

**THE EFFECTS OF PERCEIVED PSYCHOLOGICAL CONTRACT BREACH ON
EMPLOYEES' COUNTERPRODUCTIVE WORK BEHAVIOUR IN ARUSHA
CITY COUNCIL**

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CERTIFICATION

The undersigned certifies that has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled “*The effects of perceived psychological contract breach on employees’ counterproductive work behaviour in Arusha City Council*” and recommend it for acceptance by the Open University of Tanzania.

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I, **Kawiche Asantiel**, do hereby declare that this dissertation is my own original work and that it has not been submitted for a similar degree in any university.

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ABSTRACT

The main objective of this study was to assess the effect of perceived psychological contract breach on the employees' desires to engage in counterproductive work behaviours. A descriptive quantitative research design with a cross sectional survey strategy was used to collect primary data from a conveniently selected sample of 82 employees of Arusha City Council. The perceived psychological contract breach and employees' counterproductive work behaviour were measured respectively using the five-item scale adopted from Morrison & Robinson (2000) and the 19-item scale adopted from Bennett & Robinson, (2000). Social demographic variables used were gender, age, educational qualification, employment status and length of service in the current organization. Descriptive statistics, correlation and multiple regression analysis techniques were used to analyse the data. Results show that the higher the employee perceives psychological contract breach, the more the employee would engage in counterproductive work behaviour. Therefore, researcher suggest that managers, recruitment agents, human resource staffs and supervisors should take caution in conveying promises to the job applicants and put in place conditions necessary to fulfil such promises. Also, the study confirms and suggests that management of psychological contract should be the primary duty of the management or Human resource manager on behalf of the employer.

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LIST OF ABBREVIATIONS

CWB	Counterproductive Work Behaviour
CWB-I	Counterproductive Work Behaviour - Interpersonal Deviance
CWB-O	Counterproductive Work Behaviour -Organizational Deviance
H1	Hypothesis one
H2	Hypothesis two
H3	Hypothesis three
OCB	Organization Citizen Behavior
PCB	Psychological Contract Breach

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Many institutions, companies and organizations around the world have been in crisis with their employees as they overlook or undermine the psychological contract contents. Psychological contract should accordingly be considered when carrying out the relationship between the employee and employer. According to Roseau (1995), psychological contracts can deviate in degree from those perceived by the organization's owner vs. employee. On the client side, employees' performance contributes directly to the performance of the organization. Therefore, behaviors of the employees are worth in determining the overall performance of the organization in fulfilling their obligations to the firm. In essence psychological contract state if either maintained or breached is a determinant of employees' work behaviors (Lapalme, Simard, & Tremblay, 2011).

Researchers defined Psychological contracts as individually held perceptions regarding exchange agreements between employees and organizations (Rousseau, 1995; Robinson & Rousseau 1994). These perceptions emanates from promises either made at a particular point, accepted by employee, and relied on between the individual employee and the organization, or someone acting on their behalf such as managers, recruiters, or owners (DelCampo, 2010). Employee put some expectation in return from the employer such as wages, benefits, training, and career opportunities as the supplements from supply of a particular services to the organization (Xiong et al., 2016). Counterproductive work behaviors (CWB) are

defined as voluntary acts that violate significant organizational norms and are contrary to the organization's legitimate interests (Bennett & Robinson, 2000; Gruys & Sackett, 2003). CWB is a behavior that is intended to have a detrimental effect on organizations and their members. It can include overt acts such as aggression and theft or more passive acts, such as purposely failing to follow instructions or doing work incorrectly. CWB has been conceptualized in a number of ways, including organizational aggression (Coyle-shapiro & Neuman, 2004; Fox, Spector, & Miles, 2001), antisocial behavior, delinquency, deviance (Shore, Barksdale, & Barksdale, 2016), retaliation, revenge and mobbing/bullying (Alam, Rahman, & Rahim, 2013).

The common theme is that these behaviors are harmful to the organization by directly affecting its functioning or property, or by hurting employees in a way that will reduce their effectiveness. A number of researchers (Bennett & Robinson, 2000; Fox et al., 2001; Fox & Spector, 1999; Robinson & Bennett, 1995) have found evidence that perceptions of CWBs and/or relations of CWBs to individual and organizational variables allow us to distinguish two categories of behaviors: those targeting the organization and those targeting other persons in the organization as cited by (Fox et al., 2001). These are respectively referred to as counterproductive work behaviors – organizational (CWB-O) and counterproductive work behaviors – interpersonal (CWB -I). Employees often experience the discrepancies between the perceptions and inducement promised by the employer and the actual inducement obtained. Empirical studies have provided convincing evidence that perceived inducement breach is positively associated with an employee's work behaviors such

as organizational commitments, in-role performance, extra role behavior, trust and work relationship (Robinson, 1997). Prior studies found psychological contract breach being positively correlated with various work behaviors (e.g., Robinson and Rousseau, 1994; Robinson and Morrison, 1995). This implies that employees are likely to reduce their subsequent contributions to the firm by withdrawal from performing prescribed roles as part of one's job; engaging in innovative and spontaneous behaviors that are not specified by job requirements but that facilitate organizational effectiveness; and joining and remaining in the organization (Robinson, 2016; Robinson & Rousseau, 1994a).

As Rousseau (1989: 129) stated, “the intensity of the reaction [to violation] is directly attributable not only to unmet expectations of specific rewards or benefits, but also to more general beliefs about respect of persons, codes of conduct and other patterns of behaviors associated with relationships involving trust”. When this gap exists between what employees’ expect and what received as the outcomes of his/her contribution to the firm, may be the main source of conflict and dialogue in Tanzania between the employee and employer as the results of psychological contract breach. Many researchers, (Rousseau, 1990b, 1998a; Robinson & Rousseau, 1994b; Rousseau, & McLean Parks, 1993), have found out that there is emotional reactions resulting as the responses of the injury caused by the failure to fulfill the promises which mount to counterproductive work behaviors such as poor citizenship behavior, reduced job satisfaction and intentions to quit. Further, researches suggests that, contract breach and violations can be detrimental to organizational successes as they are associated with decreased organizational commitment and trust (Guest &

Conway, 2002; Lub et. al, 2012; Rousseau, & Robinson, 1994). This study aimed at assessing the effects of perceived psychological contract breach on counterproductive work behaviors using the Arusha City Council as context.

