

ROLE OF TRUST IN VIOLATION OF PSYCHOLOGICAL CONTRACT'S EFFECT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND TURNOVER INTENTION: A RESEARCH IN HEALTH SECTOR

Dr. Emre ISCI (Ph.D.)

Marmara University Health Management Science
Istanbul/Turkey

Prof. Dr. Inci ERDEM ARTAN

Marmara University, Business Department, Management-Organization Science
Istanbul/Turkey

Dr. Fatma Ayanoglu SISMAN (Ph.D.)

Marmara University, Business Department, Management-Organization Science
Istanbul/Turkey

Abstract

In contemporary organizations, the need of unity in objectives and cooperation between employees and managers is quite clear. And to establish this kind of cooperation, both employees and organization have to satisfy their expectations mutually. And the term of psychological contract expresses the psychological agreement, which supposed to start in the process of recruitment, mostly not spoken about and stays covered, shows changeability and subjectivity. In the case of employee's or organization's failure about meeting the expectations, means the violation of psychological contract. By the violation of psychological contract, some negativity emerge on employee's attitude and behaviours towards the organization. These may start with simply anxiety or uneasiness of mind and may follow to anti-social behaviours, decline in-role and extra-role performance, even termination of the relation with the organization. Therefore, violation of psychological contract's effects on citizenship behaviour and turnover intention are detected, and these effects are evaluated in the case that "trust" presumed to ease many organizational negativity, exists.

Key Words: Psychological contract, organizational trust, organizational citizenship behaviour, turnover intention

INTRODUCTION

Humans, in respect of their nature, are difficult to comprehend and are much more complicated than a factor of reproduction. Therefore, human behavior, for most of the time comprises unpredictability. However, business administration, as a branch of science has put forth a number of concepts, hypothesis and techniques to explain and understand human behavior within organizations with the help of psychology, sociology and behavioral sciences. Some of these concepts are psychological contract, organizational citizenship behavior, organizational trust and turnover intention.

Psychological contract, which was developed through adapting the sociological concept of social contract to organizations, is important as it helps to maintain the continuity of the relationship between employee and administration, meet the expectations of the employee and the organization and to serve as a guide for the managers. Psychological contract is an unwritten concept that is assumed to be mutually and implicitly accepted by the parties, has a subjective and changing nature and is most of the time prone to be violated. As with any breach of the concept some undesired consequences may rise.

On the other hand, today, the necessity of cooperation and coordination between the administration and the employee is indisputable. It is a known fact that in situations when the objectives of the employee and the organization are combined and cooperation is provided, the efficiency and activity in the organization will flourish, the employees will work more than expected, and they will be eager to continue working in that organization and will work for the objectives of the organizations more. Consequently, psychological contract is an indispensable element in terms of providing cooperation and coordination in the relationship between the employee and the administration.

1. Psychological Contract and Violation of the Psychological Contract

Psychological contract means, in a broad sense that “the employee promises to display high job performance for the organization and the organization in turn provides continuous job and promotion opportunities”.¹ In another definition the concept is defined as “unwritten and unspoken expectations and a mutual and changing psychological condition arising from the perceptions and expectations between the employee and the employer”.² This contract may be in written form but this is not a necessity. Thus the assumption that these mutual expectations are known creates the concept of psychological contract.³ Psychological contract defines as “opinions, judgments and beliefs regarding mutual obligations of the employee and the administration”.⁴

Psychological contract implies the overall combination of personal commitments, promises⁵ and unspoken expectations that are assumed to be derived from the mutual obligations existent in the relationship between the employee and the administration.⁶ On the other hand it is through psychological contract that the administration provides a fair and performance based wage and job guarantee and the employee in turn promises commitment and honest production.⁷ Psychological contract is dynamic and open to frequent change.⁸

Although different consequences considering psychological contract have been reached through various scientific research, it has been stated that contractual violation is inevitable in the end.⁹ The term violation in fact covers various emotional and behavioral conditions ranging from little misunderstanding and misconception to abuse of good will. Violation of psychological contract is defined as “failure in performing any promise given”.¹⁰

¹ Burke RJ, 1998. Changing Career Rules: Clinging to The Past or Accepting The New Reality?. *Career Development International*, 3 (1): 41

² Rowley J, 1998. Quality Measurement in The Public Sector: Some Perspectives From The Services Quality Literature. *Total Quality Management*, 9 (2-3): 330-331

³ Barutçugil İ, 2002. *Organizasyonlarda Duyguların Yönetimi*. İstanbul: Kariyer Yayıncılık, pp. 17-18

⁴ Bal PM, De Lange AH, Jansen PGW, Van Der Velde MEG, 2008. Psychological Contract Breach and Job Attitudes: A Meta Analysis of Age as a Moderator. *Journal of Vocational Behaviour*, 72: 144; Rousseau DM, Tijoriwala SA. 1998. Assessing Psychological Contract: Issues, Alternatives and Measures. *Journal of Organizational Behaviour*, 19 (1): 679

⁵ Rousseau, Tijoriwala, p. 680

⁶ Arslan B, Ulaş D, 2004. İstihdamın Korunması ve İşten Çıkarılanlara Uygulanan Yardımlar. *Ege Akademik Bakış*, 4 (1-2): 103

⁷ Erdoğan N, 1999. Yönetim ve Organizasyonda Yeni Yaklaşımlar ve Kariyere Etkileri. *Verimlilik Dergisi*, 1:25-26

⁸ Cortvriend P, 2004. Change Management of Mergers: The Impact on NHS Staff and Their Psychological Contracts. *Health Services Management Research*, 17 (3): 178

⁹ Turnley WH, Feldman DC, 1999. A Discrepancy Model of Psychological Contract Violations. *Human Resource Management Review*, 9 (3):369

¹⁰ Carbery R, Garavan TN, O'Brien F, McDonnell J, 2003. Predicting Hotel Managers' Turnover Cognitions. *Journal of Managerial Psychology*, 17 (7-8): 659-660

Generally, the differences between the expectations of the employee and the rewards gained in practice (anything except for wage) are considered to be violation of the psychological contract. The failure of the organization to fulfill its obligations in terms of promised rewards can easily be perceived by the employee. In this case, the possibility of perceiving inconsistency in the issue of rewarding as violation of the psychological contract is higher when compared to other cases of psychological contract.¹¹ In case of violation, destructive emotional consequences may arise. Some of these destructive consequences are rising negativism and lack of trust.¹²

