as it can be seen personality did not work as a moderation, so it is recommended the use of other variables. Equity sensitivity it is recommended to be used in future research, and it focuses on different types of individuals such as benevolent, who find satisfaction when they can give their talents and expertise to the organization (King & Miles, 1994). King and Miles (1994), found the equity sensitivity to be positively related to organizational commitment, job satisfaction, and negatively associated with intentions to leave the organization.

Intrinsic motivation worked as a moderation between PCB and intention turnover, thus future research can examine which other variables seem to work, such as burnout. Last, while extrinsic motivation did not work as a moderation between PCB and employee attitudes, future research can examine whether it works with other outcomes such as commitment (Cassar et al.,

2013).

## ***5.2 Practical implications***

Taking into consideration the fact that not all stated hypotheses were supported by this research, some implications exist. Starting with the first hypotheses, it was confirmed that PCB has a negative influence on employee's job satisfaction. The results of the study signify that organizations need to prevent breaches since this lowers the employee's job satisfaction. A way to decline a breach between the employee and the employer is to create a strong communication where employees can have active roles to the work context based on their interests.

Specific practices used in recruiting, training and performance review can contribute to employee beliefs in a psychological contract. During recruitment interviews and orientation, HR manager should clearly and honestly communicate the responsibilities and expectations of the employee, as well those the organization will give in exchange. As the psychological contract begins during the hiring process, it is important that the organization does not oversell the job such as setting unrealistic expectations, because when violated may result in dissatisfaction and lower commitment (Knights & Kennedy, 2005).

Training and development programs can improve employee's job performance, and motivation. The provision of training and development sends a message to employees that organization supports and cares about them (Rousseau, 1994). Through enhancing the skills, knowledge and employee development, work goals can be achieved, interpersonal relationships can be improved, as also continuous organizational growth (Harrison, 2000). Moreover, effective performance appraisal process can lead to increase organizational performance and employee motivation. Performance appraisal offers an opportunity for the employee to receive feedback on their performance. It can also help to resolve any false beliefs of their psychological contract with their employers (Rousseau, 2004).

Allen, Shore and Griffeth (2003) focused on other kind of human resource practices which can increase employee satisfaction and decrease employee's intention turnover. Participation in decision making and career development can change employee's attitudes during a breached relationship, where employees can feel that they belong to the organization and the organization needs their efforts.

Moreover, the relation between PCB and intention turnover was also confirmed, showing that PCB has a positive influence on employee's intention turnover. An important practice to prevent intention turnover is job rotation, where researchers supported that benefits of this practice involved employee learning combining with training and employee motivation (Eriksson & Ortega, 2006). To conclude this study, organization's effectiveness and success depends on the employees, thus organizations need to invest on their employees. Psychological contract is the

main way to understand how employees behave, perform and affect the organization's future.

## REFERENCES:

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29(1), 99-118.
- Argyris, C. (1960). *Understanding Organizational Behavior*. Homewood, IL: Dorsey Press.
- Ashton, M. C., & Lee, K. (2007). Empirical, theoretical, and practical advantages of the HEXACO model of personality structure. *Personality and social psychology review*, 11(2), 150-166.
- Ashton, M. C., & Lee, K. (2009). The HEXACO-60: A short measure of the major dimensions of personality. *Journal of personality assessment*, 91(4), 340-345.  
DOI:org/10.1080/00223890902935878
- Bal, P. M., De Lange, A. H., Jansen, P. G., & Van Der Velde, M. E. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of vocational behavior*, 72(1), 143-158. DOI: 10.1016/j.jvb.2007.10.005
- Bal, P. M., Chiaburu, D., & Diaz, I. (2011). Does psychological contract breach decrease proactive behaviors? The moderating effect of emotion regulation. *Group Organization Management*, 36, 722-758.
- Barrick, R. M., & Mount, M. K. 1991. The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44: 1-26
- Barrick, M. and Mount, M. (1993). Autonomy as a moderator of the relationships between the Big Five personality dimensions and job performance. *Journal of Applied Psychology*, 78(1), pp.111-118. DOI: 0021-9010/93/S3.00
- Blau, P. M. 1964. *Exchange and power in social life*. New York: John Wiley
- Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making? *Academy of Management Journal*, 35, 232-244. DOI:org/10.2307/256481
- Bowling, N. A., and Hammond, G. D. (2008), 'A Meta-Analytic Examination of the Construct Validity of the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale,' *Journal of Vocational Behavior*, 73(1), 63-77. DOI:org/10.1016/j.jvb.2008.01.004
- Cammann, C., Fichman, M., Jenkins, G. D., and Klesh, J. R. (1983), 'The Michigan Organizational Assessment Questionnaire: Assessing the Attitudes and Perceptions of Organizational Members,' in *Assessing Organizational Change : A Guide to Methods, Measures, and Practices*, eds. S. E. Seashore, E. E. Lawler, P. H. Mirvis and C. Cammann, New York: Wiley, pp. 71-138.
- Cammann, C., Fichman, M., Jenkins, D. and Klesh, J.R. (1975) 'Assessing the Attitudes and Perceptions of Organizational Members', in S. Seashore, E. Lawler, P. Mirvis and C.

