

行政院國家科學委員會專題研究計畫 成果報告

組織違背心理契約時員工的偏差與沉默行為反應：組織道德氣候的調節作用 研究成果報告(精簡版)

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中文摘要： 因為其廣泛之影響與對員工關係之負面作用，心理契約違背在組織行為研究中已受到相當之重視。本研究檢視心理契約違背對員工工作偏差行為與放棄式沉默行為之影響，並檢視員工道德氣候知覺對此影響之調節作用。本研究對九個產業的 273 員工--同事的配對進行問卷資料收集，分析結果顯示，心理契約違背對員工偏差與沉默行為具有增強作用，而員工道德氣候知覺會降低契約違背對沉默行為的作用。此結果意涵管理者除要培養道德氣候，以消除員工的工作偏差與沉默行為，而且要校正存在的心理契約違背，使組織的員工工作契約管理與其道德氣候一致，以便能有效消除員工的偏差與沉默行為，提升組織效。

中文關鍵詞： 心理契約違背，工作偏差行為，放棄式沉默，道德氣候知覺

英文摘要： Psychological contract breach at work has gained increasing attention from organizational scholars because of its prevalence and its negative impact on employment relationship. The present study examined the effects of psychological contract breach on an employee's workplace deviance and acquiescent silence behaviors, while also investigating the moderating effect of the employee's ethical climate perception on the above relationships. Survey data were collected from a sample of 273 employee-coworker pairs across nine high-tech firms in Taiwan. The results showed that psychological contract breach was positively related to both workplace deviance and acquiescent silence. In addition, the relationship between psychological contract breach and acquiescent silence was found to be moderated by ethical climate perception such that the lower the ethical climate perception, the stronger the positive relationship between psychological contract breach and acquiescent silence. Implications for managerial practice not only includes improving the ethical climate to discourage workplace deviance and acquiescent silence, but also includes striving to fix psychological contract breaches in order to prevent the manifestation of workplace deviance behavior when it aligns with employees' ethical climate perceptions.

英文關鍵詞： psychological contract breach, workplace deviance,

acquiescent silence, ethical climate perception

行政院國家科學委員會補助專題研究計畫 成果報告
 期中進度報告

組織違背心理契約時員工的偏差與沉默行為反應：組織道德氣候的調節作用

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計畫參與人員：王志傑、謝慧賢、陳乙瑄

成果報告類型(依經費核定清單規定繳交)： 精簡報告 完整報告
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中 華 民 國 101 年 10 月 30 日

Employee Deviance and Silence as Reactions to Psychological Contract Breach:

The Moderating Role of Ethical Climate Perception

Abstract

Psychological contract breach at work has gained increasing attention from organizational scholars because of its prevalence and its negative impact on employment relationship. The present study examined the effects of psychological contract breach on an employee's workplace deviance and acquiescent silence behaviors, while also investigating the moderating effect of the employee's ethical climate perception on the above relationships. Survey data were collected from a sample of 273 employee-coworker pairs across nine high-tech firms in Taiwan. The results showed that psychological contract breach was positively related to both workplace deviance and acquiescent silence. In addition, the relationship between psychological contract breach and acquiescent silence was found to be moderated by ethical climate perception such that the lower the ethical climate perception, the stronger the positive relationship between psychological contract breach and acquiescent silence. Implications for managerial practice not only includes improving the ethical climate to discourage workplace deviance and acquiescent silence, but also includes striving to fix psychological contract breaches in order to prevent the manifestation of workplace deviance behavior when it aligns with employees' ethical climate perceptions.

Keywords: psychological contract breach, workplace deviance, acquiescent silence, ethical climate perception

Introduction

The concept of the psychological contract has often been employed to describe the exchange relationship between individual employees and their organizations, providing a useful theoretical basis for understanding the employee-organization relationship in contemporary organizations. The psychological contract concerns belief in mutual reciprocal obligations between an employee and his/her organization (Rousseau, 1989). However, employees often find that their organizations have failed to fulfill promised obligations (Robinson & Rousseau, 1994). This perception of psychological contract breach often stirs up a variety of responses, including negative affectivities, attitudes, and behaviors (Zhao, Wayne, Glibkowski, & Bravo, 2007) that can dampen the employee's as well as the organization's performance. Extant research on the consequences of psychological contract breach has focused primarily on the negative effects on employees with regards to desirable organizational outcomes such as trust in the organization, job satisfaction, organizational commitment, and optimal in-role and extra-role performance (Cantisano, Domínguez, & Depolo, 2008; Kickul, Lester, & Belgio, 2004; Lester, Turnley, Bloodgood, & Bolino, 2002; Lo & Aryee, 2003; Raja, Johns, & Ntalianis, 2004; Robinson, 1996; Robinson & Morrison, 2000; Zhao et al., 2007). Few studies have examined the effects of psychological contract breach on employees' undesirable work behaviors.

