

DETERIORATING DYNAMICS: PSYCHOLOGICAL CONTRACT VIOLATION, WORKPLACE DEVIANCE, AND TURNOVER INTENTIONS IN ORGANIZATIONAL CONTEXT

Joseph Kiptoo Kimetto

Department of Management Science and Entrepreneurship, Moi University, Kenya

Abstract:

This study analyzed the mediating effect of turnover intention (TI) on the relationship between psychological contract violation (PCV) and workplace deviance (WPD), the effects of PCV on TI, and TI on WPD. Explanatory research design was used employing stratified random sampling techniques to collect data from 443 employees of Agriculture and Food Authority Directorates in Kenya. Self-administered structured questionnaires anchored on 7-point Likert scale were used to collect data. Reliability and validity of the research instrument were tested using Cronbach Alpha and Factor Analysis respectively. Regression based Hayes Process Macro model 4 was used to test the mediation effect. The results of the study showed a negative but significant mediation effect of TI on the relationship between PCV and WPD. In addition, the study established that PCV has an influence on TI, and TI also influences WPD. The findings of the study accentuate the need for the human resource managers in public organizations to delve into the problem of turnover intention and come up with appropriate mitigation strategies, so as to reduce the drawback of workplace deviance. This study contributes to the theoretical knowledge base of WPD by including TI as a mediator. It also adds into the literature of psychological contract and the social exchange theories.

Keywords: Workplace Deviance, Turnover Intention and Psychological Contract Violation.

INTRODUCTION Concept of Workplace Deviance (WPD)

The past ten years have witnessed firms increase their interest in the unethical behaviour displayed within their organizations. Large corporations including WorldCom, Tyco, and Enron have engendered public attention to the ultimate threats of discreditable business practices (Appelbaum & Dequire, 2005). Subsequently, employee deviance affiliated to withholding effort, maltreatment of coworkers, and theft, is a critical concern for most organizations (O'Neill et al., 2011).

Deviant behaviours within the workplace are proving to be the motive behind the noteworthy disquiet within organizations throughout the world (Restubog S. et al., 2010). An Australian national poll reported that approximately 35% of employees had been abused verbally by fellow workers, whereas around 31% of staff members had reported verbal abuse by their direct supervisor (Mayhew C. & Chappell D., 2001). The United States Chamber of Commerce estimates that 33% to 75% of all employees have participated in one or more divergent behaviours such as sabotage, fraud, vandalism, and theft, while 75% of all personnel steal at the least of once (Harper D., 1990; Shulman, 2005), and about 95% of all firms grapple with theft by employees (Case, 2000). Legal or illegal, deviant behaviour breaches the general social norms (Mohamed & Agwa, 2018). Organizations suffer enormous costs because of workplace deviance which may threaten their existence (Hussain & Sia, 2017).

The Concept of Psychological Contract Violation (PCV)

The psychological contracts, according to Nadim et al. (2019), are sets of 'expectations' or 'promises' that are swapped between factions within an employment relationship. The expectations of the employee spark certain feelings regarding the organization that may be positive to motivate Job performance (Rahman et al., 2017), work engagement (Guo & Zhu, 2018; Rai & Agarwal, 2017), or may be negative such as employee turnover or workplace deviance (Nadim et al., 2019).

The psychological contract, according to Rousseau (2001), represents a substantial basis for comprehending employment relationships. It depicts the integral beliefs that involve the promises and obligations established between the employee and the employer (Rousseau, 1995). According to Sonnenberg et al. (2011), the contracts may include the fundamental norms of life within the organization including good and supportive work environment, courtesy, job security, open and direct communication, candid and fair treatment, and respect, just to mention but a few. The violation or breach of the psychological contract is perceived by the employees when the organization fails to honour these promises (Morrison & Robinson, 1997).

Undesirable effects have been witnessed on employees feeling that their psychological contract had been violated. The term violation portrays an experience of strong emotions encompassing deep psychological distress and betrayal, feelings of resentment, anger, wrongful harm and injustice (Rousseau, 1989). Violation is seen to supersede the ordinary cognizance of a broken promise to the discernment of an organizational failure to accomplish an obligation without experiencing the strong affective reaction allied with the term violation (Morrison & Robinson, 1997). The unique nature of psychological contracts and the perpetual changes in the business environment have made violation and breach common (Robinson & Morrison, 2000), or even unavoidable incidents (Low & Bordia, 2011; Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009) in the contemporary organizations.

Treatment with dignity, respect and fairness in a professional and social interaction is an employee's implied belief in a give-and-take implementation of organization goals (Parzefall & Salin, 2010). According to Hobfoll (2001), fairness, respect and dignity are regarded as valuable resources within an organization, the loss of which triggers negative emotions (Kiazad et al., 2014). This resultant emotional distress from psychological contract violation is likely to overstrain the little remaining psychological resources (Robinson & Morrison, 2000), and make them vulnerable to additional resource loss (Hobfoll, 2001; Deng et al., 2017). Studies have revealed that in the struggle to reduce the violation of psychological contract, the remaining cognitive and psychological resources are drained by the employees (Hobfoll & Shirom, 2001). These employees would be lacking in the resources to engage in suitable behaviours and thereby amplify withdrawal coping mechanisms. This hypothetical loss of resources instigates employees' withdrawal from the custom as a way to safeguard the remaining resources.

