



**Psychological contract breach, affective commitment and employee silence: The moderating role of ethical climate**

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A research project submitted to the Gordon Institute of Business Science, University of Pretoria, in partial fulfilment of the requirements for the degree of Master of Business Administration.

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## **Abstract**

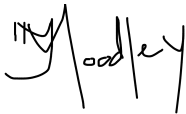
The purpose of this research is to examine the effects of psychological contract breach on employee silence. Organisational affective commitment was tested as a mediator in this relationship. Ethical climate was also tested as a moderator in the relationship between affective commitment and employee silence. Data was collected from 171 participants via online surveys and tested using a combination of regression analyses and the PROCESS macro. Results of the tests procedures indicated that there is a positive relationship between psychological contract breach and employee silence; the mediating effect of affective commitment between contract breach and employee silence was established but ethical climate could not be confirmed as a moderator. Based on these results, practical and easy to implement strategies that can be utilised to reduce the negative impact of employee silence in the organisation is discussed.

## **Keywords**

Social Exchange Theory; Psychological Contract Breach; Employee Silence; Affective Commitment; Ethical Climate

## **Declaration**

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

A handwritten signature in black ink, appearing to read 'Moodley', with a stylized initial 'M'.

Signature

Name: Thaneshni Moodley

Date: 7 November 2018

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*“All tyranny needs to gain a foothold is for men of good conscience to remain silent.” - Thomas Jefferson*

## **1. Definition of Research Problem and Purpose**

### **1.1 Research Problem**

The unethical behaviour of corporate giants has persistently dominated headlines in the past decade. In South Africa - KPMG, McKinsey and SAP have been accused of criminal breaches of corporate law (Cotterill, 2018). According to Cotterill (2018), KPMG has been charged with the failure to adhere to its own risk management and quality controls; McKinsey is facing charges of subcontracting State work without entering into a formal agreement and SAP is being charged for using third party contractors to win business. JSE listed Steinhoff is another well-known South African born conglomerate that has admitted to accounting irregularities (Mchunu, 2018). The impact of these organisation's unethical behaviour has had far reaching consequences as not only did investors lose a significant amount of money when the share price crashed, pensioners were also detrimentally affected. The Government Employees Pension Fund disclosed that it lost R20 billion with the collapse of the share price (Mchunu, 2018).

International companies that have remained in the headlines for the past three years include Volkswagen and Wells Fargo. Volkswagen admitted guilt to fitting cars with devices that would cheat laboratory tests of carbon emissions when the cars produced more emissions than legally allowed under normal road conditions (Chapman, 2016). As noted by Chapman (2016), in addition to the settlement that was paid to US authorities, the cost of this ethical transgression included the loss of 30,000 jobs in the company. It has also done enormous damage to the brand. At Wells Fargo, a staggering 5,300 employees were fired for creating bogus customer accounts in order to meet sales targets (Wattles, Geier, & Egan, 2018). Other practices that the company has been found guilty of include wrongful fines of mortgage clients, the sale of dangerous investments and the illegal repossession of customers cars (Wattles, Geier, & Egan, 2018).

Common to all of these corporates is that the unethical transgressions that were committed did not occur at a single point in time but extended over significant periods with several employees aware of the violations. In the case of Wells Fargo, former employees had come forward and stated that reporting unethical behaviour on the bank's ethics hotline resulted in them being fired (Egan, 2017) but in most of these corporate scandals, discovery of the unethical behaviour was made through parties such as investigative journalists, customers or regulatory bodies and not by employee whistleblowing.

Knoll and van Dick (2013) note that employees often observe company violations such as harassment, discrimination, corruption and inefficiency and in some instances also find themselves victims of these breaches but research indicates that they choose not to report it to someone who is able to act on it. The deliberate withholding of these opinions, information, suggestions and concerns around organisational issues is termed “employee silence” (Pirie, 2016; Wang & Hsieh, 2013). Although the employee is not actively engaged in corruption and can be considered a silent observer, this tolerance of corruption is termed passive corruption (Campbell & Göritz, 2014).

Despite the increase in adoption and implementation of various formal compliance and control policies by organisations; corruption, unethical and fraudulent behaviour have become more widespread and persistent (Goebel & Weißenberger, 2017). It is argued that many failed organisations do in fact have the applicable management controls such as internal audit controls and delegation of authority guidelines in place but what is lacking is ‘soft controls’ which is described as a management philosophy that requires all organisational players to behave with integrity (Perryer & Scott-Ladd, 2014). Contrarily, Beheshtifar, Borhani, and Moghadam (2012) argue that employee silence is a result of the narrow definition of ethics that organisations utilise when conceptualising compliance and ethics programs within an organisation. Traditionally ‘Codes of Conducts’ that employees are bound to, focus on an individual’s own good behaviour and not what is happening around them in the organisation (Beheshtifar, Borhani, & Moghadam, 2012). On this basis, it can be argued that some employees would not even consider silence as a form of corruption or unethical behaviour.

There are three categories of antecedents of unethical behaviour. These are an individual’s behavioural traits; organisational factors and cultural affects (Askew, Beisler, & Keel, 2015). Organisational factors that have been found to affect ethical behaviour include supervisory style, job characteristics and reward structures (Treviño, den Nieuwenboer, & Kish-Gephart, 2014). Psychological contract breach is an organisational factor that has recently been found to be positively related to employee unethical behaviour (Ning & Zhaoyi, 2017). If employees do not consider their silence as an unethical act, it cannot be assumed that there will be a positive correlation between psychological contract breach and employee silence. This needs to be tested.

The detrimental impact of employee silence includes the reduction of innovation in the workplace, interference with organisational changes (Y. De Wang & Hsieh, 2013), the hinderance of learning and development and critically important is that it prevents the

detection and correction of potential organisational decline (Knoll & van Dick, 2013).

The act of 'whistleblowing' which is the opposite of silence is the reporting of practices that are illegal or immoral that reside in the control of the employer to someone who is able to effect change and prevent minor transgressions developing into a crisis (C. P. Chen & Lai, 2014) and in doing so, help prevent organisational decline. Various studies on this phenomenon has been undertaken over the years and it has been found that individual factors that are more likely to lead to whistle blowing include seniority compared to the transgressor, those with higher education, those that achieve higher performance reviews and score higher in moral judgement tests (Gao, Greenberg, & Wong-On-Wing, 2015). Whistle-blowers are also influenced by contextual and organisational attributes such as supervisor support, perceived organisational justice, and an organisational climate that supports whistleblowing (Gao et al., 2015). Organisational commitment is another of these attributes that has been linked with intention to whistle blow, with those exhibiting higher levels of commitment more likely to report (C. P. Chen & Lai, 2014). Based on this, an understanding of organisational commitment can help reduce the impact of a contract breach and employee silence and if organisationst have an 'ethical climate', reduce the impact on silence.

Despite the various studies on the employee silence phenomenon, the correlation between it and psychological contract breaches has not been tested to understand if psychological contract breaches lead to employee silence on ethical transgressions within the firm. The literature suggests that affirmative commitment plays a mediating role on employee silence. The scope of the research will be limited to medium to large industries in Africa.

## **1.2 Research Purpose**

With the seemingly ongoing rise in corporate scandals, there also seems to be a growing apathy by employees to be active citizens and report any unethical transgressions that arise despite the ongoing programs and policies that have been put in place to create an ethical climate. This research aims to provide organisations with a clear understanding if this indifferent behaviour of employees is a result of their own wrong doing through psychological contract breaches.

The research also aims to contribute to theory by examining psychological contract breaches as an antecedent of employee silence. The underlying mechanism of

organisational commitment between psychological contract breaches and employee silence will also be explored as well as the moderating effect of high ethical climate on employee silence.

A review of the pertinent literature around this research problem will be undertaken to understand underlying theories and developments on these topics in order to frame the research questions.

## **2. Literature Review**

### **2.1 Introduction**

The purpose of this literature review is to understand the recent and relevant literature of the key constructs of this study as well as examine the theory supporting these. The review will cover the concepts of psychological contracts, employee silence, affective commitment, and ethical climate. The hypotheses derived from the literature will also be presented.

### **2.2 Psychological Contracts and Employee Silence**

#### **2.2.1 Underpinning the Psychological Contract - Social Exchange Theory**

The relationships between individuals and their organisations can be understood using the framework of social exchange theory. Social exchange theory can be described as a conceptual paradigm that has application across several social science disciplines such as anthropology, psychology and management (Cropanzano, Anthony, Daniels, & Hall, 2017).

Social exchange is a relationship where an individual offers a service or good with the expectation that there will be a return in the future (Chaudhry & Tekleab, 2013; Coyle-Shapiro & Conway, 2005). If a successful exchange takes place, this will lead to an ongoing relationship with repeated exchanges over time thereby strengthening the relationship between parties (J. A.-M. Coyle-Shapiro & Conway, 2005). Underpinning social exchange theory is that over time relationships formed will result in loyal, trustworthy mutual commitments (Cropanzano & Mitchell, 2005; Molm, Takahashi, & Peterson, 2000) . When related to employment relationships, three aspects of social exchange that should be considered include the process (rules and norms) underlying the exchange, the content of the exchange and the parties involved in the exchange (Chaudhry & Tekleab, 2013; J. A.-M. Coyle-Shapiro & Conway, 2005).

Rules and norms underlying the exchange can be considered as guidelines of the exchange process with (Cropanzano & Mitchell, 2005). There are many different types of rules for exchange such as negotiated rules, altruism, rationality and the most relevant to psychological contracts being reciprocity. Cropanzano and Mitchell (2015) define three types of reciprocity exchanges:

- **Independent exchanges** – this is defined as when the act of one party in the relationship results in a response by the other. When a benefit is supplied to one party, they should also respond in kind. The exchange that takes place does not involve explicit bargaining as the action of each party is contingent on the behaviour of the other party which in turn reduces risk and boosts cooperation (Molm et al., 2000).
- **Folk belief** – is described as a cultural expectation of people getting what they deserve. According to this definition of reciprocity, all exchanges reach an equilibrium over time with those that are uncooperative being penalised and those who are helpful, will have it reciprocated in the future.
- **Norms and Individual orientation** – norms describe how one ought to behave. Despite these norms, individuals do not all value reciprocity in exactly the same way hence there exists cultural and individual differences.

The second aspect of the exchange that needs to be considered is the content of the exchange. Outcomes of an exchange can either be economic or socioemotional (Cropanzano & Mitchell, 2005). Economic outcomes are more tangible and address financial needs whereas socioemotional outcomes are less tangible and address esteem needs such as being treated with dignity or being valued (Cropanzano & Mitchell, 2005).

The final aspect of the exchange is the parties involved in the exchange and the nature of the relationship between these parties. Social exchange relationships can exist between a worker and co-workers; supervisors; customers and suppliers (Cropanzano & Mitchell, 2005). Commitment to the relationship between the parties is a result of either behavioural patterns whereby partners continue to exchange exclusively with each other in order to reduce uncertainty; or what is described as “affective bonds” that develop between the two parties due to multiple successful exchanges (Cropanzano & Mitchell, 2005; Molm et al., 2000).

Together, these aspects of the social exchange between parties is the foundation of a psychological contract hence places it within the scope of social exchange theory.

### 2.2.2 Defining the Psychological Contract

Ning and Zhayoi (2017) note that in organisations characterised by hierarchy, the employee interactions with a manager is critical in the formation of various subjective beliefs. These subjective beliefs result in the development of psychological contracts.

A psychological contract can be defined as a belief held by an individual with respect to the exchange agreement that is also reciprocal in nature that exists between the organisation and the employee (Alcover, Rico, Turnley, & Bolino, 2017; J. A.-M. Coyle-Shapiro & Conway, 2005; Rousseau, 1989). The creation of a psychological contract can originate with the individual, the employer or both and begins when one party believes that a reward in the future has been promised, provided that the agreed upon contribution is delivered hence the other party is obliged to fulfil on the promise (Alcover et al., 2017). Factors that promote the belief of the contract existence include the explicit promise of fulfilment or the overt public commitment to the contract which holds greater weight than a commitment in private (Rousseau, 1989). A key function of the psychological contracts is to motivate both parties to honour their commitments and obligations to each other as reciprocity is expected and valued by all (Alcover et al., 2017; Rousseau, 2004).

Dabos and Rousseau (2004) defined three types of psychological contracts based on the nature of the exchange and these are:

- **Transactional Contracts** – These contracts are characterized by a short-term duration with clearly defined performance terms as well as minimal organisational involvement.
- **Relational Contracts** – These contracts are not limited by a time duration hence are more open-ended with performance terms that are not clearly articulated. These contracts are built on the premise of high organisation commitment, loyalty and long-term stability.
- **Hybrid/Balanced Contracts** – These contracts are a blend of the relational and transactional contracts. They are characterised by the long-term horizon of the relational contract but with the flexibility to change the performance terms of the contract over time due to changing project scopes and circumstances.



Both parties have the ability to shape and influence the psychological contract over time. Early experiences with the employer such as recruitment and initial job assignment have been found to have significant impact on the formation of the contract (Rousseau, 2004). Although psychological contracts are non-written agreements, interestingly research indicates that companies with human resource policies and procedures results in both the employee and employer perceiving that more promises have been made in the contract (Conway & Briner, 2009). Other ways in which employers are able to influence the contract include actively addressing and fulfilling training and development needs; mentoring and promotion from within the organisation and most significantly, a line manager who is supportive and communicates effectively (Conway & Coyle-Shapiro, 2012; Rousseau, 2004).