In the literature, some researchers have found that psychological contract breach is positively related to workplace deviance (Bordia, Restubog, & Tang, 2008; Chiu & Peng, 2008). Workplace deviance is defined as a “voluntary behavior of organizational members that violates significant organizational norms, and in so doing, threatens the well-being of the organization and/or its members” (Robinson & Bennett, 1995, p. 556) and has been considered as a type of negative work behavior (Dalal, 2005). Another type of negative work behavior that employees

are more likely to use as a response to a psychological contract breach is acquiescent silence. Acquiescent silence refers to a person's involuntary or passive withholding of relevant ideas or opinions about one's own work because of the feeling of resignation (Pinder & Harlos, 2001; Van Dyne, Ang, & Botero, 2003). Acquiescent silence has been regarded as a dysfunctional work behavior because it can reduce innovation in the workplace (Argyris & Schön, 1978), interfere with organizational change effort (Ryan & Oestreich, 1991; Morrison & Milliken, 2000), and devastate employees' job attitudes such as satisfaction and commitment (Morrison & Milliken, 2000; Vakola & Bouradas, 2005). In comparison to an explicit and active act of workplace deviance, the passive and low risk qualities of acquiescent silence make it a more attractive option as a response to perceived contract breach. Employees' work behaviors and performance are often monitored and controlled in organizations, but acquiescent silence is often unobservable by colleagues or managers. When employees feel that they are unable to right a perceived contract breach, they often stop voicing their concerns about it and engage in behaviors of acquiescent silence, such as withholding comments during a departmental meeting purposely (Morrison & Milliken, 2000), in order to express a soundless remonstrance. Even though acquiescent silence is a more likely potential reaction compared to other reactions to psychological contract breaches, it has generally been ignored in the literature. Thus the first purpose of this study was to examine the manifestation of negative employee work behavior in the form of workplace deviance or acquiescent silence as a response to psychological contract breach.

Another issue deserving our attention is that researchers have not devoted enough effort towards studying the influences of organizational context on the relationship between psychological contract breach and employees' behavioral responses. It is unlikely that employees

in different organizational situations would react similarly to a perceived contract breach. After examining the moderating effects of cognitive variables (e.g., perceived likelihood of punishment, attractive employment alternatives) on the relationship between psychological contract breach and employees' withdrawal behaviors, Turnley and Feldman (1999) concluded that individual employees' perceptions of organizational situations can moderate the influences that a perceived contract breach has on their reactions. In the present study, we examined the influence of organizational context by considering individual employees' ethical climate perceptions as potential moderators of the relationship between psychological contract breach and negative work behaviors. As noted by Barnett and Schubert (2002), ethical climate perception is an important factor that can affect an employee's cognitive evaluation of the nature of the experienced psychological contract breach. With a higher level of perceived ethical climate, employees often experience feelings of organizational justice and supervisory support (Koh & Boo, 2001), which can help buffer the impact of contract breach on negative work behaviors. The second purpose of this study was to better understand how employees' perceived ethical climates can moderate the relationship between a perceived psychological contract breach and negative work behavior.

Literature Review and Hypotheses

Reactions to Psychological Contract Breach

The psychological contract is one form of social exchange relationship, a key framework for understanding the employment relationship (Shore & Tetrick, 1994). A core element in the psychological contract is an employee's belief that the organization will fulfill its employment commitments. Psychological contract breach refers to an employee's cognitive evaluation about

his or her employer's failure in fulfilling promised obligations in the psychological contract (Morrison & Robinson, 1997). When an employee feels that his or her organization has failed to fulfill its employment commitments, the employee will experience a psychological contract breach (Rousseau, 1995).

Affective events theory (AET; Weiss & Cropanzano, 1996) offers a useful framework for understanding the relationship between psychological contract breach and employee behavioral reactions because it takes into account the dynamic nature of work events, affect, and behaviors. AET posits that experiencing a positive or negative work event can elicit affective reactions in employees that, in turn, lead to various affect-driven or judgment-driven work behaviors. According to AET, employees who think that their psychological contracts were violated by their employers are more likely to feel unbalanced in cognition and experience a negative emotion that motivates them to seek retribution by punishing the transgressors. These employees may reduce their positive behaviors toward employers and may further reciprocate with deviant behaviors, such as withholding effort or arriving late at work, in order to reduce their cognitive dissonance in the employment relationship (Uhl-Bien & Maslyn, 2003). Some empirical studies have supported the above conjecture concerning the effects of psychological contract breach on negative employee behaviors in the form of absenteeism (Deery, Iverson, & Walsh, 2006; Johnson & O'Leary-Kelly, 2003), psychological withdrawal behaviors (Lo & Aryee, 2003), and workplace deviance (Bordia et al., 2008; Chiu & Peng, 2008). Thus, the following hypothesis was proposed:

Hypothesis 1: Psychological contract breach is positively related to workplace deviance.

In addition to its effects on workplace deviance, psychological contract breach can lead to

acquiescent silence in employees. Acquiescent silence is based on feelings of resignation (Van Dyne et al., 2003, p.1366), which can be elicited by dissatisfaction from having been treated unfairly due to a psychological contract breach. Employees who display resignation and passively accept the psychological breach nevertheless become distrustful of their organizations (Robinson, 1996; Zhao et al., 2007). Affected by the negative feelings, an employee may then choose to reciprocate by engaging in acquiescent silence instead of workplace deviance (Morrison & Milliken, 2000; Pinder & Harlos, 2001). Acquiescent silence is manifested through reluctance in showing concerns or sharing valuable information about work-related problems with colleagues. Compared to workplace deviance, acquiescent silence avoids detection by the manager and subsequent punishment while still causing disruptions in workgroup harmony. Through acquiescent silence, employees can reciprocate mistreatment from their employers by reducing input in their jobs and consequently reduce their cognitive dissonances. Based on the above argument, we generated the following hypothesis:

Hypothesis 2: Psychological contract breach is positively related to acquiescent silence.