1.1 Trust and the Definition of Organizational Trust

Some sources state that etymologically the word trust traces back to 13th century Britain and that it implies loyalty and commitment. However, the root of the word trust most possibly goes back to the first communities where people began to live together. For instance Confucius (B.C. 551-449) regarded trust as the basis for social relations.¹³

Trust, in its most basic terms, is a psychological condition that accepts the aim of other behavior without questioning.¹⁴ Organizational trust reflects the explicit eagerness of the employee in working.¹⁵

Organizational trust might be affected negatively in some cases. For instance low level of trust, weak communication and rising conflicts may be observed in shrinking organizations. In this case strengthening results in positive impact against the undesired effects of shrinking. In a study carried out on nurses, it has been found out that strengthening has a psychologically positive impact on the employees and that in consequence their trust in the administration has risen.¹⁶

1.2. Organizational Citizenship Behavior

Organizational citizenship behavior is defined as displaying extra-role behavior, voluntary helping behavior to other employees, support to the organization in various fields and conscience.¹⁷

The concept was developed in 1977 when Organ put forth the idea that the traditional and widely-known performance measuring methods did not comprise all the components regarding the performance of the employee. Through this point of view it was stated that the lacking components

¹¹ Turnley, Feldman, p. 369

¹² Pate J, Martin G, Staines H, 2000. Exploring The Relationship Between Psychological Contracts and Organizational Change: A Process Model and Case Study Evidence. *Strategic Change*, 9(8): 483-484

¹³ Möllering G, Bachmann R, Lee SH, 2004. Understanding Organizational Trust-Foundations, Constellations and Issues of Operationalisation, *Journal of Managerial Psychology*, 19 (6): 557-558

¹⁴ Huff L, Kelley L, 2003. Levels of Organizational Trust in Individualist Versus Collectivist Societies: A Seven-Nation Study. *Organization Science*, 14 (1): 82; Rousseau D, Sim SB, Ronald SB, Camerer C, 1998. Not So Different After All: A Cross-Discipline View of Trust. *Academy of Management Review*, 23 (3): 395; Demircan N, Ceylan A, 2004. Örgütsel Güven Kavramı: Nedenleri ve Sonuçları. *Yönetim ve Ekonomi Dergisi*, 10 (2): 140

¹⁵ Tan HH, Lim AKH, 2009. Trust in Coworkers and Trust in Organizations. *The Journal of Psychology*, 143 (1): 50-51

¹⁶ Laschinger HKS, Finegan J, 2005. Using Empowerment to Build Trust and Respect in the Workplace: A Strategy for Addressing the Nursing Shortage. *Nursing Economics*, 23 (1): 7-8

¹⁷ Newton SK, Blanton JE, Will R, 2008. Innovative Work and Citizenship Behaviours from Information Technology Professionals: Effects of Their Psychological Contract. *Information Resources Management Journal*, 21 (4): 31

of performance could be taken into consideration within the context of organizational citizenship behavior. As a definition the term organizational citizenship behavior is explained as some factors beneficial either for the employee or for the organization as well as extra-role behavior that is not recognized by the formal reward system.¹⁸ Besides, organizational citizenship behavior is defined as being in cooperation with other employees, gestures of good will, altruism and other similar socially based behaviors.¹⁹

Organizational citizenship behavior is a concept through which the employee goes beyond the expectations to be fulfilled for the organization and behaves in a self-sacrificing manner.²⁰

1.3. Turnover Intention

The turnover intention is a serious problem that cannot be controlled in some cases for almost every sector and organization and as for its reasons a variety of cases ranging from negation in the period of employment to job atmosphere can be listed.²¹

The turnover intention is generally affected by job atmosphere and climate, relations with colleagues, expectations and requests from the organizations, career development and autonomy. ²² In cases when the turnover intention is high, customer satisfaction decreases, future income and profitability declines and thus organizational productivity is negatively affected. Particularly the effects of job satisfaction on turnover intention have been put forward in various studies. ²³

1.4. The Relations Between Psychological Contract, Organizational trust, Organizational Citizenship Behavior and Turnover Intention

In many studies the relations between psychological contract, trust to organization, organizational citizenship behavior and turnover intention have been elaborated. For example, the studies carried on by Bunderson (2001), Coyle-Shapiro (2002) Coyle, Shapiro and Kessler (2000), Robinson, (1996); Robinson and Rousseau (1994) have revealed the fact that psychological contract is in close relation with organizational trust, organizational citizenship behavior and turnover intention. ²⁴

In case of existing organizational trust the employee and the administration, in relation with social exchange theory, will show good will in their future behaviors. Thus, the possibility of violation of the

¹⁸ Pawar BS, 2009. Some of the Recent Organizational Concepts as Precursors to Workplace Spirituality. *Journal of Business Ethics*, 88 (2): 252; Gürbüz S, 2006. Örgütsel Vatandaşlık Davranışı ile Duygusal Bağlılık Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma. *Ekonomik ve Sosyal Araştırmalar Dergisi*, 3 (1): 50; Aktan CC, 2006. Örgütlerde Yanlış Uygulamalara Karşı, Sivil Erdem, Ahlakı Tepki ve Vicdani Red Davranışı. *Mercek Dergisi*, 1:1

¹⁹ Becker JAH, O'Hair HD, 2007. Machiavellians' Motives in Organizational Citizenship Behaviour. *Journal of Applied Communication Research*, 35 (3): 248-249

²⁰ Chiaburu DS, Lim AS, 2008. Manager Trustworthiness or Interactional Justice? Predicting Organizational Citizenship Behaviours. *Journal of Business Ethics*, 83 (3): 453-454

²¹ Butt KA, 2008. Impact of Compensation on the Turnover Intentions of Employees: A Case of Pakistan Telecom Sector. *The Business Review*, 10 (2):178

²² Gül H, Oktay E, Gökçe H, 2008. İş tatmini, Stres, Örgütsel Bağlılık, İşten Ayrılma Niyeti ve Performans Arasındaki İlişkiler: Sağlık Sektöründe Bir Uygulama. *Akademik Bakış*, 15: 74-75

²³ Zimmerman RD, 2008. Understanding the Impact of Personality Traits on Individuals' Turnover Decisions: A meta-analytic path model. *Personnel Psychology*, 61 (2): 310