1.2 Statement of the Problem

Generally, organization that performs the best is the one with best employees who are committed and able to undertake their responsibilities and duties while maintaining conducive climate at work place to ensures that the organization beats their competitor at the market. Several researches have reported that perceived psychological contract breach is positively associated with employees' counterproductive work behaviours such as organizational commitments, in-role performance and extra role behaviour and trust and work relationship. Could it be the probable outcomes of psychological contract breach in different organizations and institutions in Tanzania? This gave a crucial need to conduct comprehensive study on the effect of psychological contract breach on; employees counterproductive work behaviours particularly in Arusha City Council.

In this study, the research on psychological contract breach is expanded in several distinguished ways. The two types of CWB are studied to assess the ways in which employees respond when they perceive that there has been a psychological contract breach. This distinction contributes value, providing evidence of the extent to which employees react towards the organization and towards the co-workers. This is important in assisting managers to device intervention that are targeted towards the type of counterproductive work behaviour. Secondly, while many of the existing empirical findings were obtained from samples in Western and in Asia settings,

scanty, if any similar evidence is available from developing nations in Africa, Tanzania included. The fact that Tanzania is thought to be exhibiting features of collectivist culture similar to those of other socialist cultures, as opposed to the individualistic cultures of the Western economies, presents a contextual gap in the literature. This is because; employees in the collectivist culture are expected to react differently to perceptions of psychological contract breach compared to employees in the individualistic culture.

Little is known in the public domain of researches conducted psychological contract breach or counterproductive work behaviours in Tanzania so far. The owners of the business organizations, agencies, clients and even employees do not concentrate on this important issue because of less awareness. They have little idea about how detrimental the effect of psychological contract is into the employees' counterproductive work behaviour of their organizations performance. Therefore, the purpose of this study was to assess the level of both perceived psychological contract breach and employee's counterproductive work behaviours, and also to determine the effect of the former on the latter. To achieve this, Arusha City Council was conveniently chosen.

1.3 Research Objectives

1.3.1 General research Objective

Generally, this study aimed at assessing the effect of perceived psychological contract breach on the employees' desires to engage in counterproductive work behaviours.

1.3.2 Specific Objectives

- (i) To assess the extent to which employees engage in counterproductive work behaviors.
- (ii) To assess the extent of employees perceived psychological contract breach.
- (iii) To determine the relationship between employees' perceived psychological contract breach and the extent to which they engage in counterproductive work behaviors.

1.4 Research Questions

1.4.1 General Research Question Was

To what extent does the psychological contract breach influence the employee's desires to engage in counterproductive work behaviours?

1.4.2 Specific Research Questions Were

- i. To what extent do the employees desire to engage in counterproductive work behaviors?
- ii. To what extent do employees perceive that the employer has breached the psychological contract with them?
- iii. What is the relationship between employees' level of perceived psychological contract breach and their desires to engage in counterproductive work behaviors?

1.5 Relevance of the Study

In modern technological world, most organizations need to make values of every effort invested in the organization to maximize profit. A well-managed psychological

contract will be a trigger point for an organization to achieve its goals by ensuring that there is clear collective bargaining prior any promises which mount to enactment of the psychological contract and ongoing consultation during the implementation processes to bring in the balance the interest of all parties to contract. The findings of this study will make a very significant point to the employers in structuring and restructuring their employment contract to ensure that it accommodates the mutual obligation of both parties. Also, this study will be helpful to the employees who will participates in the interviews/questionnaires processes of data collections as it gave insight to them by discussing and digesting their interest, obstacles, obligations and their mutual expectations in relations to psychological contract and how it will affect their work behaviours.

1.6 Organization of the Dissertation

The rest of the dissertation is organized as follows: Chapter two deals with literature reviews. Chapter three present the research methodology used. Chapter four presents the finding and discusses the findings. Lastly, chapter five concludes, draws implications, and offers recommendations. Areas for future research are also discussed

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 An Overview

This chapter presents the results of the review of previous studies on the psychological contract and counterproductive work behaviours. It provides the conceptual definitions, theoretical and, empirical reviews leading to the research gap. It ends with a presentation of the conceptual framework and statements of hypothesis.

2.2 Conceptual Definitions

2.2.1 Psychological Contract

Psychological contract is an individual's belief about mutual obligations in the context of the relationship between employee and employer. In this context individuals can develop psychological contracts that deviate in degree from those perceived by the organization's owners and managers leading to different understandings and perceptions (Rousseau (1995). Psychological contracts are made up of employees' beliefs about the reciprocal obligations between them as they feel that they owe something to the organization. In return, organization is obliged to offer something. These beliefs and obligations lay at the foundation of employment relationships. Rousseau (1989) more specifically, they defined a psychological contract as a set of beliefs about what each party is entitled to receive, and obligated to give, in exchange for another party's contributions(Morrison & Robinson, 1997). Psychological contracts are based on perceived promises, where a promise is defined

as any communication of future intent. This intent can be conveyed through several means: written document, oral discussion, organizational practices or policies, and so on (Rousseau, 1989) while promises of future behaviours (in this case on the part of the employer) typically are contingent on some reciprocal action by the employee (Rousseau, 1990).

2.2.2 Psychological Contract Breach

The term “breach” has been used synonymously with the term “violation” in many literatures coining the same meaning. On one hand, psychological contract breach/violation has been defined, as the perception that one's organization has failed to fulfill one or more obligations composing one's psychological contract (Robinson & Morrison, 1995). This definition suggests that breach is cognitive, reflecting a mental calculation of what one has received relative to what one was promised. On the other hand, the term violation conveys a strong emotional experience. Violation has been described as involving "feelings of betrayal and deeper psychological distress [whereby] the victim experiences anger, resentment, a sense of injustice and wrongful harm" (Rousseau, 1989).

2.2.3 Counterproductive Work Behaviors

Counterproductive work behaviors (CWB) are defined as voluntary acts that violate significant organizational norms and are contrary to the organization and individual's legitimate interests (Sacket 2002). Spector et al. (2006) give critical dimension of CWB as he defined it by including three categories that is: abuse against others (Interpersonal Deviance) production deviance and Organization Deviance. Examples of these counterproductive behaviors include theft, property damage, and misuse of

time. The second is production deviance', involving violating norms about how work is to be accomplished. This includes not being on the job as scheduled (absence, tardiness, long breaks) and behaviors that detract from production when on the job (drug and alcohol use, intentional slow or sloppy work) (Gruys& Sackett, (2003).