The Moderating Role of Ethical Climate Perception

Ethical climate perceptions have been defined as “the prevailing perceptions of typical organizational practices and procedures that have ethical content” (Victor & Cullen, 1988, p. 101). Ethical climate perceptions may influence employees’ reactions to negative work events (e.g., a psychological contract breach) because they serve as “a perceptual lens through which workers diagnose and assess situations” (Cullen, Parboteeah, & Victor, 2003, p. 129). Drawing from the perspective of organizational justice, Koh and Boo (2001) argued that employees who perceive their organizations to be ethical are also likely to perceive their organizations as being

fair and supportive of them. That is, employees with a higher level of ethical climate perception will feel that they are receiving fair treatment and supervisory support from their organizations, a belief that can buffer them from the destructive effects of negative work events (Cummins, 1990; Muhammad & Hamdy, 2005).

Social information processing theory (Salancik & Pfeffer, 1978) suggests that individuals in the same organization are exposed to the same social contexts and possess shared information which will affect their attitudes and behaviors. According to this perspective, the ethical climate, which is an immediate social context of the organization, provides important cues to employees about the appropriate actions they can take as a response to perceived psychological contract breaches. For example, under a higher level of perceived ethical climate, the atmosphere of justice and equality permeating an organization can make employees cautious when speculating on the causes of the psychological contract breaches they have experienced. They are less likely to view the breaches as being intentionally and purposefully directed at them. Misunderstanding of the mutual expectations in the employment contract or other uncontrollable, unintentional factors (e.g., the employer being temporarily short of resources for meeting the employee's expectations) becomes more likely explanations. As a result, the perceived ethical climate can help mitigate the influences of psychological contract breach on negative behavioral responses. In contrast, employees of organizations with a lower level of ethical climate perception are more likely to think that perceived contract breaches are committed on purpose by their employers because this kind of employer behavior is consistent with their impressions of a low ethical climate in their organizations. Thus, they may take negative actions to reciprocate their employer's actions. Based on the reasoning above, we expected that individual employees' ethical climate perceptions can buffer the effects of psychological contract breach on negative

work behaviors. Hence, the following were proposed:

Hypothesis 3: The effect of employees' ethical climate perception on the relationship between psychological contract breach and workplace deviance is such that employees with a lower level of ethical climate perception will have a stronger positive relationship between psychological contract breach and workplace deviance.

Hypothesis 4: The effect of employees' ethical climate perception on the relationship between psychological contract breach and acquiescent silence is such that employees with a lower level of ethical climate perception will have a stronger positive relationship between psychological contract breach and acquiescent silence.

Methods

Sampling Procedure

In today's knowledge-based economy, organizations have become increasingly dependent on their highly-skilled knowledge workers and make significant efforts to both strengthen the employee-organization relationship and reduce the likelihood psychological contract breach. Since employees in high-tech firms are critical in organizational performance, employee engagement in workplace deviance and acquiescent silence will greatly hamper the performance of their companies. Therefore, we were particularly interested in understanding high-tech employees' negative behavioral reactions (i.e., deviant and silent behaviors) to psychological contract breach.

The participants of this study were full-time employees from nine Taiwanese high-

technology firms which included electronics, semiconductors, telecommunications, information technology, and software companies. We contacted the managers of these companies and requested consent for their employees to participate in our study. To avoid common method bias, we collected measures of independent variables and dependent variables from different respondents using the employee-coworker-pair design. A survey packet containing an employee's questionnaire and a coworker questionnaire was given to each employee-coworker pair. In the employee questionnaire, the respondent was asked to assess his/her perception concerning how well his/her psychological contract had been fulfilled by the employer and his/her perceived level of organizational ethical climate. The respondent then identified a coworker who was familiar with the employee's work and asked that coworker to complete the coworker questionnaire which was in a separate, sealed envelope. That questionnaire asked the coworker to rate the employee's manifested behaviors of workplace deviance and acquiescent silence. The employee was asked to refrain from discussing the content of the coworker questionnaire, which was attached with a stamped envelope enabling the coworker to bypass the employee and directly return the questionnaire to the researcher. Both the employee and the coworker were assured of confidentiality in a letter stating that their responses to the questionnaires would remain anonymous and be used only for this research. A total of 450 packets were distributed and 284 were returned. After eliminating unmatched pairs, the final sample comprised of 273 pairs, yielding a valid response rate of 61%. Of the 273 respondents, 46.9% were males and 53.1% were females. The age of the respondents ranged from 21 to 63 years, with a mean of 33.87 years ($SD = 8.42$ years).