Employees shape their own psychological contracts in three main ways with the first being their personal career goals. If employees view the employer as a stepping stone in their career goals and plan to take-up opportunities in other organisations, the type of contract entered into will be more transactional (Delobbe, Cooper-Thomas, & De Hoe, 2016; Rousseau, 2004). The second factor influencing psychological contracts is the personality of the employee with research indicating that those who tend to be neurotic and concerned with fairness choosing more transactional contracts and those possessing higher self-esteem as well as conscientiousness tend to favour relational contracts (Jafri, 2014; Raja, Johns, & Ntalianis, 2004; Rousseau, 2004). The last factor influencing psychological contracts are when employees have entered into special arrangements that are not open to all employees at recruitment stage such as specialised training courses and working hours which results in employees viewing the employer in a more favourable manner hence resulting in more relational contracts (Rousseau, 2004).

In addition to the influence of both the employer and employee on the contract, there are also factors outside the organisation that can impact on the contract. Some of these factors include; violation of contracts in previous employment which causes the employee to be wary of future employers; status of the organisation as portrayed by the media as well as nonwork experiences such as marriage and parenthood (Conway & Briner, 2009).

Employee behaviour can be further explained using psychological contracts in two ways i.e., firstly, how employees are motivated by reciprocal promises to do things for their employer and secondly, the reaction of employees when these contracts are broken

(Conway & Briner, 2009). A break in the contract is termed psychological contract breach.

### **2.2.3 A Breach in Contract**

In an organisational setting, psychological contract breach can be defined as the belief by the employee that the employer has failed to meet at least one of the commitments in the psychological contract (Agarwal & Gupta, 2018; Henderson & O'Leary-Kelly, 2012; Rousseau, 1989). There has been a clear distinction made between contract breach, which has been described as the cognitive assessment of what was delivered against the promise and contract violation, which is defined as the emotion related to the breach (Conway & Briner, 2009; Ng, Feldman, & Butts, 2014).

Morrison and Robinson (2000) defined two distinct antecedents of perceived psychological contract breach, those being deliberate renegeing and incongruence.

Reneging of a contract occurs when the manager or organisation is fully aware of the obligation to the employee but deliberately fails to meet the promise (Lester, Turnley, Bloodgood, & Bolino, 2002; Robinson & Morrison, 2000). Not all the reasons why an employer reneges on a contract is malicious. With circumstances changing over time, promises made at one point can be difficult to fulfil at a later stage if for example available resources have decreased (Robinson & Morrison, 2000). Based on this notion of a decrease in resources, renegeing is found to be more common when companies are not performing as well as they used to or when behind forecasted targets and under these adverse conditions, they are unable to fulfil their promises which then results in a perceived contract breach by the employee (Robinson & Morrison, 2000).

Incongruence occurs when the employee and manager or organisation hold contrary views regarding the nature of the obligation and if it in fact does exist (Lester et al., 2002; Robinson & Morrison, 2000). This misunderstanding can arise from the outset or it can develop over time as perceptions are often distorted by memory (Robinson & Morrison, 2000). Employer or organisation may believe that they have fulfilled their obligation to the employee hence will not reciprocate in a way expected by the employee which will result in a perceived contract breach (Robinson & Morrison, 2000). Robinson and Morrison (2000) define three primary factors that contribute to incongruence in contracts these are, firstly the complexity and ambiguity of the obligations in the contract; secondly, an absence of ongoing communication regarding the obligations and lastly, the level of

divergence that exists between the individual and manager cognitive schemata.

A third factor of significance contributing to contract breach is employee vigilance that can be described as the active monitoring by the employee on the extent to which the organisation is fulfilling the contract. (Robinson & Morrison, 2000; Zaidman & Elisha, 2016). This ongoing vigilance will ensure that any discrepancy in the contract is detected but the active search for contract transgression on an ongoing basis will result in the employee being more likely to perceive contract breaches (Morrison & Robinson, 2000). There are three factors that have been found to affect vigilance, those being uncertainty relating to whether the employee will effectively maintain the psychological contract; trust underlying the relationship between the two parties and finally possible financial implications of discovering promises that were not kept. (Robinson & Morrison, 2000; Tomprou, Nikolaou, & Vakola, 2012).

Post a breach in contract, the emotional experiences that employees' undergo can be termed affective reaction with the most common outcomes being the feeling of violation and mistrust (Robinson & Morrison, 2000; Zhao, Wayne, Glibkowski, & Bravo, 2007). The reaction of violation encompasses the employee's emotional response of frustration and anger (Robinson & Morrison, 2000). The reaction of mistrust can be observed when the employee is found questioning the integrity of the organisation and becomes cynical or hostile to any new initiatives that is launched by the organisation (Zhao et al., 2007).

These reactions and emotions experienced by the employee will undoubtedly have an effect on their attitude and behaviours in the workplace. Zhao et al. (2007), define job satisfaction as the relationship between outcomes from the job an employee wants and what the job is actually offering hence a breach in contract leads to greater dissatisfaction and lower employee commitment. One of the most common behavioural responses to contract breach is employee turnover. The negative consequences of turnover for the employer is that it often results in further costs due to recruitment and time spent filling vacancies; it has the potential to impact regular business operations and has been found to affect morale in the organisation (Chaudhry & Tekleab, 2013; Zhao et al., 2007)

Another common response to contract breach is the deterioration of "in-role behaviour" which can be defined as the behaviours that are inherent of the employee's job and linked to a formal rewards program (Turnley, Bolino, Lester, & Bloodgood, 2003; Zhao et al., 2007). Since in-role performance is viewed as an obligation of the employee, employees in turn may choose to not fulfil this obligation since they have perceived that

the organisation has not fulfilled its obligation to them (Turnley et al., 2003; Zhao et al., 2007).

In addition to the above two measurable behaviours, contract breach has also been found to affect organisational citizenship behaviour which can be defined as the employee's willingness to contribute beyond their contractual obligation (J. Coyle-Shapiro & Kessler, 2000). Since citizenship behaviour is voluntary, there are no formal consequences for employees who choose to withhold their contributions as a result of contract breach and findings indicate a high level of contract breach result in lower levels of citizenship behaviour. (Morrison & Robinson, 1997; Zhao et al., 2007). Research indicates organisational citizenship behaviour is a critical requirement for an improved organisation performance and integrity of its employees but there is an emerging risk of silence in the workplace that has been found to be adversely influencing citizenship behaviour (Fatima, Salah-Ud-Din, Khan, Hassan, & Hoti, 2015).

Employee silence occurs when there is a deliberate withholding of institutional knowledge like information, ideas and opinions related to the organisation (Dyne, Ang, & Botero, 2003). When faced with mistreatment at work, it has been argued that silence can be described as one of the most detrimental passive responses that employees will exhibit (Rai & Agarwal, 2017). Whilst there have been several studies on psychological contracts and voice behaviour (Ali Arain, Bukhari, Hameed, Lacaze, & Bukhari, 2018; Hamel, 2009; Ng et al., 2014); there is limited research on the relationship between contract breach and silence.

#### **2.2.4 Defining Employee Silence**

The subject of silence in the organisation has garnered little attention as silence can be described as an 'absence of a behaviour' and it is seemingly more difficult to learn about this as opposed to an obvious behaviour (Dyne et al., 2003). Employee silence can be defined as a deliberate withholding of any kind of expression on matters pertaining to the employee or organisation to people who can effect change to the issue or concern within the organisation (He, Peng, Zhao, & Estay, 2017; Pinder & Harlos, 2001; Whiteside & Barclay, 2013). Pinder and Harlos (2001) argue that communication that does not aim to change these organisational circumstances and communication that is not addressed to people who are able to change these circumstances cannot be considered as an attempt to break this silence. Employee silence has several negative consequences such as hindering learning and development in the organisation; the concealment of violations

occurring within the organisation and it prevents the early discovery and hence course correction of possible organisation decline (Knoll & van Dick, 2013).

Knoll and van Dick (2013) contend that silence is not a unitary concept but rather a multidimensional construct which is prompted by specific motives. Employee silence can encompass several different topics such as ethical misconduct, efficiency and productivity in workgroups and individual grievances; it could involve several different parties such as colleagues, management and executives; and the silence might be directed to different parties such as external work partners, managers and co-workers (Tangirala & Ramanujam, 2008). Due to these multidimensional constructs, silence can be further classified into four forms:

- **Acquiescent Silence** – This silence is as a result of complete acceptance of organisational situations and with a limited view that there could be alternatives (Pinder & Harlos, 2001). Employees do not speak up as they believe that their opinion is not wanted or valued by their management and executives and this is exacerbated by work climates that promote conformity and where any disagreement expressed is frowned upon (Knoll & van Dick, 2013). Knoll and van Dick (2013) argue that acquiescent silence epitomizes disengaged behaviour of employees as they have given up all hope of improvement.
- **Quiescent (Defensive) Silence** – This type of silence constitutes the act of withholding relevant information due to fear and the need to protect oneself (Pinder & Harlos, 2001). This fear is said to arise from employee's experience or knowledge of management strongly discouraging this kind of communication and the fear of possible termination (Pirie, 2016). Under this form of silence, employees find that they disagree with certain actions taken within the firm and possibly have alternative ideas or solutions but feel that self-preservation is more important as they would like to continue working in the organisation or have little choice (Knoll & van Dick, 2013).
- **Prosocial Silence** – Van Dyne et al. (2003) contended that often employees withheld ideas, opinions and information in the workplace with the intention that their silence would benefit other people or the organisation itself hence their actions are deemed altruistic or co-operative. Employees that have been found to engage in this silence for various reasons including the strong need for affiliation; maintaining their social capital with colleagues; protecting their social

identity as well as a personality inclined to altruistic behaviour (Knoll & van Dick, 2013).

- **Opportunistic Silence** – This type of silence arises when employees deliberately withhold information in order to gain an advantage for themselves (Rai & Agarwal, 2017). Reasons for employees engaging in this behaviour have been found to include avoiding additional work tasks and the preservation of power and status (Knoll & van Dick, 2013).

Based on these multidimensional constructs, Chou and Chang (2017) classified antecedents of silence into three broad categories:

- **Individual traits** – Since silence is a discretionary behaviour in the workplace as it does not form part of job descriptions, personality traits have found to influence the actions people take in social contexts (Crant, Kim, & Wang, 2011; LePine & Van Dyne, 2001). Findings from LePine and Van Dyne (2001) indicate that traits such as agreeableness in an individual is more likely to result in silence whereas those individuals that were dependable, organised and hardworking termed 'conscientious' were found to be less likely to suppress their opinions and suggestions. Individuals who are less likely to remain silent were also found to possess traits such as extraversion, creativity, authenticity and being proactive (Chou & Chang, 2017).
- **Interpersonal perspective** – Varied research has been undertaken on the relationships that exist in the organisation and the impact this has on employee silence. When individuals believe they are being treated fairly in the organisation, this has found to reduce both employee acquiescent and quiescent silence (Pinder & Harlos, 2001; Tangirala & Ramanujam, 2008; Whiteside & Barclay, 2013) additionally, when employees feel that are being treated without dignity or respect, they will be less likely to engage in prosocial silence (R. Wang & Jiang, 2015). Lack of an adequate relationship between the employee and supervisor has also been found to affect silence negatively (Morrison & Milliken, 2003), whereas good communication between the parties has been found to reduce the levels of employee silence (Vakola & Bouradas, 2005). Other factors such as ethical leadership within the organisation and manager's inclusive behaviour have been found to reduce silence (Chou & Chang, 2017).

- **Organisation and Social perspective** – This refers to how organisational systems and features such as hierarchical structures within the organisation that can prevent effective communication and reduce access to managers hence have been found to increase silence (Morrison & Milliken, 2000). Organisations that operate using a centralized decision making model and at the same time lack sufficient feedback loops can result in greater levels of silence from employees (Park & Keil, 2009). Organisational climates and organisational policies also impact on silence with findings from Morrison and Milliken (2000) indicating that employees will deliberately remain silent when it is punishable by organisational policy. According to Chou and Chang (2017), the societal perspective is influenced by the cultural values and this guides individuals on their decision to remain silent. Examples of this include cultures with high-power distance encourages employee silence and those with high levels of masculinity reduce the level of silence (Chou & Chang, 2017).

Resulting from the multidimensional aspects of silence, it is evident that the antecedents of silence may vary due to the combination of different parties, various topics that an employee might remain silent on and the target audience, hence it is imperative that research undertaken make reference to the correct domain of silence (Tangirala & Ramanujam, 2008). Since this study aims to understand silence as a response to an injustice that the employee has perceived to have suffered, acquiescent and quiescent silence are the most relevant silences to consider.

### **2.2.5 Implications**

Psychological contract breach has been found to negatively affect employee positive behaviour traits of creativity, conscientiousness and organisational citizenship in the workplace thereby reducing job satisfaction (Ning & Zhaoyi, 2017). Ning and Zhaoyi (2017) note that there has been limited research undertaken on the impact of psychological contract breach on employee negative behaviour traits such as deviant or counterproductive behaviour.