The Concept of Turnover Intention (TI)

Turnover intention is "a conscious and deliberate wilfulness to leave the organization (Tett & Meyer, 1993). Turnover intention is key to any organization since it can forecast the actual employee turnover (Kivimäki et al., 2007; Steel & Ovalle, 1984). Not all turnover intentions necessarily lead to employees leaving the organization (Griffeth et al., 2000; Jiang et al., 2012). This has led to more studies seeking answers why employees express the intent to leave but remain within the organization (Hom, Mitchell, Lee, & Griffeth, 2012). Studies have observed that an alternative to turnover from the organization is workplace deviance (Liu & Eberly, 2014). The employees with the intention to leave but are not leaving have been associated with counterproductive behaviours at work and branded "trapped stayers" (Hom et al., 2012).

Studies have linked workplace deviance with high intensity of turnover intentions (Salin & Notelaers, 2017). The exposure to negative actions at the place of work prepares the ground for turnover intention that may ultimately result in the real turnover (Griffeth et al., 2000; Kivimäki et al., 2007; Jiang et al., 2012). Turnovers, whether intended or actualized have cost organizations, thereby stressing the need to understand the motivating factors (Salin & Notelaers, 2017). This study realised the presence of trapped stayers in the Agriculture and Food Directorates.

Studies indicate that exchange norms influence new employees' behaviour while those that have been in employment longer have stabilized their relations with their organizations and are likely steered by lasting commitments between the two parties (Rousseau, 1995; Wright & Bonett, 2002). The mutual relations therefore between work engagement, psychological contract and turnover intention are purported to be stronger for short tenured employees.

Studies in the past suggest that psychological contracts impact work productivity (Zhao et al., 2007). With this respect, a fulfilled employee responds with higher work engagement and lower intentions to leave the organization, as explained by the Social Exchange Theory (Blau, 1964), and the Norm of Reciprocity (Gouldner, 1960). These theories propose that reciprocal obligations are established with every act of exchange by the associating parties. This signifies that employee perception of employer's contract fulfilment translates to positive job attitudes and work conduct. Greater contract fulfilment is therefore expected to result in elevated work engagement and reduced turnover intention (Turnley, Bolino, Lester, & Bloodgood, 2003).

LITERATURE REVIEW Psychological Contract Violation and Workplace Deviance

Studies have demonstrated a substantial link between Psychological Contract Violation and Workplace Deviance confirming the earlier studies by Uhl-Bien & Maslyn (2003), Bordia et al (2008) and Su-Fen and Jei-Chen (2008). When an employee perceives a violation, he or she may relegate positive behaviours such as organizational citizenship and even display bad behaviours (such as employee deviance) to achieve cognitive balance with the organizational command. When promises made to employees are not met, they feel violated and driven by revenge may engage in organizational deviance. Anchored on these studies, the first hypothesis of this study states:

H01: Psychological contract violation has no significant effects on workplace deviance.

Psychological Contract Violation and Turnover Intention.

A number of studies have established that psychological contract violations can create negative work attitudes and turnover (Santhanam, et al., 2017; Arain et al., 2012; Bordia et al., 2008; Zhao, et al. 2007 and Raja, et al., 2004). The contrary has also been found to be true, according to Parzefall and Hakamen (2010), supposed psychological contract fulfilment led to reduced turnover intentions.

According to Zhao et al. (2007), turnover intentions designate a person's prejudiced likelihood of leaving his or her organisation and his/her psychological connection to it. Leaving is inspired by negative work events (Lum, et al., 1998, and Appollis, 2010). Turnover is increased by Psychological contract breaches, according to Turnley and Feldman (1999). A study by Dulac *et al.*, (2008) accounts that psychological contract violation commences with an employee assessing the importance of events within an organization, for his/her own wellbeing. The subsequent interpretation of the situation with regard to individual wellbeing is an emotional step preceding the feelings of violation. The study therefore hypothesizes as:

H02: Psychological contract violation has no significant influence on turnover intention.

Turnover Intention and Workplace Deviance

An employee with intentions to quit from the organization have the notion that they will no longer be subjected to organizational sanctions or supervisory abuse for their deviant reactions to violations instigated by the

organization (Tepper et al., 2007). The violated employees have no fear for discipline or retaliation following their deviant acts, and are expected to be more deviant in the workplace. On the contrary, workers whose intentions to leave are lower feel dependent on their employing organization and therefore have the impression that they will lose more if they engage in deviance at work. These employees with reduced intentions to quit have less incidences of workplace deviance (Tepper et al 2009). As a result, the third hypothesis of this study states:

H03: Turnover intention has no significant effect on workplace deviance.

Mediating Role of Turnover Intention

Previous studies have cited the possibility of turnover intentions being intensified by psychological contract violation, and can gauge the employee's psychological attachment to the organization (Zhao et al., 2007; Lum et al., 1998). A negative relationship has been reported between commitment, an element of relationship quality and turnover (Nair N. & Vohra N., 2012; Mathieu & Zajac, 1990; Meyer et al., 2002). There is scarce literature however in the mediation of turnover intention on the relationship between workplace deviance and psychological contract violation. This leads to the fourth hypothesis of this study:

H04: Turnover intention has no significant mediating effect on the relationship between psychological contract violation and workplace deviance.