Measures

Because the measures we used were adapted from scales that originally appeared in English-language literature, a back-translation procedure (Brislin, 1986) was used to ensure the accuracy and semantic equivalence of translation from English into Chinese. First, a bilingual expert was hired to translate the English version of the scales into Chinese. Next, a different bilingual expert independently translated the Chinese version back into English. The translated English version was then compared to the original English version by the two experts and inconsistencies in verbal and semantic equivalence were used to guide a revision of the Chinese translation. Subsequent back translation to English, comparison, and revision of the Chinese translation was repeated until no further inconsistencies were detected between the original and back translated English versions. This procedure ensured the content validity of the measures.

Psychological contract breach. Psychological contract breach was measured using five items adapted from Robinson and Morrison (2000). Sample items include: “Almost all the promises made by my employer during recruitment have been kept so far” (reverse scored) and “I have not received everything promised to me in exchange for my contributions.” Respondents were asked to evaluate their perceptions of how well their psychological contracts had been fulfilled by their employers using a 5-point Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The Cronbach’s alpha for this scale was .87.

Ethical climate perception. To measure respondents’ perceptions of the ethical climate of their organizations, we used Victor and Cullen’s (1988) 26-item ethical climate scale with five subscales including: caring climate (7 items; e.g., “What is best for everyone in the company is the major consideration here”), law and code climate (4 items; e.g., “In this company, the law or ethical code of their profession is the major consideration”), rules climate (4 items; e.g., “Everyone is expected to stick by company rules and procedures”), instrumental climate (7 items;

e.g., “In this company, people protect their own interests above all else”), independence climate (4 items; e.g., “In this company, people are expected to follow their own personal and moral beliefs”). Respondents were asked to rate how accurately each of the items described the ethical climates of their organizations on a 5-point Likert-type scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). The Cronbach’s alpha were .79, .83, .77, .79, and .72 for caring climate, law and code climate, rules climate, instrumental climate, and independence climate, respectively. The Cronbach’s alpha for the entire scale was .86.

Workplace deviance. Stewart et al.’s (2009) 14-item scale was used to measure workplace deviance with three subscales including: production deviance (7 items; e.g., “Put little effort into their work”), property deviance (3 items; e.g., “Took property from work without permission”), personal aggression (4 items; e.g., “Said something hurtful to someone at work”). Because this scale was developed based upon the observer-report approach, we asked a coworker to rate the workplace deviance of an employee. The rater (i.e., coworker) was asked to indicate how often the employee had engaged in the above deviant behaviors during the past 6 months using a 5-point Likert-type scale ranging from 1 (*never*) to 5 (*always*). The Cronbach’s alpha were .85, .70, and .82 for production deviance, property deviance, and personal aggression, respectively. The Cronbach’s alpha for the entire scale was .84.

Acquiescent silence. Acquiescent silence was assessed using five items adapted from Van Dyne et al. (2003). A sample item is “This employee is unwilling to speak up with suggestions for change because he/she is disengaged.” To avoid common method bias, we used a coworker to rate the acquiescent silence of an employee. The rater was asked to indicate the extent to which the employee withheld his or her ideas, concerns, questions, or information about work-related improvements in their work group on a 5-point Likert-type scale ranging from 1 (*strongly*

disagree) to 5 (*strongly agree*). The Cronbach's alpha for the entire scale was .85.

Control variables. The demographic variables of gender and age were included as control variables in the statistical analyses used in this study. These control variables were assessed using an open-ended response format. A dummy-coded variable was used for gender (0 = *female* and 1 = *male*).

Data Analysis

Confirmatory factor analysis (CFA) was conducted to examine the convergent and divergent validities of our measures. To reduce the number of parameters and to keep a reasonable degree of freedom when conducting CFA, we used the item parceling method (Bagozzi & Edwards, 1998) on the variables ethical climate perception and workplace deviance, because they consisted of more than seven items. Ethical climate perception was modeled using five parcels corresponding to its five dimensions, and workplace deviance was modeled using three parcels corresponding to its three dimensions. Subsequently, we used hierarchical regression analysis to verify our hypotheses. Hierarchical regression analysis was chosen for testing interaction effects because it allowed us to examine the explanatory power of independent and moderating variables according to their causal priorities (Cohen & Cohen, 1983). All interactive variables were mean-centered in order to reduce their multicollinearities (Aiken & West, 1991).

Results

Before testing our hypotheses, we used CFA to check for the distinctions between the four main variables in our study. Table 1 shows that the four-factor model—psychological contract breach, ethical climate perception, workplace deviance, and acquiescent silence—was a better fit ($\chi^2 [129] = 308.19$; CFI = .90, IFI = .90, SRMR = .06, RMSEA = .07) than the other

three models that combined the four variables into a fewer number of factors. Chi-square difference tests also showed a significantly better fit for the four-factor model compared to the other three models (see Table 1). These results provide evidence for the attainment of satisfactory discriminant validity on the four variables. Moreover, the factor loadings of the items in each of the four variables were statistically significant ($p < .05$), indicating that a satisfactory convergent validity was attained (Anderson & Gerbing, 1988). Taken together, all the above results provide sufficient confidence in the convergent and discriminant validities of the measurement of the variables.

INSERT TABLE 1 ABOUT HERE

Table 2 presents the results of the descriptive statistics and zero-order correlations of the variables used in the present study. As expected, psychological contract breach was positively correlated with both workplace deviance ($r = .14, p < .05$) and acquiescent silence ($r = .16, p < .01$), while gender, age, and ethical climate perception were not.