²⁴ Rousseau DM, 2001. Schema, Promise and Mutuality: The Building Blocks of The Psychological Contract. *Journal of Occupational and Organizational Psychology*, 74 (4): 530

Role of trust in violation of psychological contract's effect on organizational
Dr. Emre İsci /Dr. İnci erdem artan/Dr. Fatma ayanoglu sisman
psychological contract will decrease.²⁵ At the same time, psychological contract is a concept about obligations and consistency in fulfilling the obligations directly creates trust.²⁶

In addition trust between the manager and the employee causes the employee to develop positive attitude and behavior.²⁷

2.0 METHODOLOGY

2.1. The Purpose and Importance of the Research

In this research the effect of violation of the psychological contract on turnover intention and organizational citizenship behavior is evaluated. We have also tried to demonstrate the way how this effect displayed change in the presence of trust in an organization. Thus the level the violation of the psychological contract affects turnover intentions and organizational citizenship behavior of the ones employed in an organization and how trust eliminates these unfavorable behavior patterns are the issues tried to be determined throughout the research.

The importance of this study lies in the fact that it has elaborated the abovementioned factors that play an important role over the performance and productivity of individuals; that it has applied a large sampling and has scrutinized the health sector where psychological intimidation and personnel movement is high when compared to other sectors.

2.2. Method and Hypothesis:

The research has been carried out by taking private hospitals performing business in the geographical region between Avcılar and Tuzla accepted as the provincial border of İstanbul, into consideration. The lists and data of activity of the hospitals concerned are based on the "2007-2008-2009 Statistical Yearbook of Inpatient Treatment Institutions" published by the Ministry Of Health. The hospitals that terminated their activities for any reason during the period of research and the recently founded ones which have no activity data are excluded from the research. Besides, while the assessment instrument of the research was applied the employees that are sick, absent or on leave for any reason are excluded.

In the research, violation of psychological contract developed against the employees has been measured in terms of feasibility, importance and research model (trust, turnover intention and organizational citizenship behavior).

Hypotesis:

H1: Violation of the psychological contract is influential on turnover intention by means of organizational citizenship behavior.

H2: Trust changes the level the violation of the psychological contract affects turnover intention by means of organizational citizenship behavior.

H3: Organizational citizenship behavior influences turnover intention.

H4: Violation of the psychological contract influences organizational citizenship behavior.

²⁵ Wolker A, Hutton DM, 2006. The Application of The Psychological Contract to Workplace Safety. Journal of Safety Research, 37 (5): 433-434

²⁶ Rousseau, p. 530

²⁷ Gürbüz, p. 53

H5: Violation of the psychological contract influences organizational citizenship behavior but organizational trust changes this effect.

H6: Organizational trust influences citizenship behavior.

2.3. Population and Sampling

Nurses working in the private hospitals (185 hospitals) performing activity in the geographical region between Avclar and Tuzla in İstanbul make up the population of this research. The information about these hospitals and their data of activity is listed in the "2007-2008-2009 Statistical Yearbook of Inpatient Treatment Institutions" published by the Ministry Of Health. In this yearbook data considering the number of beds, employees and polyclinics can be found.

In the choice of hospitals the method of sampling has been applied because of financial restrictions and lack of time and as for the method of sampling stratified sampling is used. The basic assumption of the use of this method of sampling is that these hospitals are not homogenous in terms of number and quality of human resources, beds, financial structure, technological adequacy and other opportunities of background and that there is not adequate information regarding the population.²⁸ Moreover, the fact that there will be differences between the strata in terms of the examined features (psychological contract, trust and citizenship behavior) is another assumption. Class A hospitals are the ones with high institutionalization levels, which give importance to institutional image and prestige and thus relying on internal and external customer satisfaction, which have abundant financial adequacy, which display interest in social responsibility as a result of some international standards (certification of accreditation and quality) and the ones the expectations of whose employees are assumed to be high; the class B hospitals are the ones which adopted as a vision the fact to become class A and exercising in this purpose, which are partially inadequate in some cases; the class C hospitals are the ones which provide service by considering the high levels of profit margin of the entrepreneurs in this field and which are relatively less professional and displaying characteristics of family businesses when compared to the other classes. The hospitals mentioned in the "Statistical Yearbook of Inpatient Treatment Institutions" are separated into three strata namely as A, B and C by taking the aforementioned characteristics into consideration.

Accordingly, in the first strata (A), there are hospitals which have any kind of medical and technological adequacy, providing almost luxurious hospitality services with more than 100 beds; in the second strata (B) there are hospitals with 50-100 beds, which have service background of 3-4 star hotels and which apply every kind of medical application except for specific methods of examination which require advanced technological investment; and in the third strata (C) there are hospitals whose bed and employee number is relatively smaller than the other two, which have limited facilities and which provide routine applications in major branches and service for regional groups of lower income (In this classification the criteria for classification of the Ministry of Health has been referred to).

The target response group of the data collection instrument is the nurses working in the hospitals within the context of the research. The reason for including merely the nurses for the research is the fact that the working conditions of the medical staff vary (part time and job related differences) a lot. Therefore, it is believed that if the concepts making up the subject of this study are evaluated as if these employees are in a single pool, the results obtained will display scientifically negative aspects and have a negative impact on the strength of the research. Besides it is recommended that the

²⁸ Balcı A, 2000. Sosyal Bilimlerde Araştırma (Yöntem, Teknik ve İlkeler). Ankara: Pagem Yayıncılık, pp. 96-97; Altunışık R, Coşkun R, Bayraktaroğlu S, Yıldırım E, 2005. Sosyal Bilimlerde Araştırma Yöntemleri (SPSS Uygulamalı), Sakarya: Sakarya Kitabevi, pp. 130-131; Orhunbilge N, 1997. Örnekleme ve Hipotez Testleri. İstanbul: Avcıol Basım-Yayım, pp. 5-6

studies of sampling be carried out on particularly homogenous groups. For this reason nurses, who make up the hospital staff relatively big in number, are the target response group of this research.

In the study, first of all the most accurate sample size that could represent the universe is determined. In calculating the size of the sample, in cases when the rates of the examined variables are not known accurately the most reliable rate assumption of 0,50 is used and the sample size is calculated with INSTAT 2.0 statistical package program. The estimated 0,50 rate is assumed as the estimated half width of confidence interval of 0,7. By adding 15% turnover ratio to the obtained number of 393, a number of 451 people is acquired and this is counted as the sample size.