Conceptual Model

Figure 1 illustrates the relationships between the variables and the paths that were tested in data analysis. It is adopted and modified from Model 4 of Hayes (2018).

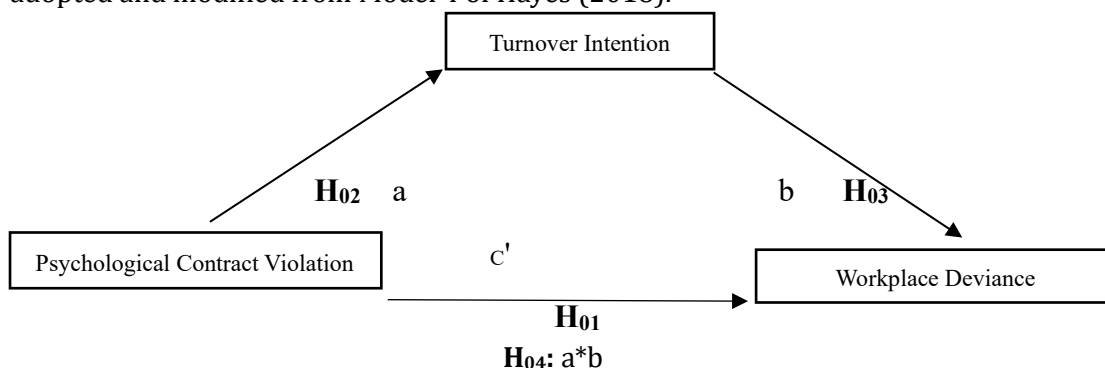


Figure 1: Conceptual Model

Source: Survey Data

MEASUREMENT OF VARIABLES Workplace Deviance (Dependent Variable)

The scales developed by Bennett and Robinson (2000) were used to measure workplace deviance variables. It measured how frequently a respondent was involved in activities that can be harmful to fellow employees and to the organization, using a 7-point Likert scale. Nineteen (19) items in total were used in measuring workplace deviance as shown below.

Workplace Deviance Measurement Items

Organizational Deviance Items

The organizational deviance was measured using several items stated as: Taken merchandise from work without permission; Spent too much time fantasizing or daydreaming instead of working; Falsified a receipt to get more money for work related expenses; and Taken an additional or longer break than is acceptable at your workplace. More items are: Came in late to work without permission; Littered your work environment; Neglected to follow your manager's instructions; and Intentionally worked slower than you could have worked. The last four items are: Discussed confidential company information with an unauthorized person; Used an illegal drug or consumed alcohol on the job; Put little effort into your work; and Dragged out work in order to get overtime.

Interpersonal Deviance Items

Seven items measured interpersonal deviance as follows: Made fun of someone at work; Said something hurtful to someone at work; Made an offensive ethnic, religious, or racial remark at work; and Cursed at someone at work. More items are: Played a mean prank on someone at work; Acted rudely toward someone at work; and Publicly embarrassed someone at work, a scale developed by Bennett and Robinson (2000).

Psychological Contract Violation (Independent Variable)

The Psychological Contract violation variable was measured using a four-item scale by Robinson and Morrison (2000). A 7-point Likert scale varying from 'strongly disagree' to 'strongly agree' was used in answering the four items. These items are: 'I feel a great deal of anger toward my organization'; 'I feel betrayed by my organization'; 'I feel extremely frustrated by how I have been treated by my organization'; and lastly, 'I feel that my organization has violated the contract between us.' The alpha coefficient for this scale was $\alpha = .95$, corresponding that of Robinson and Morrison (2000) whose value was $\alpha = .94$.

Turnover Intention (Mediator)

The measurement of the turnover intention variable was done by the use of a 3-item scale established by Camman et al. (1979). The Cronbach alpha coefficient in the Camman et al. (1979) study was 0.77. The scale items are: I often think of leaving the organization; If I could choose again, I would choose to work for the current organization; and It is very possible that I will look for a new job next year.

Control Variables

The choice of control variables of this study was informed by previous studies. Age, gender, employment status, tenure and education were controlled. Hershcovis et al. (2007), Aquino et al. (2006), and Spielberger (1996) in their varied studies provided the indication that males are inclined to display explicit irate reactions more often than their female counterparts, hence the need to control for gender. The social psychological literature suggests that the prevalence of aggression at the workplace was common among younger employees compared to the older ones, who are less inclined to negative disruptive behaviours; therefore, age in years was controlled. According to Berry et al. (2007), Carstensen (1992), Geen (1990), age progression is complemented by increasing emotional maturity and reduced negative reactions. Tenure was part of the control variables since evidence denotes an association between tenure and antisocial behavior at work (Robinson & O'Leary-Kelly, 1998). The perception of full-time and part-time employees differed on the exhibited exchange relationships (Gakovic & Tetrick, 2003); therefore, the employment status was controlled. Sociological studies show that lack of education is connected with engagement in criminal activities (Douglas & Martinko, 2001; Campbell & Muncer, 1990), therefore stressing the need to control education.