INSERT TABLE 2 ABOUT HERE

Hypothesis Testing

Results from the hierarchical regression analysis (Table 3) show that psychological contract breach was positively related to both workplace deviance ($\beta = .152, p < .05$) and acquiescent silence ($\beta = .160, p < .05$). Therefore, Hypotheses 1 and 2 were supported.

For validating Hypotheses 3 and 4, we followed Aiken and West's (1991) suggestion for centering the variables used in the interaction term before entering them into the regression equations. Hypothesis 3 was not supported by the results of the hierarchical regression analysis.

As shown in Table 3, the regression coefficient of the interaction term in Model 3 was not significant ($\beta = -.046, p > .05; R^2$ change = .002, $p > .05$), indicating that the hypothesized moderating effect of ethical climate perception on the contract breach-workplace deviance relationship was not confirmed.

On the other hand, Hypothesis 4 was supported by the results of the hierarchical regression analysis. The regression coefficient of the interaction term in Model 6 ($\beta = -.153, p < .05; R^2$ change = .023, $p < .05$) was significant, which supports the hypothesized moderating effect of ethical climate on the contract breach—acquiescent silence relationship. The negative sign of the beta coefficient of the interaction term is in opposite direction to the positive sign of the beta coefficient of the perceived ethical climate, suggesting that the moderation effect is nonmonotonic (Schoonhoven, 1981). Simple slopes tests showed that psychological contract breach was significantly positively related to acquiescent silence at a lower level of ethical climate perception ($\beta = .302, p < .001$), but unrelated to the silence at a higher level of ethical climate perception ($\beta = .043, p > .05$; see Figure 1).

INSERT TABLE 3 ABOUT HERE

INSERT FIGURE 1 ABOUT HERE

Discussion

We extended previous research on psychological contract breach and negative work behaviors by using different information sources for data collection to examine psychological contract breach in relation to workplace deviance and acquiescent silence. In addition, we examined the interaction effects of psychological contract breach and ethical climate perception

on workplace deviance and acquiescent silence. This study contributes to the literature by using a set of data uncontaminated by the common method bias to give a more accurate validation of the above relationships and effects.

Consistent with AET (Weiss & Cropanzano, 1996) and previous empirical studies in the literature (e.g., Bordia et al., 2008; Chiu & Peng, 2008), our results confirmed that psychological contract breach is positively related with workplace deviance. This suggests that when employees experience a psychological contract breach, they are likely to reciprocate the unfair treatment by engaging in workplace deviance. The positive relationship between psychological contract breach and acquiescent silence also suggests that a contract breach may trigger feelings of resignation in employees, resulting in the use of acquiescent silence as an alternative to workplace deviance. This finding coincides with Pinder and Harlos's (2001) argument suggesting that employees often choose to remain silent as a response to their perceived organizational injustice (e.g., a perceived contract breach).

The results of the moderated regression analyses confirmed that perceived ethical climate moderates the positive relationship between psychological contract breach and acquiescent silence in such a way that the strength of the positive relationship is higher when the perceived ethical climate is lower. This finding suggests that the ethical climate may play a role in refraining employees from withholding ideas, information, and opinions about work-related problems when they experience psychological contract breach. Thus, an organization can attenuate the impact of psychological contract breaches on its employees' behavior of acquiescent silence by cultivating a higher ethical climate.

The results showing an insignificant moderating effect of ethical climate on the psychological contract breach—workplace deviance relationship are inconsistent with

Hypothesis 3. A plausible explanation for this unexpected finding lies in the difference between workplace deviance and acquiescent silence. Compared to acquiescent silence, workplace deviance is directed at the employer rather than at other employees in the organization (e.g., coworkers in the same work unit) who are not complicit in the contract breach. The ethical climate may fail to mitigate the effect of contract breach on deviance behaviors since it emphasizes the norm of justice and equality, allowing employees to feel that engaging in deviant behavior is an equitable reciprocation to their employer's psychological contract breach. Acquiescent silence, however, is perceived as inequitable by others and violates the norm of reciprocation for fairness expected by the ethical climate because it affects innocent coworkers. Thus, employees under a higher level of perceived ethical climate will be less likely to engage in acquiescent silence in their response to a perceived psychological contract breach.

Practical Implications

The present study has several practical implications for managers. The findings of a positive relationship between psychological contract breach and behaviors of workplace deviance and acquiescent silence suggest that in order to reduce employee workplace deviance and silence, managers should work hard to fulfill the perceived psychological contract in an employment relationship and keep managerial practices and company policies consistent with the expectations in the contract. In addition, the finding that ethical climate has a moderating effect on the relationship between psychological contract breach and acquiescent silence underscores the importance for managers to improve organizational ethical climate in order to buffer the effect of unintentional psychological contract breaches on acquiescent silence. At the individual level, it may be difficult to prevent some employees from perceiving breaches of psychological contract that were unintentional on the part of the employer. However, at the

group level, a high level of ethical climate will prevent those few employees from engaging in acquiescent silence. The lack of a moderating effect from perceived ethical climate on the contract breach—workplace deviance relationship suggests that ethical climate is insufficient for discouraging employees from engaging in workplace deviance when they perceive a psychological contract breach. An action of remedy that corrects the breach in contract would probably be more effective for preventing a response in the form of workplace deviance.