According to Wang and Hsieh (2014), employees' performance and behaviour and work is often monitored and controlled hence employees are reluctant to participate in deliberate acts of deviance or counterproductive behaviour when psychological contracts are breached as the risk of detection and possible sanctions are too high. It is possible that employees will choose the low-risk response of acquiescent silence to the

psychological contract breach as it is a passive act with limited detectability by both employers and co-workers (Y. De Wang & Hsieh, 2014). The perception of employees is possibly that this behaviour has less undesirable consequences.

## **2.3 Mediating role of Affective Commitment**

### **2.3.1 Defining Organisational Commitment**

According to Wang and Hsieh (2014), whilst the impact of psychological contract breaches has been widely investigated, the mechanisms that result in these consequences are not fully understood. As such, one of the mechanisms that will be explored is organisational commitment.

Organisational commitment can be defined as the psychological attachment that an employee has to their workplace (Choe & Tan, 2017; Deniz, Noyan, & Ertosun, 2013). Employees found to have high levels of commitment positively associate with the organisation's values and missions; are eager to contribute to the goals of the organisation and are strongly affiliated with the identity of the organisation (Choe & Tan, 2017). Factors that can be used to measure organisational commitment include turnover, sick days, absenteeism, attitudinal and engagement surveys (Jabeen, Behery, & Abu Elanain, 2015). Meyer and Allen (1991) identified three distinct constructs within the definition of organisation commitment, those being:

- **Continuance commitment** can be defined as the decision to stay in the organisation as a result of perceived cost considerations of leaving the organisation and the possible lack of opportunities elsewhere (Poon, 2013; Wahyudi, Haryono, Riyani, & Harsono, 2013). Those experiencing affective commitment stay in the organisation due the fear of unemployment, loss in benefits or pay hence stay because they need to (Deniz et al., 2013)
- **Affective commitment** can be defined as an emotional connection that is felt toward the organisation (Poon, 2013; Wahyudi et al., 2013). Those experiencing affective commitment feel like they belong, want to be involved and want to stay in the organisation (Deniz et al., 2013).
- **Normative commitment** can be defined as the feeling of obligation to stay within the firm. (Poon, 2013; Wahyudi et al., 2013). Normative commitments can



develop when the organisation provides the employee with benefits such as training, special work arrangements or rewards in advance hence individuals feel that they ought to stay until they consider their debt to the organisation paid (Meyer & Allen, 1991).

Vandenberghe, Bentein and Stinglhamber (2004) argue that not only do employees develop affective commitment to their organisation, feelings of commitment also arise due to immediate supervisors, work groups and broader colleagues. Affective commitment can be described as a relational construct that provides insight into the quality of the relationship between the employee and the organisation (Lapointe, Vandenberghe and Boudrias, 2013). Since affective commitment to organisations and supervisors is involved in the formation of psychological contracts, when contracts are breached the impact on affective commitment can be considered an immediate outcome (Lapointe, Vandenberghe, & Boudrias, 2013). Affective commitment has also been found to be influenced by the degree to which employees expectations and needs have been matched with their actual experiences in the organisation hence this type of commitment is most relevant in the study of psychological contracts (Restubog, Bordia, & Tang, 2006).

Various studies on the consequence of affective commitment have focused on different levels of commitment. One of the key consequences of commitment is that employees found to have lower affective commitment levels, have higher intentions to turnover (Vandenberghe & Bentein, 2009). In studies of absenteeism, affective commitment has been found to be a key predictors with lower levels of absenteeism correlated with higher levels of affective commitment (Mercurio, 2015; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) Other consequences of higher affective commitment include higher organisational citizenship behaviour and less feelings of stress in the workplace (Mercurio, 2015).

Based on the gravity of the empirical findings on the consequences of affective commitment, there has been significant interest in discovering the antecedents in order to course correct (Mercurio, 2015). The antecedents with the strongest relationship to affective commitment have been found to be work experience variables (Meyer et al., 2002). Work experience variables encompass high commitment human resource practices such as mentoring, training and development and recruitment practices and interpersonal relationships within the organisation (Morrow, 2011). Other antecedents of affective commitment include trust where employees who trust their organisation having

higher commitment levels (Mercurio, 2015) and perceived organisational support where employees who have access and are involved with organisational practices having high commitments levels (Gupta, Agarwal, & Khatri, 2016)

### **2.3.2 Implications**

From the review above, findings indicate that breaches in psychological contracts creates a perceived disparity in the relationship between the employee and organisation and potentially places their future relationship at risk. Lapointe et al (2013) argue that that contract breach will likely influence the psychological bond i.e. the affective commitment that the employee has with the organisation and supervisor. Similarly, it has been found that if the organisation wants to retain their employees and increase the employee's own commitment to remain within in the organisation, they are required to form strong psychological contracts with them (Restubog et al., 2006).

Since the relationship between the employee and organisation is injured through psychological contract breach, it thus appears conceivable that affective commitment can act as a mediator in the relationship between contract breach and any outcome being measured.

When looking at organisational commitment as a precursor to silence, positive and negative relationships are possible dependent on the commitment of the employee (Deniz et al., 2013). This study will thus explore the boundary conditions that describe the relationship between affective commitment and employee silence and the median process that conveys the psychological contract breach to employee silence.

## **2.4 Ethical Climate as a Moderator**

### **2.4.1 Defining Climate**

Organisational climate has been defined as the perceptions that employees share regarding the formal and informal policies, procedures and practices in the workplace. (Cigdem & Baskaya, 2016; Peterson, 2002). Research indicates that various types of climates can exist within an organisation such as a caring climate, an innovative climate, an egoistic climate and an ethical climate (Peterson, 2002; Treviño et al., 2014).

An ethical climate has been defined as the understanding amongst members of an organisation as to what constitutes acceptable behaviour as a result of their being norms or practices for ethical decision making within the firm (Newman, Round, Bhattacharya,

& Roy, 2017). Ethical climates has been found to develop with the implementation of organisational policies, ethical leadership and practices which in turn have been found to influence the ethical decision making of employees as well as attitudes and behaviours in the workplace (Newman et al., 2017). Empirical studies on ethical climate and ethical outcomes demonstrate a consistent link between these variables and with an ethical climate shown to be related to ethical decision-making and behaviours that are inclusive of accepting bribes, lying theft and employee deviance. (Arnaud & Schminke, 2012)

Several studies on ethical climate have been undertaken to understand the impact that climate has on employee role behaviours. Environments with a higher ethical climate have been found to have less role stress (Schwepker, Ferrell, & Ingram, 1997). In what employees perceive as highly ethical climates, they have higher levels of organisational commitment and job satisfaction and also lower intentions to turnover (Choe & Tan, 2017; Tanner, Tanner, & Wakefield, 2015). In sales organisations, it was found that ethical climate results in better performance of employees and higher customer satisfaction levels (Briggs, Jaramillo, & Weeks, 2012)

Tanner, Tanner and Wakefield (2015) argued that although understanding the direct outcomes of an ethical climate is important, a more thorough understanding of ethical climate can be achieved by understanding the potential interactions or moderating role between individual characteristics and employee or organisational outcomes hence there have been several studies undertaken on an ethical climate as a moderator. Acting as a moderator, ethical climate has been found to strengthen the relationship between job satisfaction and self-efficacy (Tanner et al., 2015) and weaken the relationship found between negative effect deviance in the workplace (C. C. Chen, Chen, & Liu, 2013). Other research findings indicate that ethical climate has a moderating effect on organisational identification; employee and management relationship; intention to turnover and employee's moral judgement (Farkhani, Armoun, & Javidnia, 2013; Fournier, Tanner, Chonko, & Manolis, 2010).

#### **2.4.2 Implications**

Findings indicate that there is a positive relationship between climate and the employee attitudes of satisfaction and commitment and negative relationships between climate and dysfunctional behaviour (Treviño et al., 2014). When a strong ethical climate is formed, it is found to reduce employees unethical behaviour (and hence silence) as employees are afraid of the consequences that could be meted out by the organisation or from their

colleagues (Ning & Zhaoyi, 2017).

## **2.5 Conclusion**

From the literature reviewed, psychological contract has been found to be of significant importance in an employee's behaviours and attitudes in the workplace. Whilst there have been numerous studies on the outcomes of contract breach, there is little known on contract breach that results in deviant behaviour. Since silence can be described as a passive response, employees seldom consider this as deviance in the workplace (Campbell & Göritz, 2014). Silence has been found to have detrimental impact on organisations hence it is important to establish whether silence is an outcome of contract breach.

Employees who are committed to their organisation are found to be engaged and active participants in all events hence strong affective commitment will not result in what has been defined as employee silence. Based on this, it is plausible that affective commitment to both the organisation and supervisor can then be thought to act as a mediator between employee contract breach and employee silence.

Ethical climate has been found to be critical for organisations to deliver the best performance together with their employees. If there is a strong ethical climate in the organisation, it is important to understand if this could possibly moderate the impact of reduced commitment levels which could result in silence.

### **3. Research Hypothesis**

Based on the research problem and literature reviewed, this study aims to understand if employee silence is driven through the organisation by what is perceived as a contract breach by the employee. The study will also aim to understand if ethical climate moderates this relationship. Grounded in the key constructs identified, three hypotheses are proposed below.

#### **3.1 Research Hypothesis One**

**Objective:** Establish whether an employee's perceived psychological contract breach will result in employee silence.

**H<sub>0</sub>:** There is no relationship between psychological contract breach and employee silence

**H<sub>1</sub>:** There is a relationship between psychological contract breach and employee silence

#### **3.2 Research Hypothesis Two**

**Objective:** Understand if affective commitment explains the relationship between psychological contract breach and employee silence.

**H<sub>0</sub>:** Affective commitment does not mediate the relationship between psychological contract breach and employee silence

**H<sub>1</sub>:** Affective commitment mediates the relationship between psychological contract breach and employee silence

#### **3.3 Research Hypothesis Three**

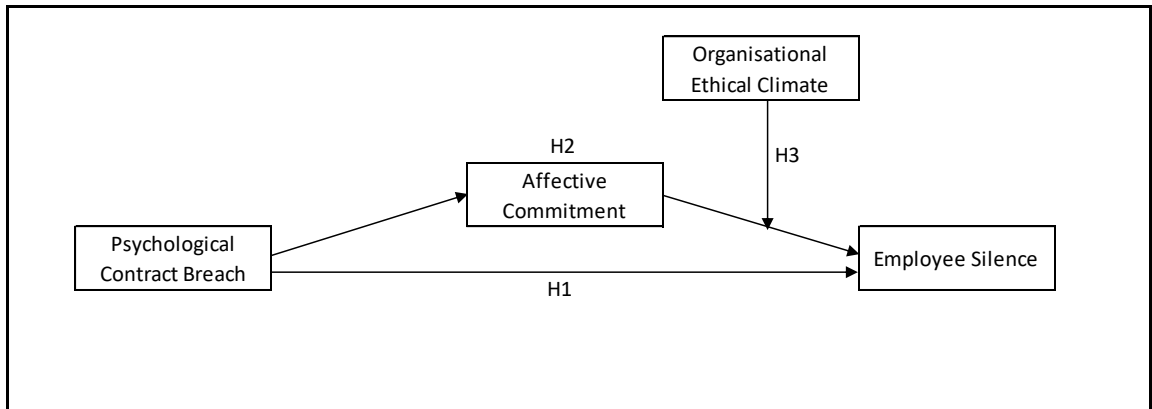
**Objective:** Understand if an ethical climate affects the strength of the relationship between affective commitment and employee silence.

**H<sub>0</sub>:** Organisational ethical climate does not moderate the relationship between affective commitment and employee silence.

**H<sub>1</sub>:** Organisational ethical climate moderates the relationship between affective commitment and employee silence.

The planned study is graphically represented in the chart below:

*Figure 1: Conceptual model of the relationships being tested*



## **4. Research Methodology**

### **4.1 Introduction**

Since establishing a research problem, relevant literature underpinning the problem was reviewed and based on this, hypotheses were developed. This chapter will set out to provide a detailed description of the research methodology and design that was used to test the hypotheses.

### **4.2 Choice of Research Methodology and design**

The study made use of only quantitative techniques to understand the relationships between the constructs hence can be described as mono-method. The research philosophy used to undertake this research was one of positivism as the study focused on measurable variables and how these variables can be controlled in the future and the approach used was deductive as the theoretical propositions was subject to rigorous testing (Saunders and Lewis, 2012). Since a deductive approach was undertaken, the strategy of surveys was utilised (Saunders, Lewis and Thornhill, 2016). The survey was in the form of a questionnaire that was sent to the sample population. The study aimed to understand the relationship of employee silence and psychological contracts at the current moment in time hence the research was cross-sectional.

### **4.3 Population**

Since this study aims to understand relationships that are hierarchical, the population for the research consisted of all employees in medium to large companies that have some form of relationship with a supervisor/manager. This criterion was critical for the measurement of the “affective commitment” construct hence.

### **4.4 Unit of analysis**

The unit of analysis can be defined as the main component that is being studied (Saunders, Lewis and Thornhill, 2016). In this study, the unit of analysis was at the individual respondent level and can be defined as an employee who has a relationship with a supervisor.