2.3 Theoretical Analysis

A body of theoretical work has emerged that attempts to link how employment relationship can be mitigated with regards to the psychological contracts breach. The current study concurred with those previous theories, and takes into account some of them which may affect the employees' employers' relationship and which encourage or discourage their relationship. The impact of psychological contract breach has received considerable attention by employers, human resource professionals, and industrial psychologists even organization's agents.

It has been proven to be one of the most challenging human resource factor confronting organizations relationships and success (Rousseau, 2016). Several theories such as Equity Theory 1987, cited by Restubog et al. (2014), Social Exchange Theory (1964),cited by Jensen et al. (2010) and Resource Exchange Theory (1974, 1980), cited by Chao et al. (2011), have adequately addressed the issues of work relationship and intended outcomes of that relationship to both employee and employer. These are relationships theories that focus on what does people are trying to form and maintain at work relations and what outcomes is associated with those relations. In this chapter, we went about theories mentioned earlier in this paragraph.

2.3.1 Social Exchange Theory

According to Blau (1964) cited by Jensen et al., (2010), the social exchange theory relates the reciprocal interdependence between the employee and employer whereby an action by one party will lead to a response by another. Here every action initiated by employer will be reciprocated by a response on the side of employee, as one party's actions are contingent on the other's behaviours. Employees will withdraw their contribution toward the organization as negative reciprocity returning negative treatment for negative treatment when employer deviates from fulfilling his/her obligation. The theory prompted that when the organization breaks a promise, it will undermine the relationship, pushing the employee to alter their behaviors as a response and such a response will be manifested through anger, abusing others, property destruction and antagonism. The current study exploits this notion in trying to predict that perceptions by employees about psychological contract breach will lead to their desire to engage in counterproductive work behaviours as a response. Consequently, psychological perceived contract breach is expected to fuel desires to engage in such deviant behaviour leading to positive relationship between the two.

2.3.2 Resource Exchange Theory

According to Foa and Foa's (1974, 1980) cited by Chao et al., (2011), resource theory presented six types of resources in exchange with employee's contribution: love, status, information, money, goods, and services. This theory categorized benefits into a two-dimensional matrix, thus particularism vs. universalism. It proposed that the resource's worth varies based on its source. Money is relatively low in particularism whereby its monetary value is constant regardless whose

provides it. Love, however, is highly particularistic, and its importance depends on its source. The second dimension refers to the resource's concreteness, meaning how tangible or specific the resource is. Most services and goods are at least somewhat concrete. Less concrete resources provide symbolic benefit and therefore resources collapsed into two forms: economic and socio-emotional outcomes. Four types of relationships emerge: (a) quasi-spot (resembling pure economic exchange), (b) mutual investment (resembling social exchange), (c) underinvestment (where the employee provides symbolic resources, but is awarded short-term rewards), and (d) overinvestment (where the employee provides particular resources, but is awarded long-term rewards).

In this theory employees are likely to retaliate when he/she provides resources which are under-rewarded based on the expectation he/she puts on the side of employer. Robinson and Bennett (1997) coined upon this theory that depending upon the source and nature of the transgression, thus, the type of CWB will depend upon the employees' assessment of who or what is responsible for violating psychological contract promises, along with the type of exchange (economic or noneconomic) that has been violated. The act of engaging in CWB can also serve dual goals: expressive and instrumental as expressive motivation CWB that helps employees to vent frustration, release anger, or express out.

2.3.3 Equity Theory

Hatfield & Miles, (1987), cited by Restubog et al. (2014), proposes that individuals who perceive themselves as either under rewarded or over rewarded will experience distress, and that this distress leads to efforts to restore equity. This theory describes

equity sensitivity, and proposes that reactions to equity/inequity are a function of an individual's preferences for different outcome/output ratios. When economic-oriented promises are violated; employees may target those responsible inequities, which include making threats, nasty comments, or ignoring others. While the employee cannot redress the tangible loss of outcomes by verbally abusing others, they may be able to restore a sense of equity through threats and inappropriate comments to those deemed responsible for breach. Employee will use sabotage "a means to redistribute outcomes to restore a state of equity that was motivated by distributive injustice" even will restore balance in terms of what the employee believes are "owed" assets. When negative behavioural deviation exceeds the negative limit of tolerability, contracts will likely to break down.

Accordingly, commitment will likely to drop strongly and behavioural responses are likely to be extreme. Open conflicts, expressions of emotion, and signs of aggression and depression may also occur. This condition is called desertion. The theoretical rationale for engaging in CWB in response to contract breach suggests that one goal of the behaviour will be the restoration of equity. On the basis of the equity theory, when employees believe that the psychological contract is breached, they may want to regain the equity by performing misbehaviors, such as being absent from work or taking away company supplies. Therefore current study in the effects of psychological contract breach on; employee counterproductive work behaviour in Arusha city council also used the suggestion of this theory to gain understanding of why one should expect a positive relationship between perceived psychological

contract breach and employees' desire to engage in counterproductive work behaviors.

2.4 Empirical Analysis of the Relevant Studies

Muhammad and Corresponding (2016), in their study used questionnaire method through survey and found out that correlation indicates a relatively significant positive relationship between psychological contract breach and counterproductive work behavior. Furthermore, psychological contract breach was insignificantly correlated with revenge attitude. In their findings, they recommended that human resource management department of the organization should identify and understand those individuals who possess the attitude of taking revenge during the hiring process and individuals who have the ability of self-control. The former should not be hired while the latter should be given preferred importance. Therefore, the evidence helps managers to decrease the counterproductive work behavior and promote the organizational commitment behavior in the organization from the point of hire.

Jensen et al. (2010), reports that psychological contract breach was directly related with counterproductive workplace behavior. This resulted in five CWB scales with coefficients alpha comparable or higher than those reported by Spector et al. (2006): abuse, production deviance, sabotage, theft, and withdrawal. Consequently, and they suggested that, given even small effects that are associated with CWB, can be of great value organizations wishing to reduce the consequences associated with CWB by parsing these effects, so that organizations can achieve understanding of which aspects of the psychological contract breach affect CWB and implement more target intervention. Lapalme et al. (2011) using a sample of 220 respondents revealed that

breach of the psychological contract by both the agency and the client influences the attitudes and behaviors of temporary workers. Results show four main findings: first, those temporary workers are involved in two distinct social exchange relationships in which trust in each organization mediates the relationship between perceived contract breach by this organization and temporary workers' organizational affective commitment. Secondly, that only commitment to the client is directly related to the demonstration of discretionary behaviors at the client's site; third, that commitment to the agency is directly related to commitment to the client, and finally, that psychological contract breach by the client is directly related to discretionary behaviors at the client's site.