A single item was used to measure gender ('What is your gender?'). Tenure was captured through the number of years one has worked in the organization, and respondents were requested to specify their job grade and employment status.

RESEARCH METHODOLOGY

This study utilized explanatory research design using stratified and systematic random sampling methods to collect data from 443 out of 738 employees within the Agriculture and Food Directorates of Kenya, as indicated in Table 1 below. The nine directorates were used as clusters within which sampling was done across the country. Structured questionnaires that were self-administered based on a 7-point Likert scale were used in data collection. Cronbach Alpha and Factor Analysis were used to test reliability and validity respectively. Data transformation was performed using the items that were loading onto one construct. An average score of the items measuring each construct was calculated and used for the final correlation and multiple regression

analysis. Hayes Process Macro through hierarchical regression models were used to analyze data and test hypotheses as follows:

H₀₁: Psychological contract violation has no effects on workplace deviance.

$$WPD = C_0 + \beta_1 CV + \beta_2 PCV + \epsilon_y$$

H₀₂: Psychological contract violation does not influence turnover intention.

$$TI = C_0 + \beta_1 CV + \beta_2 PCV + \epsilon_m$$

H₀₃: Turnover intention does not lead to workplace deviance.

$$WPD = C_0 + \beta_1 CV + \beta_2 PCV + \beta_3 TI + \epsilon_y$$

H₀₄: Turnover intention does not mediate the relationship between psychological contract violation and workplace deviance.

$$M = a_1 \times b_1 \quad \text{or} \quad M = C - C'$$

RESULTS

Response Rate and Demographic Profile of Respondents

The targeted sample of the study was 468 respondents. The results in Table 1 show that 443 were achieved. After preliminary screening and data cleaning, 415 questionnaires were used for further analysis. Twenty-eight (28) questionnaires were excluded listwise from data analysis, 21 were defective and a further 7 were found to be outliers.

Table 1: Questionnaires Collected **Item Description** **Number of Questionnaires** **Percenta**

Fully Completed Questionnaires	422	90.1%
Defective Questionnaires	21	4.4%
Outliers	7	1.5%
Total Collected	443	94.6%
Total used for Analysis	415	93.6%

Source: Research Data

Table 2 shows the details of target population, sample size and the response rate of the different directorates as captured by the study.

Table 2: Target Population, Sample Size and Response Rate

SR. NO	DIRECTORATE	POPULATION	SAMPLE	RESPONDENTS	PERCENTAGE
1.	Food crops directorate	10	10	7	70%
2.	Horticultural crops directorate	182	101	99	98%
3.	Tea directorate	50	42	39	92%
4.	Coffee directorate	52	43	39	90%
5.	Sugar directorate	111	75	72	96%
6.	Nuts and oil crops directorate	32	29	26	89%

7.	Fibre crops	70	34	31	91%
	director				
8.	Pyrethrum and other	201	107	105	98%
	industrial crops				
	director				
9.	Commodities fund	30	27	25	92%
TOTAL		738	468	443	94%

Source: Survey Data

Tests of Normality

All assumptions underlying regression analysis were tested. Normality was tested by using skewness and kurtosis, Shapiro Wilks test, as well as bootstrapping. The tests of normal distribution of data involved the inspection of values of skewness and kurtosis (Table 3). Linearity was tested using correlations among variables. The variance inflation factor (VIF) index was used to test multicollinearity while homoscedasticity was tested using skewness and kurtosis. The results in Table 2 below indicate that all assumptions were met by the study.

Table 3: Tests of Normality

	Collinearity Statistics	Shapiro Wilks Statistic	Signific a(p)	Minim um	Maxim um	Mean Statistic	Std. Dev Statistic	<u>Skewness Kurtosis</u>	
Toleran	VIF	Statistic	Std. Statist	Std. Statist	ce	ic Erro	ic Erro	r	r
WPD	.578	1.730	.885	.000	19.00	112.00	43.1588	18.13583	1.313 .119
PCV	.571	1.752	.957	.000	4.00	28.00	14.3507	6.23874	-.011 .119
TI	.517	1.935	.970	.000	3.00	21.00	12.5261	3.96996	-.248 .119

Source: Survey Data

Descriptive Statistics

The results in Table 4 show the means, standard deviations, reliability and correlations of the three variables of the study. Turnover intention had the highest mean of 4.1880 with a standard deviation of 1.29867, while workplace deviance had the lowest mean at 2.2586 with a standard Deviation of .92775. The reliability statistics of all the variables met the threshold of = .7 (Pallant, 2011), with the highest being WPD at = .946 and lowest being TI with = .714. The correlation results showed that workplace deviance correlated with TI ($r = -.122^*$) but had a negative insignificant association with PCV ($r = -.017$).