On the other hand, as the number of nurses vary according to the size of the enterprise and the branches for which it provides service, and as there is lack of data source which would provide the total number of nurses working in these institutions, the sample size of 450, which has been acquired by assuming that the number of nurses working in group A, B and C hospitals are equal, has been reached with an equal number of nurse from each strata.

Based on the sample size and variety, it has been planned to include a total amount of 450 nurses in the study choosing 150 from each strata. The question from which hospitals these nurses would be chosen is decided separately by casting lots from each strata. In case the number 150 is not reached in the hospital drawn in the lot a new hospital has been drawn from the same category (strata). When the 150 is reached within the strata the process has been stopped. In each case when the target number is reached another lot was casted from within the strata and it has been maintained that 150 nurse from each strata is included in the research. Thus 450 nurse from 10 hospitals in total and 150 in number from each strata has been included in the research.

Table 1: Hospital categories in strata and the number of participant

Hospital Categories	n	%
A1	100	22,2
A2	50	10,7
B1	65	14,9
B2	41	9,1
B3	44	9,8
C1	10	2,2
C2	33	7,3
C3	30	6,7
C4	30	6,7
C5	47	10,4
Total	450	100,0

Table 2: Some demographic and occupational characteristics of participant.

Educational Status	n	%
<i>Junior High School</i>	2	0,4
<i>High School</i>	224	49,8
<i>College</i>	71	15,8
<i>Bachelor</i>	107	23,8
<i>Master</i>	5	1,1
<i>Unanswered</i>	41	9,1
Administrative Duties		
<i>Yes</i>	71	15,8
<i>No</i>	301	66,9
<i>Unanswered</i>	78	17,3
The Number of Job Change		
<i>Not changed</i>	134	29,8
<i>Once</i>	97	21,6
<i>Twice</i>	82	18,2
<i>Three times</i>	39	8,7
<i>Four times</i>	18	4,0
<i>Five times</i>	7	1,6
<i>Six times</i>	3	0,7
<i>Unanswered</i>	70	15,6
Total	450	100,0
	Mean	S.D.
Age	27,24	6,18
Working year in organization	2,45	2,62
Working year in profession	5,53	5,42

49,8 % of the nurses involved in the research are high school graduate, 23,8% university graduate and 15,8 % has a two-year degree. It has been found out that 15,8% of the nurses have administrative function and that 66,9% do not have and 29,8% of them stated to have never changed job before, 21,6% have changed once, 18,2% twice, 8,7% thrice and 4,0% have changed job for four times.

The average age of the participants is 27,24 +/- (6,18), the average term of employment is 2,45 +/- (2,62) years and the average time of professional working is 5,53 +/- (5,542) years.

2.4. Scales

In the research, in order to collect first hand data a questionnaire is used as a data collection instrument. In the questionnaire, there are 8 open-ended and 8 close-ended questions describing demographical and professional features and there are also scales composed of 32 questions on violation of psychological contract, 41 on trust, 4 on turnover intention and 33 on organizational citizenship behavior.

In the process of applying the questionnaire form, some precautions have been taken in order that the data will not be affected by any kind of negative impact. In order that the employees understand the issues and questions of the considered research and with concerns that data acquired from them might be shared with the institution and the third persons the questionnaire is applied in a face to face interview method and necessary explanation is given to each employee. Each questionnaire form is given to the nurses in envelopes and having filled and closed the forms they are asked to place

them into a closed box that is prepared beforehand. Thus we tried to minimize the complications that could have arisen throughout the period of data collection.

In this research, some scales used in calculating the violation of psychological contract have been examined and the most comprehensive one in terms of the subject concerned is used. First of all, Denise Rousseau's scale of 18 questions²⁹, which is generally used in researches about the same subject, is examined but as it dates back to 1992 and thus does not cover the expectations of today's employees it is not used in this study. Finally, Banu Çiçek Özkeçeli's scale of 32 articles³⁰ developed with the application of the scales of Lester-Kickul³¹ and in which these shortcomings are removed and which is also used in Halil Saylı's PhD dissertation³² is preferred.

In the application of the scale and the calculation of the violation score, the importance of each article for the employees is graded from 1 to 6 (1 for the worst and 6 for the best), then the same questions are asked again, this time aiming to acquire a response considering the level the organization meets the expectations and the difference between the two defined the condition and level of violation of psychological contract.

The trust scale used in the research is taken from Ayşe Begüm Güneşer, who developed a scale of 41 questions³³ by adding 5 more questions to the scale developed by Darboval, Comish, Swindle and Gaster in 1994 on personnel policy, pecking order relationships and dimensions of communication which make up 36 questions in total³⁴. The questions are graded to range between 1 and 6 (1 defines the worst and 6 defines the best situation).

The organizational citizenship behavior scale is taken from Mine Türker's³⁵ study. 23 articles of this scale are taken from Morrison's (1994) study and 15 from that of Padsakoff (2000) and by eliminating similar questions a scale of 33 questions has been developed. The questions are graded to range between 1 and 6 (1 defines the worst and 6 defines the best situation).

The scale on turnover intention is the one that is used by Blau in 1989 and is composed of 4 questions.³⁶

To maintain the reliability of the scales internal consistency analysis has been made and the Cronbach's α (alpha) value has been calculated. This value is confirmed as bigger than 0,70 in all the

²⁹ Denise Rousseau, Psychological Contract Inventory Report,
[www.andrew.cmu.edu/user/rousseau/0_reports/pci.pdf]

³⁰ Özkeçeli BÇ, 2005. The Effect of Communication in The Reduction of Perception of Violation in Psychological Contract. Master Thesis. Marmara University, Department of Human Resources Management and Development

³¹ Claire E, Lester SW, Kickul J, 2001. Psychological Contracts in the 21st Century: What Employees Value Most and How Well Organizations are Responding to These Expectations. Human Resource Planning, 24 (1): 10-21

³² Saylı H, 2002. Örgütsel Değişimde Psikolojik Sözleşme İhlali ve Bir Uygulama Örneği. PhD Thesis, Afyon Karahisar University

³³ Güneşer AB, 2002. Organizasyonlarda Güvenin Çalışanın İş Tatminindeki Rolü ve Önemi (Bankacılık Sektöründe Bir Uygulama). Master Thesis. Marmara University, Department of Human Resources Management and Development

³⁴ A Trust Inventory for Small Business, Small Business Symposium,
[www.sbaer.uca.edu/docs/proceedings/94swi031.txt]

³⁵ Türker M, 2006. Çalışanların Rol Tanımlamalarının Örgütsel Vatandaşlık Davranışına Etkisi. Master Thesis. Marmara University, Department of Management and Organization

³⁶ Blau G, Boal K, 1989. Using Job Involvement Organizational Commitment Interactively to Predict Turnover. Journal of Management, 15 (1):115-127

scales. Therefore, it can be stated that the questionnaires have internal consistency. Besides, it has been examined whether or not there are any articles that affect the reliability of the scale and no such article has been found.³⁷

Table 3: Scales internal consistency analysis results.