Chao et al. (2011) surveyed 131 employees and found that when employees perceived that the psychological contract was breached, they would tend to perform more CWBs. They listed frequency distribution of the reported CWB in a descending order as the most prevalent behaviors fell into the 'Misuse of time and resources' dimension. The top five CWBs were 'Conduct personal business during work time', 'Spend time on the Internet for reasons not related to work', 'Making personal photocopies at work', 'Using email for personal purposes', and 'Taking a long lunch or coffee break without approval'. The least reported CWBs were 'Taking cash or property belonging to company', 'verbally abusing supervisor', and 'Arguing or fighting with supervisor'. Upon their findings, they recommended that organizations should establish more communication channels (e.g. periodic staff opinion surveys) for the employees to express their needs and concerns. Managers should also be more attentive to the subordinates' needs and building trust. Additionally, they

comment that when an organization fails to meet the expectation due to external factors beyond its control, the management should explain to the employees with objective evidence of their involuntary breach of psychological contracts, instead of just leaving the employees guessing. This is one of the strategies for lowering employees' tendency to engage any CWB for the compensation of unequal exchange with the organization.

Restubog, et al. (2007) surveyed a sample of 189 employees in Philippines yielding results that suggest that perceived psychological contract breach positively related to behavioral outcomes. They found that organizations' failure to meet commitments may influence employees to 'even the score' by engaging in interpersonal deviant behaviors. Similarly, employees who perceived a contract breach are more likely to demonstrate deviant behaviors against the organization and its members. It's also found that the breach of psychological contract showed positive significant association with counterproductive work behavior as evidenced by a sharper drop in their level of Organization Citizen Behavior (OCB).

They also showed that perceived contract breaches may result in poor task-related performance and reduced pro-social behaviors. Similarly, they recognized that employees who perceive a contract breach seem to engage in deviant acts as a behavioral expression of their anger and resentment. They commented that each party in the recruitment process should be able to clearly establish the parameters and conditions of employment by showing potential employees the conditions that will actually occur on the job as this would enable applicants to make a more informed choice about whether or not to accept an offer of employment. Alam, Rahman, and

Rahim (2013) used data from 192 employees in Malaysia where it involved supervisory level and below and revealed that when the employer violated the psychological contract with regards to “autonomy and control”, employees would reciprocate by displaying CWB.

2.5 Research Gap

Empirical findings reveal that psychological contract breach contributes to the counterproductive work behaviours (Chao et al., 2011). Literatures confirmed that psychological contract breach is significantly positively related with counterproductive work behaviour (Restubog, et al., 2014), while Psychological contract breach significantly contributes on counterproductive work behavior- Interpersonal and counterproductive work behavior-organization (Restubog, et al. 2007). Apart from contribution of literatures in my study still gaps exist in fact that there is no empirical study on effect of psychological contract breach on employee counterproductive work behavior have been conducted in Tanzania context that is in the public domain. Therefore, research study on effects of perceived psychological contract breach on employees’ counterproductive work behavior in Arusha City Council will be an appropriate means of fulfilling this gap. Separate tests of CWB-I and CWB-O is also a gap was also viewed as an extension of studies in the subject in Tanzania.

2.6. Analytical/Conceptual Frame Work

The conceptual framework or model as presented in Figure 2.1. It shows that the counterproductive work behaviour was divided into two dimensions – interpersonal deviance and organizational deviance (Robinson & Morrison, 2001). Each of these

deviance behaviours was expected to be predicted by the perception of psychological contract breach (H2 and H3). Overall, counterproductive work behaviour was also predicted by psychological contract breach (H1)

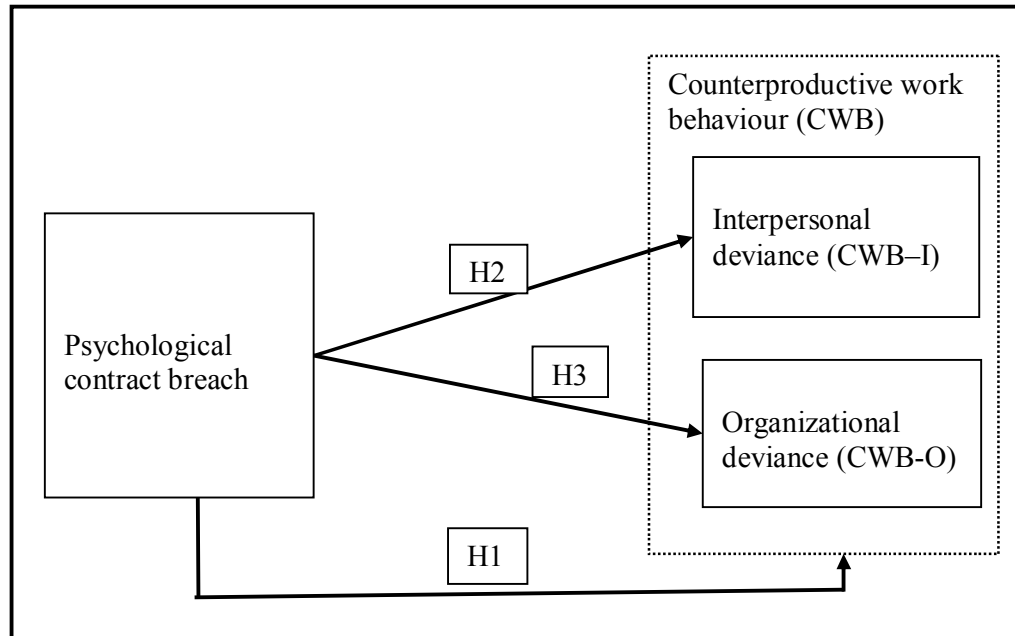


Figure 2.1 Conceptual Framework

2.7 Statement of Hypotheses

From the Conceptual framework in 2.6 the three hypotheses were tested in the study

H1: Psychological contract breach will be positively related to employee's counterproductive deviance.

H2: Psychological contract breach will be positively related to employee's interpersonal deviance.