### **4.5 Sampling method and size**

Ritchie and Lewis (2003), define a sample frame as an information source from where one can select the sample. Examples of these sources of information are published lists, administrative records and census data. In this study the researcher was not able to

obtain a list of all medium to large companies in South Africa therefore made use of non-probability sampling.

Zikmund, Babin, Carr and Griffin (2009) define judgment or purposive sampling as a technique whereby the researcher selects the sample based on personal judgement with regard to specific characteristics of the sample. In this instance the characteristic that will be targeted by the researcher are employees of medium to large firm companies. Since participants are difficult to identify, the researcher will rely on participants selected in the judgement sampling method to assist with identification of other participants. Saunders, Lewis and Thornhill (2016) term this kind of non-probability sampling technique snowball sampling.

Sampling of the heterogeneous variety was used. The sample size is based on similar research of psychological contracts conducted by Dabos, & Rousseau (2004) that indicated that 96 respondents resulted in an acceptable response. Using the formula developed by Tabachnick & Fidel (2007): " $N > 50 + 8m$  where N is the sample size and m is the number of independent variables", will result in a minimum sample size of 74. For robustness of data, the planned sample was 150 responses.

The questionnaires sent were targeted at full time employees who work at medium – large organisations across South Africa. Since this study cuts across all hierarchical levels within an organisation, it will not be limited to any specific job category of worker.

#### **4.6 Data gathering process**

The data was collected via electronic surveys sent to individuals in the researcher's network hence can be considered primary data. Participants in the researcher's network was requested to send on to suitable subjects in their own network. Each message sent contained an invitation to participate; introduced the purpose and scope of the research; a statement of informed consent and a link to the questionnaire. The questionnaire was built using SurveyMonkey. Anonymity of responses was also guaranteed within the consent statement contained in the invitation email. Before releasing to the main population, a small group of respondents were asked to participate in a pilot survey to ensure that the survey tool worked and respondents would not experience any problems when answering the questions (Saunders and Lewis, 2012). Data gathered was cleansed and coded using Microsoft excel and uploaded for analysis using statistical software package SPSS.



#### 4.7 Measurement Instrument and Validity

The questionnaire was built into five sections on SurveyMonkey (refer to Appendix A). Section A captured the respondents demographics. Section B captured the responses to the Psychological Contract Breach scale (Robinson & Morrison, 2000). Section C captured the responses to two scales which measure Affective Commitment (Bentein, Vandenberghe, Vandenberg, & Stinglhamber, 2005; Stinglhamber, Bentein, & Vandenberghe, 2002) Section D captured the responses to the Employee Silence scale (Knoll & van Dick, 2013). Section E captured the responses to Ethical Climate scale (Arnaud, 2010).

- Psychological contract breach** was measured using Robinson and Morrisons’s (2000) five item scale. According to Peng, Jien and Lin (2016), this scale provides an assessment on why psychological contracts are deemed as unfulfilled by the individual. The scale is operationalised through the use of a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). A higher score is indicative of a higher degree of breach. The reliability coefficient for this scale (Cronbach’s alpha) was found to be  $\alpha = 0.92$  (Robinson & Morrison, 2000). The questions from the scale read as follows:

*Table 1: Psychological Contract Breach Scale*

<b>Psychological Contract Breach Scale</b>
▪ “Almost all the promises made by my employer during recruitment have been kept so far (reversed)”
▪ “I feel that my employer has come through in fulfilling the promises made to me when I was hired (reversed)”
▪ “So far, my employer has done an excellent job of fulfilling its promises to me (reversed)”
▪ “I have not received everything promised to me in exchange for my contributions”
▪ “My employer has broken many of its promises to me even though I’ve upheld my side of the deal”

- Affective commitment** was measured using two scales. The first scale was a six-item scale developed by Bentein, Vandenberg, Vandenberghe, and Stinglhamber’s (2004) and measures affective organisational commitment. The scale is operationalised through the use of a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). The reliability coefficient for this

scale (Cronbach's alpha) was found to be  $\alpha = 0.82$  (Vandenberghe, Bentein, & Stinglhamber, 2004) The questions from the scale reads as follows:

*Table 2: Affective Commitment to the Organisation Scale*

<b>Affective Commitment to the Organisation Scale</b>
§ "This organization has a great deal of personal meaning for me"
§ "I really feel a sense of 'belonging' to my organization"
§ "I am proud to belong to this organization"
§ "I do not feel emotionally attached to my organization (reversed)"
§ "I really feel as if my organization's problems are my own"
§ "I do not feel like 'part of the family' at my organization (reversed)"

- The second scale was a six-item scale developed by Stinglhamber, Bentein, and Vandenberghe's (2002) and measures affective commitment to the supervisor/manager. The scale is operationalised through the use of a 5 point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree) The reliability coefficient for this scale (Cronbach's alpha) was found to be  $\alpha = 0.83$  (Poon, 2013). The questions from the scale read as follows:

*Table 3: Affective Commitment to the Manager/Supervisor Scale*

<b>Affective Commitment to the Supervisor/Manager Scale</b>
▪ "I am not really attached to my supervisor (reversed)"
▪ "I feel proud to work with my supervisor"
▪ "I feel a sense of respect for my supervisor"
▪ "My supervisor means a lot to me"
▪ "I appreciate my supervisor"
▪ "I feel little admiration for my supervisor (reversed)"

- **Employee silence** was measured using an adaption of Knoll and van Dick's (2013) six item scale as only acquiescent and quiescent types of silence will be measured. The scale is operationalised through the use of a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). The higher the score, the higher the level of silence. The reliability coefficient for this scale (Cronbach's alpha) was found to be  $\alpha = 0.88$  for acquiescent silence and  $\alpha = 0.88$  for quiescent silence (Knoll & van Dick, 2013). The questions from the scale read as follows:

*Table 4: Acquiescent and Quiescent Scale*

<b>Acquiescent Silence</b>
▪ "I remain silent because I will not find a sympathetic ear anyway"
▪ "I remain silent because my superiors are not open to proposals, concerns, or the like"
▪ "I remain silent because nothing will change, anyway"
<b>Quiescent Silence</b>
▪ "I remain silent because of fear of negative consequences"
▪ "I remain silent because I fear disadvantages from speaking up"
▪ "I remain silent to not make me vulnerable in the face of colleagues or superiors"

- **Ethical Climate** was measured using Arnaud's (2010) five item scale. This scale measures employee awareness of ethical issues which forms the first stage in the ethical decision making process (Goebel & Weißenberger, 2017). The scale is operationalised through the use of a five-point Likert scale that ranges from 1 (strongly disagree) to 5 (strongly agree). The reliability coefficient for this scale (Cronbach's alpha) was found to be  $\alpha = 0.927$  (Goebel & Weißenberger, 2017)The questions from the scale read as follows:

Table 5: Ethical Climate Scale

Ethical Climate
▪ "People around here are aware of ethical issues"
▪ "People in my department recognize a moral dilemma right away"
▪ "If a rule or law is broken, people around here are quick to notice"
▪ "People in my department are very sensitive to ethical problems"
▪ "People around here do not pay attention to ethical issues"

- **Control Variables** impact on the experiment hence the influence of these variables needed to be eliminated or controlled (Ng et al., 2014). In a study of psychological contract breach and perceived organisation support, Coyle Shapiro and Conway (2005) found that controlling for the demographic variables of age, gender, organisational tenure and education levels reduced the possibility of spurious relationships that arise from these characteristics.

#### 4.8 Analysis Approach

Following a process of data checks and coding, descriptive statistics and correlation coefficients of the variables will be produced to understand the data. An overall score for each scale will be calculated by utilising the mathematical average of each scale. The analysis of the hypotheses will follow the approach of Ning and Zhaoyi (2017). The first step was to check for scale reliability and validity as well as common method bias and the tools that will be utilised will be Cronbach's Alpha, Harman's single factor test and Pearson Correlation. All the hypotheses will be tested using multivariate linear regression analysis based on LSE.

The next step of the analysis as described by Ning and Zhaoyi (2017) is to analyse the significance level of the mediating variable (affective commitment) at varying levels of the moderating variables using the PROCESS macro procedure (Andrew F. Hayes, 2013).

*Table 6 Hypotheses and Statistical Tests to be used.*

<b>Hypothesis Number</b>	<b>Hypothesis</b>	<b>Statistical Test</b>
Hypothesis 1	Psychological contract breach will have a positive effect on employee silence	Multivariate linear regression analysis
Hypothesis 2	Affective commitment will have a mediating role in the relationship between psychological contract breach and employee silence	Series of Multivariate linear regression analysis
Hypothesis 3	Organisational ethical climate moderates the relationship between affective commitment and employee silence	Multivariate linear regression analysis based on least squares estimation. PROCESS macro procedure

#### **4.9 Limitations**

Due to the nature of the research, the manner in which the research was undertaken and the uniqueness of all participants, the following limitations were identified:

- **Social desirability response bias**  
One of the key limitations of this study will be linked to the nature of the topic being explored that being employee silence which can be construed as unethical behaviour. Campbell and Cowton (2015), note that in ethics research, participants often exhibit social desirability response bias which means that they would prefer to give answers that they deem would be more socially accepted than the truth. Another concern with research in the field of ethics would be participants refusing to answer if questions of a sensitive nature are asked (Campbell & Cowton, 2015).
- **Transferability of findings**  
Research indicates that whilst behavioural constructs developed in one culture may broadly be applicable in other, differences do emerge when these are explored at a micro level (Agarwal & Gupta, 2018). Since this research was conducted in South Africa it cannot necessarily be generalised across all societies as culture is known to have a significant impact on factors such as ethical climate (Newman et al., 2017). To improve the external validity of any findings, this study will need to be repeated in other countries.

- **Research Design**

A cross sectional research design is utilised in the study hence definitive findings on cause and effect relationships cannot be made. It has been found that that cross sectional research designs that are based on individual self-reporting can be subject to common method variance (Knoll & van Dick, 2013). To overcome this limitation a longitudinal research design will be required to test this model.

#### **4.10 Conclusion**

Using the research methodology and planned measurement techniques, the outcomes of this study will elucidate whether a relationship between psychological contract breach and employee silence exists. If this relationship is found to exist, employers will then be able to put measures in place to ensure that breaches do not result in negative employee behaviour which could in turn affect the company.

## **5. Results**

### **5.1 Introduction**

Using the data collected from the survey administered, rigorous statistical analyses of the data was undertaken to test the hypotheses under consideration. Descriptions, validity and analysis of the data are presented below.

### **5.2 Data collection and preparation**

Based on the pilot survey that was sent to five individuals, no errors were detected in the questionnaire. Feedback from the respondents indicated that the questions were understandable, accessing the survey was simple and the design of the survey was aesthetic, making it easy to respond.

Due to the snowball sampling technique used, the total number of questionnaires that were circulated cannot be confirmed. A total of 171 responses was received. The survey had an 89% completion rate with 19 participants abandoning the survey. Since the total number completed in full was 152 and this was above the planned sample size, it was decided to discard the incomplete responses. All analyses undertaken were based on the 152 respondents.

Data collected in the survey tool SurveyMonkey was imported into Excel where the incomplete responses were removed. The data was then coded into the required format for SPSS. The survey had several questions that were “reversed”. Reversed questions are included in surveys as it reduces acquiescence bias that occurs when people are indifferent, lazy or develop automated response patterns (Salazar, 2015). A total of 8 questions that were reversed were re-coded in Excel before import into SPSS.

### **5.2 Descriptive Statistics**

At the onset of data analysis, summary statistics and graphical displays were created to understand the general distribution properties of the data, observe potential outliers and identify any unusual patterns that could possibly impact on the testing of the data (Landau & Everitt, 2004).

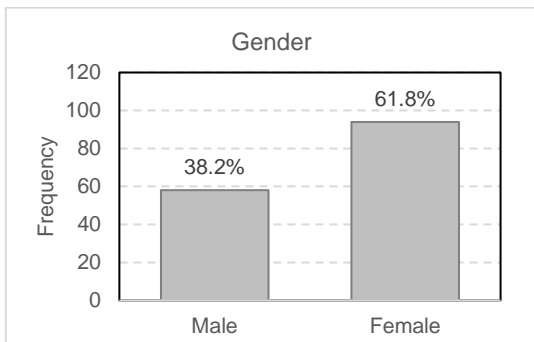
All data collected in the survey was categorical. Respondent demographics were further classified into nominal data which can be defined as named categories that can be represented by numbers (Field, 2009). Responses to the constructs utilised the Likert

scale hence can be classified as ordinal data which is defined as outcomes that are ranked or ordered (Field, 2009).

### 5.2.1 Gender of Respondents

The survey received more responses from females than males. With reference to figure 2 below, the number of males completing the survey in full were 58 (38.2% of all responses) and the number of females 94 (61.8% of responses).

Figure 2: Gender of Respondents



The mean scores for the constructs psychological contract breach, affective commitment, ethical climate and employee silence across gender were analysed and is presented below in table 7. Based on the questionnaire and data coding that was utilised, a lower mean score is indicative of higher levels of contract breach; higher levels of commitment; higher levels of ethical climate and higher levels of employee silence. From the data it is observed that females have slightly higher levels of perceived contract breaches than males. Affective commitment to the organisation appears to be higher in females than males. Males view ethical climate as lower than females. Employee silence levels appears to be approximately the same across gender.