Scales	Cronbach α
Psychological contract violation scale	0,96
Organizational trust scale	0,96
Turnover intention scale	0,78
Organizational citizenship behaviour scale	0,91

According to the results of the factor analysis considering the assessment instruments used in the research psychological contract has a 3 dimensional structure while organizational trust has a 6 dimensional and organizational citizenship behavior has a 7 dimensional structure. Moreover, the consistency of the factor structures has been checked with KMO and Barlett tests.

2.5. FINDINGS

Table 4: Means of psychological contract violation factors and total point.

Psychological contract violation factors	Mean	S.D.
<i>Courtesy and Honesty</i>	1,82	1,23
<i>Managerial support and job security</i>	1,51	1,18
<i>Rewarding and providing opportunity</i>	2,38	1,34
<i>Total point</i>	1,90	1,13

Accordingly, when the score of violation of the contract and total point average is examined, the factor average of courtesy and honesty is determined as 1,82 +/- (1,23), the factor average of managerial support and job security as 1,51 +/- (1,18), the factor average of rewarding and providing opportunity as 2,38 +/- (1,34) and the total point average of violation of psychological contract is determined as 1,90 +/- (1,13).

Table 5: Means of organizational trust factors and total point.

Organizational trust	Mean	S.D.
<i>Organization support to employees</i>	3,32	1,15
<i>Trust to supervisors</i>	4,37	1,20
<i>Openness</i>	4,07	1,27
<i>Trust in colleagues</i>	4,29	1,16
<i>Organization support to employees 2</i>	3,94	1,32
<i>Participation in decisions</i>	3,21	1,60
<i>Total point</i>	3,87	1,00

³⁷ Akgül A, Çevik O, 2003. İstatistiksel Analiz Teknikleri: SPSS'te İşletme Yönetimi Uygulamaları, Ankara: Emek Ofset, p. 436

When the factor average of organizational trust and total point average is examined, the factor average of the organization's support for its employees is determined as 3,32 +/- (1,15), the factor average of trust to supervisors as 4,37 +/- (1,20), factor average of openness as 4,07 +/- (1,27), factor average of trust in colleagues as 4,29 +/- (1,16) factor 2 average of the organization's support for its employees as 3,94 +/- (1,32) factor average of participation in decisions as 3,21 +/- (1,60) and the factor average of trust in organization in general is determined as 3,87 +/- (1,00).

Table 6: Means of organizational citizenship behaviour factors and total point.

Organizational citizenship behaviour	Ortalama	St.Sapma
<i>Civic virtue</i>	4,51	1,11
<i>Personal development</i>	5,08	,91
<i>Courtesy</i>	4,93	,92
<i>Loyalty to organization</i>	4,27	1,28
<i>Individual initiative</i>	4,66	1,03
<i>Sportsmanship</i>	2,77	1,17
<i>Altruism</i>	4,75	1,20
<i>Total point</i>	4,42	,68

When the factor average point of organizational citizenship behavior and total point average is examined, the factor average of civic virtue is determined as 4,51 +/- (1,11), the factor average of personal development as 5,08 +/- (0,91), the factor average of courtesy as 4,93 +/- (0,92), the factor average of loyalty to organization as 4,27 +/- (1,28), the factor average of individual initiative as 4,66 +/- (1,03), factor average of sportsmanship as 2,77 +/- (1,17), the factor average of altruism as 4,75 +/- (1,20) and the total point average of organizational citizenship behavior is determined as 4,42 +/- (0,68). As for the point average of turnover intention, it is determined as 3,10 +/- (1,46).

Table 7: Correlation between factors of psychological contract violation and turnover intention (Pearson's correlation test was used).

Factors of psychological contract violation		Turnover intention
<i>Courtesy and Honesty</i>	r	,431
<i>Managerial support and job security</i>	r	,373
<i>Rewarding and providing opportunity</i>	r	,335
<i>Total point</i>	r	,419

*** Statistical significantly levels is 0,01.**

The turnover intention point displayed a meaningful relation with the total psychological contract point and the factor of courtesy and honesty in a positive way and on an intermediate level and a positive but weak relation with the factors of managerial support-job security and of rewarding-providing opportunity (p<0,05).

Table 8: Correlation between factors of psychological contract violation and organizational citizenship behaviour (Pearson’s correlation test was used).

	Managerial support and job security	Rewarding and providing opportunity	Psychological contract total point	Civic virtue	Personal development	Courtesy	Loyalty to organization	Individual initiative	Sportsmanship	Altruism	Organizational citizenship behaviour total point
Courtesy and Honesty	,746(**)	,729(**)	,910(**)	-,226(**)	-,196(**)	-,237(**)	-,381(**)	-,173(**)	,070	-,192(**)	-,306(**)
Managerial support and job security		,708(**)	,898(**)	-,236(**)	-,201(**)	-,247(**)	-,287(**)	-,126(**)	,042	-,205(**)	-,287(**)
Rewarding and providing opportunity			,906(**)	-,256(**)	-,168(**)	-,189(**)	-,320(**)	-,160(**)	,010	-,205(**)	-,300(**)
Psychological contract total point				-,266(**)	-,207(**)	-,247(**)	-,366(**)	-,170(**)	,037	-,223(**)	-,330(**)

* Statistical significantly levels is 0,01

The factor and total points of psychological contract displayed a statistically weak but significantly relation in a negatively with the factor and total point of organizational citizenship behavior excluding the factor of courtesy (p<0,05).

Table 9: The effect of psychological contract violation, organizational citizenship behaviour and organizational trust to turnover intention.

