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FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF PSYCHOLOGY

IMPACT OF THE PSYCHOLOGICAL CONTRACT BREACH ON THE EMPLOYEE- ORGANISATIONAL RELATIONSHIP (EOR) AT A RELIGIOUS ORGANISATION.

BY

FORTUNE L. MPOFU

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APPROVAL FORM

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SUPERVISOR: ……………………………………………………….

CHAIRPERSON: ………………………………………………………..

EXTERNAL EXAMINER: ………………………………………………

DATE:……………………………………………………………………

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NAME OF AUTHOR: FORTUNE LUCIA MPOFU

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Signed: …………………………………

Address:	1131 Nketa 8
	Bulawayo
Phone	0775451075
Email Address:	fortunelucia@gmail.com
Date:	2016

DEDICATION

I dedicate this thesis to my God, my sister Delight Junior Mpofu and all of my family members

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ABSTRACT

The research mainly aimed to assess the Impact of the psychological breach on the employee-organizational relationship (EOR) at a religious organization. This study was carried out at Celebration Ministries International. It also sought to bring out the psychological contracts that are prevalent at a religious organization and how they in turn cause harm on the employee-organisational relationship. The research employed a qualitative descriptive research design which allows the use of qualitative research methods in data collection (in-depth interviews) and data analysis where qualitative descriptive was employed through the use of thematic analysis. Maximum variation sampling was used to come up with research participants. A sample of ten employees was interviewed during the research process. The results of the research study showed that employees at Celebration Ministries International have their own perceived psychological contracts and a breach in some of these has affected their employee-organisational relationship. The perceived psychological contracts includedpersonal treatment, training, career development, tangibility, carefulness regarding arrangements, motivation (support of social activities), long term involvement and recognition of contribution towards organisational growth.An overall assessment in this research showed that when the perceived psychological contract is not fulfilled that is a breach occurs employees tend to disassociate themselves with the organization and the drive to perform extra role behaviours is less. Based on the findings of the study, the author noted that the psychological contract should be managed both at the recruitment stage and also as an ongoing process to avoid a psychological breach which affects organizational citizen behaviours such as helping behaviours, sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, and Self Development as employees' drive to perform such will be less.

Table of Contents ....**Page**

LIST OF APPENDICES

APPENDIX No.	PAGE

List of Tables   **page**

ACRONYMS

CMI-   Celebration Ministries International

EOR-   Employee-organisational Relationship

HR-   Human Resources

MHR-   Manager Human Resources

OCB-   Organisational Citizenship Behaviours

PC-   Psychological Contract

<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

1.1 Introduction

In this chapter, focus is on introducing the topic to be researched on, giving the background to the study that is what motivated the researcher to carry out the research; the chapter also focuses on giving the problem statement. The purpose of the study is also outlined. Research questions that are questions thatthe researchaimsto answerand assumptions are made. The chapter alsogives the reasonsas to why the research is significantand important byoutlining the benefits of having the research carried out. Limitations and delimitations are also outlined in this chapter followed by operational definition of key terms as they areused in the project.

1.2. Background to the Study

A year ofplacement at Celebration Ministries International (CMI), under the human resources department opened the researcher's eyes to a whole new perspective of the employee-organisational relationship (EOR). The EOR is "an overarching term to describe the relationship between the employee and the organization" (Shore et. Al, 2004, p. 292). EOR includes both micro concepts such as the psychological contract (PC) and perceived organizational support (POS), and macro concepts such as the employment relationship (ER). The researcher discovered that understanding the employee – organisational relationship is very crucial to any organisation as it is often overlooked. Parzefall and Hakanen (2010) assert that when an employee- organizational relationship is functioning well it can support psychological and broader well-being, satisfaction and productivity. This study is needed to helpbuild a healthy EOR to support psychological andbroader well-being, satisfaction and productivity mainly at CMI.

When an individual becomes employed at an organisation, many paper contracts are signed whereboth the employee and the organisation develop expectations ofeach other. What many employees do not realise is that they are also forming another contract that is not writtenon paper nor articulated. This contract is called a psychological contract. Gakovic and Tetrick(2003) define psychological contract breach as an employee's perception that his or her organisation has failed to fulfil one or more obligations associated with perceived mutual

promises. Reactions to a psychological contract breach can range from attitudinal to behavioural and these have a great impact on the employee and organisational relationship. The study aims to highlight how there is a breach of the psychological contract at CMI and whether or not it has an impact on the EOR.Thus far, research has predominately focused on the impact of psychological contract fulfillment on employee and organizational outcomes. However, research has not thoroughly examined the effects that the breach of a psychological contract may have on employees and their view of the organization. Being able to better understand how psychological contract breach affects employees would help organizations prepare themselves for whena psychological contract breach does occur.

The researcher has chosen to focus on the psychological contract as an important construct of the EOR because it focuses on the exchange, highlighting the importance of examining both employee's and organizational perceptions of the relationship. Secondly psychological contract research has focused on the individual perspective, and thisstudy will help give literature on the group or organizational perspective. Interest in the concept of the psychological has grown tremendously since the early 1990s. The concept was first introduced by Argyris (1960). The psychological contract is identified as an exchange relationship between employer and employee in which each party has expectations about mutual obligations. The psychologicalcontract, is defined as the set of practical and emotional expectations of benefits that employers and employees can reasonably have of each other, and has traditionally seen as an exchange of loyalty for security. Breach of this psychological contract therefore means no loyalty is given and security is taken away and a collapse of the EOR.

A number of studies have been done on the psychological contract breach and the employee-organisational relationship as separate entities, (Rousseau, 1995, Zhao et al., 2007, Blau, 1964). However very few have been done to look at the impact of the psychological contract breach on employee organisational relationship. Most of thesestudies have been done on public and private sector organisation and none on a religious organisation. Although some have looked on the relationship between the PCbreach and the organisational culture none have dared to look specifically at religious organisations. According to Rousseau(1995), the PC includes "individual beliefs, shaped by theorganization, regardingterms of an exchange agreement between individuals and their organization" The study is therefore of great significance as it aims to bring out how the psychological contract has an impact on the EOR in a religious organisation. How different is the psychological contract and its breach in a

religious organisation from any other organisation. Not only are there few studies in the religious sector. In Zimbabwe very little research has been done on the topic the psychological contract and EOR. The researcher aims to close the knowledge gap that most organisations ignore in terms of avoiding psychological contract breach as it can affect the productivity of an organisation.

CMI is an ecclesiastical organisation, which is run according to the biblical principles and also the governing laws of both the Zimbabwean constitution and the labour act. Its employees include, pastors, church members and non-church members. Just like any other organisation both the employer and the employee have unwritten down expectation which when not fulfilled cause a strain in the employee- organisation relationship. After an opportunity to work at CMI's human resources department the researcher wasintroduced into a whole new chapter of realisingthe impact of the psychological contract breach on the employee- organisational relationship (EOR). In the current difficult economic conditions in Zimbabwe, as many firms struggle to survive, this sense of connection between the employee and the organization becomes critical for organizational survival and effectiveness. The changing nature of the employment relationship nevertheless challenges organizationalidentification (for example, Tekleab, Takeuchi, &Taylor, 2005). In a business environment tormented by layoffs and downsizing, loss of job security, erosion of promotional opportunities, and increased uncertainty of regular and orderly pay increases, employees are less likely to believe that employers are fulfilling their obligations and responsibilities. As a result, they are more likely to experience a breach of their PC (Deery, Iverson, &Walsh, 2006; Morrison& Robinson, 1997).

The aim of this study is to investigate the role of thePC as partof the employee–organization relationship (EOR). The influence of the experience of the psychological contract breach and violation on the wellness of individuals in the work context. The focus of this research is on work-related wellness and its value. This wellness does not only refer to the individual's experience, but also refer to the work-related relationalwellness.

1.3. Statement of the problem

The employee–organisation relationship (EOR) is the pivotal relationship in the labour relations system, since the individual relationships between the employees and their employers are the origin of the complexity and dynamics of the total system (Bendix 2010). The main problem is that the EOR is sometimes mismanaged and one of its main constructs

which is the psychological contract is largely ignored. If the EORis not properly managedorfunctioning well it can lead psychological and broader well-being, satisfaction and productivity.

After spending ayear atCMIas highlighted beforeI realized that because it was a religious organizationthere are certain expectations that individual employees have. When theseare not metor when they fulfilled have an impact on the performance and attitudes of the employee. Many studies tendto look at different types of behavior that come with the psychological contract breach such as perceived membership or organizational citizenship behavior. However with EORfocus is on all behavior and attitudes that an individual employee develops when there is a breach in the psychological contract.

1.4. Purpose of the study

In order to shed further empirical light upon the theorized but, as yet, under-researcheddynamics of both the psychological contract and EOR.It is importantto study psychological contracts because workers and employers need to understand and agree on the obligations and expectations in their relationship in order for their organization to thrive (Rousseau, 2004). Psychological contracts motivateemployees to fulfill their obligations and commitments when they believe that their employers will do the same. Likewise, psychological contractsare important because they determine future courses of action for all parties involved; they affectan employee's work behavior, and employee intentions (Anderson &Schaelk, 1998; Rousseau, 1990; Schein, 1965, 1992). It is vitalto develop a deeper theoretical understanding of the nature and forms of the psychological contract so that we may examine the impact of these contract forms on organizationally relevant outcomes.

In order to maximize the potential application of the psychological contact, more research isneededto determine how psychological contracts overlapwith existing organizationalbehavior theories andconcepts. Much ofthe research todate has focused on the problemsof the psychological contractand it's violation, but the causesand consequences ofdifferent types of psychological contractsis an areathat needs tobeexpandedupon, especially looking at EOR.

1.5. Research Questions

The study was guided by the following research questions:

1.5.1 What type of psychological contract is more prevalent in CMI employees?

1.5.2 When is the psychological contract formed and when should it be managed?

1.5.3 What are the major effects of the psychological contract breach on the employees' organisational identification and perceived membership?

1.5.4 How does the psychological contract breach relate to an employee's drive to perform organisational citizenship behaviours?

1.6. Significance of the study

The study is an attempt to increase awareness on Psychological contract breach and how it can be evaded to improve the employee and organisational relationship particularly at CMI. Therefore itis hoped that the recommendations on the findings of this research will benefit employees themselves, the organisation and organisational policy makers.This study primarily focuses on gaining an in-depth understanding on the link between psychological contract and employee- organisational relationship. The findings of this study will help in coming up with recommendations and strategies on how to manage the psychological contract and other factors that may affect employee performance at CMI. Increasing knowledge onthe psychological contract breach will make employers aware of the employees' expectations and being able to increase productivity. This study will lead to the psychological wellbeing of employees and also satisfaction as the psychological contract and the EOR will be properly managed.

Since there is no documented research of similar nature on the religious sector, the assessment of this studywill bring out the diversity of different organisations and can go a long way in forming strategies on identifying psychological contract breach and or a change in the employee- organisational relationship.

The study will offer an essential base designed for upcoming researchers on the problems of EOR and the ways of dealing with the problems. This research isworking to aid as a serving hand to other scholars in the future who mayneed information on this issue. The study will clarify them and extend their understanding of considerate research studies as part of their research careers as scholars.This study will provide several contributions to the practical and academic fields. As this study of will be conducted at religious organisation. The results ofthis study will be expected to introduce the concept of the psychological contract as a main

construct of EOR to other researchers and to inform them of the need to actively manage it. Additionally, the resultswill provide a more thorough understanding to researchers of the psychological contract breach by showing them how it has an impact on the EOR.