Table 7: Mean Survey Scores Across Gender

Mean Scores				
Gender	Psych Con Br	Commitment	Silence	Ethical Climate
Male	3,2517	2,7069	3,1494	2,5345
Female	3,4468	2,5940	3,1489	2,3128
Total	3,3724	2,6371	3,1491	2,3974

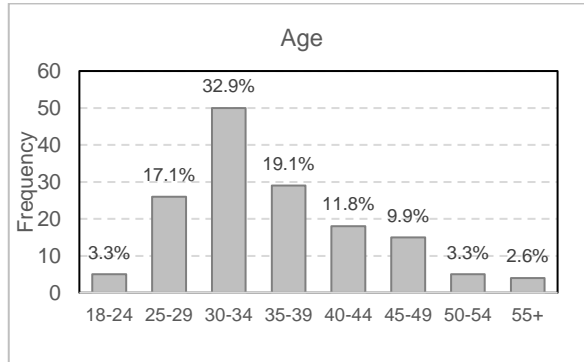
### 5.2.2 Age of Respondents

Respondents were asked to identify their age from defined categories. The biggest group of respondents were those belonging to age categories 30-34 that accounted for 32.9%



of the responses and 34-39 that accounted for 19.1% of the responses. Together these categories accounted for almost just over half the responses (79 out of 152). Limited responses were received from age category 18-24 (5 responses); age category 50-54 (5 responses) and age category 55 and older (4 responses).

Figure 3: Age of Respondents



Analysing the survey responses across age group found in Table 8, highest levels of perceived contract breach were recorded for age categories 35-39 and 50-54. Lowest levels of perceived breach were recorded for age category 45-49. Those with the highest commitment levels can be found in age group 25-29 and lowest commitment levels in age group 50-54. Respondents that were the most likely to remain silent were those found in age category 50-54 and conversely those less likely to remain silent are in age category 18-24. High perceptions of an ethical climate were found in age category 40-44 and lowest in age category 45-49.

Table 8: Mean Survey Scores Across Age Category

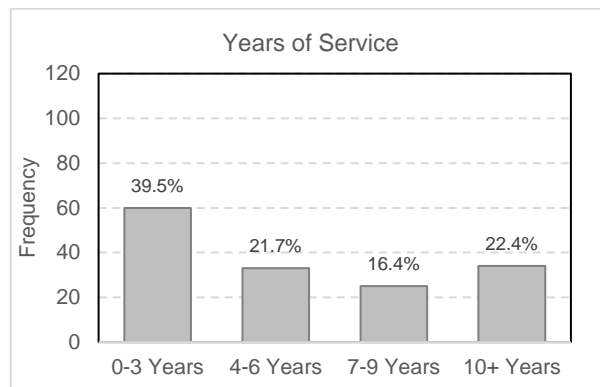
Mean Scores				
Age	Psych Con Br	Commitment	Silence	Ethical Climate
18-24	3,4400	2,6333	3,6333	2,4000
25-29	3,3692	2,4968	3,3013	2,3615
30-34	3,4080	2,6383	3,0000	2,4200
35-39	3,1310	2,7184	3,2011	2,4000
40-44	3,5444	2,6944	3,3704	2,2444
45-49	3,5733	2,5778	3,0000	2,5867
50-54	3,1200	2,7667	2,8667	2,4000
55+	3,4000	2,7500	2,9583	2,3000
Total	3,3724	2,6371	3,1491	2,3974

### 5.2.3 Work Tenure of Respondents

Respondents had to choose from predefined categories for the total years of service to

their current organisation. With reference to figure 4 below, the category with the shortest work tenure was respondents that were at their present employer for three or less years. This accounted for 39.5% (60 respondents). The fewest number of respondents were from the work tenure category 7-9 years with a total of 25 responses. Those in employment for 4-6 years consisted of 21.7% of the sample and the remaining 22.4% of the sample comprised of those in service for more than 10 years.

Figure 4: Work Tenure of Respondents



When assessing the responses to the survey, those with highest perceived contract breach were from those with 4-6 years of service and those with lowest perceptions of breach were from those in the 7-9 year tenure category. Those with the lowest commitment mean score were respondents that had 10 or more years' service to their organisation whereas respondents with the highest commitment scores were from the 4-6 year tenure category. Respondents with the highest silence scores are those with the longest tenure whereas employees with 0-3 years of tenure have the lowest scores for silence.

Table 9: Mean Survey Scores across Work Tenure Category

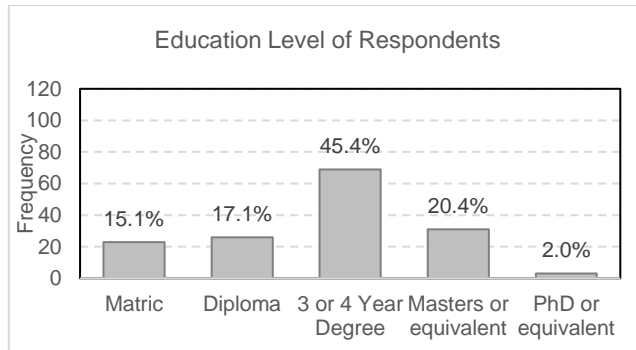
Mean Scores				
Tenure	Psych Con Br	Commitment	Silence	Ethical Climate
0-3 Years	3,4900	2,6486	3,2778	2,3367
4-6 Years	3,0667	2,5152	3,1465	2,5758
7-9 Years	3,5200	2,6367	3,0733	2,3600
10+ years	3,3529	2,7353	2,9804	2,3588
Total	3,3724	2,6371	3,1491	2,3974

#### 5.2.4 Academic Qualifications of Respondents

As seen in figure 5 below, the highest number of responses received was 45.4% (69 responses) from those with three or four year degrees. Respondents with Masters of

equivalent was the next biggest category at 20.4%. The fewest number of responses were from respondents with PHD or equivalent degree.

Figure 5: Education Levels of Respondents



From table 10, it is observed that respondents with PHDs or equivalent perceive higher levels of contract breach and those who have a Matric have the lowest mean scores for contract breach. Commitment scores are highest from those with PHDs and lowest from those with Masters or equivalent. Higher silence scores are observed from those with three or four year degrees. Perceptions of an ethical climate are lowest in those with Masters or equivalent.

Table 10: Mean Survey Score across Education Level

Mean Scores				
Education	Psych Con Br	Commitment	Silence	Ethical Climate
Matric	3,4609	2,6486	3,3406	2,4348
Diploma	3,4000	2,6506	3,0962	2,5000
3 or 4 year degree	3,3304	2,6111	3,0942	2,2899
Masters or equivalent	3,3871	2,6989	3,1129	2,5484
PHD or equivalent	3,2667	2,3889	3,7778	2,1333
Total	3,3724	2,6371	3,1491	2,3974

### 5.3 Scale Reliability and Validity

#### 5.3.1 Scale Reliability

Before performing any statistical testing, it is important to understand if the multiple item scales used for each construct is internally consistent and reliable, i.e. free from error (Leech, Barrett, & Morgan, 2005). The most common test used for measuring reliability is Cronbach's alpha ( $\alpha$ ). Alpha is utilised when questionnaires consist of several Likert items that need to be consolidated to provide a composite score (Leech et al., 2005). This study consists of four such constructs that need to be tested.

The basic premise of this test is to pairwise split the data in every combination; calculate the correlation coefficient for each split and then the average of these scores produces alpha (Field, 2009). A minimum acceptable level of Cronbach's alpha is 0.7 (Field, 2009; Pallant, 2007). If alpha is found to be below the minimum acceptable value, items in the construct that lower the overall value of this score can be removed (Leech et al., 2005).

To assess the reliability of each of the scale tests utilised, Cronbach's Alpha for the four key constructs i.e. psychological contract breach, affective commitment, employee silence and ethical climate was calculated and the results can be found in Table 11 below. Interpreting the alpha's, it can be seen that all constructs had  $\alpha > 0.7$  which is this minimum alpha required for this statistic. Based on these values, it can be concluded that all four constructs have good internal consistency and reliability. Based on these findings no items need to be removed from any of the scales to increase alpha.

*Table 11: Reliability Test Results (Cronbach's Alpha)*

	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Psy Contact Breach	0,935	0,935	5
Affective Commitment	0,878	0,883	12
Employee Silence	0,898	0,898	6
Ethical Climate	0,763	0,764	5

### **5.3.2 Scale Validity**

Scale validity refers to ensuring that the measurement instrument, in this case referring to the constructs, actually measures what it was intended to. (Field, 2009). As noted by Pallant (2007), there is no definitive indicator that can indicate validity therefore a range of tests can be utilised. In this analysis, Pearson's product moment correlation was used. A two tailed test at the 95% confidence interval was run. The test measures the direction and the strength of association between two variables (Landau & Everitt, 2004). A value of -1 indicating a perfectly negative association, 0 representing no association and 1 indicating a perfectly positive association (Miller, Acton, Fullerton, & Maltby, 2002).

The scores of each test question in the construct was tested against the combined construct score. Significant correlation of each question to the overall construct score is indicative that the scale is measuring what it intended too.

When examining the Pearson Correlation for the psychological contract breach construct (Table 12 below), it can be seen that there is a positive association with each question and the Total for the construct. Each of the questions have a  $p < 0.05$  hence it can be concluded that the results are statistically significant. Based on this result validity can be confirmed for each of the questions in this construct.

*Table 12: Pearson Correlation - Psychological Contract Breach Construct*

		Q1	Q2	Q3	Q4	Q5	Total
Psychological Contract Breach	Pearson Correlation	.917**	.901**	.903**	.835**	.899**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	
	N	152	152	152	152	152	152

Similar results can be found for the constructs affective commitment (Table 13), employee silence (Table 14) and ethical climate (Table 15). Each of the questions in each construct have a  $p < 0.05$  hence it can be concluded that the results are statistically significant. All questions for these constructs exhibit a strong positive association with the exception of question 12 in the affective commitment construct that has a coefficient of 0.288 and question 2 in the ethical climate construct that has a coefficient of 0.269. These weaker correlations are possibly indicative that these questions are not required in the test and should be explored using a factor analysis if the survey is to be repeated.

Based on the results across all the constructs below, validity can be confirmed for each of the questions in each construct.

*Table 13: Pearson Correlation - Affective Commitment Construct*

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Total
Commitment	Pearson Correlation	.674**	.762**	.700**	.568**	.505**	.722**	.645**	.822**	.748**	.727**	.765**	.288**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	0,000	
	N	152	152	152	152	152	152	152	152	152	152	152	152	152

*Table 14: Pearson Correlation - Employee Silence Construct*

		Q1	Q2	Q3	Q4	Q5	Q6	Total
Silence	Pearson Correlation	.742**	.813**	.827**	.829**	.848**	.820**	1
	Sig. (2-tailed)	0,000	0,000	0,000	0,000	0,000	0,000	
	N	152	152	152	152	152	152	152

Table 15: Pearson Correlation - Ethical Climate

		Q1	Q2	Q3	Q4	Q5	Total
Ethical Climate	Pearson Correlation	.689**	.269**	.370**	.387**	.420**	1
	Sig. (2-tailed)	0,000	0,001	0,000	0,000	0,000	
	N	152	152	152	152	152	152

Common method bias also threatens the validity of the data and can result from a number of factors such as scale item characteristics, context of when the questionnaire was answered and a social desirability response (Roni, 2014). Whilst this is difficult to measure and there are several different approaches, Harman’s single factor test as outlined by Roni (2014) will be utilised. The results of this test can be found in line one of the outputs (Table 16) below. Looking at the variance in line one, indicates that 35.99% of the variance can be explained by one factor (construct). Roni (2014) suggests that a value greater than 50% would be significant hence based on this, it can be concluded that there is no significant common method bias in the data.

Table 16: Harman Single Factor Test

Component	Total Variance Explained					
	Total	Initial Eigenvalues		Extraction Sums of Squared Loadings		
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.077	35.991	35.991	10.077	35.991	35.991
2	2.862	10.220	46.211			
3	2.272	8.113	54.324			
4	1.765	6.302	60.626			
5	1.673	5.975	66.601			
6	1.025	3.662	70.263			
7	.880	3.143	73.407			
8	.824	2.943	76.350			
9	.732	2.613	78.962			
10	.660	2.358	81.321			
11	.634	2.264	83.585			
12	.560	2.000	85.584			
13	.526	1.880	87.464			
14	.438	1.564	89.028			
15	.388	1.387	90.415			
16	.379	1.354	91.769			
17	.311	1.112	92.881			
18	.293	1.046	93.927			
19	.252	.900	94.828			
20	.242	.865	95.693			
21	.214	.764	96.457			
22	.199	.710	97.168			
23	.181	.646	97.814			
24	.163	.583	98.397			
25	.139	.497	98.893			
26	.134	.479	99.373			
27	.090	.321	99.694			
28	.086	.306	100.000			

Extraction Method: Principal Component Analysis.

Since scale reliability and validity has been established for the questionnaire, detailed statistical tests can now be conducted on the data gathered.

## 5.4 Hypotheses Testing

The hypotheses introduced in Chapter 3 were tested using a series of multiple regressions and this model was validated using the PROCESS macro for mediation and moderation.