	B	β	t	R ²	Adj. R ²	F	P
Independent variable							
Psychological contract violation	0,542	0,419	16,821	0,176	0,174	94,860	0,000
Independent variable							
Psychological contract violation	0,522	0,404	8,869				
Organizational citizenship behaviour	-0,098	-0,046	1,010	0,178	0,174	47,943	0,000
Independent variable							
Psychological contract violation	0,304	0,235	3,866				
Organizational citizenship behaviour	0,105	0,049	0,976	0,208	0,202	38,730	0,000
Organizational trust	-0,409	-0,280	4,108				

* Dependent variable is turnover intention, $p < 0,05$

In the first phase of the regression analysis, the violation of psychological contract variable took part in the model. In the model psychological contract explains 17 % of the change over the turnover intention. At the second phase organizational citizenship behavior is included and the model is found out to be significant ($\Delta R^2 = 0,28$; $p = 0,000$). Finally organizational trust is included in the model and its effect on turnover intention is found out to be significant ($\Delta R^2 = 0,28$; $p = 0,000$). When each of these three variables are taken into consideration together, they explain the 20% of the change the over turnover intention.

As a consequence of the hierarchical regression analysis measuring the effect of violation of the contract on the turnover intention has been determined that violation of psychological contract affects turnover intention with coefficient 0,542.

When the effects of violation of psychological contract and organizational citizenship behavior on turnover intention are evaluated together, it has been revealed that organizational citizenship behavior decreases the effect of violation of psychological contract (from 0,542 to 0,522) and that organizational citizenship behavior itself affects turnover intention with coefficient -0,098.

After the second phase throughout which the effects of violation of psychological contract and organizational citizenship behavior on turnover intention are determined, organizational trust is included in the regression analysis in the 3rd phase as a moderating variable. In consequence, the coefficient of the violation of psychological contract in the second phase (0,522) has declined to 0,304 and the negative coefficient of organizational citizenship behavior (-0,098) has risen to positive 0,105, and trust is found out to affect turnover intention with coefficient -0,409.

Table 10: The effect of organizational citizenship behaviour to turnover intention.

	B	β	t	R^2	Adj. R^2	F	P
Independent variable							
<i>Organizational citizenship behaviour</i>	-0,385	-0,180	3,875	0,033	0,030	15,019	0,000

* Dependent variable is turnover intention, $p < 0,05$

In the regression analysis through which the effect of organizational citizenship behavior on turnover intention is examined, it has been found out that organizational citizenship behavior explains the 0,03 portion of the turnover intention and that the model is statistically significant ($R^2 = 0,030$; $p = 0,000$).

In the analysis through which the effect of organizational citizenship behavior on turnover intention is examined, it has been found out that organizational citizenship behavior is effective with coefficient -0,385.

Table 11: The effect of psychological contract violation and organizational trust to organizational citizenship behaviour.

	B	β	t	R ²	Adj. R ²	F	P
Independent variable							
<i>Psychological contract violation</i>	-0,198	-0,328	7,328	,108	,106	53,706	0,000
Independent variable							
<i>Psychological contract violation</i>	0,070	0,116	2,044	,296	,293	93,469	0,000
<i>Organizational trust</i>	0,425	0,622	10,908				

* Dependent variable is organizational citizenship behaviour, p<0,05

In the first phase of the regression analysis, the violation of the psychological contract variable is included in the model. In the model psychological contract by itself explains 10 % of the change over organizational citizenship behavior. In the second phase organizational trust is included in the model and is found out to be significant ($\Delta R^2=0,187$; $p=0,000$). The two variables together explain 29 % of the organizational citizenship behavior.

Violation of the psychological contract is effective over organizational citizenship behavior with the coefficient level of -0,198.

When the effects of psychological contract and organizational trust over organizational citizenship behavior are examined together it has been found out that psychological contract is effective with the coefficient of 0,070 while organizational trust is effective with the coefficient of 0,425.

Table 12: The effect of organizational trust to organizational citizenship behaviour.

	B	β	t	R ²	Adj. R ²	F	P
Independent variable							
<i>Organizational trust</i>	0,368	0,539	13,503	,290	,289	182,332	,000

* Dependent variable is organizational citizenship behaviour, p<0,05

In the regression analysis through which the effect of trust over organizational citizenship behavior is examined, trust explains 29% of the change in organizational citizenship behavior.

The effect of trust itself on organizational citizenship behavior is at the level of coefficient 0,368.

3. CONCLUSION

Psychological contract is a concept whose importance in organizations has recently been realized and which is assumed to be effective on the issue of organizational behavior and it is a concept that has to be explored. In studies carried out so far, it has been revealed that violation of the psychological contract is effective on the dimensions considering citizenship behavior and that it is also effective on organizational trust and turnover intention. In consequence of the researches made, these effects have been defined on various levels and the way how they change in situations where organizational trust exists is tried to be determined.

The rise in turnover intention in case of violation of psychological contract is among the hypothesis of the study. As a result of the correlation analysis that has been carried out, the turnover intention score displayed a meaningful relation on an intermediate level and in a positive way with general point of violation of psychological contract and the factor of courtesy and honesty and a positively weak and statistically significant one with the factors of support from the administration and reward-providing opportunity. It has been found out that the results of our research shows similarity to a great extend with the results of other researches.³⁸

The effects of psychological contract, citizenship behavior and trust on turnover intention have been scrutinized. Consequently, organizational citizenship behavior decreased, although to a small extend, the increasing effect of psychological contract on turnover intention.

The relationship between turnover intention and organizational citizenship behavior is expected to be negative but with the inclusion of trust factor into the model it turned out to be positive and this can be explained in a way that the relation between organizational citizenship behavior and trust is positive and thus that they might have interacted. Although the collinearity value displaying the linear relation between the independent variables of the model has not produced such a result, the final stage of the model acquired can make one think that way. Violation of psychological contract affects turnover intention in a positive way nevertheless when trust is included this positive effect declines. Thus it can be argued that although psychological contracts are violated in organizations if there is trust the possibility of turnover intention will dramatically fall. Besides, the effect of organizational citizenship behavior also plays a role within this relationship. In the regression analysis through which the effect of organizational citizenship behavior on turnover intention is examined, it has been found out that organizational citizenship behavior explains 0,03 of the turnover intention and that the model is statistically significant.