1.7 ASSUMPTIONS

The study will be based on the assumption that:

All participants will answer questions truthfully and that the sample used in the research will represent the whole population. Secondly that there are a number of effects on the employee - organisational relationship which emanate from the psychological contract breach and that there are negative attitudinal and behavioural reactions that employees adopt in the face of the psychological contract breach It isalso assumed that the study will be helpful not only to employees but also to the organisation and future scholars.

1.8 DELIMITATIONS

Different churches such as Zimbabwe Assemblies of God Africa (ZAOGA), Seventh day Adventist (S.D.A) Catholic Church among other religious denominations have opened business administrative units to manage their employees, different business branchesand enterprises. The researcher however chose to look specifically at the religious organisation Celebration Ministries international (CMI) because this is where the researcher did her work related learning and the research is founded on the observation made there. CMI isa Pentecostal church and most churches that are springing up are also in that field. The researcher stronglybelieves that the finding on the over 30 year old church will bring out finding that can be accurately used in any religious organisation. The researcher will carry out the study at Celebration Ministries International in Harare and will focus on the impact of the psychological contract breach on the employee- organisational relationship. The target population are employees both males and females aged from 22 to 65 years.

The research will be guided by the employee - organisational relationship theory and the social exchange theory. This is because both these theories bring out aspects of both the psychological contract and the employee- organisational relationship. Both theoriesalso strongly outline the damage that occurs when there is a psychological contact breach on employee performance and the success of an organisation.

1.9 LIMITATIONS

A research of this dimension has cost implications. Since theresearcher will not be funded to carry out the research, the scaleof the research will be lessened as travelling; typing, photocopying and communicating will be a constraint to the researcher. The study will use a small sample and there might be a problem of generalisation of results to the whole population.This study might face problems with external validity in which generalization is likely to occur due to the smaller sample size. CMI is a religious organisation and this might influence some of the responses that the employees will giveand the research might therefore lack internal validity

1.10 DEFINITION OF KEY TERMS

Psychological Contract (PC) - the unwritten setof expectations of the employment relationship

Psychological Contract Breach- an employees' perceptionthat his or her organisation has failed to fulfil one or more obligations associated with perceived mutual promises. Reactions to a psychological contract breach can range from attitudinal to behavioural and these have a great impact on the employee and organisational relationship (Gakovic and Tetrick 2003).

Employee- a personhired by an employer under a contract of employment basis to perform work on regular basis in exchange for compensation.

Employee -Organisation Relationship (EOR) - an overarchingterm to describe the relationship between the employee and the organisation (Shore and colleagues, 2004, p. 292)

1.11 CHAPTER SUMMARY

This chapter looked on the area of study which concerns of the research topic, the background to the study and how significant and important the study is. It gave the objectives and assumptions of the research, raised problem questions that the research aims to answer and limitations and delimitations of the study were also given. The next chapterreviews the literature linked to the topic.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

The key purposefulness of this study is to show how the psychological contract (PC) breach has an impact on the Employee- organisational relationship (EOR). In order for the conceptual basis to be set for this study and elaborate on the overall research focus, this chapter looks at literature linked to the topic such as the concept of the psychological contract, concept of the psychological contract breach and the concept of EOR, elements that establish psychological contract breach, how the psychological contract breach has an impact on EOR and the possible solutions. The chapter will also review the theoretical framework and knowledge gap and chapter summary for the topic under study.

2.2. PSYCHOLOGICAL CONTRACT

The psychological contract (PC) concept has been widely defined by many researchers in studying the employment relationship. Argyris (1960' p96 defined the psychological contract as "an unspoken agreement to respect each other's norms or standards". Schein (1965, p76) defined the psychological contract as "an implicitset of expectations operating at all times between every member of an organization and the various managers and others in that organization". Additionally, Levinson et al. (1962' p21) defined the psychological contract as "a product of mutual expectations that are largely implicit and unspoken and which frequently antedates the relationship between person and company". Herriot andPemberton(1997) defined the psychological contract as "the perception and opinion of both parties (employer and employee) of their relationship and the things they offer each other in this relationship." After all the studies and research Denise Rousseau's work leads the exploration of the psychological contract with her exhaustive research making her definition the customary for all current research. Rousseau (1995) defined the psychological contract as "an individual's beliefs about the terms of an exchange agreement between the individual and the organization" as cited in (Guest et al. 2010). The sharedfeatures of all the psychological contract definitions include the fact that all imply that the contract is implicit in nature, involves mutuality between both parties involved, and includes aspects such as obligations and expectations. These featuresremain the basis in which researchers have attempted to measure psychological contracts.

Shen (2010) labels the psychological contract as having both a transactional and relational element. Transactional components are associated with pay, working hours, and the employment time-frame. Relational elements then relate to career prospects, responsibilities, and work place opportunities and prospects. Psychological contracts arebecoming more andmore important in describing the relationship between employees and the organizations as well as employees' performance, while psychologicalcontractisbuilton the basisof trust andrepresents that employeesbelieve that theorganizations can fulfilltheir obligations andcommitments. PC is amirror image of individual expectations of the obligations between employees and organizations (Rousseau, 1995), encompassing bothfeatures of individuals and organizations. PCmeansthat there isan exchange relationship between organizations andemployees and needs to consider the obligations and expectations of both parties (Edwards 2010), whilePC isnot only made upofthe natureof expectation, but also contains reciprocity towards obligationsand commitment. Expectations cannot be broken as thiswill generate disappointment, breaking the obligations will induce anger, therefore making employees to re-examinethe relationship betweenthe individuals and the organizations.

Generally, the PC is informal and implicit, rather than open and public. Thus, it is essentially subjectiveor biased. For example, awards for long-term service rarely become a part of a formal contract, but people have expectations on this. Therefore some academics agree that psychological contract is the faith possessed only by employees (Li and Lin 2010).

2. 3 PSYCHOLOGICAL CONTRACT BREACH

The psychological contract is a subjective perception, so the organization and the employee can possess radically different views of what the obligations or promises that they have made to one another are (Robinson and Rousseau, 1994). This is the reason why more often employees feel that their psychological contract has been breached and that the organization has failed in keepingits promises (Robinson and Rousseau, 1994). Even thoughsometimesboth the employee and the employer can feel that the contract has been breached by the other party, in this study as in many investigations on the psychological contract the focus is on the perspective of the employee. Even though in the instigation of research on psychological contracts researchers were not that clear on who can really experience psychologicalcontract (Morrison and Robinson, 1997), currentlyscholars and researchers emphasize that even if agents of the organization such as managers or supervisors can have their own knowledge of their psychological contract, the whole organization cannot

be considered one of the parties of a psychological contract (Morrison and Robinson, 1997). According to Parzefalland Coyle-Shapiro (2011) there is still not enough knowledge about breaches and violations of psychological contract.

PC breaches refer to employees perceptions towards organizations failure to the delivery of the obligations in psychological contract (Morrison & Robinson, 1997; Turnley& Feldman, 2000). Rousseau (1989) reckonedthat when one party of the organizations and employees cannot fulfill their obligations, psychological contract will be breached. Even thoughboth employers and employees will perceive psychological contract breach, this research confers the definition of psychological contractbreach as most scholars have proposed, that is, psychological contract breach is employees' unilaterally perception that organizations are unable to fulfill their obligations. This opinion andperception is individual and subjective, and itmirrors employees' psychological calculation towards their fulfilled commitments.PC breach istherefore determined subjectively rather than factually. A PC breach is defined as an employee's perception that his or her organization has failed to fulfill one or more obligations associated with perceived mutual promises (Gakovic & Tetrick, 2003). Should the action not be consistent with the employee's belief in a reciprocal obligation ithas the potential to create a perception of contract breach in the eyes of the employee (Rousseau, 1989).

Once workers have or experience a breach of their psychological contract, different reactions can be experienced, stretching from behavioral to attitudinal reactions toward the organization (Kickul& Lester, 2001). A psychological contract breach can have an attitudinal effect on employees due to the fact that a trusting relationship between the employee and the organization has become broken. Because PCs are subjective perceptions of reciprocal obligations between the employee and the organization, if employeesperceive that they have upheld their own end of the contract but the organization has not, they are probable goingto feel let down and betrayed (Rousseau, 1989). When employees perceive or feel that apsychological contract has not been fulfilled, it may lead to being less satisfied with their jobs, may experience cognitive manipulation of the perceived inequities, and mightalter their behaviors which will affect the employee organizational relationship as there will be a decrease in the amount of extra-role behaviors they perform (Jensen, Opland, & Ryan, 2009).

Furthermore, employees might even consider leaving the organization (Alcover et al., 2012; Kickul, Lester, &Belgio, 2004). Harm can occur due to these reactions, harm to the productivity of the organization and even lead to increased absenteeism (Eisenberger et al.,

1986) and turnover (Hess & Jepsen, 2009).

Bal and Smit (2012) found that there is an age-related difference in perception of breaches. Employees who areolder are more sensitive about the aspects of their psychological contract compared to younger workers. They also anticipate more due to years of service and experience. PC Breaches arise due to factors such as broken promises such as pay cuts, withholding promises for example delaying bonuses, dauntingmuch longer working hours, incongruence of expectations due to unexplained or misunderstood changes in perception of what is fair or unfair. PC Breaches may also arisebecause of a 'contract drift' (Shields 2007). A contract drift is a gradual divergence of what is involved in the exchange relationship and what each party believes should be involved. These can take place due to an organizational change such as a restructuring, merger, or acquisition.

2. 4 EMPLOYEE – ORGANISATIONAL RELATIONSHIP (EOR)

Tsui and colleagues (1995) used the termemployee-organization- relationshipstrategy to capturethe employer's perspectiveon the employment relationship. The employment relationship literature has gained huge popularity in the last 20years,this ismainlyowing to the changes inemployee-organization relationships(EORs) occurring in business between employees and employers. The EOR is "anoverarching term to describe the relationship between the employee and the organization" (Shore et. al 2004,) including both micro concepts such as the psychological contract(PC) and perceived organizational support (POS), and macro concepts suchas the employmentrelationship (ER).

The strategy of the employee-organizationrelationship includes the employer's expectations about specific contributions that it desires from employees and the inducements that it uses to effect the desiredcontributions. The EOR is different from a psychological contract (Levinson, Price. Munden. Mandl, & Solley, 1962: Kotter, 1973; Rousseau, 1995; Rousseau & Parks. 1993), which includes expectations about the nature of the exchange held by both employer and employee. However, it is not possible to look at the employee-organizational relationship and exclude the psychological contract.

The employee-organizational relationshipis founded on the social exchange relationship which begins with one party bestowing a benefit to anotherparty. If the recipient or beneficiary reciprocates, and then a series of benefits exchanges occur, this creates feelings of mutual obligation between the parties. Eventually, the EOR can then be characterized as one

where the exchange partners trust each other to reciprocate benefits received.One of the requirements between the parties to social exchange is trust because there is some inherent risk that the benefits provided will not be returned (Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987) since the nature and timing of these benefits are not specified (Blau, 1964). Social exchange relationshipstherefore involve recurring exchanges of benefits in which both parties understand and abide by the "rules of engagement" – the bestowing of a benefit creates an obligation toreciprocate.

Even thoughthe employer's influence on and expectations of the relationship are important, in thisresearch we are mainlyfocusingon the employees' perspective because this is where most of the changes have been observed and although some negotiations do occur and it is usually the employer who defines the bulk of the terms or contentof employment contracts, it is however the employee who controls the outcomes of the EOR through the different attitudes and behaviors that they adopt when in agreement or not in agreement with the employment relationship.