Regression analysis is used to understand if the outcome variable (dependent variable) can be determined by a predictor variable (independent variable) (Field, 2009). When there are several independent variables a multiple regression analysis needs to be conducted. A hierarchical regression is utilised when the effects of certain independent variables need to be assessed separately (Pallant, 2007). This is the most relevant method in the present study because this study is required to control certain demographic criteria that have been found to influence the research in previous studies.

### 5.4.1 Hypothesis One

*H<sub>0</sub>: There is no relationship between psychological contract breach and employee silence*

To test this hypothesis a hierarchical multiple regression analysis was performed. All statistical analysis for this hypothesis will be performed at the 95% confidence interval. The procedures taken to conduct this analysis can be broken down into the following steps:

**Step 1:** Since this analysis had several categorical variables that had more than two categories, a series of dummy variables first needed to be created. The reason for this is that the regression analysis can only be performed on a dichotomous variable testing the presence or absence of the category (Leech et al., 2005). From the control variables present in this study, gender is the only dichotomous control variable with all the others having multiple categories.

Based on the control variables age, tenure and academic qualification, fourteen dummy variables were created. These independent variables were introduced into the hierarchical multiple regression in “block 1”. Contract Breach was entered into “block 2”

of the model. Entering the data into separate blocks enables the researcher to test whether every new block adds to the overall regression model (Leech et al., 2005).

Analysing model 1 output in Table 17 and when looking at R square, it can be seen that control variable age, gender, tenure, and qualifications explains 8.6% of the variance in employee silence. When psychological contract breach is added to the model (model 2), the independent variables now predict 29.7% of the variance in employee silence.

Table 17: 1. Regression Model Summary (Hypothesis 1)

Model Summary <sup>c</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.293 <sup>a</sup>	.086	-.007	.88391
2	.545 <sup>b</sup>	.297	.220	.77782

a. Predictors: (Constant), Edu=PHD or equivalent, Serv=0-3 Years, Edu=Masters or equivalent, Age=40-44, Age=55+, Age=50-54, Age=18-24, Age=35-39, Edu=Diploma, Serv=7-9 Years, Age=25-29, Edu=Matric, Age=45-49, Serv=4-6 Years

b. Predictors: (Constant), Edu=PHD or equivalent, Serv=0-3 Years, Edu=Masters or equivalent, Age=40-44, Age=55+, Age=50-54, Age=18-24, Age=35-39, Edu=Diploma, Serv=7-9 Years, Age=25-29, Edu=Matric, Age=45-49, Serv=4-6 Years, Psych Con

c. Dependent Variable: Silence

Analysing the ANOVA of the model (Table 18), it is observed that the  $p=0.537$ , since  $p>0.05$ , it can be concluded that model 1 does not significantly predict employee silence. A review of the coefficients in model 1 indicated that every predictor in this model had  $p>0.05$ . Based on these findings, it was decided to remove all the control variables from the model.

Table 18:1. ANOVA Summary of Hypothesis 1

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.083	14	.720	.922	.537 <sup>b</sup>
	Residual	107.037	137	.781		
	Total	117.120	151			
2	Regression	34.839	15	2.323	3.839	.000 <sup>c</sup>
	Residual	82.281	136	.605		
	Total	117.120	151			

a. Dependent Variable: Silence

b. Predictors: (Constant), Edu=PHD or equivalent, Serv=0-3 Years, Edu=Masters or equivalent, Age=40-44, Age=55+, Age=50-54, Age=18-24, Age=35-39, Edu=Diploma, Serv=7-9 Years, Age=25-29, Edu=Matric, Age=45-49, Serv=4-6 Years

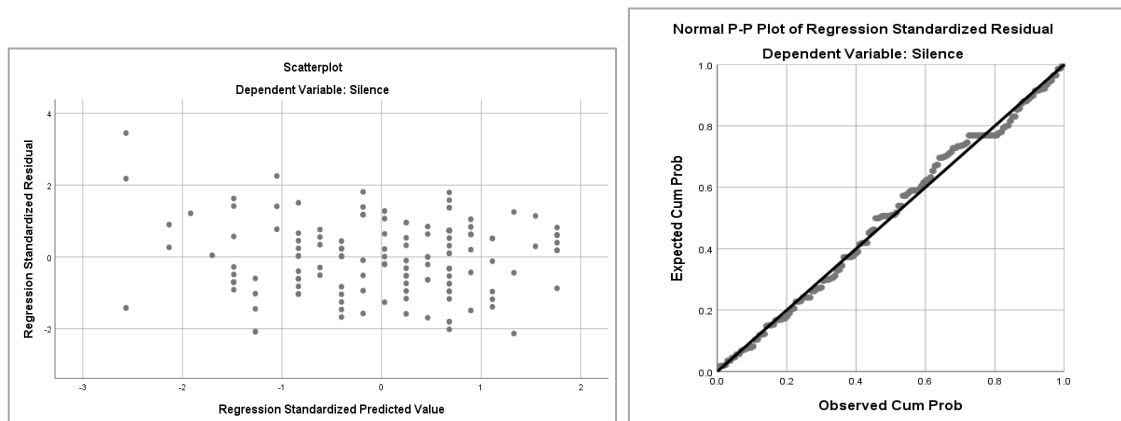
c. Predictors: (Constant), Edu=PHD or equivalent, Serv=0-3 Years, Edu=Masters or equivalent, Age=40-44, Age=55+, Age=50-54, Age=18-24, Age=35-39, Edu=Diploma, Serv=7-9 Years, Age=25-29, Edu=Matric, Age=45-49, Serv=4-6 Years, Psych Con



**Step 2:** With the removal of the control variables from the model, the only independent variable remaining is psychological contract breach hence it was decided to re-run the model using a simple linear regression to better analyse the output. Before interpreting the results of the regression, the assumptions of linear regression were tested.

The first assumption of regression is homoscedasticity. An analysis of the data in the scatterplot (Figure 6) representing the residuals versus the predicted value indicated no obvious pattern. The absence of any distinguishable pattern indicated the requirement of homoscedasticity has been met (Field, 2009). The next critical assumption is that the error or residuals are normally distributed. An analysis of the P-P plot in Figure 6 indicate that most values can be located along the straight line hence the requirement of normally distributed residuals has been met (Leech et al., 2005). Since the assumption of homoscedasticity and normally distributed errors have been met, it can be assumed that the requirement of linearity will also be met ((Leech et al., 2005). Since there is only one predictor variable, there is no need to test for multicollinearity, the final key requirement in a regression analysis (Leech et al., 2005).

*Figure 6: Homoscedasticity and Normal P-P Plot – Hypothesis 1*



**Step 3:** Since the assumptions of regression have been met, results from the regression analysis can now be utilised. Based on the new model (Table 19), psychological contract breach explains 20.8% of the variance in employee silence.

Table 19: 2. Regression Model Summary of Hypothesis 1

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456 <sup>a</sup>	.208	.203	.78641

a. Predictors: (Constant), Psych Con  
b. Dependent Variable: Silence

An inspection of the correlation coefficient  $R=0.456$ , indicated that there is a positive correlation between psychological contract breach and employee silence. Based on a  $p<0.05$  found in the correlation matrix, this value is significant hence it can be concluded that an increase in psychological contract breach will result in an increase in employee silence. When analysing the ANOVA output, it its observed that  $p<0.05$ , hence the model significantly predicts employee silence.

Table 20: 2. ANOVA Summary of Hypothesis 1

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.354	1	24.354	39.379	.000 <sup>b</sup>
	Residual	92.766	150	.618		
	Total	117.120	151			

a. Dependent Variable: Silence  
b. Predictors: (Constant), Psych Con

Analysing the coefficients in Table 21, since  $p<0.05$  it can be concluded that these variables are a significant predictor in the model.

Table 21: Coefficients Summart of Hypothesis 1

Coefficients <sup>a</sup>														
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	1.684	.242		6.959	.000	1.206	2.162						
	Psych Con	.434	.069	.456	6.275	.000	.298	.571	.456	.456	.456	1.000	1.000	

a. Dependent Variable: Silence

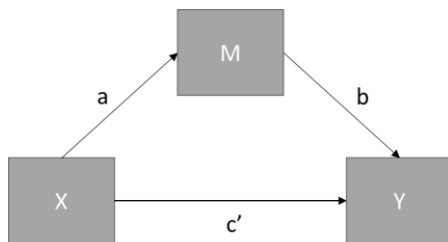
Based on the results of the regression, the null hypothesis can be rejected and the alternative hypothesis accepted. It can be concluded that there is a significant relationship between psychological contract breach and employee silence.

### 5.4.2 Hypothesis Two

*H<sub>0</sub>: Affective commitment does not mediate the relationship between psychological contract breach and employee silence*

The test for mediation is based on Baron & Kenny's model (1986). A mediating variable explains the relationship or influence that an independent variable has on a dependent variable. (Baron & Kenny, 1986). All statistical analysis for this hypothesis will be performed at the 95% confidence interval. The model is tested using several regression analyses based on the diagram below:

*Figure 7: Mediation Model*



The stages in performing the analysis is detailed below:

**Stage 1** – The first requirement of this model is to ensure that all variables are significantly correlated. This was done using Pearson's Correlation 2-tailed test. Results from this test (Table 20 below) concluded that variables psychological contract breach, employee silence and affective commitment are correlated with the test significant at  $p=0.001$  level. Inspecting the values of the correlations, these are in the expected direction:

- Inverse relationship between psychological contract breach and affective commitment indicating that an increase in contract breach will lead to a decrease in affective commitment.
- Positive relationship between psychological contract breach and employee silence indicating that an increase in contract breach will lead to an increase in employee silence
- Inverse relationship between affective commitment and employee silence indicating that an increase in affective commitment results in a decrease in employee silence

Table 22: Correlation of Constructs in Mediation

		Psych Con	Commitment	Silence
Psych Con	Pearson Correlation	1	-.531**	.456**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
Commitment	Pearson Correlation	-.531**	1	-.638**
	Sig. (2-tailed)	.000		.000
	N	152	152	152
Silence	Pearson Correlation	.456**	-.638**	1
	Sig. (2-tailed)	.000	.000	
	N	152	152	152

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Stage 2** - The next step in analysing this model is predicting Y from X to test for a significant relationship. This was confirmed in Hypothesis 1 hence does not require further testing so it can be concluded that there is a significant relationship between psychological contract breach and employee silence.

Since this model requires the analysis of coefficients at a later stage, the regression equation is noted as  $y=1.684 +0.434x$  (Coefficients indicate in Table 21). The p value for the coefficient X is noted as 0.000.

**Stage 3** – The next step in the analysis is predicting M (affective commitment) from X (psychological contract breach) to test for a significant relationship. A simple linear regression analysis was performed. The data was checked to ensure it met the assumptions of a regression analysis following the same steps that were utilised in Hypothesis 1.

Analysing the model summary (Table 23), it can be seen that 28% of the variance in affective commitment can be explained by psychological contract breach.

Table 23:1. Regression Model Summary of Hypothesis 2

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.531 <sup>a</sup>	.282	.277	.54096

a. Predictors: (Constant), Psych Con  
 b. Dependent Variable: Commitment

From the ANOVA output (Table 24), it is observed that  $p=0.000$  hence it can be concluded that there is a significant relationship between psychological contract breach and affective commitment.

Table 24: 1. ANOVA Summary of Hypothesis 2

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.221	1	17.221	58.848	.000 <sup>b</sup>
	Residual	43.896	150	.293		
	Total	61.117	151			

a. Dependent Variable: Commitment  
b. Predictors: (Constant), Psych Con

Analysing the Coefficient matrix (Table 25), since  $p < 0.05$  it can be concluded that the coefficients in this matrix are significant. Based on the coefficients in the model, the regression equation is  $y = 3.869 - 0.365x$ .

Table 25: Coefficients Summary of Hypothesis 2

Coefficients <sup>a</sup>														
Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B			Correlations			Collinearity Statistics	
		B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF	
1	(Constant)	3.869	.166		23.240	.000	3.540	4.198						
	Psych Con	-.365	.048	-.531	-7.671	.000	-.459	-.271	-.531	-.531	-.531	1.000	1.000	

a. Dependent Variable: Commitment

**Stage 4:** The next stage in the model is predicting Y (employee silence) from both X (psychological contract breach) and M (affective commitment). Testing this requires a multiple regression model. In addition to the assumption of homoscedasticity, linearity and normally distributed errors, the assumption of multicollinearity needs to be checked since there are two independent variables. Based on the collinearity statistics, a Tolerance value below 0.1 is indicative of multicollinearity in the model (Pallant, 2007). The tolerance value is 0.718 hence it can be assumed that collinearity is not a concern in this model.

Based on the model summary in Table 26, it can be stated that this model predicts 42.6% of the variance in employee silence.

Table 26: 2. Regression Model Summary - Hypothesis 2

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.652 <sup>a</sup>	.426	.418	.67187

a. Predictors: (Constant), Psych Con, Commitment  
b. Dependent Variable: Silence

Analysing the ANOVA in Table 27,  $p=0.000$  hence it can be concluded that this model is a significant predictor of employee silence.