- Cammann (eds) *Assessing Organizational Change*, pp. 71–138. New York: John Wiley.
- Chiu, R. K., & Francesco, A. M. (2003). Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment. *International Journal of Manpower*, 24(3), 284-298. DOI:org/10.1108/01437720310479741
- Cho, Y. J., & Perry, J. L. (2012). Intrinsic motivation and employee attitudes: Role of managerial trustworthiness, goal directedness, and extrinsic reward expectancy. *Review of Public Personnel Administration*, 32(4), 382-406. DOI: org/10.1177/0734371X11421495
- Conway, N., & Briner, R. B. (2005). Understanding psychological contracts at work. A critical evaluation of theory and research. Oxford: Oxford University Press.
- Costa, P. T., & McCrae, R. R. 1988. Personality in adult hood: A six-year longitudinal study of self-reports and spouse ratings on the NEO Personality Inventory. *Journal of Personality and Social Psychology*, 54: 853-863. DOI: 10.1037/0022-3514.54.5.853
- Costa, P. and McCrae, R. (1992). NEO PI-R Professional Manual, Psychological Assessment Resources, Odessa, FL.
- Costa, P. T., & McCrae, R. R. 1988. Personality in adult hood: A six-year longitudinal study of self-reports and spouse ratings on the NEO Personality Inventory. *Journal of Personality and Social Psychology*, 54: 853-863.
- Costa, P. T., & McCrae, R. R. 1992. Revised NEO Personality Inventory and NEOFive- Factor Inventory professional manual. Odessa, FL: Psychological Assessment Resources.
- Deci, E. L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of personality and Social Psychology*, 18(1), 105. DOI: 10.1037/h0030644.
- De Jong, J. P. (2008). A matter of time. Mechanisms behind fair treatment perceptions in temporary employment. Tilburg: Tilburg University Press.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model. *Annual review of psychology*, 41(1), 417-440. DOI: org/10.1146/annurev.ps.41.020190.002221
- Dulac, T., Coyle-Shapiro, J. A., Henderson, D. J., & Wayne, S. J. (2008). Not all responses to breach are the same: The interconnection of social exchange and psychological contract processes in organizations. *Academy of Management Journal*, 51(6), 1079-1098.
- Dworkin, G. (1988). The theory and practice of autonomy. New York: Cambridge University. DOI: org/10.1017/CBO9780511625206
- Dysvik A, Kuvaas B (2008). The relationship between perceived training opportunities, work motivation, and employee outcomes. *Int. J. Train. Dev.*, 12(3): 138-157. DOI:

- Eriksson, T., & Ortega, J. (2006). The adoption of job rotation: Testing the theories. *ILR Review*, 59(4), 653-666.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical power analyses using G\*Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41, 1149-1160.
- Freese, C., & Schalk, R. (2008). How to measure the psychological contract? A critical criteria-based review of measures. *South African Journal of Psychology*, 38(2), 269-286. DOI: org/10.1177/008124630803800202
- Freese, C., Schalk, R., & Croon, M.A. (2008). Schending van het psychologisch contract tijdens organisatieveranderingen. *Tijdschrift voor HRM*, 4, 49-66.
- Gakovic, A., & Tetrick, L. E. (2003). Psychological contract breach as a source of strain for employees. *Journal of business and Psychology*, 18(2), 235-246.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational behavior*, 26(4), 331-362. DOI: 10.1002/job.322
- Guest, D. E. (1998). Is the psychological contract worth taking seriously? *Journal of organizational behavior*, 649-664. DOI: org/10.1002/(SICI)1099-1379(1998)19:1+%3C649::AID-JOB970%3E3.0.CO;2-T
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2009). Leader-member exchange and empowerment: Direct and interactive effects on job satisfaction, turnover intentions, and performance. *The Leadership Quarterly*, 20(3), 371-382.
- Harrison, R. (2000). *Employee Development*. (2nd ed.) London: IPM.
- Hess, N., & Jepsen, D. M. (2009). Career stage and generational differences in psychological contracts. *Career Development International*, 14(3), 261-283. DOI: 10.1108/13620430910966433.
- Igarria, M., & Guimaraes, T. (1999). Exploring differences in employee turnover intentions and its determinants among telecommuters and non-telecommuters. *Journal of management information systems*, 147-164.
- John, O. P., & Srivastava, S. (1999). The Big-Five trait taxonomy: History, measurement, and theoretical perspectives. In L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research* (Vol. 2, pp. 102-138). New York: Guilford Press.
- Judge, T. A., Heller, D., & Mount, M. K. 2002. Five-factor model of personality and job satisfaction:

- A meta-analysis. *Journal of Applied Psychology*, 87:530-54. DOI:10.1037/0021-9010.87.3.530
- Judge, T. A., Bono, J. E., Hies, R., & Gerhardt, M. W. 2002. Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87: 765-780. DOI: 10.1037/0021-9010.87.4.765.
- Kickul, J., & Lester, S. W. (2001). Broken promises: Equity sensitivity as a moderator between psychological contract breach and employee attitudes and behavior. *Journal of business and psychology*, 16(2), 191-217.
- King, W., & Miles, E. (1994). The measurement of equity sensitivity. *Journal of Occupational and Organizational Psychology*, 67, 133-142.
- Knights J & Kennedy B (2005). Psychological Contract Violation: Impacts on Job Satisfaction and Organizational Commitment among Australian Senior Public servants. *Applied HRM Research*. 10(2).57-72.
- Lee, K., Ashton, M. C., Morrison, D. L., Cordery, J., & Dunlop, P. D. (2008). Predicting integrity with the HEXACO personality model: Use of self-and observer reports. *Journal of Occupational and Organizational Psychology*, 81(1), 147-167.
- Locke, E.A. (1976), "The nature and causes of job satisfaction", in Dunnette, M.D. (Ed.), *Handbook of Industrial and Organizational Psychology*, Rand McNally, Chicago, IL, pp. 1297-349.
- Maertz CP, Griffeth RW. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management*, 30, 667 683. DOI: 10.1016/j.jm.2004.04.001
- Meyer, J., Allen, N. and Smith, C. (1993) 'Commitment to Organizations and Occupations: Extension and Test of a Three-component Conceptualization', *Journal of 250 International Journal of Cross Cultural Management* 4(2) *Applied Psychology* 78: 538–51. DOI: org/10.1037/0021-9010.78.4.538
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of management Review*, 22(1), 226-256. DOI: 10.2307/259230
- Osterloh, M. and Frey, B. (2000). Motivation, Knowledge Transfer, and Organizational Forms. *Organization Science*, 11(5), pp.538-550. DOI: 10.1287/orsc.11.5.538.15204
- Parker, S. L., Jimmieson, N. L., & Amiot, C. E. (2010). Self-determination as a moderator of demands and control: Implications for employee strain and engagement. *Journal of Vocational Behavior*, 76(1), 52-67.
- Porter, L. W., & Lawler, E. E. (1968). Managerial attitudes and performance.
- Raja, U., G. Johns, and F. Ntalianis. "THE IMPACT OF PERSONALITY ON

PSYCHOLOGICAL CONTRACTS.". *Academy of Management Journal* 47.3

(2004): 350-367. Web. DOI: 10.2307/20159586

Robinson, S. L. (1996). Trust and breach of the psychological contract. DOI: org/10.2307/2393868  
*Administrative science quarterly*, 574-599.

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. DOI: org/10.1002/job.4030160309

Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of management Journal*, 37(1), 137-152. DOI: 10.2307/2393868

Rousseau, D. & Wade-Benzoni, K. (1994). Linking Strategy and HR practices: how employee and customer contracts are created. *Human Resource Management*. 33 (3). 463-89.

Rousseau, Denise M. "Psychological And Implied Contracts In Organizations". *Employee Responsibilities and Rights Journal* 2.2 (1989): 121-139. Web. DOI: 10.1007/BF01384942

Rousseau, Denise 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. DOI: org/10.1002/job.4030110506

Rousseau, D. M., & McLean Parks, J. (1993). The contracts of individuals and organizations. *Research in organizational behavior*, 15, 1-1.