Through this research, in which we have included the correlation between violation of psychological contract and organizational citizenship behavior, another relation with an intermediate level of power has been discovered.³⁹

³⁸ Carbery R, Garavan TN, O'Brien F, McDonnell J, 2003. Predicting Hotel Managers' Turnover Cognitions. *Journal of Managerial Psychology*, 17 (7-8): 668; Zhao H, Wayne JS, Glibkowski BC, Bravo J, 2007. The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta Analysis. *Personnel Psychology*, 60 (3): 664

³⁹ Dyne LV, Ang S, 1998. Organizational Citizenship Behaviour of Contingent Workers in Singapore. *Academy of Management Journal*, 41 (6): 698

According to the results of the regression analysis, through which the effects of violation of the contract and organizational trust on organizational citizenship behavior are examined, the important thing is that trust, when included in the model, has turned the negative effect of violation of psychological contract on organizational citizenship behavior into a mathematically positive one. In other words, in the presence of trust, although psychological contract gets violated, organizational citizenship behavior remains less affected.

When the effect of trust itself on organizational citizenship behavior is examined, it has been found out that organizational trust explains 29% of the change in organizational citizenship behavior.

One of the important limitations of this study is that it has been carried out in a sector where personnel turnover and mobbing is high and job satisfaction is relatively low. That the health sector has recently begun to develop a professional structure in the last 10-15 years and that it is a sector shifting from a family business structure to a more institutionalized one makes one think that the expectation of the employees in the sector are not being met at an adequate level. As a result, personnel movement and turnover intention in the sector rises. Therefore, this problem should be taken into consideration while evaluating the findings and the results should be revised in studies carried out in different sectors.

The second limitation is that the study is based only on the nurses working in private hospitals within the provincial borders of İstanbul. With entrepreneurs who have been investing money in the health sector for 10-15 years, an outstanding number of private hospitals, particularly in İstanbul, have entered into service. As the majority of these hospitals are in İstanbul and as they vary in terms of homogeneity, the method of stratified sampling is applied in order to represent these hospitals with the most appropriate sampling rate. On the other hand, the necessity of working on homogeneous groups in studies of modeling made it compulsory to carry out the research on a single group. For this reason, nurses who make up the greatest employment group in hospitals are chosen for this research. Another assumption is that the hospital staff varies a lot regarding the issues of citizenship behavior and turnover intention and thus their simultaneous evaluation would turn out to be statistically erroneous. It would be appropriate to compare the results of this research with studies carried out on different groups at hospitals or on different sectors.

Yet another limitation is that violation of psychological contract, organizational citizenship behavior and organizational trust together which are assumed to affect turnover intention, explain only 0,20 of the turnover intention and that organizational citizenship behavior explains only 0,29 of the violation of psychological contract and trust. Therefore, through studies on turnover intention and organizational citizenship behavior it is necessary to put forth the effects of the remaining variables.

As a conclusion, it is possible to claim that with the existence of an atmosphere of trust in organizations, the possibility of meeting a behaviorally negative situation for the organization becomes lesser or the level of negativity decreases. Through this research, in the health sector where the level of mobbing is high and job satisfaction is low and where turnover intention and personnel movement is high, high level of violation in fields of operational contract, low level of trust in terms of taking part in decisions though the employees displayed trust to their colleagues and supervisors is observed while in terms of citizenship behavior it has been found out that the employees displayed the highest level of behavior in personal development and the lowest level of behavior in courtesy. It has been observed that violation of psychological contract increases turnover intention in an intermediate rate while citizenship behavior slightly decreases it. Moreover, we have discovered the fact that the effect of violation of the psychological contract on turnover intention is stronger when compared to that of organizational citizenship behavior and that with the presence of trust the effect of violation of psychological contract on turnover intention is decreased. Similarly, with the presence of trust, the negative effect of psychological contract on organizational citizenship behavior is

decreased. These results reveal the importance of trust for organizations. Therefore, the expectations of the ones working in organizations should be met and an atmosphere of trust should be created where the employees trust their colleagues and supervisors. The administrators should consider the fact that psychological contract is much more comprehensive, that its violation may produce negative situations; they should also be aware of the fact that psychological contract may display variations as it depends on personal perception and that the degree of importance attached to expectations and the belief that they have been met differ from person to person. Therefore, the promises made at job interviews and through employment relation should be realized and if cannot be realized the reasons should be explained explicitly to the employee. The employees should be given the opportunity to speak out their expectations with periodic interviews. Moreover, elements necessary for the employee to display extra-role behavior should be included in the reward mechanism and even such behavior should be rewarded more. According to some authors, in order to maintain trust, which forms the basis in human relations, in organizations a culture of trust should be developed within the organization. One should be aware of the fact that the atmosphere of trust in an organization will decrease the effects of unfavorable situations that would occur.

References

- A Trust Inventory for Small Business, Small Business Symposium, [www.sbaer.uca.edu/docs/Proceedings/94swi031.txt]
- Akgül A, Çevik O, 2003. İstatistiksel Analiz Teknikleri: SPSS'te İşletme Yönetimi Uygulamaları, Ankara: Emek Ofset, p. 436
- Aktan CC, 2006. Örgütlerde Yanlış Uygulamalara Karşı, Sivil Erdem, Ahlaki Tepki ve Vicdani Red Davranışı. Mercek Dergisi, 1:1
- Altunışık R, Coşkun R, Bayraktaroğlu S, Yıldırım E, 2005. Sosyal Bilimlerde Araştırma Yöntemleri (SPSS Uygulamalı), Sakarya: Sakarya Kitabevi, pp. 130-131
- Arslan B, Ulaş D, 2004. İstihdamın Korunması ve İşten Çıkarılanlara Uygulanan Yardımlar. Ege Akademik Bakış, 4 (1-2): 103
- Balcı A, 2000. Sosyal Bilimlerde Araştırma (Yöntem, Teknik ve İlkeler). Ankara: Pagem Yayıncılık, pp. 96-97
- Bal PM, De Lange AH, Jansen PGW, Van Der Velde MEG, 2008. Psychological Contract Breach and Job Attitudes: A Meta Analysis of Age as a Moderator. Journal of Vocational Behaviour, 72: 144
- Barutçugil İ, 2002. Organizasyonlarda Duyguların Yönetimi. İstanbul: Kariyer Yayıncılık, pp. 17-18
- Becker JAH, O'Hair HD, 2007. Machiavellians" Motives in Organizational Citizenship Behaviour. Journal of Applied Communication Research, 35 (3): 248-249
- Blau G, Boal K, 1989. Using Job Involvement Organizational Commitment Interactively to Predict Turnover. Journal of Management, 15 (1):115-127
- Burke RJ, 1998. Changing Career Rules: Clinging to The Past or Accepting The New Reality?. Career Development International, 3 (1): 41