Table 27: 2. ANOVA Summary - Hypothesis 2

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.860	2	24.930	55.228	.000 <sup>b</sup>
	Residual	67.260	149	.451		
	Total	117.120	151			

a. Dependent Variable: Silence  
b. Predictors: (Constant), Commitment, Psych Con

Table 28 indicating the coefficients indicate that the p-values for M is  $p=0.000$  and the p value for X is 0.027 and since both are  $p<0.05$ , the variables are significant. The regression equation is  $y=4.633 - 0.762m + 0.156x$  for the model.

Table 28: 2. Coefficients Summary - Hypothesis 2

Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	4.633	.443		10.447	.000					
	Psych Con	.156	.070	.164	2.235	.027	.456	.180	.139	.718	1.392
	Commitment	-.762	.101	-.551	-7.517	.000	-.638	-.524	-.467	.718	1.392

a. Dependent Variable: Silence

**Stage 5:** The final stage in the mediation model is to analyse coefficients and p values of all the regressions. A summary of the values and equations are provided in Table 29.

Table 29: Summary of Regression Testing - Hypothesis 2

Test No:	Variables tested	Equation	P Value of x	Test Result
Regression 1	$X \rightarrow Y$	$y=1.684 +0.434x$	$p=0.000$	Sig prediction of X
Regression 2	$X \rightarrow M$	$y= 3.869-0.365x$	$p=0.000$	Sig prediction of X
Regression 3	$X M \rightarrow Y$	$y=4.633 - 0.762m + 0.156x$	$p=0.027$	Sig prediction of X

Regression 1 and regression 2 were required to assess that there were significant relationships between the variables which was confirmed. Regression 3 was required to analyse the change in X (psychological contract breach) when M (affective commitment) was introduced into the model. The change in X (psychological contract breach) is analysed using the coefficients in the regression equation and the corresponding p value.

A reduction in the coefficient value of X and an insignificant p value of coefficient X in regression 3 would confirm full mediation (Sharma, 2015). The coefficient of X has reduced from 0.434 to 0.156 satisfying the first requirement. The value of  $p < 0.05$  hence it can be concluded that it is still significant. It is observed that there is an increase in the p-value of 0.000 from regression 1 to 0.027 in regression 3 indication a slight loss in significance. Since the p value is still significant full mediation cannot be confirmed. When the value is still significant but there is a reduction in X, a partial mediation is said to have occurred (Sharma, 2015).

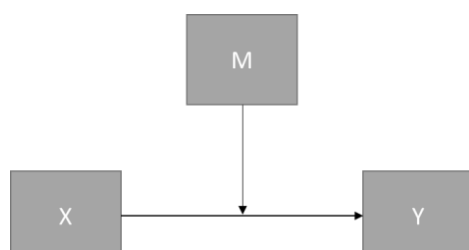
Based on the results of the regression, the null hypothesis can be rejected and the alternative hypothesis accepted. It can be concluded that affective commitment is a partial mediator in the relationship between psychological contract breach and employee silence.

### 5.4.3 Hypothesis 3

*H<sub>0</sub>: Organisational ethical climate does not moderate the relationship between affective commitment and employee silence.*

A moderator variable has the ability to alter the relationship between two variables (Baron & Kenny, 1986) It can impact on the direction or strength of this relationship. The test for moderation requires transformation of the data and the running of a multiple regression analysis. All statistical analysis for this hypothesis will be performed at the 95% confidence interval. The moderating technique utilised was outlined by Warner (2013) and based on the diagram below:

*Figure 8: Moderator Model*



**Stage 1:** The first requirement of this model is to ensure that all variables are significantly correlated. This was done using Pearson’s Correlation 2-tailed test. Results from this test presented in Table 30 below concluded that variables ethical climate, employee silence and affective commitment are correlated with the test significant at p=0.001 level. Inspecting the values of the correlations, these are in the expected direction:

- Inverse relationship between silence and ethical climate indicating that an increase in contract breach will lead to a decrease in affective commitment.
- Positive relationship between ethical climate and affective commitment indicating that an increase in contract breach will lead to an increase in employee silence
- Inverse relationship between affective commitment and employee silence indicating that an increase in affective commitment results in a decrease in employee silence

Table 30: Correlation Analysis - Hypothesis 3

		Correlations		
		Commitment	Silence	Ethical Climate
Commitment	Pearson Correlation	1	-.638**	.342**
	Sig. (2-tailed)		.000	.000
	N	152	152	152
Silence	Pearson Correlation	-.638**	1	-.251**
	Sig. (2-tailed)	.000		.002
	N	152	152	152
Ethical Climate	Pearson Correlation	.342**	-.251**	1
	Sig. (2-tailed)	.000	.002	
	N	152	152	152

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Stage 2:** The second stage of the testing required the creation of an interaction term between M (ethical climate) and X (affective commitment). In order to reduce the correlation when creating quantitative interaction terms, it is recommended that both predictor variables are centred (Warner, 2013). Two new centred variables for ethical climate and affective commitment were created by subtracting the sample mean from the score. The interaction variable was created by multiplying these two new variables.

**Stage 3:** The independent variables X (affective commitment), M (ethical climate) and XM (interaction variable) are used in a multiple regression to understand the relationship with Y (employee silence). All the assumptions of normality were tested using the procedures discussed above.



When analysing the model summary in Table 31, it can be observed that 41% of the variance in employee silence can be explained by this model.

Table 31: 1. Regression Model Summary - Hypothesis 3

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640 <sup>a</sup>	.410	.398	.68341
a. Predictors: (Constant), ethclimc, Commitment, Ethical Climate				
b. Dependent Variable: Silence				

The ANOVA (Table 32) for this model indicates a p=0.00 which indicated that the interaction of this model was statistically significant.

Table 32:1. ANOVA Summary - Hypothesis 3

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.997	3	15.999	34.255	.000 <sup>b</sup>
	Residual	69.123	148	.467		
	Total	117.120	151			
a. Dependent Variable: Silence						
b. Predictors: (Constant), ethclimc, Commitment, Ethical Climate						

It is important in the moderator analysis to understand the coefficients of each of the variables in the model to assess the size and impact. Analysing the values found in Table 33, the p-value for ethical climate is p=0.436 and the interaction term (ethclimc) is p=0.467. Since  $p > 0.05$  for both, it can be concluded that these variables are not statistically significant. When variables are found to be insignificant in models of regression, removing the variables from the model should be considered as it could be reducing the overall significance of the model. These variables are related to the moderator under consideration.

Table 33: Coefficients Summary - Hypothesis 3

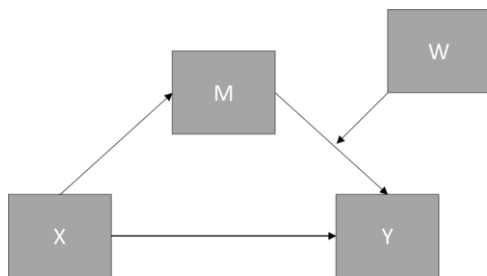
Coefficients <sup>a</sup>											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	5.646	.304		18.592	.000					
	Ethical Climate	-.080	.103	-.056	-.781	.436	-.251	-.064	-.049	.763	1.311
	Commitment	-.877	.095	-.634	-9.276	.000	-.638	-.606	-.586	.854	1.171
	ethclimc	.071	.097	.052	.729	.467	-.163	.060	.046	.786	1.272
a. Dependent Variable: Silence											

Based on the results of the regression, the null hypothesis fails to be rejected hence it cannot be concluded that ethical climate is a moderator in the relationship between affective commitment and employee silence.

#### 5.4.4 Testing the overall Model

Hayes (2013), has created a series of models based on mediation and moderation which allowed an overall assessment of the model by running a single test on SPSS. This addition is known as the PROCESS macro. The analysis of this model was used to confirm the findings of the three hypotheses under consideration. As defined by Hayes (2013), the model that was tested is named model 14 which resembles the figure below:

Figure 9: Hayes Process Model 14



**Step 1:** The four variables were entered into the macro based on the diagram above with no manipulation of the data required. Examining the output in Table 34, although the coefficients are slightly different, it can be confirmed that due to the p values of ethical climate > 0.05, the variable is not statistically significant. The overall model predicts 42.8% of the variance in employee silence and with a p < 0.05, it is statistically significant.

Table 34: Process Model Output 1

```

*****
OUTCOME VARIABLE:
  TotSil
Model Summary
      R      R-sq      MSE      F      df1      df2      p
,6542    ,4280    ,4558    27,4955    4,0000    147,0000    ,0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    5,2081    ,8767    5,9403    ,0000    3,4755    6,9408
PsyCont     ,1534    ,0710    2,1607    ,0323    ,0131    ,2937
CombCom    -,9370    ,2674   -3,5039    ,0006   -1,4655   -,4085
EthCli     -,2319    ,3048   -,7609    ,4479   -,8341    ,3704
Int_1       ,0698    ,0956    ,7302    ,4664   -,1191    ,2586

Product terms key:
  Int_1      :      CombCom x      EthCli

Covariance matrix of regression parameter estimates:
  
```

**Step 2:** When considering the mediation model (hypothesis 2), once again similar results to the regression analysis can be found. The difference between this model and the regression analysis is that it utilises the more robust statistical technique of bootstrapping. Bootstrapping treats the sample as the population and repeatedly draws samples from this population (Field, 2009). A bootstrap confidence interval that does not include the value zero means that there is indirect effects present (Andrew F. Hayes, 2013).

Based on these principals, analysing Table 35 below, it can be observed that the results of the total effect of X on Y (Hypothesis 1) corroborates tests performed for hypothesis 1. The direct effect of X on Y also provides similar results that being a reduction in the p value from 0.000 to 0.269. The reduction of the X is commensurate with what is expected in a mediation analysis. Analysing the bootstrap confidence interval, it is observed that values lie between 0.0181 and 0.2939.

Since this is not inclusive of the value 0, it can be concluded that the presence of a mediating variable or indirect effect is present. Whereas in the regression analysis only partial mediation could be confirmed, using bootstrapping, it can be concluded that affective commitment is a mediator in the relationship between psychological contract breach and employee silence.

*Table 35: Process Model Output 2*

Total effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
,4344	,0692	6,2753	,0000	,2976	,5712	,4933	,4560
Direct effect of X on Y							
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
,1560	,0698	2,2347	,0269	,0181	,2939	,1771	,1637

**Step 3:** In a model where the effects of the moderator can be considered significant, an analysis of the mediator at every level of the moderator should be considered. Table 36 presents these findings. Since the moderator has found to be insignificant in this model, it is unsurprising to note that at every level of the moderator an indirect or mediating effect is present indicated by the bootstrap intervals.

The test results of moderated mediation is also presented and it can be seen that since the bootstrap interval crosses the 0 threshold ie the lower-bound is -0.1327 and upper-bound is 0.0459 it can be concluded that there is no presence of an indirect effect.

Table 36: Process Model Output 3

<u>EthCli</u>	Effect	<u>BootSE</u>	<u>BootLLCI</u>	<u>BootULCI</u>
1,8000	,2964	,0716	,1638	,4473
2,2000	,2862	,0647	,1664	,4165
3,0000	,2658	,0639	,1387	,3892
Index of moderated mediation:				
<u>EthCli</u>	Index	<u>BootSE</u>	<u>BootLLCI</u>	<u>BootULCI</u>
---	-,0255	,0431	-,1327	,0459

## 5.5 Conclusion

Using the data collected in the survey, various statistical tools and techniques were applied to convert the raw data into useful information to answer the hypotheses proposed. The results calculated in this chapter will now be discussed.

## **Chapter 6: Discussion of Research Results**

### **6.1 Introduction**

The goal of this study was to understand if a relationship existed between psychological contract breach and employee silence. Based on literature reviewed, affective commitment to the organisation was identified as a construct that could possibly explain the relationship between these two variables and ethical climate was identified as a state that could possibly affect the magnitude of the impact of organisational commitment on silence.

These broad constructs were developed into hypotheses to be tested. A survey was designed based on tested questions for each construct which was subsequently administered to a sample population. Data gathered from this survey was cleansed, tested for reliability and validity and analysed against the hypotheses. The results of the test were presented in Chapter 5. What follows is a discussion of the results and relevant relations to the literature.

### **6.2 Discussion of Hypothesis one**

Hypothesis one aimed to establish whether an employee's perceived psychological contract breach will result in employee silence. The hypothesis was stated as follows:

**H0: There is no relationship between psychological contract breach and employee silence**

**H1: There is a relationship between psychological contract breach and employee silence**

A multiple regression analysis was performed on the constructs and based on the results the null hypothesis was rejected and the alternative hypothesis accepted.

As part of this initial regression, several control variables thought to influence this model was introduced as control variables. In a study of psychological contract breach conducted by Ng et al. (2014), it was noted that gender was controlled for in studies due to men and women having different career paths at different life stages (hence also the control of age). Employee's that were older; more educated and remained in the business for longer were found to engage in more organisational citizenship behaviour

activities and thus more committed to the organisation (Ng et al., 2014). Based on the results of the initial multiple regression analysis, it was found that the group of control variables comprising of gender, age, tenure, and education did not significantly predict employee silence hence this study cannot corroborate the findings of Ng et al (2014) as it relates to employee silence.