Rousseau, Denise M. "Psychological And Implied Contracts In Organizations". *Employee Responsibilities and Rights Journal* 2.2 (1989): 121-139. Web. DOI: 10.1007/BF01384942

Rousseau D. (2004). Psychological Contracts in the Workplace: Understanding the Ties that Motivate. *The Academy of Management Executive*. 18(1).120-127.

Saari, Lise M. and Timothy A. Judge. "Employee Attitudes And Job Satisfaction". *Human Resource Management* 43.4 (2004): 395-407. Web. DOI: 10.1002/hrm.20032

Solinger, O. N., Bal, P. M., Hofmans, J., & Jansen, P. G. W. (2015). Bouncing back from psychological contract breach: how commitment recovers over time. *Journal of Organizational Behavior*. Doi: 10.1002/job.2047

Sparrow, P. (1998) 'Re-appraising Psychological Contracting: Lessons for Employee Development from Cross-cultural and Occupational Psychological Research', *International Studies of Management and Organisation* 28(1): 30-63. DOI: org/10.1080/00208825.1998.11656726

Schmitt, N., Gooding, R. Z., Noe, R. A., & Kirsch, M. (1984). Meta-analyses of validity studies published

between 1964 and 1982 and the investigation of study characteristics. *Personnel Psychology*, 37(3), 407-422.

Taylor, M. S., & Tekleab, A. G. (2004). Taking stock of psychological contract research: Assessing progress, addressing troublesome issues, and setting research priorities. *The employment relationship: Examining psychological and contextual perspectives*, 253-283.

Tekleab, A. G., Takeuchi, R., & Taylor, M. S. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations. *Academy of Management Journal*, 48, 146-157. DOI: [org/10.5465/AMJ.2005.15993162](https://doi.org/10.5465/AMJ.2005.15993162)

Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*, 88(3), 500. DOI: [org/10.1037/0021-9010.88.3.500](https://doi.org/10.1037/0021-9010.88.3.500)

Tremblay, M. A., Blanchard, C. M., Taylor, S., Pelletier, L. G., & Villeneuve, M. (2009). Work Extrinsic and Intrinsic Motivation Scale: Its value for organizational psychology research. *Canadian Journal of Behavioural Science/Revue canadienne des sciences du comportement*, 41(4), 213-226. DOI: [org/10.1037/a0015167](https://doi.org/10.1037/a0015167)

Turnley, W. H., & Feldman, D. C. (1998). Psychological contract violations during corporate restructuring. *Human Resource Management*, 7317-8,3. DOI: [org/10.1002/\(SICI\)1099-050X\(199821\)37:1%3C71::AID-HRM7%3E3.0.CO;2-S](https://doi.org/10.1002/(SICI)1099-050X(199821)37:1%3C71::AID-HRM7%3E3.0.CO;2-S)

Tzafrir, S. S., Baruch, Y., & Dolan, S. L. (2004). The consequences of emerging HRM practices for employees' trust in their managers. *Personnel Review*, 33(6), 628-647. DOI: [org/10.1108/00483480410561529](https://doi.org/10.1108/00483480410561529)

van der Smissen, S., Schalk, R., & Freese, C. (2013). Organizational change and the psychological contract: How change influences the perceived fulfillment of obligations. *Journal of Organizational Change Management*, 26(6), 1071-1090.

Westwood, R., Sparrow, P., & Leung, A. (2001). Challenges to the psychological contract in Hong Kong. *International Journal of Human Resource Management*, 12(4), 621-651. DOI: [org/10.1080/09585190122611](https://doi.org/10.1080/09585190122611)

ZIMMERMAN, RYAN D. "UNDERSTANDING THE IMPACT OF PERSONALITY TRAITS ON INDIVIDUALS' TURNOVER DECISIONS: A META ANALYTIC PATH MODEL". *Personnel Psychology* 61.2 (2008): 309-348. Web. DOI: [10.1111/j.1744-6570.2008.001](https://doi.org/10.1111/j.1744-6570.2008.001)

## Appendix: Questionnaire Items

<b>Breach</b> Does your organization provide you with .....	not at all	a little	Some- what	Quite a lot	Very much
good work content	1	2	3	4	5
opportunities for career development	1	2	3	4	5
good social atmosphere?	1	2	3	4	5
good organizational policies?	1	2	3	4	5
good work-life balance?	1	2	3	4	5
good rewards?	1	2	3	4	5