2.5 REVIEW ON EMPIRICAL LITERATURE.

2.5.1 Types of psychological contracts

Rousseau (1990) analyzed the content of a psychological contract by asking managers about the promises and commitments made to new recruits. Promises employers sought from recruits included loyalty, volunteering, advance notice if taken a job elsewhere, willingness to accept a transfer, refusal to support the employer's competitors, working extra hours, and remaining with the organization for a minimum of two years. Promises madeto recruits included long-term job security, promotion, support with personal problems, pay based on level of performance, career development, and high pay.

Dainty et al. (2004) studied the psychological contract in construction projects and found that promises were made about transactional deals such as ensuring fair and equitable salary to employees and benefits packages, and relational aspects included recognition of contribution towards the organizational growth, training, job security, career development, recognition and feedback on performance, fairness and justice in personnel procedures, support on personal and family related problems, consultation, and promotion.

Shen (2010) describes the psychological contract as having both a transactional and relational element. Transactional elementsare associated with pay, working hours, and the employment

time-frame. Relational elements then relate to career prospects, responsibilities, and work place opportunities. Dainty *et al.* (2004) see relational contracts as based on open-ended relationships around loyalty and trust, whereas transactional contracts are based on short-term relationships characterized by mutual self-interests. According to Shen (2010) employment contracts are now more transactional due to job uncertainty.

Agreement and ambiguity of the contract's terms depends on the individual's perceptions of the contract (Clarke and Patrickson 2008). Rousseau (1989) argues that organisations will differ in what they view as the exchange relationship and the promises made to employees. Understanding psychological contracts, its patterns of perceptions, expectations of what the organization and employees owe, its promises, and what is provided is vital for the smooth running of the organization (Edwards 2010).

Kickul and Liao-Troth (2003) conducted a study on communication and its meaning towards employee perceptions of their psychological contract. They found that effective communication can significantly influence the way in which employees view and understand their psychological contract. These authors have called for new research into how employees establish and develop their contracts. Such researchwouldcounterbalance the existing focus on violations and attitudes towards the psychological contract.

2.5.2 Managing the psychological contract

The root of managing the psychological contract is to manage expectations so that perception of breaches can be avoided or at least minimized so that they do not lead to perceptions of violations of the psychological contract. Research has been done to try and identify when these can be managed and on whether or not it is better to manage expectations at the recruitment stage, or is it more worthwhile to manage expectations as an ongoing process, or post-recruitment stage.

Cohen (2012) did aquantitative study with 313 participants who were employees of one of the largest banks in Israel. Average tenure was 13.2 years, and 73 percent held a university degree. Parzefalland Coyle-Shapiro (2011), also conducted a 15 semi-structured interviewsin a Finish company with workers who had been with the company between six months and six years, aged 30- 35, and all had university degrees. They used a critical incident technique (CIT) during the interview process. Cohen (2012), building onConway and Briner (2009) and Ho *et al.* (2004), works with thehypothesis that since people's personality will play a role in

how they experience a breach of the psychological contract.

More precisely, Cohen (2012) studies the role of individuals' values on their psychological contract. Cohen found that if an employee's values are reflected in the workplace, the psychological contract is more relational than a transactional. Hence understanding an individual's values at selection stage is important and useful in order to gain insight into the type and content of psychological contract potential employees may involve themselves in. Managing the psychological contract is thus done at hiring stage to make sure there is enough person-organization fit in terms of converging values.

Parzefall and Coyle-Shapiro (2011) on the other hand work with a sense making approach (Weick 1995). They found that breaches of psychological contract can be triggered by a range of events from an unusual and unexpected event to an everyday regular failure to meet the employee's side of the deal. They also found that employees attempt to explain and understand what happened and why, so as to make sense and transfer the blame. This sense making approach allows to shows the interplay between cognition, emotion, and action in understanding employee's response to contract breach that is violation - depictinga range of ways in which employees' psychological contracts can be breached and violated.

Where Parzefalland Coyle-Shapiro (2011) show that 'small' events would not constitute a breach on their own, but do so when they occur on a regular basis and accumulate in the employee's perception to a breach of contract, one could argue that Cohen's (2012) assessment of the importanceof personality and the person- organization's value 'fit' is an important lesson for an employer in managing the psychological contract. Avoiding perceptions of breaches is key and possible.

Parzefall and Coyle-Shapiro (2011) also find that when employees perceive a breach of their psychological contract, they attempttounderstand this breach as an intentional breach. If theyare able to make sense of the breach in that way, the breach is perceived as more serious than when the breach can only be understood as caused by external factors. Hence, if a breach was seen as out of the control of the immediate managers, the employer-employee exchange relationship remains intact, and the breach is not perceived as a violation. Where the cause of the breach cannot be fully attributed to external factors, the level of justification, moderated by previous occurrences of the breaching event determines the perception of a breach as a violation.

While Parzefall and Coyle-Shapiro (2011) found that everyday breaches had the most effect on an employee's perception of breach - hence why Cohen's (2012) suggestion of understandingjob applicant's values is important in avoiding perceptions of breach - it must also be noted that perceptions of breach are to some extent unavoidable. Partly because not every situation can be predicted or buffered, but also because an assessment of personal values at selection stage makes it statistically less likely that breaches will occur, which of course does not rule it out.

Where breaches do occur effort must be made to prevent the experience of a breach to trigger a perception of violation of the psychological contract, which in turns alters attitudes and behaviors. Parzefall and Coyle-Shapiro (2011) how indicated managingbreaches in this sense is also possible, but it means management will have to provide a justification for the unfulfilled promises.

Parzefalland Coyle-Shapiro (2011) on the other handstate that there is still not enough knowledge about breaches and violations of psychological contract. A remaining research need is to find ways to measure how individuals compare their perceived breaches with that of others in the organization in order to investigate if such comparing changes their opinion of what counts as a breach of contract. This study aims to breach this knowledge gap.

2.5.3 Psychological contract breach and organizational citizenship behavior (OCB)

When an employee believes that his employer has failed to meet the obligations agreed upon in the psychological contract, a psychological contract breach occurs (Robinson & Wolfe Morrison, 2000). In a time when financial crisis looms, when organizations change and re-structure, when global and market competition is stiff and when technological innovation displace employees, it is inevitable that some organizations may fail to fulfill the psychological contract leading to employees' perceptions of a psychological contract breach (CIPD, 2014). When managers or employers fail to uphold their commitment to certain aspects of the psychological contract, a breach of the PC will often be perceived by the employees leading to undesirable work behaviors (Cantisano, Dominguez, &Depolo, 2008; Starnes, 2007; Suazo, Turnley, & Mai-Dalton, 2005; Tang, Restubog, &Cayayan, 2007). Specifically, PC breach has a negative effect on organizational citizenship behaviors. Coyle-Shaphiro (2002) revealed that the extent to which employees engage in OCBs depends on their perceptions on the PC whether or not the organization has fulfilled their obligations and

whether or not the employee inducements has been or will be made in the future.

Organizational citizenship behavior (OCB) is defined as discretionary behaviors and work contributions that are not contractually rewarded and are not enforceable requirements of the job description (Konovsky& Organ, 1996). OCBs include both in role and extra-role job behaviors that contribute tothe organization performance and effectiveness.

OCB is one of the top researched behavioral job outcomes of psychological contract breach (Hess & Jepsen, 2009). It isdefined as behaviors that are beneficial to the organization, discretionary, and not included in employees' formal job descriptions (Zhao et al., 2007). It is important to examine the effects of PCbreach on OCBsbecause these behaviors can have a positive impact on the organization. If employees experience a PC breach, they are less likely to engage in organizational citizenship behaviors (Zhao et al., 2007). This is due to the fact that OCBs are not required by employees' job descriptions; as such, failure to perform them should not be negatively reflected in the evaluation of their performance (Suazo, 2009).

OCBhas undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary. OCB may not always be directly and formally recognized or rewarded by the company, through salary increments or promotions for example, though of course OCB may be reflected in favorable supervisor and co-worker ratings, or better performance appraisals. In this way it can facilitate future reward gain indirectly. Finally, and critically, OCB must 'promote the effective functioning of the organization' (Organ, 1988).

OCB is conceptualized as synonymous with the concept of contextual performance, defined as 'performance that supports the social and psychological environment in which task performance takes place' (Organ, 1997). While this reflects the flexible nature of workers' roles in the modern workplace, and acknowledges the fact that employees do get recognized and rewarded for engaging in OCB (Van Scotter, Motowidlo& Cross, 2000; Werner, 1994), the colloquial understanding of OCB as going 'the extra mile' or 'above and beyond' to help others at work is an idea that many are familiar with, and these ideas continue to be a popular way of conceptualizing OCB. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts. Importantly, OCB also encompasses

organizational related acts such as working overtime without expectation of remuneration, or volunteering to organize office-wide functions.

Therefore, it can be deduced that a breach in the PC shall adversely affect the degree to which faculty employees engage inOCB a relationship which the current study hopes to demonstrate.

2.5.4 Psychological contract breach and organizational identification

As organizations become complex and boundary less, organizational identification is viewed as a means for providing cohesion and as a key ingredient of organizational success (Arthur & Rousseau, 1996; Mael&Tetrick, 1992; Pratt, 1998; Smidts, Pruyn, & Riel, 2001). Employees who identify strongly with their organizations are more likely to show a supportive attitude toward them (Ashforth&Mael, 1989) and to make decisions consistent with organizational objectives (Smidtset al., 2001).

In the current difficult economic conditions, as many firms struggle to survive, this sense of connection between the employee and the organization becomes critical for organizational survival and effectiveness. The changing nature of the employment relationship nevertheless challenges organizational identification (Tekleab, Takeuchi, & Taylor, 2005). In a business environment tormented by layoffs and downsizing, loss of job security, erosion of promotional opportunities, and increased uncertainty of regular and orderly pay increases, employees are less likely to believe that employers are fulfilling their obligations and responsibilities. As a result, they are more likely to experience a breach of their psychological contract (Deery, Iverson, & Walsh, 2006; Morrison& Robinson, 1997).

Managers are increasingly aware that organizational identification influences key outcomes at work, including effort, cooperation, organizational support, and citizenship behaviors (Cooper & Thatcher, 2010). According to Masterson and Stamper (2003), organizational identification corresponds to the belonging dimension of perceived organizational membership, that is, to the perception that one has invested a part of oneself to become a member of the organization and a sense of perceived acceptance by the group. It is, thus, a key component of the overall representation of the employee-organization relationship.

Organizational identification concerns the perception of "oneness" with an organization (Ashforth&Mael, 1989) and is deeply rooted within the framework of social identity theory (SIT) (Hogg &Terry, 2000; Tajfel& Turner, 1985). Identification refers to "a relatively

enduring state that reflects an individual's readiness to define him- or herself as a member of a particular social group" (Haslam, 2001, p. 383). Employees form prototypes of organizational membership, which both describe and prescribe organizationally based perceptions, attitudes, feelings, and behaviors (Hogg & Terry, 2000). It is argued that the stronger the identification with the self-categorization, the more likely it is that the categorization will guide affect and behavior within the organization and that the individual will act in the organization's best interests (Dutton, Duckerich, &Harquail, 1994). Ashforth and Mael(1989) suggested that identification involves the individual having "perceived him or herself as psychologically inter-twined with the fate of the group"

Most people identify with organizations because, organizational identification is said to satisfy a number of individual needs including safety, affiliation, and uncertainty reduction (Pratt, 1998). Through the identification process, an individual creates a sense of order in their world and finds deeper meanings provided by the collectives they associate with (Hogg & Terry, 2000). According to SIT, another basic motive for identifying with a group is the enhancement of one's sense of collective self-esteem (Sluss &Ashforth, 2008), which requires that group membership be rewarding and instrumental for members' feelings of self-worth. Ashforth (2001) identified five additional self-related motives for identification, including self-knowledge, self-expression, self-coherence, self-continuity, and self-distinctiveness.