Limitations of the Study

Despite its contributions, the present study was not without limitations. The first limitation is that this study was conducted in a single, high-tech industry in Taiwan, limiting the generalizability of its findings. Application of the findings to different industries or different societies must be made with caution.

The second limitation is that because of the cross-sectional nature of our data, the direction of the causality of the variables in the hypotheses could not be ascertained, and caution must be exerted when making any causal inferences on the basis of our findings. In order to address this limitation, we used different sources for assessing the independent and the dependent variables so as to decrease the likelihood for a reversal in the cause-effect direction. In other words, the opportunity for our survey respondents, the employees, to infer their perceptions regarding psychological contract breach (the independent variables) from their own behaviors of workplace deviance or acquiescent silence (the dependent variables) was prevented because their coworkers were the ones that provided assessment of their behaviors.

The third limitation is that our study did not demonstrate a strong effect of psychological contract breach on workplace deviance and acquiescent silence ($R^2 = .021$ and $.025$ respectively, Table 3) or a strong moderating effect of ethical climate on the relationship between

psychological contract breach and acquiescent silence ($R^2 = .023$, Table 3). This may suggest that it is of low priority to implement the changes in managerial practices according to the practical implications concluded from our study. However, when taking into account the use of one source to assess the independent and moderating variables and a different source to assess the dependent variables, the weaker correlations between the variables could represent an evaluation that is more accurate and believable by avoiding inflation of the explanatory power of an independent or moderating variable due to common source bias.

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Table 1.*Results of Confirmatory Factor Analyses*

Model	χ^2	<i>df</i>	CFI	IFI	SRMR	RMSEA	$\Delta\chi^2(\Delta df)$
Four-factor model	308.19	129	.90	.90	.06	.07	--
Three-factor model 1 ^a	338.56	132	.87	.87	.07	.08	30.37** (3)
Three-factor model 2 ^b	568.14	132	.78	.78	.09	.11	259.95** (3)
One-factor model	1562.08	135	.42	.43	.17	.20	1253.89** (6)

Note. $\Delta\chi^2$ and Δdf denote differences between the four-factor model and other models. CFI = comparative fit index; IFI = incremental fit index; SRMR = standardized root mean square residual; RMSEA = root mean square error of approximation.

^aThis model combines workplace deviance and acquiescent silence into one factor.

^bThis model combines psychological contract breach and ethical climate perception into one factor.

** $p < .01$.

Table 2.*Descriptive Statistics and Zero-order Correlations of the Study Variables*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Gender ^a	.47	.50	--					
2. Age	33.87	8.42	.13*	--				
3. Ethical climate perception	3.34	.32	.13*	.08	(.86)			
4. Psychological contract breach	2.57	.65	.14*	.01	.18**	(.87)		
5. Workplace deviance	1.43	.27	-.03	-.01	-.01	.14*	(.84)	
6. Acquiescent silence	1.72	.45	.01	-.01	-.04	.16**	.41**	(.85)

Note. Cronbach's alpha is in parentheses.

^aDummy coded variable: 0 = *female*; 1 = *male*

* $p < .05$; ** $p < .01$.

Table 3.*Results of Hierarchical Regression Analyses*

	Workplace deviance			Acquiescent silence		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender ^a	-.027	-.051	-.049	.013	-.013	-.009
Age	.002	.002	.001	-.010	-.010	-.017
Ethical climate perception	-.002	.029	.031	-.036	-.004	.001
Psychological contract breach		.152*	.154*		.160*	.169**
Ethical climate perception × psychological contract breach			-.046			-.153*
<i>R</i> ²	.001	.022	.024	.001	.026	.049
<i>F</i>	.063	1.531	1.340	.132	1.768	2.744*
<i>R</i> ² change		.021	.002		.025	.023
<i>F</i> change		5.931*	.586		6.669*	6.503*

Note. *N* = 273. Standardized regression coefficients (beta) are shown in each equation.

^aDummy coded variable: 0 = *female*; 1 = *male*

p* < .05; *p* < .01.