Table 4: Means, Standard Deviations, Reliability and Correlation Results

	Mean	SD	Reliability	Correlation WPD	PCVIOLA N	TURNOV NT
WPD	2.2586	.92775	.946	1		
PCVIOLATION	3.5794	1.54186	.925	-.017	1	
TURNOVINTNT	4.1880	1.29867	.714	-.122*	.635**	1

Source: Survey Data

Testing Mediation

The mediation analysis was guided by the procedures by Hayes (2013; 2018), applying Hayes Process Macro model 4. Figure 1 illustrates the paths tested. Path a, b shows the indirect effect of PCV on WPD and is labeled a*b in Figure 1. Testing mediation was done according to the steps outlined by Preacher and Hayes (2004). The first step was to predict the effect of the independent variable (psychological contract violation) on the mediating variable (turnover intention) whose result was ($\beta = .5382$, $p = .0000$, $CI = .4715$ to $.6050$). The second step was to estimate the effect of the intervening variable on the dependent variable, workplace deviance ($\beta = -.1307$, $p = .0036$, $CI = -.2183$ to $-.0430$) while controlling for the influence of mediator variable, which was later tested using model 59 ($\beta = .1041$, $p = .0033$, $CI = .0348$ to $.1734$). The final step was bootstrapping and sampling distribution of the indirect effect, generating a confidence interval which includes an empirically produced bootstrapped sampling distribution. Table 5 shows the details of the results.

Table 5: Mediation Analysis

<u>Turnover Intention</u>					<u>Work Place Deviance</u>				
B	SE	P	BC Bootstrap 95 % CI	Consequent	B	SE	P	BC Bootstrap 95% CI	
Antecedent									
-	.06	.92	[-.1240 to .1125]	to		.05	.72	[-.0874 to .1261]	
.0058	01	38		to	.019	43	20	[-.2055 to -.0573]	
	.04	.65	[-.0636 to .1005]		3	.03	.00	[-.0443 to .2176]	
.0184	17	88			-	.77	05		
	.07	.79	[-.1255 to .1646]		.131	.06	.19		
	.0196	38			4	.66	40		
Age									
Education					.086				
Length of					7				
	.5382	.03	.00	[.4715 to .6050]					
X (PCV)	40	00							
-	-	-			-	.04	.00	[-.2183 to -.0430]	
M (TI)					.130	46	36		
					7				
Constant					2.91	.25	.00	[2.4189 to 3.4128]	
					59	28	00		

N = 415

Source: Survey Data

The resultant tests of indirect effect of psychological contract violation on workplace deviance through turnover intention are at $\beta = -.0703$, $SE = .0270$ and $CI = [-.1257$ to $-.0200]$, as shown in Table 6. These results indicate that there is a mediating effect of TI on the relationship between PCV and WPD. As a consequence of the findings, H_{04}

of this study that states, “Turnover intention does not mediate the relationship between psychological contract violation and workplace deviance” is rejected.

Table 6: Indirect Effect of PCV on WPD through Turnover Intention_____

Indirect effects of Psychological Contract Violation (PCV) on ORG Workplace Deviance			
Mediator	<i>B</i>	<i>SE</i>	Bootstrap 95% <i>CI</i>
Turnover Intention	-.0703	.0270	[-.1257 to -.0200]

N = 415a

Source: Survey Data

SUMMARY OF RESEARCH HYPOTHESES AND RESULTS

A summary of the research hypotheses of the study is tabulated in Table 6 below. The synopsis of hypothesis to hypothesis based on the analytical model and the test statistic applied, the actual results realized, the interpretation of the results and the final verdict in the hypothesis is presented in Table 7 below. All the four null hypotheses were rejected.

Table 7: Summary of Research Hypotheses and Results

	Hypothesis Statement	Analytical Model and Test Statistic	Actual Results	Interpretation	Verdict
H ₀₁	Psychological Contract Violation has no effects on Workplace Deviance	<ul style="list-style-type: none"> Regression Beta Values P Values Process Macro Model 59	<ul style="list-style-type: none"> $\beta = .1041$ $P < 0.05, p = .0033,$ $CI = [.0348 \text{ to } .1734]$ 	● PCV has effects on WPD	● Reject the H ₀
H ₀₂	Psychological contract violation does not influence Turnover Intention.	<ul style="list-style-type: none"> Regression Beta Values P Values Process Macro Model 4	<ul style="list-style-type: none"> $\beta = .5382$ $P < 0.05, p = .0000,$ $CI = (.4715 \text{ to } .6050)$ 	● PCV influences TI.	● Reject the H ₀
H ₀₃	Turnover Intention does not lead to	<ul style="list-style-type: none"> Regression Beta Values P Values 	<ul style="list-style-type: none"> $\beta = -.1307$ $P < 0.05 p = .0036$ 	● TI leads to WPD	● Reject the H ₀

	Workplace Deviance.	● Process Macro Model 4	● CI = (-.2183 to .0430)		
H ₀₄	Turnover intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.	● Process Macro Model 4 ● Beta Coefficients (β Values) ● Confidence Intervals	● $\beta = -.0703$, ● CI = [-.1257 to -.0200], ● SE = .0270	● TI mediates the relationship between PCV and WPD.	● Reject the H ₀

Source: Survey Data

DISCUSSION

The purpose of this study was to determine the mediation of turnover intention on the relationships between PCV and WPD. The initial step was to determine the effects of psychological contract violation on workplace deviance, followed by the effects of psychological contract violation on turnover intention. The third step was to establish how turnover intention affected workplace deviance, and finally ascertain the mediating effects of turnover intention on the relationships between PCV and WPD.