Furthermore to individual motives for identification, previous research has examined several organizational antecedents of organizational identification such as perceived external prestige (Dutton et al., 1994; Smidts et al., 2001) and communication climate (Smidts et al., 2001). The role of leadership has also received attention in previous research with a special emphasis on the role of transformational leadership for organizational identification (Epitropaki&Martin, 2005; Kark, Shamir & Chen, 2003). Transformational leaders have been found to act as important sense givers that guide "meaning construction towards a preferred definition of organizational reality" (Gioia&Chittipeddi, 1991, p. 442). Another growing body of research examines the relationship between procedural justice and organizational identification. Tyler and Blader (2003), for example, found that being treated in a fair manner affirms one's acceptance and worth as a group member, thereby increasing identification and engagement with the group. There is, however, limited research on the role ofPC breach for organizational identification, despite the conceptual links between the two constructs.

The dynamic interplay between psychological contracts and organizational identification has been highlighted in previous conceptual work (Rousseau, 1995, 1998). Masterson and Stamper (2003) as well as Stamper, Masterson, and Knapp (2009) have integrated both constructs within a common conceptual framework labeled "perceived organizational membership." fulfillment, whereas organizational identification corresponds to the belonging dimension of perceived organizational membership. Despite the aforementioned conceptual links between the two constructs, there is little empirical evidence on the dynamics of the relationship between psychological contract breach and organizational identification (Kreiner&Ashforth, 2004).

A vital component of psychological contract theory is the concept of breach, defined as "the cognition that one's organization has failed to meet one or more obligations within one's PC in a manner commensurate with one's contributions" (Morrison &Robinson, 1997, p. 230). Conway and Briner (2005) argued that contract breach is probably the most important idea in psychological contract research because it is proved to be the primary explanation for why the psychological contract may negatively impact employees' feelings, attitudes, and behaviors. Prior research has demonstrated that psychological contract breach is relatively common (Robinson & Rousseau, 1994) and that it is associated with various negative outcomes such as lowered citizenship behaviors, reduced commitment and satisfaction, and higher intention to quit the organization (Zhao, Wayne, Glibkowski, & Bravo, 2007). PC breach is a subjective experience and refers to a person's perception that another has failed to fulfill adequately the promised obligations of the psychological contract. It can and does occur in the absence of an actual breach. It is an employee's belief that a breach has occurred that affects his or her behavior and attitudes regardless of whether or not an actual breach took place (Robinson, 1996).

There has been limited empirical evidence on the role of the employment relationship and especially of employees' perceptions of psychological contract breach for organizational identification (Epitropaki, 2003; Kreiner&Ashforth, 2004) despite the attempts for a conceptual integration (Masterson & Stamper, 2003; Stamper et al., 2009). Kreiner (2002) looked at the effect of PC fulfillment on organizational identification with no significant findings. Epitropaki (2003) found PCbreach to undermine organizational identification of bank employees, whereas Kreiner and Ashforth (2004) found it to foster dis identification among a diverse sample of employed alumni.

2.5.5 Psychological contract breach and perceived membership

Stamper, Masterson, & Knapp (2009) have precisely suggested perceived organizational membership to be an aggregate multidimensional construct reflecting employees' perceptions of their relationship with their organization. They have further highlighted three underlying mechanisms that can explain why individuals seek membership with organizations, that is, need fulfillment, mattering, and belonging. Within their framework, psychological contracts have been proposed to strengthen employees' perceptions of organizational membership through their perceptions of need.

In this study, it is argued that psychological contract breach is a critical variable for understanding organizational membership processes and that examining the dynamics of the relationship between the two constructs will offer significant insights for the overall employee–organizational relationship (Masterson & Stamper, 2003; Stamper et al., 2009).

When employees experience a psychological contract breach, they will no longer perceive the individual organization association as rewarding and their organizational membership as fulfilling their needs. As a result, they will be less likely to make an investment to the organizational community, their member designation will lose meaning and value, and their sense of belonging will be seriously eroded. They will be, therefore, less willing to identify with the organization.

When psychological contracts are breached, employees are likely to experience a dissonance regarding their organizational membership. The organizationwill start losing its positive distinctiveness as a desired category ofsocial membership and willbe deemed asinadequate to fulfill employees' needs for self-enhancement andaffiliation. Employees will be likely to declare themselves as more principled than their employer and perceive their personal identity to be at odds with the organizational identity. As a result, they will start engaging into a process of distancing their personal identity from that of the particular organization, which is, reducing their levels of organizational identification (Lane &Scott, 2007; Norton, Monin, Cooper, & Hogg, 2003)

2.6 THEORATICAL FRAMEWORK.

2.6.1 Social Exchange Theory

The primary conceptual foundation for our employee-organization- relationship and

psychological contract framework is the social exchange theory. Blau (1964) differentiated social from economic exchange along a number of dimensions: specificity of obligations, time frame and the norm of reciprocity. In short, economic exchange is one in which the obligations of each party are specified, the mechanism in place to ensure fulfillment of those obligations is the formal contract and the exchange has a limited time frame. In contrast, social exchange involves unspecified obligations where one party needs to trust the other that the benefits received will be reciprocated. The reciprocation of benefits enhances trustworthiness which in turn facilitates the ongoing conferring of benefits and discharging of obligations over the long term. In short, social exchange theory examines how social exchange relationships develop in engendering "feelings of personal obligations, gratitude and trust" (Blau, 1964, p.94). The exchange of economic and socio-emotional resources and the adherence to the norm of reciprocity play a critical role – the actions of one party contingent upon the reactions of the other and it is this contingent interplay that characterizes how social exchange has been applied to the employment relationship.

The norm of reciprocity plays an important role in the development of social exchange relationships by perpetuating the ongoing fulfillment of obligations and strengthening indebtedness. Gouldner (1960) argued that the norm of reciprocity is universal and that individuals should return help received and not injured those who have previously helped them. He distinguished between two types of reciprocity: heteromorphic and homeomorphic reciprocity. The former captures an exchange where the resources exchanged are different but equal in perceived value; the latter captures exchanges where the content or the circumstances under which things are exchanged are identical. Regarding how the norm of reciprocity operates, Gouldner (1960) argues that the strength of an obligation to repay is contingent upon the value of the benefit received – highly valued benefits create a stronger obligation to reciprocate.

The work on social exchange theory shares some common elements with psychological contract theory. First and foremost, both view exchange relationships as comprising tangible and intangible resources governed by the norm of reciprocity. Second, each party brings to the relationship a set of expectations/obligations that they will provide in return for what they receive.

2.6.2 Inducement Contributions Model

The inducements-contributions model (March & Simon, 1958) views the employment

exchange as one where the organization offers inducements in return for employee contributions. Individual employees are satisfied when there is a greater difference between the inducements offered by the organization and the contributions given in return. From the organization's perspective, employee contributions need to be sufficient enough to generate inducements from the organization, which in turn need to be attractive enough to elicit employee contributions. Although March and Simon (1958) did not make it explicit, they viewed the exchange relationship as ongoing but contingent upon an employee perceiving greater imbalance in their favor between the contributions they need to give in return for organizational inducements. Thus, the inducements-contributions model is based on a reciprocal exchange between an employee's contribution and the organization's inducements.

Therefore, an organization is a system of interrelated social behaviors of a number of participants and each participant receives inducements form the organization for which the participant makes contributions. The participant will continue to show work behaviors as long as her or his perception is that the inducements are higher than their contributions. Also the contributions from all the participants provides the pool of resources from which the organization manufactures the inducements.

2.7 KNOWLEDGE GAP.

A lot of research has been done on the psychological contract and psychological contract breaches, however there is little or no research that looks at the impact of the psychological contract breach and EOR as a main construct. Most of the research has been done on the public and private sector but very few on the religious organisation. Another gap that the researcher observed is that there are limited studies that focus on the effects of psychological contractand perceived membership. There is also limited empirical evidence on the role of the employment relationship and especially of employees' perceptions of psychological contract breach for organizational identification.

The researcher also notes that there is a remaining research need to find ways to measure how individuals compare their perceived breaches with that of others in the organization in order to investigate which breaches are more prevalent in an organization.

Earlier studies showed that, the researches that have been done concerning EOR and the psychological contract in Africa specifically Zimbabwe very limited as its importance is not recognised. Also previous work mainly focused on developed countries ignoring those in

developing countries. During the period under review the author realized that the psychological contract breach and EOR in Zimbabwe is highly overlooked by most researchers. Contemporary researches has shown that focus on psychological contracts has mainly been on its impact on job outcomes. This research has however neglected the behaviour and attitudesthat employees adopt when the psychological contract has been breached and the impact this has on the employee- organisational relationship. The key rationale for carrying out this study is to fill in gaps left by other researchers in analysing the concept of EOR and psychological contract breach and coming up with possible solutions.

2.8 CHAPTER SUMMARY

This chapter presented the literature background on PCbreach and EOR. Conceptual models such as social exchange theory and the inducement contributions model were reviewed. Different types of the psychological contract as well as behaviors such as OCB and attitudes that employees adopt was also reviewed. The next chapter will look at the research methodology.

3.1 INTRODUCTION

The principal purpose of this chapter is to look at the methodology which was used to carry out the research. It highlights the methods and materials used in the research and the rationale for using them. This included how data was collected and analysed. The chapter discussed the research design, research methods, target population, sampling design, sample size and data collection and analysis methods and procedures.

3.2 RESEARCH APPROACH

In this research the researcher used the qualitative approach. The researcher focused on qualitative approach to allow a descriptive attitude towards the research. According to Jackson& Julie (1996) qualitative research method shares the theoretical assumptions of the interpretive paradigm which is based on the notion that social reality is created and sustained through the subjective experience of people. Data from the qualitative method is based on the participant's viewsof the world, rather than a world created by a researcher. The other prominent aspect of this research approach is that it can be used to figure out how people interpret not really visible constructs such as fear, which can be difficult to quantify, (Andale, 2016).

This research method is descriptive in nature as data is both collected and interpreted using a descriptive approach. In this research qualitative data was collected using in depth interviews and the collected information was interpreted and presented in a descriptive way.

3.3 RESEARCH DESIGN

The researcher used a qualitative descriptive research design (Sandelowski, 2000, 2010). The researcher used this research design because it allows generation of factual information and produced findings closer to the data as given or data-near as Sandelowski (2010) asserts. Qualitative is a ''distributed residual category'' in the classification of these methods and its value lies not only in the knowledge its use can produce, but also as a vehicle for presenting and treating research methods as living entities that resist simple classification, (Sandelowski, 2010). According to Bogdan and Taylor (1975) describes research design as a researcher's plan of action for answering the research questions and objectives. Uma (1982) defined a

research design as a framework or plan for a study usedas a guide in collecting and analysing data. Sandelowski (2000) states that qualitative descriptive designs are typically an eclectic but reasonable and well-considered combination of sampling, and data collection, analysis, and re-presentational techniques and offer a comprehensive summary of an event in the everyday terms of those events.