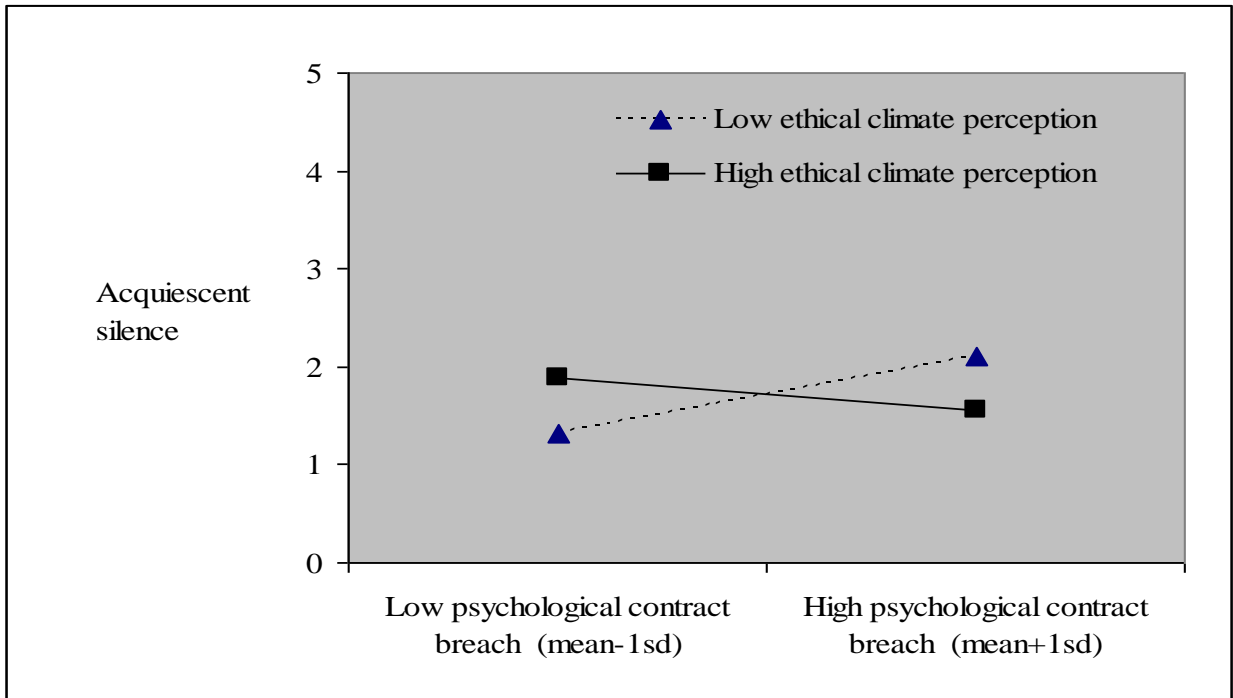


Figure 1. The moderating effects of ethical climate perception on the relationship between psychological contract breach and acquiescent silence.

國科會補助專題研究計畫項下出席國際學術會議心得報告

日期：101年5月30日

計畫編號	NSC 100-2410-H-009-003		
計畫名稱	組織違背心理契約時員工的偏差與沉默行為反應：組織道德氣候的調節作用		
出國人員姓名	王耀德	服務機構及職稱	交通大學管理科學系副教授
會議時間	101年5月3日至 101年5月6日	會議地點	Ramada Hotel, Osaka, Japan
會議名稱	(中文) 2012年第三屆亞洲社會科學研討會議 (英文) The Third Asian Conference on the Social Sciences 2012		
發表論文題目	(中文)組織道德氣候與員工沉默行為：跨層次分析 (英文) Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis		

一、參加會議經過

5/4至日本大阪 Ramada Hotel 會場報到，並參加該日下午之有關行為、決策、科技管理之論文發表會。5/5日上下午繼續參加與認知、創意管理、永續經營、環境管理相關議題之研討會。5/6上午本人到會場發表本人之論文，並擔任該場次論文發表的主持人，聽取參與者對本論文與其他論文之批評與建議。5/6下午繼續參加跨領域之相關議題的研討會。

二、與會心得

因參加會議與亞洲其他國家之學者認識，有助本人國際研究合作網路之擴展。發表之論文獲得許多改進建議，有助本論文未來之期刊投稿。

三、考察參觀活動(無是項活動者略)

四、建議

本研討會為跨領域整合之社會科學研討會，對發展管理領域新興研究議題有助益，因參加者多為亞洲國家學者，建議國內學者可參加此研討會以建立亞洲區域學術合作網路關係。

五、攜回資料名稱及內容

The Third Asian Conference on the Social Sciences 2012 Conference Schedule (electronic version).

六、其他



acss2012

The Third Asian Conference on the Social Sciences
www.acss.iafor.org

acsee2012

The Second Asian Conference on Sustainability, Energy and the Environment
www.acsee.iafor.org

May 3-6 2012, The Ramada Osaka, Osaka, Japan

Dr Joseph Haldane, B.A. Hons., Ph.D. (London), F.R.A.S.

Executive Director, IAFOR Japan

Yau-De Wang

National Chiao Tung Univeristy , Taiwan

February 16, 2012

Contact Email: yaudewang@yahoo.com.tw

Submission Reference Number: 0199

Presentation Type: Oral Presentation

Submission Title: *Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis*

Author(s): Yau-De Wang, Hui-Hsien Hsieh

Dear Prof. Wang ,

On behalf of the conference organizers, and the Chairman of the IAFOR International Advisory Board, Professor Stuart D. B. Picken, I am pleased to write that your proposal "Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis", having met the accepted international academic standards of blind peer review, has been accepted for Oral Presentation at ACSS 2012.

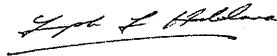
The Conference will be held in Osaka, Japan, at the Ramada Osaka Hotel, from the evening of Thursday May 3 through Sunday, May 6 2012. The keynote speaker and plenary session will be on Friday morning. Parallel panel sessions begin Friday afternoon and run for the duration of the conference. Most panels run for 90 minutes, with generally three presenters per panel, so each presenter has 30 minutes total for presentation and Q&A. For more detailed information about the conference, and accommodation, please visit the conference website.

