

**POSITIVE PSYCHOLOGICAL RESOURCES, MANAGEMENT RESPONSIVENESS AND
PSYCHOLOGICAL CONTRACT VIOLATION:
A MEDIATING EFFECT OF PSYCHOLOGICAL CONTRACT BREACH**



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Abstract (English)

Most researches on emotion, especially psychological contract violations are viewed from the exogenous constructs lenses i.e. the outcomes of violation which were generally displayed via attitudinal and behavioral evidences.

In contrast, this study aims to discuss psychological contract violation from the opposite direction, i.e. the endogenous construct viewpoint. Using PLS-SEM, the five exogenous constructs i.e. the management of responsiveness, efficacy, hope, resiliency and optimism were posited as predictors of the psychological contract violation. Psychological contract breach, on the other hand was inserted as the mediator.

The validity of this model was tested using 251 samples from individual responses of the SMBA member companies. The management of responsiveness, efficacy, hope and resiliency were found to be significant predictors for psychological contract violation. In contrary, optimism construct showed no evidence of relationship with the violation. The Psychological contract breach meanwhile was found to partially mediate the relationship of the management of responsiveness and the psychological contract violation. Other exogenous constructs have no direct relationship with the psychological contract breach; therefore the role of psychological contract breach as the mediator does not exist.

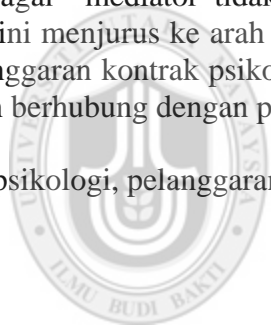
The originality and contribution of this research was primarily the application of exogenous constructs which were uncommonly used as psychological contract violation predictor. Other implications, limitations and future research opportunities on the subject of psychological contract violation were also discussed.

Keywords: psychology, violation, breach, responsiveness, resources.

Abstrak (BM)

Kebanyakan penyelidikan tentang emosi khususnya pelanggaran kontrak psikologi dilihat dari kanta konstruk eksogen, yakni hasil paparan emosi negatif yang dipamerkan melalui sikap dan gelagat pekerja. Kajian ini sebaliknya bertujuan membincangkan pelanggaran kontrak psikologi dari arah bertentangan, iaitu dari sudut konstruk endogen. Pendekatan *PLS-SEM* telah digunakan untuk menguji lima konstruk eksogen iaitu tindak balas pengurusan, yakin-diri, harapan, kebingkasan dan sikap optimis sebagai peramal pelanggaran kontrak psikologi. Kemungkiran kontrak psikologi sebaliknya dimasukkan sebagai mediator. Ujian kesahihan model ini adalah berdasarkan kepada 251 sampel yang diterima daripada pekerja-pekerja syarikat di bawah naungan *SMBA*. Tindak balas pengurusan, yakin-diri, harapan dan kebingkasan didapati merupakan peramal yang signifikan bagi pelanggaran kontrak psikologi. Sebaliknya, konstruk optimis tidak menunjukkan sebarang pertalian dengan pelanggaran kontrak psikologi. Sementara itu, kemungkiran kontrak psikologi didapati menjadi pengantara separa antara tindak balas pengurusan dan pelanggaran kontrak psikologi. Konstruk eksogen yang lain tidak menunjukkan sebarang pertalian langsung dengan kemungkiran kontrak psikologi; justeru fungsi kemungkiran kontrak psikologi sebagai mediator tidak wujud di antara mereka. Keaslian dan sumbangan utama penyelidikan ini menjurus ke arah aplikasi konstruk eksogen yang jarang diguna pakai sebagai peramal pelanggaran kontrak psikologi. Implikasi, batasan kajian lain serta potensi penyelidikan masa hadapan berhubung dengan pelanggaran kontrak psikologi juga turut dibincangkan.

Kata kunci: psikologi, pelanggaran, kemungkiran, tindakan, sumber.



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Hopefully this research will accentuate further interest in the psychological contract field to better understand how emotion works especially in the work environment.

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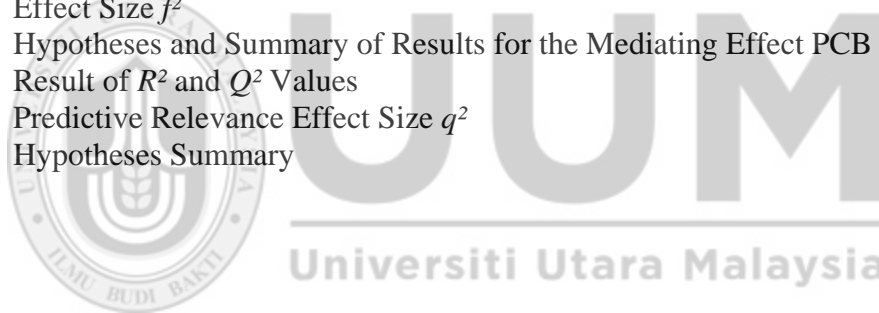
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List of Abbreviations

AVE	Average Variance Extracted
CR	Composite Reliability
EFFI	Self-efficacy
EI	Employee Involvement
EP	Employee Participation
EV	Employee Voice
EVL	Exit, Voice and Loyalty
FMM	Federation of Malaysian Manufacturer
HOPE	Hope
MEF	Malaysian Employer Federation
MR	Management Responsiveness
OPTI	Optimism
PC	Psychological Contract
PCB	Psychological Contract Breach
PCQ	Psychological Capital Questionnaire
PCV	Psychological Contract Violation
PLS-SEM	Partial Least Squares Structural Equation Modeling
POS	Positive Organization Support
PPR	Positive Psychological Resources
PsyCap	Psychological Capital
RESI	Resiliency
SMBA	Swiss Malaysian Business Association
SPSS	Statistical Package for Social Sciences
VAF	Variance Accounted For
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The employment relationship, widely known and practiced in countries around the world refers to “the relationship between parties at work” (Maimunah Aminudin, 2011). It is through the employment relationship that reciprocal rights and obligations are created between the employee and the employer. Through this relationship the employee gain access to the rights and benefits associated with employment. During the tenure of this relationship some of the perceived rights and obligations may not be expressly defined in an employment contract but they are rather implied, subject much to individual interpretation! In view of the subjectivity of the interpretation (including express terms), the employee and the employer may encounter divergence in perception and interpretation of the social events related to their relationship.

Looking from employee’s view, their expectations could vary individually from what has been promised or perceived to have been promised by the employer like better pay, career advancement, learning new skills and wide range of compensation and benefits or other work-related benefits. Unmet promises may lead to intense of negative emotions like anger, betrayal, and anxiety; depress etc. which literatures often refer to as psychological contract violation (PCV) (Morrison and Robinson, 1997; Suazo, 2009). The intensity of the negative emotions on the other hand is subject to individual interpretation and perception of the events. On the same token, non-payment of bonus due to organizational financial constraints, for example, while some employees may find it absolutely acceptable, others may deem the event as a broken promise, referred here as psychological contract breach (PCB). There could be multiple

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