3.4 POPULATION

The target population is the summation of all the units of the sample frame. Khotler (1998) defined the target population as the entire group of people events or items which the research intends to collect information from during the research. According to Bhattacherjee, (2012) population can be defined as all people or items (unit of analysis) with the characteristics that one wishes to study. In this research the researcher's target population is 174 employees that work at Celebration Ministries International (CMI) which is a religious organisation. These 174 employees comprise of 12 who work at the Finance Department, 5 Human Resources Department and Administration, 10 Security, 10 Housekeeping, 4 Maintenance, 2 Technical, 1 CHealth, 3 Compassion, 12 Connections, 7 senior Pastor's office, 3 Audit, 3 Family, 2 prayer, 2 IT, 5 Music, 5 CCI, 2 College, 9 CMedia, 3 stores, 2 celebrate life, 2 and executive Pastor's office.

3.5 SAMPLE AND SAMPLING PROCEDURE.

3.5.1 Sample size

According to Patton, (1990) student's projects who use maximum variation sampling can have samples with participants of any number from 1 to 200. He argues that there are no rules for sample size in qualitative inquiry. Sample size depends on what one wants to know, the purpose of the inquiry, what's at stake, what will be useful, what will have credibility, and what can be done with available time and resources. Nevertheless the researcher chooses to have a sample size of 10 participants. This number enabled easier and thorough collection of information.

Sample size is the population selected and used by the researcher to gather information for the research. It is part of the population that represents the whole target population of the study. According to Bryman (2008) sample size is a fraction of the target population used to represent the total population under study. Churchill and Thomas (1995) states that a sample size that is reliable must represent the variations of the target population as close as possible.

However, some methodologists have provided guidelines for selecting samples in qualitative studiesbased on the research design (for instance, case study, ethnography, phenomenology, grounded theory), sampling design (that is subgroup sampling design, nested sampling design), or data collection procedure (that is interview, focus group). In general, sample sizes in qualitative research should not be so small as to make it difficult to achieve data saturation, theoretical saturation, or informational redundancy. At the same time, the sample should not be so large that it is difficult to undertake a deep, case-oriented analysis (Sandelowski, 1995)

3.5.2 Sampling procedure

Sampling procedures outline the ways that the researcher used to come up with the sample size and the respondents. Sampling procedure is a systematic selection of a smaller subset of cases from a large pool of cases for inclusion in a research (Sounders, 2003) According to Churchill and Thomas (1995) sampling procedure is a process that includes listing of the population elements from which the sample will be drawn, the selection process and determining the sample size.

The researcher employed the maximum variation sampling because it allows one to explore the common and unique manifestations of a target phenomenon across a broad range of phenomenally and/or demographically varied cases (Sandelowski, 1995). Maximum variation sampling was also used because it documents unique or diverse variations that have emerged in adapting to different conditions. Additionally, it identifies important common patterns that cut across variations. This type of sampling is more appropriate for this research because employees at CMI can experience different psychological contract breaches and these can have a different impact on different employees. This is because maximum variation sampling aims at capturing and describing the central themes or principal outcomes that cut across a great deal of participants and it does not generalize findings to all people or all groups but rather brings out information that elucidates variation and significant common patterns within that variation (Patton, 1990).

3.6 RESEARCH INSTRUMENTS

The researcher used in depth interviews as research instrument. This research instrument is the one that the researcher found to be the most appropriate for this research study. This section fully discusses the research instrument.

3.6.1 In depth Interviews

According to Kumar (1999) an interview is a two way conversation initiated by the interviewer for a specific purpose of obtaining relevant research information and is focused on the interviewer's specified objectives. Sidhu (2003) defined an interview as an oral questionnaire. Using interviews the researcher gathered data directly from the respondents as they have a face to face conversation. In this research the researcher carried out interviews with purposively selected respondents because of their extensive knowledge of the issues and psychosocial problems associated with the workers at this organization.

Berry (1999) asserts that in-depth interviewing, also known as unstructured interviewing, is a type of interview which researchers use to elicit information in order to achieve a holistic understanding of the interviewee's point of view or situation; it can also be used to explore interesting areas for further investigation. According to Berry (1999), this type of interview involves asking informants open-ended questions, and probing wherever necessary to obtain data deemed useful by the researcher. The researcher chose using in depth interviews in data collection because of its advantages that include that it allowed the researcher to capture non-verbal responses such as facial expressions and gestures which helped the researcher to comprehend verbal and non-verbal responses and come up with the correct information regarding the opinion of the respondents. Also assome of theissues asked by the researcher werecontroversial and therespondents did not feel comfortable to express themselves in paper and ink, so in depth interviews providedaconducive environmentfor respondents tofreely express their views.

However on the other hand this data collection method has its own drawbacks that include provision of biased information by the respondents because of the interviewer and interviewee close interaction. It was also time consuming as there a lot of probing and there was also need to interpret interviews questions in Shona to some illiterate general workers and to some who did not understand the concept of PC and employee- organisational relationship .To sum, in-depth interviews allowed the researcher to acquire detailed information on the PC breach and its effect on EOR.

3.7 DATA COLLECTION

The researcher surrendered a college requesting letter in quest of consent from the relevant authorities that is CMI's Manager Human Resources (MHR) before meeting the subjects.

With the permission from the MHR the researcher then went to the CMI and made appointments to carry out the research.

Data collection started with visiting of employees one by one and interviewed them. Interviews were done in employees' work places or offices. The researcher had to create a relationship and a favourable environment with each interviewee, tell them the purpose of the interview and assure confidentiality. An interview guide was used by the researcher and the respondents were asked the questions on the guide for them to answer and the researcher wrote brief notes to capture information given by the respondents. Interview questions asked by the researcher were semi-structured. These were used so as to allow the researcher to draw accurate conclusions. Non-verbal responses such as facial expressions and gestures were captured and were used to come up with the correct information regarding the opinion of the respondents.

3.8 DATA ANALYSIS

Thematic analysis was used in this research because it can be used in several frameworks, to respond to diverse forms of research problems. It is suitable for questions associated with people's understandings, or people's observations and opinions thus it centres on human knowledge instinctively. Bogdan and Biklen (2003) define qualitative analysis as working with the data organizing them, breaking them into manageable units, coding them, synthesizing them, and searching for patterns. In general, thematic analysis entails six phases which are data familiarization, coding, searching for themes, reviewing themes, defining and naming themes and producing the report or writing up.

The first step by the researcher was reading the data several times in order to familiarise with the data content. Note-taking was done as part of the step to begin building possible codes. After familiarisation, coding that is the second step was done which was the generation of codes that identified features of the data that played a role in answering the research questions. The third step was to examine codes in the search of themes. Data which was pertinent to each theme was brought together so that the researcher can work with the data and check the practicality of each one theme. In the fourth step themes were then re-examined thus checking the themes against the dataset to find out whether they give an answer to the research question. The fifth step was refining themes thus dividing, merging or discarding the themes. Defining and naming of themes was done so as to build up an in depth examination of each theme, working out the scale and centre of attention of each theme and

choose useful name for each theme. Finally the researcher wrote up thus merging the analytic description and data extracts, and related the study to existing literature.

3.9 ETHICAL CONSIDERATIONS

Ethics are guidelines that are to be followed by a researcher when conducting a research. These guidelines keep the actions of a research in line and saves the purpose of protecting the researcher and the participants. The following ethics were followed in this study.

3.9.1 Informed consent

According to MacDonald &Headlam, (nd) research staff and subjects must be informed fully about the purpose of the study, methods that are going to be used in the study and where the research is going to be used. Participants should also be informed in what their participation in the research entails and including the risks they are taking, if any, are involved. Further, the researcher will explain to them their typical roles. In line with this, the researcher obtained informed consent from the participants in writing, with an option to withdraw from participating at any stage of the study.

3.9.2 Confidentiality and anonymity

To protect subjects' interests and future well-being, the identity of the participants must be protected in a scientific study. This is done by using the dual principles of anonymity and confidentiality. Anonymity implies that the researcher or readers of the final research report or paper cannot identify a given response with a specific respondent, (Bhattacherjee, 2012). The confidentiality of information supplied by research subjects and the anonymity of respondents must be respected. The researcher will ensure that the confidentiality and anonymity of the participants are maintained through the removal of any identifying characteristics before widespread dissemination of information. The Researcher will make it clear that the participants' names will not be used for any other purposes, nor will information be shared that reveals their identityin any way.

3.9.3 Voluntary participation

Despite all the above mentioned precautions, it will bemade clear to the participants that the research is only for academic purpose and their participation in it is absolutely voluntary. No one willbe forced to participate and no incentives will be paid for participating in the study. Research participants must participate in a voluntary way, free from any coercion.

3.9.4 Honesty and trust

The independence of research must be clear, and any conflicts of interest or partiality must be explicit. The researcher will ensure strict adherence to all the ethical guidelines which serve as standards about the honesty and trustworthiness of the data collected and the accompanying data analysis, (MacDonald &Headlam, nd).

3.9.5Harm and risk

Harm to research participants must be avoided. In this research study the researcher will guarantee that no participants will be exposed to a situation where they might be harmed as a result of their participation, physically or psychologically as stated by Trochim, (2000).

3.9.6 Analysis and reporting.

According to Bhattacherjee, (2012) researchers also have ethical obligations to the scientific community on how data is analysed and reported in their study. Unexpected ornegative findings should be fully disclosed, even if they cast some doubt on the research design or the findings. Similarly, many interesting relationships are discovered after a study is completed, by chance or data mining. It is unethical to present such findings as the product of deliberate design.

3.9.7 Disclosure.

Usually, researchershavean obligation to provide some information about their study to potential subjects before data collection to help them decide whether or not they wish to participate in the study. For instance, who is conducting the study, for what purpose, what outcomes are expected, and who will benefit from the results, (Bhattacherjee, 2012).

3.10 CHAPTER SUMMARY

This chapter briefly described the research methods and materials used when carrying out the research that is from data collection up to data analysis and presentation. The research wasbased on a descriptive research design where qualitative research methods were used. The next chapter will look at the findings from this research.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter presented, analysed and interpreted the results obtained by the researcher through the use of in depth interviews. A thematical analysis was done and themes were drawn.

4.2 CHARACTERISTICS OF PARTICIPANTS

Ten in depth interviews with employees at Celebration Ministries International (CMI) conducted. There were six females and four males in the study. Respondents aged between 22 and 58 years. To ensure confidentiality, participants were named respondent 1 up to respondent 10. The following themes were drawn and data was analysed according to the themes.

- Types of psychological contracts prevalent at CMI

- Management of the psychological contract

- Organisational Identification and Perceived Membership

- Organisational Citizenship behaviour

4.3 DEMOGRAPHY OF RESPONDENTS

Table 1. Illustrates data regarding hierarchical levels the respondents' jobs are situated and gender at CMI.

Gender	Senior Management	Middle Management	Professional/ Operational Workers	Total
Male	1	2	2	5
Female		1	4	5
				10

4.4 TYPES OF PSYCHOLOGICAL CONTRACTS AT CMI

From the interview, the researcher observed that the employees had different perceived psychological contracts and these included, personal treatment, training, career development, tangibility, carefulness regarding arrangements, motivation (support of social activities), long term involvement and recognition of contribution towards organisational growth.