H01: The study found that PCV has effects on WPD. The expectations by employees may prompt varied positive or negative feelings towards the organization, such as workplace deviance (Nadim et al., 2019). The findings of H01 of this study demonstrated the effects that psychological contract violation has on workplace deviance, in agreement with previous studies. Increasingly, research has shown that psychological contract violation is viewed by employees as losing valuable resources at work, leading to strong negative emotions (Kiazad et al., 2014).

H02: The findings of H02 of this study show that there is a relationship between psychological contract violation and turnover intention. This agrees with a previous study by Arshad (2016), where psychological contract violation was found to be positively related to turnover intention. These results additionally correspond with the work of Zhao et al. (2007) and Lum et al. (1998) that turnover intentions can be intensified by psychological contract violation.

H03: The findings of the third hypothesis of this study, the effects of turnover intention on workplace deviance, showed significance. A study by Rizvi et al., (2017) showed similar results that determined a direct relationship between turnover intention and workplace deviance.

H04: The findings of the fourth hypothesis determined that turnover intention mediated the relationship between psychological contract violation and workplace deviance. This furthered the work by Tepper et al. (2007; 2009), which appreciated the role played by turnover intention on workplace deviance. Previous studies have established a relationship between psychological contract violation and turnover intention (Shahnawaz & Goswami, 2011).

THEORETICAL AND MANAGERIAL IMPLICATIONS

This empirical study contributed to the literature in several ways. The first contribution is on methodological literature, through the choice of the mediation model 4 by Hayes (2013; 2018). This allowed testing the relationships of three variables all at once. Their interaction gave a clearer picture of the web of interrelations within the organization. The findings revealed that a lot beyond the three variables is in play in the decision to resort to deviant behavior.

The second contribution was on the literature in the fields of psychological contract violation, turnover intention, and workplace deviance. The study revealed new insights that the effect of psychological contract violation on workplace deviance is mediated by turnover intention in the Kenyan public sector.

The study findings were supported by the anchoring theories: psychological contract (Argyris, 1962) and social exchange (Blau, 1964) thereby asserting these theories. The theories postulate the psychological contract built by the employees when they join the organization and their expected reciprocation from the organization, a situation that was confirmed by the study.

The levels of turnover intention in organizations require a close observation. This study established that turnover intention can be triggered by several factors and therefore the probable causes and their solutions need to be carefully established.

This study also established that the root causes of workplace deviance may be exclusive to the affected organization. It is therefore essential that every organization determines the genesis of the problem in order to get a suitable solution. Misdiagnosis of the problem can be costly to the organization.

The findings of this study advise on the reality of psychological contract violation and word of caution on the handling of change in an organization, such as the restructuring that occurred in Agriculture and Food Authority Directorates and by extension, the public sector in Kenya.

CONCLUSION

This study offers a significant research model that aids the understanding of the role of turnover intention in the psychological contract violation and workplace deviance in the public sector. On the basis of these results, it has been elucidated that turnover intention is a powerful driver of workplace deviance. The study further determined that the interaction between turnover intention, psychological contract violation and workplace deviance determine employees' behaviors at work.

FUTURE RESEARCH

The use of longitudinal research designs may give a better view of all the variables, given the advantage of time. This study collected data from the public sector and suggests that the same study be replicated in the private sector for better understanding of the dynamics of the private sector.

The research tools have advanced over time and can accommodate multiple variables and a large number of respondents, which is favorable for mediation. This study therefore recommends an increased population and sample size to enhance the sensitivity of the mediation model.

REFERENCES

- Appelbaum S, Deguire K, Lay M. (2005), The relationship of ethical climate to deviant work- place behaviour. *Corporate Governance*. 5(4):43-55
- Appollis, V. P. (2010). *The relationship between intention to quit, pyschological capital and job satisfaction in the tourism industry in the Western Cape* (Doctoral dissertation, University of the Western Cape).
- Aquino, K., Tripp, T., & Bies, R. (2006). Getting even or moving on? Power, procedural justice, and types of offense as predictors of revenge, forgiveness, reconciliation, and avoidance in organizations. *Journal of Applied Psychology*, 91: 653-658.
- Arain, G. A., Hameed, I., & Farooq, O. (2012). Integrating workplace affect with psychological contract breach and employees' attitudes. *Global Business and Organizational Excellence*, 31(6), 50-62.

Argyris, C. (1962), *Understanding Organizational Behaviour*, Homewood, IL: Dorsey Press.

Arshad, Rasidah. (2016)," Psychological contract violation and turnover intention: do cultural values matter? ", *Journal of Managerial Psychology*, Vol. 31 Iss 1 pp. 251 - 264

Bennett, R., & Robinson, S. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349-360.

Berry, C. M., Ones, D. S., & Sackett, P. R. (2007). Interpersonal deviance, organizational deviance, and their common correlates: a review and meta-analysis. *Journal of applied psychology*, 92(2), 410.

Blau, P. M. (1964). *Exchange and Power in Social Life*, New York: Wiley.

Bordia, P., Restubog, S. L. D., & Tang, R. L. 2008. When employees strike back: Investigating the mediating mechanisms between psychological contract breach and workplace deviance. *Journal of Applied Psychology*, 93: 1104-1117.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan Organizational Assessment Questionnaire*. Unpublished manuscript, University of Michigan.