H3: Psychological contract breach will be positively related to employee's organizational deviance.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter presents research methodology used in the study. It covers also the study area, area survey and population under study, sampling design and procedures, variables and measurement procedures, methods of data collections, data processing and analysis.

3.2 Research Strategies

A descriptive quantitative study design was used together with a cross-sectional survey strategy. The survey strategy was considered adequate as it allows the collection of a large amount of data from a sizeable population in a highly economical way. In addition, the survey strategy was perceived as authoritative by people in general and was both comparatively easy to explain and to understand (Saunders, Lewis, & Thornhill, 2009). Its great advantage was that it was flexible and strategy allowed to collect quantitative data which was analyzed quantitatively using descriptive and inferential statistics (Adams &Schvaneveldt 1991), cited in Sounders et al. (2009).

3.2.1 Survey Population

The population of study involved the employees of Arusha City Council Office. In total, there were 2494 employees. These are distributed in various departments and sectors.

3.2.2 Area of the Research

The research study was conducted at Arusha City Council where the research sample was drawn. The City Council was conveniently selected from among the four City councils in Tanzania for close proximity and willingness of the authority to assist in the data collection process. Also, various reforms which were taking place within the council influenced researcher to pinpoint it as the study unit as among all reforms was the screening of all employees with the filling of commitment letters regarding their terms of employment.

3.3 Sampling Design and Procedures

In this study, researcher adopted the non-probability convenience sampling technique, which was used in combination with stratified probability sampling technique. Stratified sampling techniques preferred in this study whereby respondents were divided into strata according to the departments/section. Within each strata researcher employed convenience sampling in selecting respondents until the required sample size was reached. The sample comprised of seniors, middle and junior employees. The minimum sample was drawn from the population basing on the adopted formula: $(n) = 50 + 8(m)$, whereby (n) stand for minimum sample, 50 is constant, 8 is constant while (m) is the number of variables to be measured under study. Therefore, minimum sample under study was, $n = 50 + 8(4)$, which resulted into sample of 82 respondents who were given the questionnaires to fill. Criteria of selecting sample size from respective strata was adopted from formula $R=N (P1/P)$, by Kothari, (2004), where by

R= sample to be drawn from population in that particularstratum

N = total sample to be drawn from whole population/sample frame

Where by $P1/P$ = proportion of population included in stratum over population in that particular sample frame

These respondents were identified by choosing the person available, fitting into a given category, and willing to participate; and continued that process until the required sample size required was obtained in Arusha City council offices. Table 3.1 presents the resulting sample.

Table 3. 1: The sample Frame

Section	Number of employees	Selected sample
Engineering section	48	2
Treasury section	18	1
City urban planning section	28	1
Primary education section	822	27
Secondary education section	670	22
Urban water and sanitation authority section	360	12
Economics and production	21	1
Administration section	86	3
Health section	256	8
Environmental section	143	4
Business section	42	1
Total	2494	82

Source: Arusha City Council 2017

3.4 Variables and Measurement Procedures

The variables in this study were independent variable, social demographic variables and one dependent variable. The independent variable was psychological contract

breach. To measure this, a five-item scale by Morrison & Robinson (2000) with 5-ratings from 1= Strongly Disagree, to 5= Strongly Agree' was adapted. The dependent variable was employee's counterproductive work behavior. To measure employees' counterproductive behavior, the study adapted the 19-item scale by Bennett & Robinson, (2000) with 7 point rating scale: 1 = 'never', 7 = 'every day'). This scale has two dimensions – interpersonal deviance with 7 items and organizational deviance with 12 items. The social demographic variables were gender, age, educational qualification, employment status and length of service in the current organization.

Each social demographic variable was measured where by age of respondents were measured in years. Gender was determined by sex whether male or female. Marital status was measured by asking respondents if married, single, divorced or widowed. Education qualification was measured by asking respondents level of education reached whether primary education, secondary education, certificate/diploma, bachelor degree, postgraduate or master degree. Length of service of the respondents was measured by asking respondent if Less than 2 years, 3-5 years, 6-10 years and above 10 years. Respondent's job position was measured by asking respondent whether in top management level, middle level management or operational level.

3.5 Data Collections Method

The study used primary data. The primary data was collected by the use of structured questionnaire that was distributed in their working areas/offices during working days and on working hours. Data collected from the primary sources means directly from

the employees themselves. Questionnaires were issued to each with a request to fill them. Follow ups were made in collecting them back. The method was preferred due to the advantages associated with the method such as low cost of administration; it was suitable to be used for a large sample (Kothari, 2004). Data collection instrument was organized in three sections where by section I assessed the respondent's perception on PCB. Section II assessed the respondent's desire to engage in CWB by twelve items, where by first seven items addressed CWB-I while the next twelve items measured CWB-O. Section III assessed the social demographic variable of the respondents.

3.6 Data Processing and Analysis

After data collection process, several tasks were performed, including checking for errors and omission, editing, coding, classification, tabulation of collected raw data and then drawing statistical inferences. After data cleaning, reliability analysis was carried out on the multi-item scales after which total scores were computed from individual responses across the items. Frequency distributions were computed from demographics variables where we described them by frequencies and percentages. Descriptive statistics were used to assess both perceived psychological contract breach and counterproductive work behaviors. Standard but simple linear regression analysis technique was used to test for the hypotheses in line with research objective three, with counterproductive work behavior as dependent variable and perceived psychological contract breach as independent variable. Three models were run:

$$CWB = \alpha + \beta PCB + \varepsilon_i \quad (1)$$

$$CWB - I = \alpha + \beta PCB + \varepsilon_i \quad (2)$$

$$CWB - O = \alpha + \beta PCB + \varepsilon_i \quad (3)$$

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSION

4.1 Overview

This chapter presents and discusses the findings. Section 4.2 describes the sample, 4.3 Reliability and the findings are presented in section 4.4, organised per research objectives. Section 4.5 discusses the findings in relation to previous studies.

4.2 Sample Description

Respondents were asked to disclose information about their age, gender, marital status, education level, length of service in the current organization and job position. Table 4.1 summarises the information. Majority of the respondents were aged 35 years or below (40.3%). While 37.7% were aged between 36-45 years. Those were aged 46 years and above constituted 22.1%. In the second part of the Table, Male respondents were 39 which equates to 52.7% while female respondents were 35 which equate to 47.3%. Part three shows that 39 (49.4%) of the respondents were married, 24 (30.4%) were single while 13 (16.5%) shows that they divorced and 3 (3.8%) were widowed.