Table 2: Types of psychological contracts at Celebration Ministries International (CMI)

MAIN THEME	SUB THEMES
➤ Types of Psychological contracts at CMI	❖ Personal Treatment
	❖ Training
	❖ Career Development
	❖ Tangibility
	❖ Carefulness Regarding arrangements
	❖ Motivation / Social Support
	❖ Long term involvement
	❖ Recognition towards organisation growth

4.4.1 Personal Treatment

An operational worker respondent (respondent 4) reported that:

"...I expect to be valued ...I want to be treated as a person and not just an economic resource..."

Another responded (responded 6) added that

"... I do not want to be treated like I do not have any other choice but I need to be treated as an important assert to the organisation..."

This implies that personal treatment is a key factor for psychological contract. It plays a key

role in the build-up of a psychological contract and can therefore affect the employee organisational relationship if it is not properly managed.

4.4.2 Training

Another respondent who was respondent 1 who is in middle management reported that:

"...for the position that I am in, I expect to get further training to help me improve in my every day work..."

The respondent added that:

"...every day I do the same things over and over again, I would like to be trained to be flexible to work in other departments before and after I am moved..."

The respondent gave an example of when they were moved from one department to another. The respondent stated that:

"... Although I was oriented for the new position, I believe more intense training could have been done to help me to adjust and learn the new responsibilities..."

The results showed the researcher that employees have expectations of receiving further on the job training. And those who do not get the training are likely to experience psychological contract breach. Lack of training therefore affects EOR as it is a prevalent type of psychological contract at CMI.

4.4.3 Career development

Some employees reported that they expect the organisation to help them further develop their careers, this seemed to be a highly perceived psychological contract at CMI. For example respondent 10 stated that:

"...I have been with the organisation for more than 5 years... The qualifications I came with are still the same ones I have..."

Another respondent (Responded 7) stated that:

'... The field I work in is dynamic and is constantly changing, each and every day new things come in ... If I am not up to date with these, this not only affects my career but also CMI.."

Respondent 7 also added that:

" .. The organisation needs to support me in my studies so that I can perform much better on my job…the moment I grow the organisation also grows…"

The results indicated that career development is one of the perceived entitlements that most employees have. If career development is not employed it means that employees will not be satisfied with their work roles hence there might be a psychological breach which could lead to a collapse in the EOR.

4.4.4 Tangibility

The researcher noted from the results that employees have expected entitlements regarding the clarity and transparency of their rights and obligations and the mutual arrangements in the context of the employment relationship Respondent 3 stated that:

"…Sometimes I do not know what to do, it is not clear who to ask or who to report to…"

The respondent gave 2 examples of different scenarios:

"… when you work overtime you are not paid and you do not know why and there is no one you can ask…"

"… Also anyone can come and give you instructions on a task they would want you to perform without going through your supervisor…"

This implies that tangibility is an important aspect of the psychological contract. The organisation should therefore be aware that employees' rights and obligations and mutual arrangements should be transparent.

4.4.5 Carefulness regarding arrangements

The researcher also noted from the results that employees have expectations of when the employer attends to earlier agreed arrangements. Another respondent (respondent 4) who was experiencing problems due delayed arrangements acknowledged that:

"…I am not satisfied with how our arrangements have delayed… I would have thought by now things would have materialised…"

The respondent gave an example of how on joining the organisation they had been told would receive a uniform but to date they have not. The respondent stated that:

"... I still haven't received the uniform they said I would get…. No one has told me anything on whether the arrangements have changed…"

The results indicated that there is need to be careful for both employee and employer in fulfilling agreed arrangements on time.

4.4.6 Motivation (support of social activities)

Most of the employees at CMI noted that there was lack of motivation in the work place.

Respondent 5 stated that:

"…I understand that the organisation does not have money and also the country's economic state is not that perfect however I feel there are ways of motivating employees such as support of social activities…"

Another Respondent added that:

"… Things such as buying a soccer kit for the boozers' team would be motivating... All work and no play makes Jack a dull boy…"

They also went on to say:

"… Socials should not be done departmentally but all departments in organisations should combine to do socials..."

The results imply that employees expect to be motivated. Socialising with other employees in different departments is one of the psychological contracts at CMI. The researcher noted that although they spoke of social activities motivation lay as the main foundation of this psychological contract as employees perceive that they are entitled to be motivated.

4.4.7 Long Term Involvement

CMI is an organisation that hires most of its employees on a contractual basis. Respondents at CMI seemed to have a psychological contract that after a year there would be promises of long term employment. For instance respondent 7 acknowledged that:

"…After serving my first year and my contract renewed, I was hoping that I would get a much longer contract such as two years and upwards…"

This respondent mentioned how through interactions with other employees had discovered

this was the norm for most of the fixed term employees. He added that:

"…This takes away job security and one works with fear of losing their job…"

From the results the researcher found out that lack of job security is stressful to employees especially in the current Zimbabwean economic situation. And most people never get into a job with intentions to leave but rather with intentions of long term involvement.

4.4.8 Recognition of Contribution towards organisational growth

Employees tend to work overtime and during weekends to meet deadlines. Others invest themselves by coming up with ideas for different problems others help out in other departments when need arises. From the above the researcher noted that employees have expectations of receiving recognition after they do more than what is required of them. Respondent 1 acknowledged that:

"…I expect a simple acknowledgement like, "I notice you logged off late last night" or a, "well done"…"

Another Respondent (Respondent 4) added that:

"… Different awards and bonuses are what I expect especially after being innovative…"

Another respondent added that:

"… I definitely expect to be promoted after a job well done, I want to advance in rank for performing my job very well…"

Information gathered showed that one of the psychological contracts is recognition when one performs a task. And a simple thing such as praise can help avoid a psychological breach of this type of contract.

4.5 MANAGEMENT OF THE PSYCHOLOGICAL CONTRACT

Table 3: Management of the Psychological Contract

MAIN THEME	SUB THEMES
➢ Management of the psychological contract	❖ Recruitment Stage ❖ Ongoing Process

4.5.1 Recruitment Stage

The majority of the respondents stated that the psychological contract should be managed at the recruitment stage. For instance respondent 7 reported that

"…When I came into the organisation, I came in with the expectation that I would grow, career wise and even in my work skills …"

This respondent also gave an example of when they first came for their interview.

"…In the interview I was asked what I expect form the organisation and I clearly indicated gaining more experience and advancing in my career.…"

The results indicated that the recruitment stage can help in the management of the psychological contract as the interview panel can find out the perceived expectations of the new employee and quickly address them to avoid a breach.

For instance a respondent in senior management stated that:

"…Unless expectations are articulated it is impossible to deal with them, when one joins the company before signing their employment contract their perceived psychological contract should be presented and together with their superiors be able to include it in their terms of employment…"

This implies that the senior manager agrees that management of the psychological contract is best done at the recruitment stage. The researcher also reached a conclusion that when employees come into an organisation, they use both social network information and perceptions of various elements of an organisation's reputation.

4.5.2 On-going process

From the results of the study, the researcher noted that although some employees come with their expectations, some are formed during the course of the employment. For instance respondent 8 stated that:

"…I started having more expectations from the organisation after serving for more than 5 years…"

Respondent 2 reported that:

"…I do not know if I came in already expecting certain benefits or certain treatment, but you know how it is when you just see and feel like I am not getting something or I should be getting more than what I am given and this not just in monetary terms…"

Another respondent said that:

"…For me it has really been a matter of comparing with other employees especially in the same level with me, their treatment would just be different and you think if we are in the same level so if they are assisted in career development so should I …."

This suggests that the psychological contract should be constantly reviewed and articulated as it constantly changes and it can develop at any stage.

4.6 Effects of Psychological Contract Breach on Organisational Identification and Perceived Membership.

In trying to understand the effects of the psychological contract breach on whether or not employees identify with the organisation and or perceive themselves as members the following themes were drawn out and these are, organisational support, affiliation, loyalty and personal investment.

Table 4: Effects of a Psychological contract breach on organisational identification and perceived membership

MAIN THEME	SUB THEMES
➢ Effects of Psychological contract breach on organisational identification and perceived membership	❖ Organisational support
	❖ Affiliation
	❖ Loyalty
	❖ Personal Investment

4.6.1 Organisational Support

The researcher found out that organisational support is one of the key principles for an employee to identify with the organisation or to perceive themselves as a member. Respondent 3stated that:

"…I feel I am not sufficiently recognised in this organisation…"

The respondent who goes to a different church that is not Celebration Church, gave an example when he refused to carry out a task that one of his colleagues had requested of him. The Respondent stated that:

"… She said to me that is the problem of dealing with people who do not have the Celebration DNA… Personally I can't identify with the organisation..."

The results obtained by the researcher showed that lack of support can lead one not to identify with the organisation.

4.6.2 Affiliation

Responded 5 stated that:

".. The only membership I know I have is that I also go to Celebration church and I feel like they do not have a choice either but to perceive me as a member..."

Respondent 4 added that:

"… This is more of a job to me, I do my best because it were my income comes from, I cooperate were I can and I believe that the effort I put in my work is sufficient…"

From the above findings the researcher concluded that when a breach occurs employees tend not to affiliate with the organisation.

4.6.3 Loyalty

Respondent 1 stated that:

"…I think I am loyal because I still perform all of my duties... however I would say I am not loyal seeing I am constantly looking out for other opportunities… as you can see I am sending out applications right now.."

Another respondent denied to answer and laughed it off saying:

"… Now you want me to lose my job…"

The results obtained by the researcher showed that when there is a psychological contract breach, loyalty is lost from employees.

4.6.4 Personal Investment

The results showed that there is less effort put in by employees when there is a breach in the psychological contract. Employees do not fully invest themselves in the organisation. An employee who was respondent 2 said that:

"…I usually perform my normal duties and that's it nothing more…"

Respondent 9 reported that:

"…I don't try to give my ideas because usually they are just turned down, so what is the point…"

Another respondent however stated that:

".. I serve when they are conferences because for me I would be serving God… I can even work overtime but I do not mind because I will be doing it for God… it is not a job but a service to the Almighty…"

The results suggest that personal investment is a result of psychological contract breach and contributes to organisational identification and perceived membership.

4.7 Psychological contract breach and drive for employees to perform Organisational Citizenship behaviours (OCB)

In this research, the researcher noted how the psychological contract breach relates to an employee's drive to perform organisational citizenship behaviours (OCB). These are extra role behaviours that employees adopt when they feel they belong to an organisation. The following themes were drawn from the findings and these are: helping behaviours, Individual Initiative ,sportsmanship, Organizational Compliance, Organizational Loyalty, and Self Development.

Table 5: Psychological contract breach and drive for employees to perform Organisational Citizenship behaviours (OCB)

MAIN THEME	SUB THEMES
➢ Psychological contract breach and drive for employees to perform Organisational Citizenship behaviours (OCB)	❖ Helping behaviours
	❖ Sportsmanship
	❖ Organisational Loyalty
	❖ Organisational Compliance
	❖ Individual Initiative
	❖ Self-development

4.7.1 Helping behaviours

Respondent 5 stated that

 "… I work well with others… I would say I am very cooperative not just with people in my department when other people come to me I assist them in every way possible…"

The respondent also added that:

"...I am not be satisfied with everything in my job but my values do not allow me to perform any less..."

Another responded (responded 6) added that:

"...Here at CMI I have created relations with people not just from my department and because of that helping them out in time when they need a hand is not a strain and also its easy to share resources such as bond paper or even pens when theirs run out..."

Respondent 6 also went on to say:

"... I love my job, I love working with my client .... I also love welcoming new people and orienting them to the organisation..."

This research findings show that although there could be a breach of the psychological contract, helping behaviours are driven by a person's personality and values.