Campbell, A., & Muncer, S. (1990). Causes of crime. *Criminal Justice and Behavior*, 17: 410-419.

Carstensen, L. L. (1992). Social and emotional patterns in adulthood: Support for socioemotional selectivity theory. *Psychology and Aging*, 7, 331-338.

Case J. (2000). *Employee Theft: The Profit Killer*. Del Mar, CA: John Case & Associates
Deng, H., Coyle-Shapiro, J. and Yang, Q. (2017), "Beyond reciprocity: a conservation of resources view on the effects of psychological contract violation on third parties", *Journal of Applied Psychology*.

Douglas, S. C., & Martinko, M. J. (2001). Exploring the role of individual differences in the prediction of workplace aggression. *Journal of Applied Psychology*, 86(4), 547.

Dulac, T., Coyle-Shapiro, J.A., Henderson D.J, and Wayne, S.J., (2008) Not All Responses to Breach Are the Same: The Interconnection of Social Exchange and Psychological

Contract Processes in Organizations *The Academy of Management Journal*, Vol. 51, No. 6, pp. 1079-1098

Gakovic, A., & Tetrick, L. E. (2003). Perceived organizational support and work status: A comparison of the employment relationships of part-time and full-time employees attending university classes. *Journal of Organizational Behavior*, 24: 649-666.

Geen, R. G. (1990). *Human aggression*. Pacific Grove, CA: Brooks/Cole.

Gouldner, Alvin W. (1960). "The Norm of Reciprocity: A Preliminary Statement." *American Sociological Review* 25: 161-178.

- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463–488.
- Guo BM, Zhu AF. (2018). The relationship among psychological capital psychological contract and work engagement in nurses. *Chinese Journal of Industrial Hygiene and Occupational Diseases*. 36(8):614-617.
- Harper D. (1990). Spotlight abuse–Save profits. *Industrial Distribution*. 79(3):47-51
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A Regression-based Approach*. New York: The Guilford Press.
- Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd Ed.) New York: The Guilford Press. Hershcovis, M. S., Turner, N., Barling, J., Arnold, K. A., Dupré, K. E., Inness, M., & Sivanathan, N. (2007). Predicting workplace aggression: a meta-analysis. *Journal of applied Psychology*, 92(1), 228.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: advancing conservation of resources theory. *Applied psychology*, 50(3), 337– 421.
- Hobfoll, S.E. and Shirom, A. (2001). “Conservation of resources theory: applications to stress and management in the workplace”, available at: <http://psycnet.apa.org/psycinfo/2001-14053-003>.
- Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. (2012). Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion. *Psychological Bulletin*, 138, 831–858.
- Hussain, I. and Sia, SK. (2017). Power Distance Orientation Dilutes the Effect of Abusive Supervision on Workplace Deviance. *Management and Labour Studies*.; 42(4):293-305.
- Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97, 1077–1096.
- Kiazad, K., Seibert, S.E. and Kraimer, M.L. (2014). “Psychological contract breach and employee innovation: a conservation of resources perspective”, *Journal of Occupational and Organizational Psychology*, Vol. 87 No. 3, pp. 535-556.
- Kiewitz, C., Restubog, S. L. D., Zagenczyk, T., & Hochwarter, W. (2009). The interactive effects of psychological contract breach and organizational politics on perceived organizational support: Evidence from two longitudinal studies. *Journal of Management Studies*, 46(5), 806-834.
- Kivimäki, M., Vanhala, A., Pentti, J., Länsisalmi, H., Virtanen, M., Elovainio, M., & Vahtera, J. (2007). Team climate, intention to leave and turnover among hospital employees: Prospective cohort study. *BMC Health Services Research*, 7, 223.
- Liu, D., & Eberly, M. B. (2014). When do turnover intentions fuel workplace deviance? A cross-cultural investigation. In *Academy of management proceedings* (p. 12635). Briarcliff, NY: *Academy of Management*.

- Low, C. H., & Bordia, P. (2011). A career stage perspective on employees' preferred psychological contract contributions and inducements. *Journal of Management & Organization*, 17(6), 729-746.
- Lum L, Kervin J, Clark K, Reid F, Sirola W. (1998). Explaining nursing turnover intent: Job satisfaction, pay satisfaction, or organizational commitment? *Journal of Organizational Behavior*, 19, 305-320.
- Mathieu, J.E. and Zajac, D. (1990). "A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment", *Psychological Bulletin*, Vol. 108, pp. 171-94.
- Mayhew C, Chappell D. (2001), *Internal' Violence (or Bullying) and the Health Workforce*. Industrial Relations Research Center: University of New South Wales;
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61, 20-52.
- Mohamed A., & Agwa, F. (2018). Workplace Deviance Behaviors, Leadership, Suleyman Davut Göker, IntechOpen, DOI: 10.5772/intechopen.75941. Available from: <https://www.intechopen.com/chapters/60399>
- 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.
- Nadim M, Fatima S, Aroos S, and Hafeez M.H., (2019). Breach of Psychological Contract and Job Involvement: Does Organizational Cynicism Mediates the Relationship? *Journal of Managerial Sciences*. 13(3).
- Nair, N. Vohra, N. (2012). The concept of alienation: towards conceptual clarity. *International Journal of Organizational Analysis*, Vol. 20 No. 1, 2012 pp. 25-50
- O'Neill T, Lewis R, Carswell J. (2011). Employee personality, justice perceptions, and the prediction of workplace deviance. *Personality and Individual Differences*. 51:595-600
- Pallant J. (2011) "SPSS Survival Manual: A Step By Step Guide To Data Analysis Using SPSS". Maidenhead, Berkshire. Open University Press, UK.
- Parzefall, M.-R., & Salin, D. M. (2010). Perceptions of and reactions to workplace bullying: A social exchange perspective. *Human Relations*, 63, 761-780.
- Preacher KJ and Hayes AF (2004) SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior Research Methods* 36(4): 717-731.
- Rahman U. U., Rehman C.A., Imran MK, Aslam U. (2017). Does team orientation matter? Linking work engagement and relational psychological contract with performance. *Journal of Management Development*. 36(9):1102-1113.
- Rai A, Agarwal U.A. (2017). Linking workplace bullying and work engagement: The mediating role of psychological contract violation. *South Asian Journal of Human Resources Management*. 4(1):42-71.