As per Table 4.1, 11 (13.9%) respondents have achieved primary education while the respondents who have achieved secondary education were 12 (15.2%). The respondents with certificates/diploma were 17 (21.5%) while 21 (26.6%) respondents have achieved bachelor degree. 12 (15.2%) respondents have achieved postgraduate diploma and 6 (7.6%) have achieved masters degree. Part five shows that, 12 (15.2%) respondents have less than two years in the current organization, 25 (31.6%)

stayed between 3-5 years while 13 (16.5%) have been attached with the organization between 6-10 years and 29 (36.7%) have been with the organization for more than ten years. Furthermore, Table 4.1 shows that, respondents in top management position were 10 (12.6%) while in middle management were 42 (52.5%) and in operational level were 28 (35.0%).

Table 4.1 Frequencies of Respondents based on Demographic Factors

	All Variables	Frequency	Percent
1.	Age of respondents		
	35 years or below	31	40.3
	36-45 years	29	37.7
	46 years and above	17	22.1
2.	Gender of respondents		
	Male	39	52.7
	Female	35	47.3
3.	Marital status of the respondents		
	Married	39	49.4
	Single	24	30.4
	Divorced	13	16.5
	Widowed	3	3.8
4.	Education qualification of the respondents		
	Primary Education	11	13.9
	Secondary Education	12	15.2
	Certificate/Diploma	17	21.5
	Bachelor	21	26.6
	Post graduate Diploma	12	15.2
	Masters	6	7.6
5.	Length of service in the current organization		
	less than 2 years	12	15.2
	3-5 years	25	31.6
	6-10 years	13	16.5

	above 10 years	29	36.7
6.	Job position of the respondents		
	Top management	10	12.6
	Middle management	42	52.5
	Operational	28	35.0

Source: Field data (2017).

4.3. Reliability

The Table 4.2 shows the results of the scale test aimed at assessing reliability of the multi-item scales for internal consistence using Cronbach's Alpha. Cronbach's Alpha for psychological contract breach was 0.664 which indicate preferable internal consistency based on five items while counterproductive work behavior has Cronbach's Alpha of 0.930 which indicate preferable internal consistency based on nineteen items. Counterproductive work behavior–Interpersonal has a Cronbach's Alpha of 0.844 which indicate acceptable internal consistency based on seven items while Cronbach's Alpha for Counterproductive work behavior-Organization is 0.913 which indicate preferable internal consistency based 12 items.

Accordingly,Statistic textbooks e.g. Pallant (2013), scale with Cronbach's Alpha.7 and above are considered acceptable if contains more than ten items, while scale with Cronbach's Alpha between .4-.7 are considered acceptable if it contains less than ten items.This shows that both scales of this study are acceptable internal consistency in measuring the respective constructs. Table 4.2 shows that there was perfect Cronbach's Alpha for the variables.

Table 4.2 Cronbach's Alpha Values of Variables

Variables	Cronbach's Alpha	Number of Items
PCB	.664	5
CWB	.930	19
CWB-I	.844	7
CWB-O	.913	12

Source: Field data (2017).

4.4 Results

4.4.1 Research Objective One: To assess the extent of Employees' Desires to Engage in Counterproductive Work Behaviours

Descriptive statistics technique was used to assess employee's counterproductive behaviours. Results are presented in Table 4.3. The results depict that respondents have high desires to engage in CWB at average of 53, with S.D.=26.32, where by employee showed desires to engage in CWB-I as mean scores was 18.55, with S.D. =9.04, while desires to engage in CWB-O was also high as mean score was 33.11 with S.D. =18.38. This result implies that employees at Arusha City Council had desires to engage in CWB both Interpersonal and against organization. Therefore, I can conclude that employees desire to engage in CWB-O in Arusha City Council is high approximately twice their desire to engage in CWB-I as per this finding.

Table 4.3 Descriptive Statistics of Variables

VARIABLES	N	MIN	MAX	MEAN	S.D.
PCB	80	5.00	19.00	13.3875	3.83024
CWB- I	74	7.00	38.00	18.5541	9.04803
CWB –O	69	12.00	99.00	33.1159	18.38281
CWB	64	19.00	128.00	53.0000	26.32881

Source: Field data (2017).

4.4.2 Objective Two: To Assess the Extent of Employees Perceived Psychological Contract Breach

Descriptive statistics was also used to assess the level of perceived psychological contract breach. Results are also presented in Table 4.3. These results show that respondents perceive psychological contract breach at mean scores 13.38 with S.D. =3.83. This implies that employees at Arusha City Council perceived that there is psychological contract breach.

4.4.3 Objective Three: To Determine the Relationship between Employees Perceived Psychological Contract Breach and their desire to Engage in Counterproductive Work Behaviours

Two steps were carried out. First step was carried to determine the correlation among the variables. Correlation matrix is presented in Table 4.4. It was expected that the perceived psychological contract breach to have some correlation with the variables of employees' counterproductive work behaviour but not too high. Many Statistic textbooks e.g. Pallant (2013) recommend a range from .2 to .8. All coefficients of correlation in Table 4.4 are within this range, and hence the criteria have been met.

Table 4.4 Correlation Matrix

	1	2	3	4
TPCB	—			
TCWB-I	.424	—		
TCWB-O	.521	.850	—	
TCWB	.505	.930	.984	—

The second step involved the determination of the effect of perceived psychological contract breach on employees' counterproductive work behaviour. Standard simple linear regression was used to determine relationship between employees' perceived psychological contract breach and their desire to engage in counterproductive work behaviours. Three regression models were used. The first model tested for the relationship between the perceived psychological contract breach and overall counterproductive work behaviour. The second model tested for the effects of perceived psychological contract breach on counterproductive work behaviour-Interpersonal while the third model considered the effects of perceived psychological contract breach on counterproductive work behaviour-Organization.