4.7.2 Sportsmanship

Sportsmanship is being a team player and always having a positive attitude even when things do not go the way one would have wanted them to go. The researcher observed that sportsmanship is a behaviour that is affected by a breach in the psychological contract For instance a respondent who was respondent 2 reported that:

"...Oh my God it is impossible to just work without complaining or murmuring...Celebration is a good organisation to work in...one can however not ignore how some of our needs are ignored.."

Respondent 9 added that:

"...I did tell you of how I have stopped airing out my ideas as they are turned down, I have observed that they are certain people whose ideas are taken more seriously than others, you can say a good point or come with a good idea and it is turned down and the next day someone comes with same idea and it is implemented..."

The results showed the researcher that the drive to perform sportsmanship becomes low when there is a psychological contract breach.

4.7.3 Organisational Loyalty

The researcher observed that although employees might not be satisfied with the fulfilment of their psychological contract it has little impact on organisation loyalty. Respondent 10 stated that:

"...I have been with the organisation for a few years and I can tell you that this is a good environment to work in and I believe if you cut me Celebration comes out (laughed)... I have the DNA..."

Another respondent (Responded 1) stated that:

"... Promoting Celebration is my job, I would gladly do it and there is nothing that I do not know about the organisation... yes I am displeased about some happenings but I know were my bread is buttered and I understand why we do what we do at Celebration..."

Respondent 7 also added that:

" ... I personally do my best to make sure I do not tarnish the name of the organisation..."

The results indicated that psychological contract breach has little impact to organisational loyalty.

4.7.4 Organisational Compliance

The researcher noted from the results that organizational compliance is one of the OCB behaviors that is affected by psychological contract breach. Respondent 3 stated that:

*"...Eish yah being on time or timekeeping for me generally is a hustle...you know you sometimes just lack that drive, nowadays you just be praying konhasihatizikujamuka***(that is a national stay away brought about by the #thisflag campaign)**...*"

Another respondent 2 examples stated that:

"... Sometimes I do not log in or off for a number of days so that no one can really trace my daily movements ..."

Another respondent also added that:

"... Everyone breaks rules and procedures at one point or another that's why they are there... they are put to be broken..."

This implies that one loses the drive to adhere to simply put out rules such as time keeping when their perceived expectations are not met.

4.7.5 Individual Initiative

The researcher also noted from the results that when an employee's perceived expectations are not fulfilled individual initiative is lost. Respondent 4 acknowledged that:

"...I just stick to doing my job and my normal routine..."

Another respondent added that:

"... I usually help out in other departments but I wouldn't say I volunteer I am kinda like volunteered, it's more like I don't have a choice kinda thing ..."

The results indicated that when there is a psychological contract breach, innovation and creativity and the drive to help out is lost from individual employees.

4.7.6 Self Development

One of the key dimensions of OCB is self-development these are extra role behaviors employees engage in to improve their knowledge, skills, and abilities. The researcher found that the drive to do this is low when there is a breach in the psychological contract. Respondent 7 stated that:

"...I constantly do courses and trainings to improve myself but I do not share this with the organisation as it does not benefit me in anyway... I am actually doing it so that when I apply for another job I have better qualifications..."

Respondent 5 stated that:

"...I will only advance in my education and training if the organisation will pay for it ..."

From the results the researcher found out that the drive for self-development is driven by the psychological contract

4.8 CHAPTER SUMMARY

The chapter presented analysed and interpreted data which was gathered by the researcher from the field. Results presentation and analysis was done according to themes. The results showed that the different types of the psychological contract prevalent at CMI, how this contract should be managed and also the impact it has on organisational identification, perceived membership and OCB. The next chapter will look at the discussions, conclusion and recommendations.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented interpreted and analysed data which was collected from the field. This chapter focuses on the discussions, conclusions and recommendations in-line with the research findings. The outcomes of the research are discussed together with an investigation on the information and literature obtained from other related studies.

5.2 REVIEW OF METHODOLOGY

The study at hand sought to investigate and interpret data on the impact of the psychological contract breach on Employee-organisational relationship (EOR), looking at its main constructs organisational identification, perceived membership and OCB. Further the study sought to find out when the psychological contract should be managed before greater damage is done. The research was a qualitative descriptive with participants being drawn from a maximum variation sampling method from Celebration Ministries International (CMI).

5.3 DISCUSSION RESEARCH QUESTION ONE

The first research question this study tried to answer was:

5.3.1 What type of psychological contract is more prevalent in CMI employees?

Findings showed that there are a number of psychological contracts and these included personal treatment, training, career development, and tangibility, carefulness regarding arrangements, motivation (support of social activities), long term involvement and recognition of contribution towards organisational growth.

Personal treatment is a key factor for psychological contract. It plays a key role in the build-up of a psychological contract and can therefore affect the employee organisational relationship if it is not properly managed. This is in line with Rhoades, Eisenberger, &Armeli, 2001 who assert that employees pay back what they perceive as supportive treatment from their employers through stronger attachments to the organization .Another study by Coyle- Shapiro & Shore showed that if the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Shore, 2007). A broad notion of reciprocity encompasses a feeling

of an obligation to repay favorable treatment.

The results also showed the researcher that employees have expectations of receiving further on the job training. And those who do not get the training are likely to experience psychological contract breach. Lack of training therefore affects EOR as it is a prevalent type of psychological contract at CMI. Some employees reported that they expect the organisation to help them further develop their careers, this seemed to be a highly perceived psychological contract at CMI. In line with training, the researcher also observed that career development is one of the perceived entitlements that most employees have. If career development is not employed it means that employees will not be satisfied with their work roles hence there might be a psychological breach which could lead to a collapse in the EOR. This is similar to the study conducted by Dainty et al (2004), who found out on his research among construction workers that employees feel that promises are made for further training and career development when they join the organisation.

The researcher noted from the results that employees have expected entitlements regarding the clarity and transparency of their rights and obligations and the mutual arrangements in the context of the employment relationshipThis implies that tangibility is an important aspect of the psychological contract. The organisation should therefore be aware that employees rights and obligations and mutual arrangements should be transparent and attended to earlier.This therefore means that there is need to be careful for both employee and employer in fulfilling agreed arrangements on time. Rousseau (1995) found that in this type of PC (tangibility) low ambiguity, low member commitment, easy exit high turnover, freedom to enter new contracts, little learning and weak integration or identification.

Another observation made from the results is that employees expect to be motivated. Socialising with other employees in different departments is one of the psychological contracts at CMI. The researcher noted that although they spoke of social activities motivation lay as the main foundation of this psychological contract as employees perceive that they are entitled to be motivated. Also there is long term involvement and job security that are not only just perceived entitlements but act as job motivators and when not fulfilled will lead to a breach in the PC contract. CMI is an organisation that hires most of its employees on a contractual basis. From the results the researcher found out that lack of job security is stressful to employees especially in the current Zimbabwean economic situation. And most people never get into a job with intentions to leave but rather with intentions of

long term involvement. The study by Bal and Smith (2012) on emotional reactions among employees to breaches of the psychological contract, showed these reactions influenced their attitudes and behaviors towards work. Thus negative emotions such as anger or frustration about a breached contract also make employees' cognitive views of their job more negative, reducing their motivation level and decreasing their effort and activation at work (Parzefall and Coyle-Shapiro 2011).

5.4 DISCUSSION RESEARCH QUESTION TWO

The second research problem this study tried to answer was:

5.4.1 When is the psychological contract formed and when should it be managed?

From the research the researcher observed that the psychological contract is not formed at one stage of employment. Some employees come in with their own perceived expectations form the organisation. This influenced by social media, the company's reputation and just simply hear say. The results indicated that the recruitment stage can help in the management of the psychological contract as the interview panel can find out the perceived expectations of the new employee and quickly address them to avoid a breach. This is supported by Cohen, (2012)'s study, Cohen found that if an employee's values are reflected in the workplace, the psychological contract is more relational than a transactional. Hence understanding an individual's values at selection stage is important and useful in order to gain insight into the type and content of psychological contract potential employees may involve themselves in. Managing the PC is thus done at hiring stage to make sure there is enough person-organization fit in terms of converging values.

The researcher also found out that other employees however change their psychological contracts due to the organisational culture and others on the other hand just develop the psychological contracts through interactions with other colleagues and observation of how everything is done in the organisation. This is supported by Parzefalland Coyle-Shapiro (2011)'s study that found that everyday breaches had the most effect on an employee's perception of breach. Therefore, managing the PC is should be constantly reviewed and articulated as it constantly changes and it can develop at any stage.

5.5 DISCUSSION RESEARCH QUESTION THREE

The third research question the study tried to respond to was:

5.5.1 What are the major effects of the psychological contract breach on the employees' organisational identification and perceived membership?

In trying to understand the effects of the psychological contract breach on whether or not employees identify with the organisation and or perceive themselves as members the following themes were drawn out and these are, organisational support, affiliation, loyalty and personal investment.

The researcher found out that organisational support is one of the key principles for an employee to identify with the organisation or to perceive themselves as a member. The results obtained by the researcher showed that lack of support can lead one not to identify with the organisation. Also there is a tendency not to affiliate with the organisation. The results obtained also showed that there is less effort put in by employees when there is a breach in the psychological contract. The results suggest that personal investment is a result of psychological contract breach and contributes to organisational identification and perceived membership.

These findings are supported by the social exchange theory and the norm of reciprocity. According to the social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) motivations behind employee behaviors and attitudes are interdependent and contingent on the actions of the other partner in the social relationship, and generate obligations. Which therefore means that employees will not identify with the organization or perceive themselves as members when their PC is not fulfilled.

5.6 DISCUSSION RESEARCH QUESTION FOUR

The fourth research question that the study intended to answer was:

5.6.1 How does the psychological contract breach relate to an employee's drive to perform organisational citizenship behaviours?

In this research, the researcher noted how the psychological contract breach relates to an employee's drive to perform organisational citizenship behaviours (OCB). These are extra role behaviours that employees adopt when they feel they belong to an organisation. The following themes were drawn from the findings and these are: helping behaviours, sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, and Self Development.

The researcher found that the drive for helping behaviours as an extra-role in OCB was affected by a PC breach. This research findings show that although there could be a breach of the psychological contract, helping behaviours are driven by a person's personality and values .The researcher also observed that sportsmanship is a behaviour that is affected by a breach in the psychological contract. Sportsmanship is being a team player and always having a positive attitude even when things do not go the way one would have wanted them to go. The results showed the researcher that the drive to perform sportsmanship becomes low when there is a psychological contract breach.

The researcher noted also that although employees might not be satisfied with the fulfilment of their psychological contract it has an impact on organisation loyalty. The researcher noted from the results that organizational compliance is one of the OCB behaviors that is affected by psychological contract breach. This implies that one loses the drive to adhere to simply put out rules such as time keeping when their perceived expectations are not met.

The researcher also noted from the results that when an employee's perceived expectations are not fulfilled individual initiative is lost. When there is a psychological contract breach, innovation and creativity and the drive to help out is lost from individual employees. In Janssen's (2000) investigation of fairness perceptions in non-management employees' relationship between job demands and innovative work behavior, he found the level to which the employees responded innovatively to their job was determined by their perceptions of fairness on the job. Thus, one's perceptions of the level of fulfillment of their employer's obligations could affect one's innovative work behavior.