Butt KA, 2008. Impact of Compensation on the Turnover Intentions of Employees: A Case of Pakistan Telecom Sector. *The Business Review*, 10 (2):178

Carbery R, Garavan TN, O'Brien F, McDonnell J, 2003. Predicting Hotel Managers' Turnover Cognitions, *Journal of Managerial Psychology*, 17 (7-8): 659-660

Carbery R, Garavan TN, O'Brien F, McDonnell J, 2003. Predicting Hotel Managers' Turnover Cognitions. *Journal of Managerial Psychology*, 17 (7-8): 668

Chiaburu DS, Lim AS, 2008. Manager Trustworthiness or Interactional Justice? Predicting Organizational Citizenship Behaviours. *Journal of Business Ethics*, 83 (3): 453-454

Claire E, Lester SW, Kickul J, 2001. Psychological Contracts in the 21st Century: What Employees Value Most and How Well Organizations are Responding to These Expectations. *Human Resource Planning*, 24 (1): 10-21

Cortvriend P, 2004. Change Management of Mergers: The Impact on NHS Staff and Their Psychological Contracts. *Health Services Management Research*, 17 (3): 178

DC, 1999. A Discrepancy Model of Psychological Contract Violations. *Human Resource Management Review*, 9 (3):369

Demircan N, Ceylan A, 2004. Örgütsel Güven Kavramı: Nedenleri ve Sonuçları. *Yönetim ve Ekonomi Dergisi*, 10 (2): 140

Denise Rousseau, Psychological Contract Inventory Report, [www.andrew.cmu.edu/user/rousseau/0_reports/pci.pdf]

Dyne LV, Ang S, 1998. Organizational Citizenship Behaviour of Contingent Workers in Singapore. *Academy of Management Journal*, 41 (6): 698

Erdoğan N, 1999. Yönetim ve Organizasyonda Yeni Yaklaşımlar ve Kariyere Etkileri. *Verimlilik Dergisi*, 1:25-26

Gül H, Oktay E, Gökçe H, 2008. İş tatmini, Stres, Örgütsel Bağlılık, İşten Ayrılma Niyeti ve Performans Arasındaki İlişkiler: Sağlık Sektöründe Bir Uygulama. *Akademik Bakış*, 15: 74-75

Güneşer AB, 2002. Organizasyonlarda Güvenin Çalışanın İş Tatminindeki Rolü ve Önemi (Bankacılık Sektöründe Bir Uygulama). Master Thesis. Marmara University, Department of Human Resources Management and Development

Gürbüz S, 2006. Örgütsel Vatandaşlık Davranışı ile Duygusal Bağlılık Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma. *Ekonomik ve Sosyal Araştırmalar Dergisi*, 3 (1): 50

Huff L, Kelley L, 2003. Levels of Organizational Trust in Individualist Versus Collectivist Societies: A Seven-Nation Study. *Organization Science*, 14 (1): 82

Laschinger HKS, Finegan J, 2005. Using Empowerment to Build Trust and Respect in the Workplace: A Strategy for Addressing the Nursing Shortage. *Nursing Economics*, 23 (1): 7-8

Möllering G, Bachmann R, Lee SH, 2004. Understanding Organizational Trust-Foundations, Constellations and Issues of Operationalisation, *Journal of Managerial Psychology*, 19 (6): 557-558

Newton SK, Blanton JE, Will R, 2008. Innovative Work and Citizenship Behaviours from Information Technology Professionals: Effects of Their Psychological Contract. Information Resources Management Journal, 21 (4): 31

Orhunbilge N, 1997. Örneklem ve Hipotez Testleri. İstanbul: Avcıol Basım-Yayım, pp. 5-6

Özkeçeli BÇ, 2005. The Effect of Communication in The Reduction of Perception of Violation in Psychological Contract. Master Thesis. Marmara University, Department of Human Resources Management and Development

Pate J, Martin G, Staines H, 2000. Exploring The Relationship Between Psychological Contracts and Organizational Change: A Process Model and Case Study Evidence. Strategic Change, 9(8): 483-484

Pawar BS, 2009. Some of the Recent Organizational Concepts as Precursors to Workplace Spirituality. Journal of Business Ethics, 88 (2): 252

Rousseau DM, Tijoriwala SA. 1998. Assesing Psychological Contract: Issues, Alternatives and Measures. Journal of Organizational Behaviour, 19 (1): 679

Rousseau DM, 2001. Schema, Promise and Mutuality: The Building Blocks of The Psychological Contract. Journal of Occupational and Organizational Psychology, 74 (4): 530

Rousseau D, Sim SB, Ronald SB, Camerer C, 1998. Not So Different After All: A Cross-Discipline View of Trust. Academy of Management Review, 23 (3): 395Turnley WH, Feldman

Rowley J, 1998. Quality Measurement in The Public Sector: Some Perspectives From The Services Quality Literature. Total Quality Management, 9 (2-3): 330-331

Saylı H, 2002. Örgütsel Değişimde Psikolojik Sözleşme İhlali ve Bir Uygulama Örneği. PhD Thesis, Afyon Karahisar University

Tan HH, Lim AKH, 2009. Trust in Coworkers and Trust in Organizations. The Journal of Psychology, 143 (1): 50-51

Türker M, 2006. Çalışanların Rol Tanımlamalarının Örgütsel Vatandaşlık Davranışına Etkisi. Master Thesis. Marmara University, Department of Management and Organization

Wolker A, Hutton DM, 2006. The Application of The Psychological Contract to Workplace Safety. Journal of Safety Research, 37 (5): 433-434

Zhao H, Wayne JS, Glibkowski BC, Bravo J, 2007. The Impact of Psychological Contract Breach on Work-Related Outcomes: A Meta Analysis. Personnel Psychology, 60 (3): 664

Zimmerman RD, 2008. Understanding the Impact of Personality Traits on Individuals' Turnover Decisions: A meta-analytic path model. Personnel Psychology, 61 (2): 310