The results are presented in Table 4.4. With and R^2 of .255, Model One shows that that perceived psychological contract breach explained 25.5% of the variation in employees' overall counterproductive work behaviour and it was significantly able to do so $F = 20.54$, $p < .001$. Coefficient of perceived psychological contract breach was $\beta = 3.47$, $p < .001$ indicating that it significantly positively predicted employee's counterproductive work behaviour. With and R^2 of .18, Model Two shows that that perceived psychological contract breach explained 18% of the variation in employees' interpersonal counterproductive work behaviour and it was significantly able to do so $F = 15.37$, $p < .001$. Coefficient of perceived psychological contract breach was $\beta = 1.002$, $p < .001$ indicating that it significantly positively predicted employee's counterproductive work behaviour against individuals (CWB-I). With and R^2 of .271, Model Three shows that that perceived psychological contract breach explained 27.1% of the variation in employees' organizational counterproductive

work behaviour and it was significantly able to do so $F = 24.22$, $\rho < .001$. Coefficient of perceived psychological contract breach was $\beta = 2.50$, $\rho < .001$ indicating that it significantly positively predicted employee's counterproductive work behaviour against the organization (CWB-O)

Table 4.5 Psychological Contract Breach and Counterproductive Work

		Behaviour				
Models		B	SE	Beta	T	P- Value
	(Constant)	6.526	10.65	6.526	0.612	0.543
Model1	TPCB	3.471	0.766	0.505	4.532	0.000
CWB	F	20.541				0.000
	R square	0.255				
	(Constant)	5.136	3.558		1.443	0.152
Model 2	TPCB	1.002	0.256	0.424	3.920	0.000
CWB-I	F	15.369				0.000
	R square	0.180				
	(Constant)	-.359	7.071		-.051	0.960
Model 3	TPCB	2.500	0.508	0.521	4.921	0.000
CWB-O	F	24.217				0.000
	R square	0.271				

Source: Field data (2017).

4.5 Discussion

The objective one of this study was to assess the extent of employee's desires to engage in counterproductive work behaviours. The findings showed that employee in Arusha City Council have desires to engage in CWB. This finding was consistent with finding of Chao and Cheung, et al., (2011), which found that degree of employees desires to engage in CWB among Chinese employees in Macao, was at

very high level. Objective two of this study was to assess the extent of employees perceived psychological contract breach. The findings showed that employees at Arusha City Council perceived presence of PCB by their employer. This finding was consistent with empirical findings of Restubog and Tang. (2007), who found that perceptions on PCB was very high among employees from multiple pharmaceutical firms in the Philippines

Objective three of this study was to determine the effect of perceived psychological contract breach on the employees' desires to engage in counterproductive work behaviours. Findings of this study show that PCB correlate with CWB. The findings further showed that PCB was a significant positive predictor of overall CWB as well as CWB-I and CWB-O. These results were similar to those reported by Chao, et al., (2011) where by PCB was positively correlated with CWB. Also this result is consistent with other previous studies e.g. Jensen et al. (2010), Chao et al., (2011), Restubog et al. (2014), and Alam, Rahman, & Rahim, (2013).

The hypothesis I predicted that perceived psychological contract breach will be positively related to employee's counterproductive deviance. This hypothesis was accepted as the results showed that PCB had positive and significant relationship with CWB. In line with theoretical prediction, these findings confirm equity theory by Hatfield and Miles (1987) cited by Restubog et al. (2007), resource exchange theory by Foa and Foa's (1974, 1980) cited by Chao et al., (2011) and Social exchange theory by Blau (1964) cited by Jensen et al., (2010). Hypothesis II predicted that, Psychological contract breach will be positively related to employee's interpersonal deviance. This hypothesis was accepted as psychological contract

breach had significant positive relationship with the counterproductive work behaviour-Interpersonal. These results were also consistent with prior empirical findings of Muhammad & Corresponding (2016) reported that psychological contract breach have direct positive significant relationship with employee Interpersonal deviance behavior. This hypothesis supported in line with theoretical ground, Social exchange theory by Blau (1964) cited by Jensen et al., (2010).

Hypothesis III predicted that, Psychological contract breach will be positively related to employee's organization deviance. This hypothesis was also accepted where by PCB had positive significant relationship with CWB-O. The result supports the finding of previous study of Restubog, (2007). It is also consistent with the prediction of the resource exchange theory by Foa and Foa's (1974,1980) cited by Chao et al., (2011).

CHAPTER FIVE

5.0 CONCLUSION, IMPLICATION AND RECOMMENDATIONS

5.1 Overview

This chapter is organized in the following sections: section 5.2 summaries, 5.3 conclusions, 5.4 Implications, 5.5 recommendation 5.6 limitation and areas of further research. The purpose of this study was to assess on whether perceived psychological contract breach influences the employee's desires to engage in counterproductive work behaviors among the employees of Arusha City Council. It further explored the extent of employee's desires to engage in counterproductive work behaviors against other employees and also the extent of employee desires to engage in counterproductive behaviour against the organization and explored the relationship between employees' desire to engagement in counterproductive work behaviors with perceived psychological contract breach. Psychological contract breach survey questionnaire was adopted with five point scale from Morrison & Robinson (2000), while counterproductive work behaviour survey questionnaire was adopted with nineteen point scale from Bennett& Robinson, (2000)and six demographic variables were used to collect data from the employees of Arusha City Council. Statistical technique was used in analyzing and interpreting the results including correlation, simple linear regression and descriptive statistics.

5.2 Summary of the Findings

The findings of this study show that respondents perceived a breach of psychological contract by the employer. Additionally, the findings discover that respondents had highly engaged in CWB, both against individual as well as organization. Results also

depict that PCB had significantly positively correlated with CWB-I, CWB-O and CWB. Furthermore, results suggest that PCB is a significant predictor of CWB, CWB-I and CWB-O. Three hypotheses were tested where by all of them were accepted.

5.3 Conclusion

The findings of this study suggested that employees at Arusha City Council perceived a breach of psychological contract between them and their employer. They also showed that employees engaged in counterproductive work behaviour. The results depict that PCB had significant relationship with CWB, CWB-I and CWB-O. This show that perceived PCB had positive and significant effects on CWB, CWB-I and CWB-O. Therefore, findings confirmed the theoretical prediction that employees would engage in counterproductive work behaviours the more they perceive that their employer breached the psychological contract with them.