<b>Intrinsic motivation</b>	Disag- ree strong ly	Disag- ree a little	Neith- er agree not disagr- ee	Agree a little	Agree strong ly
My job is interesting that is a motivation in itself	1	2	3	4	5
My job is very exciting	1	2	3	4	5
The tasks that I do at work are enjoyable	1	2	3	4	5
My job is meaningful	1	2	3	4	5
The tasks that I do at work are themselves representing a driving power in my job	1	2	3	4	5
Sometimes I become so inspired by my job that I almost forget everything else around me	1	2	3	4	5

<b>Openness to experience</b>	Disagr- ee strong ly	Disagr- ee a little	Neithe- r agree not disagr- ee	Agree a little	Agree strong ly
I would be quite bored by a visit to an art gallery	1	2	3	4	5
I'm interested in learning about the history and politics of other countries	1	2	3	4	5
I would enjoy creating a work of art, such as a novel, a song, or a painting	1	2	3	4	5

I think that paying attention to radical ideas is a waste of time.	1	2	3	4	5
If I had the opportunity, I would like to attend a classical music concert	1	2	3	4	5
I've never really enjoyed looking through an encyclopedia	1	2	3	4	5
People have often told me that I have a good imagination	1	2	3	4	5
I like people who have unconventional views	1	2	3	4	5
I don't think of myself as the artistic or creative type	1	2	3	4	5
I find it boring to discuss philosophy	1	2	3	4	5

<b>Agreeableness</b>	Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly
I rarely hold a grudge, even against people who have badly wronged me	1	2	3	4	5
People sometimes tell me that I am too critical of others	1	2	3	4	5
People sometimes tell me that I'm too stubborn	1	2	3	4	5
People think of me as someone who has a quick temper	1	2	3	4	5
My attitude toward people who have treated me badly is "forgive and forget"	1	2	3	4	5
I tend to be lenient in judging other people	1	2	3	4	5
I am usually quite flexible in my opinions when people disagree with me	1	2	3	4	5
Most people tend to get angry more quickly than I do	1	2	3	4	5
Even when people make a lot of mistakes, I rarely say anything negative	1	2	3	4	5
When people tell me that I'm wrong, my first reaction is to argue with them	1	2	3	4	5

<b>Neuroticism</b> <b>I see myself as someone who..</b>	Disagree strongly	Disagree a little	Neither agree nor disagree	Agree a little	Agree strongly
Is depressed, blue	1	2	3	4	5

Is relaxed, handles stress well	1	2	3	4	5
Can be tense	1	2	3	4	5
Worries a lot	1	2	3	4	5
Is emotionally stable, not easily upset	1	2	3	4	5
Can be moody	1	2	3	4	5
Remains calm in tense situations	1	2	3	4	5
Gets nervous easily	1	2	3	4	5

<b>Intention turnover</b>	Disagree strongly	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Agree strongly
In the last few months, I have seriously thought about looking for a new job	1	2	3	4	5	6	7
Presently, I am actively searching for another job	1	2	3	4	5	6	7
I intend to leave the my organization in the near future	1	2	3	4	5	6	7
<b>Job satisfaction</b>	Disagree strongly	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Agree strongly
All in All, I am satisfied with my job	1	2	3	4	5	6	7
In general, I do not like my job	1	2	3	4	5	6	7
In general, I like working here	1	2	3	4	5	6	7

<b>Extrinsic motivation</b> <b>Why do you do your work?</b>	Does not correspond at all				Corresponds moderately		Corresponds exactly
For the income it provides me	1	2	3	4	5	6	7
Because it allows me to earn money	1	2	3	4	5	6	7

Because this type of work provides me with security	1	2	3	4	5	6	7
---	---	---	---	---	---	---	---

## Appendix: Cover Letter

The majority of people today spend a big part of their time on work.

We are three masters' students in Human Resource Studies at Tilburg University initiating this study about how people experience and evaluate their work. We are interested in which aspects of the work environment are important for employee well-being, and what the consequences are of employee well-being at work. We are specifically doing this study to learn more about employee's belief and attitudes about the degree that organization has failed to fulfill its promises.

Your participation is voluntary. You have the right to refuse to participate in this study. If you decide to participate, you may still choose to withdraw from the study at any time. Your confidentiality will be respected. You will not be identified by name in any reports of the completed study. The results of this study will be reported in a graduate thesis and may also be published in journal articles and books. We do not think taking part in this study will help you. However, in the future, others may benefit from what we learn in this study. In the questionnaire you will find statements about your work and some general questions. Please carefully read the instruction with each set of questions before filling out the questions. Participating will cost you about 10 minutes. If you require additional information or have questions, please contact us at the email addresses listed below.

Sincerely,