- Restubog S, Garcia P, Wang L, Cheng D. (2010). It's all about control: The role of selfcontrol in buffering the effects of negative reciprocity beliefs and trait anger on workplace deviance. *Journal of Research in Personality*. 44:655-660
- Rizvi, S. T., Friedman, B. A., & Azam, R. I. (2017). Overall injustice, workplace deviance and turnover intention among educators and supporters. *The BRC Academy Journal of Business*, 7(1), 45-71
- Robinson, S L (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41(4), 574-600.
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of organizational Behavior*, 21(5), 525-546.
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of organizational Behavior*, 21(5), 525-546.
- Robinson. S. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41: 658-672.
- Rousseau, D. M. (1989). 'Psychological and implied contracts in organizations', *Employee Responsibilities and Rights Journal*, 2, 121-139.
- Rousseau, D. M. (1995). *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*. Thousand Oaks, CA: Sage.
- Rousseau, D. M. (2001). Schema, promise and mutuality: The building blocks of the psychological contract. *Journal of occupational and organizational psychology*, 74(4), 511-541.
- Salin, D. & Notelaers, G. (2017). The effect of exposure to bullying on turnover intentions: the role of perceived psychological contract violation and benevolent behaviour, *Work & Stress*, DOI: 10.1080/02678373.2017.1330780
- Santhanam, N., Kamalanabhan, T. J., Dyaram, L., & Ziegler, H. (2017). Impact of human resource management practices on employee turnover intentions: Moderating role of psychological contract breach. *Journal of Indian Business Research*.
- Shahnawaz, M. G., & Goswami, K. (2011). Effect of psychological contract violation on organizational commitment, trust and turnover intention in private and public sector indian organizations. *Vision*, 15(3), 209-217.
- Shulman D. (2005), *Biting the Hand that Feeds: The Employee Theft Epidemic*. West Conshohocken, PA: Infinity Publishing
- Sonnenberg, M., Koene, B. and Paauwe, J. (2011). "Balancing HRM: the psychological contract of employees: a multi-level study", *Personnel Review*, Vol. 40 No. 6, pp. 664-683.

- Spielberger, C. D. (1996). *State-Trait Anger Expression Inventory, research edition: Professional manual*. Odessa, FL: Psychological Assessment Resources.
- Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69(4), 673-686.
- Su-Fen Chiu, Jei-Chen Peng (2008), The relationship between psychological contract breach and employee deviance: The moderating role of hostile attributional style, *Journal of Vocational Behavior*, pp. 426-433 <https://doi.org/10.1016/j.jvb.2008.08.006>
- Tepper, B. J., Carr, J. C., Breaux, D. M., Geider, S., Hu, C., & Hua, W. (2009). Abusive supervision, intentions to quit, and employees' workplace deviance: A power/dependence analysis. *Organizational behavior and human decision processes*, 109(2), 156-167.
- Tepper, B. J., Moss, S., Lockhart, D., & Carr, J. (2007). Abusive supervision, upward maintenance communication, and subordinates' psychological distress. *Academy of Management Journal*, 50, 1169-1180.
- Tett, R.P.1, and Meyer, J.P., (1993). 'Job Satisfaction, Organizational Commitment, Turnover Intention and Turnover: Path Analyses based on Meta-analytic findings.' *Personnel Psychology* 46, 259 – 293.
- Turnley, W. and D. C. Feldman (1999). 'A discrepancy model of psychological contract violations', *Human Resource Management Review*, 9, pp. 367-386.
- Turnley, W. H., Bolino, M. C. Lester, S. W. and Bloodgood, J. M. (2003). 'The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors', *Journal of Management*, 29, pp. 187-206.
- Wright, T. A., & Bonett, D. G. (2002). The moderating effects of employee tenure on the relation between organizational commitment and job performance: *A meta-analysis. Journal of Applied Psychology*, 87, 1183-1190.
- Zhao, H. Wayne, S. J., Glibkowski, B. C. and Bravo J. (2007). The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta-Analysis, *Personnel Psychology*, 60, 647-680