Assessing the regression model conducted for hypothesis 1, it is observed that employee contract breach is a significant predictor of employee silence observed by p-value of  $p=0.000$ . Despite this significance it is also noted that the overall prediction of this model is only 20.8% denoted by r-squared. Whilst there is no conclusive view on what a good r-squared value is (Field, 2009; Leech et al., 2005), it has been noted that small effects of r-squared can also often be meaningful (Fairchild, MacKinnon, Taborga, & Taylor, 2009).

This study corroborates the findings of Wang & Hsieh (2014) of psychological contract breach and acquiescence silence but extends the finding to include the effects of quiescent silence to get an overall measure of employee silence that is related to negative events in the organisation and thus contributes to literature on deviant employee behaviour in the workplace.

Ning and Zhaoyi (2017) note that there has been limited research undertaken on the impact of psychological contract breach on employee negative behaviour traits such as deviant or counterproductive behaviour. Since employee silence can be considered as one of these negative behaviours, the findings of this research are able to contribute to the growing body of work in this area.

### **6.3 Discussion of Hypothesis Two**

The aim of this hypothesis was to understand if affective commitment explains the relationship between psychological contract breach and employee silence and was stated as follows:

**H0: Affective commitment does not mediate the relationship between psychological contract breach and employee silence**

**H1: Affective commitment mediates the relationship between psychological contract breach and employee silence**

A combination of linear and multiple regression analyses was performed on the constructs and the overall mediation model tested with the PROCESS macro (Andrew F. Hayes, 2013). Based on the results obtained the null hypothesis was rejected and the alternative hypothesis accepted.

The first required regression model of this analysis was the outcome of hypothesis one. The second required regression indicated that 28.2% of the variance in affective commitment can be explained by psychological contract breach. This model was found to be statically significant with a p-value of  $p=0.00$ . Although the positive result of a relationship between psychological contract breach and affective commitment is related to only an aspect of the overall mediation model, this finding is further validated by the study conducted by Lapointe, Vandenberghe and Boudrias (2013) discussed previously. In their longitudinal study, it was found that affective commitment acted as a mediator between psychological contract breach and outcome variable employee turnover (Lapointe et al., 2013), hence the use of affective commitment as a mediator is further validated.

Deniz et al. (2013) found that when looking at organisational commitment as a precursor to silence, positive and negative relationships are possible dependent on the commitment of the employee. The correlations that was tested in this hypothesis indicate that that there is a negative relationship between affective commitment and employee silence (-0.638) thereby corroborating that there is a relationship between these two variables.

The next stage in assessing the mediation model was a multiple linear regression with both affective commitment and psychological contract breach loaded as independent variables. Results from the final stage of the mediation analysis was mixed. Whilst the coefficient of psychological contract breach reduced as required from 0.434 to 0.156, the level of significance did not reduce sufficiently. An ideal result would be a  $p\text{-value} > 0.05$  i.e. psychological contract breach is now required to be insignificant in the model. The p-value increased from 0.000 to 0.027 indicating some loss of significance and based on this a full mediation could not be established only a partial mediation. The PROCESS macro, a more robust tool for calculating mediation and moderation was used to verify the overall model. Since this procedure uses the sophisticated bootstrapping technique, the mediation effect of affective commitment was confirmed.

The results achieved in the test supports the role affective commitment plays as a

mediator in many kind of organisational outcomes such as turnover intention and exhaustion (Lapointe et al., 2013); work engagement (Poon, 2013); civic virtue behaviours (Restubog et al., 2006) and work performance (Vandenberghe & Bentein, 2009).

### **6.3 Discussion of Hypothesis three**

The objective was to understand if ethical climate affects the strength of the relationship between affective commitment and employee silence.

**H0: Organisational ethical climate does not moderate the relationship between affective commitment and employee silence.**

**H1: Organisational ethical climate moderates the relationship between affective commitment and employee silence.**

The analysis required a series of variable transformations as well as multiple linear regression. This model was then tested using the PROCESS macro (Andrew F. Hayes, 2013). Based on the results obtained of the analysis, the null hypothesis was failed to be rejected.

When analysing the regression analysis, it was found that whilst the overall model significantly predicted employee silence annotated by a  $p < 0.05$ , the coefficients relating to ethical climate were not significant. Based on this finding, the statistical process outlined for moderation could not be continued. These results were corroborated by the more robust PROCESS macro.

Previous research discussed, indicated that there is a positive relationship between climate and the employee attitudes of satisfaction and commitment; and negative relationships between climate and dysfunctional behaviour (Treviño et al., 2014). A review of the correlation analysis conducted in this hypothesis confirmed this finding with ethical climate and employee silence being inversely related.

A review of the literature resulted in the proposed hypothesis that a strong ethical climate could lessen the impact of several negatively related work outcomes such as silence. The rationale of including ethical climate as a moderator between affective commitment and employee silence was strong commitment levels was found to be an outcome of an ethical climate (Choe & Tan, 2017). If commitment levels were affected, it could be



plausible that an ethical climate would reduce the impact of the negative outcomes associated with lower levels of commitment.

On inspection of the correlation coefficient again, the possible reasons for no significance of this model is that although the relationship between ethical climate and employee silence is in the expected direction, i.e. inversely related, the actual coefficient is -0.251 suggesting a fairly low correlation between these variables. This again is a possible indicator that employee's do not view silence as an unethical act as suggested by Beheshtifar, Borhani, and Moghadam (2012).

Although this hypothesis could not be disproven, it is an unexpected result of this study hence an area where further study could be pursued.

#### **6.4 Conclusion**

Results from the study conducted validated the hypotheses regarding the relationships that exist between psychological contract breach, affective commitment and employee silence. The effects that ethical climate has on the model could not be validated. The inability to validate this finding suggests an interesting area for future study as the importance of an ethical climate in an organisation has been clearly established from the literature that was reviewed.

## **Chapter 7: Conclusions and Recommendations**

### **7.1 Introduction**

The background to the research conducted is the growing trend of unethical behaviour in the workplace despite the increasing rigorous measures that have been put in place to combat them (Singh & Twalo, 2015). Whilst certain types of unethical behaviour are obvious and easy to detect such as fraud or theft as they have measurable outcomes, there is a growing trend of passive behaviour in the workplace that can be considered unethical such as employee silence (Campbell & Göritz, 2014). The impact of this behaviour in the organisation cannot be measured but as seen in recent history, the impact is profound.

Unethical behaviour is often believed to stem from external factors such as greed and personal enrichment (Singh & Twalo, 2015) hence intrinsic factors are often overlooked. The aim of this study was to understand how an organisation's own behaviour influences its employees to engage in subtle acts of unethical behaviour. The specific behaviour that was tested was the impact of employee contract breach on employee silence.

The key findings from this study was that there was a positive relationship found between psychological contract breach and employee silence. The relationship between breach and silence was found to be mediated by affective commitment in the workplace. Whilst an inverse relationship between ethical climate and employee silence was established, the moderating effect of an organisation's ethical climate on the relationship between affective commitment and employee silence could not be established.

### **7.2 Management Recommendations**

This study should highlight to organisations that there is a need to be more cognisant of how unfulfilled promises to employees can result in their unethical behaviour hence the following recommendations are made:

#### **Psychological Contract Breach**

Supervisors should be cautious regarding the promises made to their subordinates and should ensure that any promises made can in fact reasonably be achieved. Research indicated that organisations often have to break promises to employees due to changing circumstances in the workplace such as poor financial performance (Morrison & Robinson, 2000). In these circumstances it is important for supervisors to immediately address the breach in contract, provide reasons for the breach and offer possible

mitigating solutions to the employee. The one behaviour that management should stay clear of is not addressing the issue, particularly when it is outside of their control and whilst employees might realise this, it is often required to be blatant.

Organisations should also attempt to formalise some of the outcomes of common psychological contracts that are present in the organisation. Examples of this include institutionalised policies with regards to training and development; formal flexi-work contracts and career path mapping tools that result in regular assessment of possible promotions.

### **Employee silence**

Vakola and Bouradas (2005) note that it is important for the leaders in the organisations to establish an environment where employees feel that they can express themselves without negative consequence. It is also important to create structures within the organisation that allow employees alternative routes other than through their immediate supervisor to express their views. Examples of these include “open-door” policies of executives, employee ethics and engagement committees and a safe and secure whistleblowing line.

## **7.3 Limitations and Future Research**

### **7.3.1 Limitations**

In addition to the research methods limitations indicated in chapter 4 of this research, the following limitations should be considered:

- The sample consisted of a disproportionate number of women which is not a true reflection of gender numbers hence could unduly influence the results.
- As can be seen from the demographic data collected, this sample consisted of mostly knowledge workers. The impact and perceptions of knowledge workers may differ from those that are more operational hence these findings may not necessarily hold true at lower job levels.

### **7.3.2 Future Research**

Results from this research indicate that employees possibly do not regard employee silence as an unethical act hence this should be tested in future research as this has far reaching implications for the ethical climate within an organisation.

Also from the survey results, overall prediction of employee silence through psychological contracts were low, hence other variables such as personality that is known to interact with psychological contract breach (Rousseau, 2004) and employee silence (Whiteside & Barclay, 2013) could be added to the model to increase its robustness in future research.

Another avenue for research is changing the mechanism in which data is collected. This study relied on employee self-reporting. It would be interesting to understand this model using paired samples of employee and supervisor as it will add new perspective on the role of affective commitment as a mediator.

#### **7.4 Conclusion**

Based on a practical problem that has become pervasive in our society, that being unethical behaviour in the workplace, this study attempted to understand one of the more subtle and difficult to measure cause and consequence relationship underlying this behaviour. From this study of the relationship between contract breach and employee silence, organisations should consider the practical and easy to implement suggestions to help alleviate some of the negative consequences.

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## Appendix A: Questionnaire

### Section A: Demographics

In this section, you are asked to provide general contextual information.

Gender							
Male				Female			
Ethnicity							
Black	White	Coloured	Indian	Asian	Other		
Age							
18-24	25-29	30-34	35-39	40-44	45-49	50-54	55+
Number of Years at Current Employer							
0-3 Years		4-6 Years		7-9 Years		10+ Years	
Level of Education							
Matric	Diploma	3 or 4 Year Degree		Masters or equivalent	PhD or equivalent		

### Section B: Psychological Contracts

Below are five statements that indicate possible opinions that you may have regarding the extent to which your employer has met your expectations. Indicate the extent of your agreement by selecting the answer that best represents your point of view.

Please choose from the following answers:

1	2	3	4	5
<b>Strongly Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Slightly Agree</b>	<b>Strongly Agree</b>

	1	2	3	4	5
1. Almost all the promises made by my employer during recruitment have been kept so far					
2. I feel that my employer has come through in fulfilling the promises made to me when I was hired					
3. So far, my employer has done an excellent job of fulfilling its promises to me					
4. I have not received everything promised to me in exchange for my contributions					
5. My employer has broken many of its promises to me even though I've upheld my side of the deal					

**Section C: Organisational Commitment**

Below are six statements that indicate possible opinions that you may have regarding your organisation. Indicate the extent of your agreement by selecting the answer that best represents your point of view.

Please choose from the following answers:

1	2	3	4	5
<b>Strongly Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Slightly Agree</b>	<b>Strongly Agree</b>

	1	2	3	4	5
1. This organisation has a great deal of personal meaning for me					
2. I really feel a sense of 'belonging' to my organisation					
3. I am proud to belong to this organisation					
4. I do not feel emotionally attached to my organisation					
5. I really feel as if my organisation's problems are my own					
6. I do not feel like 'part of the family' at my organisation					

Below are six statements that indicate possible opinions that you may have regarding your immediate supervisor/manager. Indicate the extent of your agreement by selecting the answer that best represents your point of view.

Please choose from the following answers:

1	2	3	4	5
<b>Strongly Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Slightly Agree</b>	<b>Strongly Agree</b>

	1	2	3	4	5
1. I am not really attached to my supervisor					
2. I feel proud to work with my supervisor					
3. I feel a sense of respect for my supervisor					
4. My supervisor means a lot to me					
5. I appreciate my supervisor					
6. I feel little admiration for my supervisor					

### Section D: Employee Silence

Below are six statements that indicate possible opinions that you may have regarding why you choose to remain silent when faced with challenges/or issues in your organisation. Indicate the extent of your agreement by selecting the answer that best represents your point of view.

Please choose from the following answers:

1	2	3	4	5
<b>Strongly Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Slightly Agree</b>	<b>Strongly Agree</b>

	1	2	3	4	5
1. I remain silent because I will not find a sympathetic ear anyway					
2. I remain silent because my superiors are not open to proposals, concerns or the like					
3. I remain silent because nothing will change anyway					
4. I remain silent because of fear of negative consequences					
5. I remain silent because I fear disadvantages from speaking up					
6. I remain silent to not make me vulnerable in the face of colleagues or superiors					

### Section D: Ethical Climate

Below are five statements that indicate possible opinions that you may have regarding the levels of ethics in your organisation. Indicate the extent of your agreement by selecting the answer that best represents your point of view.

Please choose from the following answers:

1	2	3	4	5
<b>Strongly Disagree</b>	<b>Slightly Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Slightly Agree</b>	<b>Strongly Agree</b>

	1	2	3	4	5
1. People around here are aware of ethical issues					
2. People in my department recognize a moral dilemma right away					
3. If a rule or law is broken, people around here are quick to notice					
4. People in my department are very sensitive to ethical problems					
5. People around here do not pay attention to ethical issues					