5.4 Implication

The finding of this study showed that the perceived psychological contract breach had positive significant relationship on respondent's desires to engage in counterproductive work deviance both against individual deviance and organization deviance for the employees in Arusha City Council. This implies that the employees who perceives PCB, it is expected that his/her behavioural outcomes at the work place will be negative and unproductive. Blau (1964) cited by Jensen et al., (2010) in Social exchange theory, prompted that when the organization breaks a promise, this will undermines relationship, pushing the employee to alter their behaviours as a reaction in response which will be manifested through angers, abusing others,

property destruction and antagonism. Then what does the results of this study tells the employer? Managers, recruitment agents, human resource staffs and supervisors should take caution in conveying promises to the applicants rather have to generate conditions of job in order for the applicants to make choices regarding the employment. Therefore, the results of this study coined upon Belau's assumptions that the employer should keep moderate promises and fulfil it, expected that its employee will show positive behaviour, organization citizenship behaviour and become productive.

5.5 Recommendations

Researcher suggests that employer not only concentrate on the wider consequences of management policies and practices neglecting or forgetting about employee's behaviour and attitudes as it is vital to the organization wellbeing. Because as per results of this study showing that employees are engaging in counterproductive work behaviours, the question is why the organization does persist with such behaviours while they are harmful to the survival of that organization? Finally the study confirm and suggests that management of psychological contract is the primary duty of the management or Human resource manager on behalf of the employer as also commented upon by Lapalme et al., (2011). Also organization should establish a clear channel of communication at all levels of organization to ensure that employees view, suggestions and grievances are heard and reconciled and management information are available to the employees on time.

5.6 Limitations and Areas of Further Research

This study encountered several limitations including the sample study included the new employees who had not yet experienced the gap between the promises like promotions and time fulfilment, therefore researcher suggest that it is important the future research to assess the senior employees who had long tenure in employment that might have experienced well the gap between the promises made at particular time and the gap in fulfilments of those promises. The study focused narrowly on only behavioural outcome associated with psychological contract breach leaving aside other possible outcomes and therefore researcher suggest that future research should include such outcomes like performance, customer satisfactions and turn over intention.

Another limitation is that the study didn't take into consideration of changes in time between time 1 when desires, expectations and promises were made and time 2 when the breach of psychological contract is experienced where employee can even fail to differentiate between the promises and various aspect that might influence employer-employee relationship therefore it is worth to be addressed in future research study. Another limitation of this study is that most of the terms in psychological contract are more personal, which weigh differently from one person to another so that perceived breach therefore it required a finer grained measure which will be subjective rather than objective ones as the measurement scales asked the respondent if the promises have fulfilled or not. Context of this study also is limited in only one Council among many types of council in local governments of Tanzania which make it harder for researcher to generalize and therefore it is better for future research

study to expand the context to other City councils, town councils, districts councils and municipal councils for better generalization.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

Introduction

Dear Sir/Madame

I am **ASANTIEL KAWICHE**, and a Master of Human Resources Management (MHRM) Student at the Open University of Tanzania. I am in the process of making my Research, the topic being “The role of psychological contract breach; to the employee Counterproductive work behavior”; it is partial fulfillment of the requirements for the degree of Master of Human Resources Management.

As part of my primary data collection, I am conducting a survey assessing the role of psychological contract breach to the employee Counterproductive work behavior.

You have been selected as one of the respondents in this survey. Your answers will make great contributions in my data collection. All information provided will be used only for academic purposes and will be treated confidential.

SECTION I: Against each statement, please circle the one number for each question that comes closest to reflecting your opinion about it where (1= Strongly Disagree, 2= Disagree, 3=Neither Disagree nor Agree, 4= Agree, 5= Strongly Agree)

S/N		Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
q1.	Almost all of the promises made by my employer during recruitment have been kept so far.	1	2	3	4	5
q2.	I feel that my employer has come through in fulfilling the promises made to me when I was hired.	1	2	3	4	5
q3.	So far my employer has done an excellent job of fulfilling its promises to me.	1	2	3	4	5
q4.	I have not received everything promised to me in exchange for my contributions.	1	2	3	4	5
q5.	My employer has broken many of its promises to me even though I've upheld my side of the deal.	1	2	3	4	5

SECTION II:

To what extent have you made the following commitments, obligations, or each of the following 19 things on your present job or employer within the last two years or so on?

Please circle the one number against each statement that comes closest to reflecting your answer to the question below where (1= Never, 2= once a year, 3= twice a year, 4= several times a year, 5= monthly, 6= weekly 7= daily)

S/N		Never	Once a year	Twice a year	Several times a year	Monthly	Weekly	Daily
Interpersonal deviance								
p1.	Made fun of someone at work	1	2	3	4	5	6	7
p2.	Said something hurtful to someone at work	1	2	3	4	5	6	7
p3.	Made an ethnic, religious, or racial remark at work	1	2	3	4	5	6	7
p4.	Cursed at someone at work	1	2	3	4	5	6	7
p5.	Played a mean prank on someone at work	1	2	3	4	5	6	7
p6.	Acted rudely toward someone at work	1	2	3	4	5	6	7
p7.	Publicly embarrassed someone at work.	1	2	3	4	5	6	7

Organizational Deviance								
g1.	Taken property from work without permission	1	2	3	4	5	6	7
g2.	Spent too much time fantasizing or daydreaming instead of working	1	2	3	4	5	6	7
g3.	Falsified a receipt to get reimbursed for more money than you spent on business expenses	1	2	3	4	5	6	7
g4.	Taken an additional or longer break than is acceptable at your workplace	1	2	3	4	5	6	7
g5.	Come in late to work without permission	1	2	3	4	5	6	7
g6.	Littered your work environment	1	2	3	4	5	6	7
g7.	Neglected to follow your boss's instructions	1	2	3	4	5	6	7
g8.	Intentionally worked slower than you could have worked	1	2	3	4	5	6	7
g9.	Discussed confidential company information with an unauthorized person	1	2	3	4	5	6	7
g10.	Used an illegal drug or consumed alcohol on the job	1	2	3	4	5	6	7
g11.	Put little effort into your work	1	2	3	4	5	6	7
g12.	Dragged out work in order to get overtime	1	2	3	4	5	6	7

SECTION III:

Put a tick against the category (in the space provided) to represent your own characteristic

1. Age in years: 35 years or below..... 36 to 45 years 46 years and above
2. Gender: Male Female
3. Marital status: Married..... Single..... Divorced..... Widowed.....
4. Highest Education level (tick the most appropriate category):Primary education..... Secondary education..... Certificate/Diploma education.....Bachelor.....Postgraduate diploma.....Masters.....
5. Length of Service in the current Organization: Less than 2 years 3-5 years 6-10 years above 10 years.....
6. Job position: Top management..... Middle management..... Operational.....