If you cannot attend for any reason, please notify the conference administration team at acss@iafor.org, remembering to quote your submission reference number. Also, if you observe special religious holidays during the conference, please let us know on which day(s) you must not present. Not everyone can be accommodated with preferential dates and time, so presenters should limit any request of this nature to unavoidable situations.

A PDF of the full Conference Programme will be placed on the ACSS 2012 website by April 22, 2012. Your name and paper title will be listed in the Programme upon payment of your registration fees. Please check the Programme at that time to make sure all information pertaining to you is included and correct.

Thank you for participating in the Third Asian Conference on the Social Sciences. All of us affiliated with the organization aim to make this conference a success.

Yours Sincerely,



Joseph Haldane

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acss2012 & acsee2012

May 3-6, Osaka, Japan

ABSTRACT SUBMISSION

Title: Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis

Abstract No. 0199

Conference choice The Asian Conference on the Social Sciences (ACSS)

Title Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis

Abstract This study investigated the relationship between organizational ethical climate and employee silence. Multilevel analyses were conducted to test our hypotheses using a sample of 408 full-time employees from 24 high-technology firms in Taiwan. The results showed that instrumental climate was positively related to both acquiescent silence and defensive silence, whereas caring climate and independence climate were negatively related to the two silences. However, the results showed that the rules climate and the law and code climate did not have a significant association with acquiescent silence and defensive silence. Explanations for expected as well as unexpected findings are discussed and the theoretical and practical implications of these results are proposed.

Paper [Organizational Ethical Climate and Employee Silence conference.doc](#)

Affiliations (1) National Chiao Tung University, Hsinchu, Taiwan

Authors Yau-De Wang (1) Presenting
Hui-Hsien Hsieh (1)

Categories ACSS: Politics, Philosophy, Ethics, Consciousness

Presentation Oral Presentation

Biography Yau-De Wang is an associate professor of management science at National Chiao Tung University in Taiwan. He received his Ph.D. in organization science from the University of Texas-Austin. He has been teaching human resource management, organizational behavior, and research methods at the university. His research interests include human resource management in R&D projects, knowledge management in organizations, and business ethics. His recent research has focused on the relationships between ethical climate and work attitudes and behaviors.

Contact us if you have a problem or wish to withdraw a submission: acss@iafor.org & acsee@iafor.org

Sunday Session 2: 10:45-12:15

Sunday Session 2: 10:45-12:15

Room: Ume

ACSS - Interdisciplinary

Session Chair: Yau-De Wang

0142 – 10:45-11:15

Increasing Demand for School Education and Scope of Private Management in School Level Learning in India
Pulak Das, Indian Institute of Management Calcutta, India

0154 – 11:15-11:45

The Effects of Work Related Variables on Turnover Intention in Hospital Industries
Jaehoon Rhee, Yeungnam University Korea, Korea
Alisher Dedahanov, Yeungnam University Korea
Ebrahim Ullah, Yeungnam University Korea

0199 – 11:45-12:15

Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis
Yau-De Wang, National Chiao Tung University, Taiwan
Hui-Hsien Hsieh, National Chiao Tung University, Taiwan



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國科會補助計畫衍生研發成果推廣資料表

日期:2012/10/29

國科會補助計畫	計畫名稱: 組織違背心理契約時員工的偏差與沉默行為反應: 組織道德氣候的調節作用
	計畫主持人: 王耀德
	計畫編號: 100-2410-H-009-003- 學門領域: 人力資源管理
無研發成果推廣資料	

100 年度專題研究計畫研究成果彙整表

計畫主持人：王耀德		計畫編號：100-2410-H-009-003-				計畫名稱：組織違背心理契約時員工的偏差與沉默行為反應：組織道德氣候的調節作用	
成果項目		量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	0	0	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	0	0	100%	人次	
		博士生	0	0	100%		
博士後研究員		0	0	100%			
專任助理		0	0	100%			
國外	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	1	100%		
		專書	0	0	100%	章/本	
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（外國籍）	碩士生	0	0	100%	人次	
		博士生	3	3	100%		訓練博士生對研究計畫整體執行工作之熟悉，以便將來能夠獨立從事研究。
博士後研究員		0	0	100%			
專任助理		0	0	100%			

<p style="text-align: center;">其他成果</p> <p>(無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)</p>	無
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	成果項目	量化	名稱或內容性質簡述
科 教 處 計 畫 加 填 項 目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以 100 字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以 100 字為限）

已將研究計畫部分成果發表於 2012 年在大阪舉辦之 Third Asian Conference on Social Sciences, 題目為 'Organizational Ethical Climate and Employee Silence: A Cross-Level Analysis.'

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

本研究結果對組織心理契約違背，員工偏差與沉默行為，和道德氣候三個領域之未來研究提供有用之建議。心理契約違背除能造成員工組織承諾的降低外，也會造成員工的工作偏差行為與沉默行為。研究此二種行為時，應將組織管理上的心理契約違背視為重要前因變項。而道德氣候只能減少沉默行為的產生，無法降低偏差行為的發生。研究道德氣候對員工工作行為影響時，應考量其對員工較嚴重的負面行為抑制的有限性，以免過度強化道德氣候的正面作用，學者可進一步在研究上釐清道德氣候對哪些員工負面行為具有較大作用，對哪些具有作用較小。