The researcher found out that one of the key dimensions of OCB is self-development these are extra role behaviors employees engage in to improve their knowledge, skills, and abilities. In a study of non- management food sector employees, Janssen (2000) found the level to which workers responded innovatively to their job was determined by their perceptions of fairness on the job. Therefore, an individual's perceptions of their employer's obligations and fulfillment of those obligations could affect the individual's innovative work behavior.

The results obtained from the psychological contract and organisational citizenship behaviour in this study is supported by Coyle-Shapiro (2002)'s study, he found that the government employees' perceived employer obligations were positively related to their helping, advocacy participation, and functional participation citizenship behaviors. Their perceived employer inducements, which refer to obligations they had actually received, were positively related to

their loyalty and functional participation citizenship behaviors.

5.7 CONCLUSION

Findings showed that there is a psychological contract breach at CMI and this has somewhat in turn affected the employee-organisational relationship. The research sought to investigate and interpret data on the types of psychological contract prevalent at CMI and the researcher observed that there is personal treatment, training, career development, tangibility, carefulness regarding arrangements, motivation (support of social activities), long term involvement and recognition of contribution towards organisational growth.

The study also revealed that to avoid a breach in the psychological contract it should be managed not only at the recruitment stage but also it should constantly be reviewed and managed as an on-going continuous process. This is because some expectation employees join the organisation already having and some of the expectations are formed during the course of employment.

Moreover the study sought to find out how the PC breach has an impact on the EOR and the researcher observed that it affects organisational membership and perceived membership and the drive to perform organisational citizenship behaviours such ashelping behaviours, sportsmanship, Organizational Loyalty, Organizational Compliance, Individual Initiative, and Self Development.

Overall PC breach has a great impact on EOR and should be monitored and managed well to ensure the success of the organisation and employee well being

5.8 RECOMMENDATIONS

Having assessed the impact of the psychological contract breach at CMI following recommendations were made:

5.8.1 Recommendations to Celebration Ministries International

- CMI needs to be aware of its employees' expectations and they should be articulated

- The organization should to revise the HR policies and come up with ways of supporting its employees to advance in their careers and to receive further training in their respective fields

- Retreats that are outings as work teams and workshops for all departments should be offered to allow socialization among employees for socialization

- There is need to boost employee morale, to be competent, offering on the job training and offering awards and bonuses for extra role performances

5.8.2 Recommendations for Future Research

- This study only focused on employees at the religious organization (CMI), thus there is need for studies that also focus on employees working in other organisations both public and private sector.

- There is need for a study which makes use of the quantitative approach with the similar population for it may provide a more comprehensive representation of the impact of the psychological contract breach on EOR.

- The study only focused on outcomes important to the organization, future research can look at poor EOR and its effects on stress and the mental health of employees

- Future studies might seek to investigate the influence of individuals' social networks and perceptions of corporate reputation upon the contract beliefs held at organizational entry.

- Additionally, a larger research sample can also be carried out for CMI employees since the study at hand used a small population sample.

5.9 CHAPTER SUMMARY

This chapter offered the discussion of the research findings, conclusions of what was found out, and recommendations in an attempt to understand the impact of the psychological contract on EOR. The results of the study were however in line with other preceding studies.

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APPENDICES

<h2 style="text-align:center">Appendix A</h2>

<h3 style="text-align:center">Interview Guide</h3>

CONSENT FORM

My name is Fortune L. Mpofu, I am a fourth year student at Midlands State University studying towards attaining a Bachelor of Science Honors Degree in Psychology. My study area is: *the IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON EMPLOYEE ORGANISATIONAL RELATIONSHIP AT A RELIGIOUS ORGANISATION*. I am kindly asking you to participate in my research through sharing with me your experiences while working at Celebration Ministries International (CMI). I assure you that everything that we will discuss will be kept confidential and you will remain anonymous. I also kindly seek your permission to participate in my research. You have the right to be informed about the benefits of the study and as well you have the right to quit if ever you wish to.

My research seeks to find out what expectations you have from the organization and whether or not there are fulfilled. Your perceived expectations are what we term psychological contract because they are not part of your employment contract. I would like to know if those that have not been fulfilled have affected your view of the organization and if it has led to you restrict your behavior and performance only to written down contractual terms.

<u>Interviewer</u>

I promise to uphold all the ethics especially privacy and confidentiality of all the information that I am going to acquire from this research.
Signature………………………………………..Date……………………………

<u>Interviewee</u>

I agree to participate in this research and answer all the questions as honestly as possible.
Signature……………………………………….Date……………………………..

Interview schedule: IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON EMPLOYEE-ORGANISATIONAL RELATIONSHIP (EOR)

1. What expectations do you have from the CMI?

❖ **Entitlements**
❖ **(This is to guide the interviewer and to also guide those that might not be understanding the psychological contract)**
- Long term involvement
- Tangibility (transparency of his/ her rights)
- Personal treatment
- Carefulness regarding arrangements

   b) Which ones have been fulfilled and which ones have not been fulfilled.

   c) Which one is more important to you?

- Why?

2. When did you form these expectations (psychological contract)
- How long have you been with the organisation?
- Do you think it is still possible fix those that have not been fulfilled?
- If NO…
- When do you think the best time is to attend to employees' expectations

3. What expectations or obligations do you think the organisation has of you?

❖ **Obligations**
❖ **(This is also to guide the interviewer)**
- Loyalty
- Open attitude
- Personal investment
- Flexibility
- Respect for authority

a) Which ones have fulfilled
b) Why have you not fulfilled the other obligations
c) What are your normal hours of work
d) How many hours do you usually work per day

e) In cases of overtime are you paid for overtime
- If No how does it make you feel

4. How is your relationship with the organisation right now?
- Is your commitment the same as when you first started
- Would you say you are a team player?
- are you satisfied
- do you have intentions to quit the organization
- IF Yes why?
- Does the fact that some of your expectations have not been met have a part to play in you wanting to leave?

Appendix B

Audit Sheet

MIDLANDS STATE UNIVERSITY

SUPERVISOR- STUDENT AUDIT SHEET

APPENDIX_____-AUDIT SHEET

DATE	ACTIVITY	SUPERVISOR COMMENT	SUPERVISOR SIGNATURE	STUDENT SIGNATURE
07/03/2016	proposal	CORRECT		
14/03/2016	proposal	PROCEED		
28/03/2016	Chapter 1	CORRECT		
04/04/2016	Chapter 1	PROCEED		
18/04/2016	Chapter 2	CORRECT		
25/04/2016	Chapter 2	PROCEED		
02/05/2016	Chapter 3	CORRECT		
06/05/2016	Chapter 3	PROCEED		
17/08/2016	Research instrument	CORRECT		
21/08/2016	Research instrument	PROCEED		
14/09/2016	Chapter 4	CORRECT		
21/09/2016	Chapter 4	PROCEED		
28/09/2016	Chapter 5	CORRECT		
02/10/2016	Chapter 5	PROCEED		
07/10/2016	First draft	PROCEED		
14/10/2016	Final draft	SUBMIT		

Midlands State University

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Telephone: (263) 54 260404 ext 261
Fax: (263) 54 260233/260311

FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF PSYCHOLOGY

Date 12 /09 /2016

To whom it may concern

Dear Sir/Madam

RE: REQUEST FOR ASSISTANCE WITH DISSERTATION INFORMATION
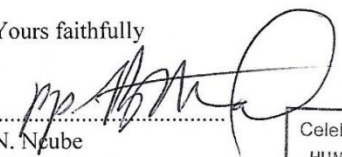FOR Fortune Lucia Mpofu

BACHELOR OF PSYCHOLOGY HONOURS DEGREE

This letter serves to introduce to you the above named student who is studying for a Psychology Honours Degree and is in his/her 4th year. All Midlands State University students are required to do research in their 4th year of study. We therefore kindly request your organisation to assist the above-named student with any information that they require to do their dissertation.

Topic: IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON EMPLOYEE-ORGANISATIONAL RELATIONSHIP [EOR] AT A RELIGIOUS ORGANISATION

For more information regarding the above, feel free to contact the Department.

Yours faithfully

N. Ncube
Chairperson

Celebration Ministries International
HUMAN RESOURCES DEPARTMENT

2 6 SEP 2016

162 Swan Drive
Borrowdale, Harare

1131 Nketa 8
Nkulumane
Bulawayo

16 September 2016

THE MANAGER HUMAN RESOURCES
Celebration Ministries International
162 Swan Drive
Borrowdale
Harare

DEAR SIR/MADAM

RE: APPLICATION FOR AUTHORITY TO CARRY OUT AN ACADEMIC RESEARCH

I am a 4th year student at MIDLANDS STATE UNIVERSITY, studying towards attaining a degree in BSc Psychology honours degree. I kindly request the MIDLANDS STATE UNIVERSITY to grant me authority to carry out my research whose topic is; *IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON EMPLOYEE-ORGANISATIONAL RELATIONSHIP (EOR) AT A RELIGIOUS ORGANISATION*
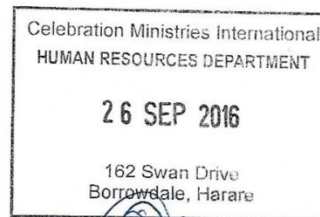
The data to be collected is assured for academic purposes only, making that the information gathered will be treated with strict confidentiality. All appropriate ethical considerations will be adhered to. No copies of my dissertation will be distributed without approval.

Your co-operation will be greatly appreciated.

Yours faithfully

~Mpofu~

Fortune L. Mpofu

> Celebration Ministries International
> HUMAN RESOURCES DEPARTMENT
> **2 6 SEP 2016**
> 162 Swan Drive
> Borrowdale, Harare

Appendix E: MARKING GUIDE

Mpofu Fortune

%21	%16	%6	%13
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	journals.gre.ac.uk Internet Source	%4
2	Submitted to Midlands State University Student Paper	%3
3	onlinelibrary.wiley.com Internet Source	%2
4	Submitted to Study Group Australia Student Paper	%2
5	Submitted to University of Greenwich Student Paper	%1
6	www.aabri.com Internet Source	%1
7	www.dtic.mil Internet Source	%1
8	www.ijbssnet.com Internet Source	%1
9	de.slideshare.net Internet Source	<%1
10	Olga Epitropaki. "A multi-level investigation	<%1

MIDLANDS STATE UNIVERSITY
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF PSYCHOLOGY

A GUIDE FOR WEIGHTING A DISSERTATION

Name of Student…………………………………………..REG No………………………

	ITEM	Possible score	Actual score	Comment
A	RESEARCH TOPIC AND ABSTRACT Clear and concise	5		
B	PRELIMINARY PAGES Title page, approval form, release form, dedication, acknowledgements, appendices, table of content	5		
C	AUDIT SHEET PROGRESSION Clearly shown on the audit sheet	5		
D	CHAPTER 1 Background, statement of problem, significance of study, objectives, hypothesis, assumptions, purpose of study, delimitations, limitations, definition of terms	10		
E	CHAPTER 2 Address major issues and concepts of the study. Findings from previous studies, relevancy of the literature to the study, identifies knowledge gap	15		
F	CHAPTER 3 Appropriateness of design, target population, population sample, research tools, data collection procedures, presentation and analysis	15		
G	GHAPTER 4 Findings presented in a logical manner, tabular data properly, summarized and not repeated in the text	15		
H	CHAPTER 5 Discussion (10) Must be a presentation of generalizations shown by results, how results and interpretations agree with existing and published literature, relates theory to practice, implications, conclusions (5) Ability to use findings to draw conclusions	20		

	Recommendations (5)			
I	Overall presentation of dissertation	5		
J	References	5		
	TOTAL	100		