

**PSYCHOLOGICAL CONTRACT VIOLATION, TURNOVER INTENTION,
RELATIONSHIP QUALITY AND WORKPLACE DEVIANCE AMONG
EMPLOYEES OF AGRICULTURE AND FOOD DIRECTORATES IN KENYA**

BY

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DEDICATION

Dedicated to all those who inspired me and all those who will be inspired by this work.

“Education is the kindling of a flame, not the filling of a vessel.” Socrates

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ABSTRACT

Due to the increased incidence of deviant behaviour within organisations, there is a growing interest among researchers and practitioners in the topic of workplace deviance. Earlier studies have demonstrated a connection between psychological contract violation and workplace deviance, but little research has been conducted on the moderated mediation of Relationship Quality and Turnover Intention. The purpose of this study was to examine the effects of Psychological Contract Violation on Workplace Deviance through the moderation of Relationship Quality and mediation of Turnover Intention. The specific objectives are to examine: the effects of Psychological Contract Violation on Workplace Deviance; effects of Psychological Contract Violation on Turnover Intention; effects of Turnover Intention on Workplace Deviance, and the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance. It was also to establish the moderation of Relationship Quality on the relationship between; Psychological Contract Violation and Workplace Deviance; Psychological Contract Violation and Turnover Intention; and Turnover Intention with Workplace Deviance. Finally, the study sought to determine the moderating effect of Relationship Quality on the indirect effect of Psychological Contract Violation on Workplace Deviance through Turnover Intention. The psychological contract and social exchange theories guided this study. In accordance with the positivism research philosophy and explanatory research design, stratified and systematic random sampling methods were used to select 443 Kenyan Agriculture and Food Directorate employees. Self-administered structured questionnaires anchored on seven-point Likert scale were used to collect data. Reliability and validity of the research instrument were tested using Cronbach Alpha and Factor Analysis respectively. Hierarchical regression models, using Hayes Process Macro were used to analyze data and test hypotheses. The findings of the study show that: Psychological Contract Violation has an effect on Workplace Deviance [$\beta = .1041$; $p = .0033$], while it has influence on Turnover Intention at [$\beta = .5382$; $p = .0000$]. Turnover Intention does influence Workplace Deviance [$\beta = -.1307$; $p = .0036$]. and mediates the relationship between Psychological Contract Violation and Workplace Deviance at $\beta = -.0703$, and $CI = (-.1257$ to $-.0200)$. Relationship Quality moderated the relationship between Psychological Contract Violation and Workplace Deviance at $\beta = -.2548$, and $p = .0000$. Relationship Quality did not moderate Psychological Contract Violation and Turnover Intention, at $\beta = .0153$, $p = .6072$ with a CI of $-.0431$ to $.0737$. Relationship Quality moderated Turnover Intention and Workplace Deviance at [$\beta = -.1037$, $p = .0078$ with a CI of $-.1801$ to $-.0274$. Finally, conditional indirect effects of Relationship Quality indicate that the moderation is significant at one standard deviation higher than the mean, ($\beta = -.0482$, $SE = .0182$, $CI = [-.0923$ to $-.0184]$). This study contributes to the theoretical knowledge base of workplace deviance by including Relationship Quality as a moderator and Turnover Intention as a mediator. Organizational managers should inculcate good relations with their employees as this determines the engagement in Workplace Deviance. These insights are helpful to policy makers in the management of workplace deviance.

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LIST OF ABBREVIATIONS AND ACRONYMS

AFA: Agriculture and Food Authority

AFFA: Agricultural, Fisheries and Food Authority

DWB: Deviant Workplace Behaviour

MBA: Master of Business Administration

PTPR: Presidential Taskforce on Parastatal Reforms

GIC: Government Investment Corporation

SEM: Structural Equation Modelling

SPSS: Statistical Programme for Social Sciences

ANOVA: Analysis of Variance

PCV: Psychological Contract Violation

RQ: Relationship Quality

TI: Turnover Intention

WPD: Workplace Deviance

OWD: Organizational workplace deviance

IWD: interpersonal workplace Deviance

VIF: Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Workplace Deviance: Voluntary member conduct that infringes organisational norms and endangers the organisation or its members, Robbinson and Bennet (1995,1997).

Organizational Workplace Deviance: Deviance targeted at the organization, Robbinson and Bennet (1995,1997).

Interpersonal Workplace Deviance: Deviance targeted at members of the organization, Robbinson and Bennet (1995,1997).

Psychological contract: It is the perceived mutual obligations that characterize the employee's relationship with his/her employer. (Robinson and Rousseau, 1994).

Psychological Contract Violation: The belief that one's organisation has broken a psychological contract (Robinson and Morisson, 1995).

Turnover Intention: A willful intention that is both cognizant and intentional to depart from the organisation (Tett and Meyer, 1993)

Relationship quality is a measure of the strength of a relationship, (Hennig-Thurau and Klee 1997)

Trust: 'psychological state of accepting vulnerability based on positive expectations of another's intentions or behaviour' (Rousseau, Sitkin, Burt, & Carmerer, 1998, p. 395).

Commitment: Baker et al. (1999) defined commitment as desiring a steady relationship, making small sacrifices for it, and maintaining trust.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter examines the background information to the study, the statement of the problem, the research objectives, hypotheses of the study, significance and the scope of the study.

1.1 Background to the Study

Practitioners and scholars are becoming increasingly interested in workplace deviance (Reeshad, 2005; Spector *et al.*, 2006; Paul & Sackett, *et al.*, 2006; Tepper, *et al.*, 2009; Nisha & Neharika, 2012). Robinson & Bennett (1995) defined workplace deviance as violations of organisational norms. The series of researches on vandalism, fraud, lying, theft, withholding effort, spreading malicious rumours, sexual harassment, and aggressive behaviour in the workplace is advancing significantly (Griffin, O'Leary-Kelly, & Collins, 1998; Spector, *et al.*, 2006; Bowling & Gruys, 2010). The increasing incidence of deviant behaviour in the workplace and the enormous costs associated with deviant behaviour are the primary reasons for the growing interest in workplace deviance. Several studies have examined not only the social and psychological effects of negative workplace behaviour, but also its financial impact on the organization (Tepper, 2000; Sackett & DeVore, 2001; Dunlop & Lee, 2004; Spector & Fox, 2005). Given the growing predominance of harmful behaviours and the accompanying costs, it would be particularly beneficial for organizations to establish the specific variables that promote this deviant behavior.

Psychological contracts are worker-employer beliefs (Rousseau, 1995; Guest, 2004). The psychological contract stipulates employees to trust the company. Psychological contract violation happens when employees notice broken promises (Rousseau, 1995). The psychological contract impacts employee behaviour (Coyle-Shapiro and Kessler, 2000; Kickul

and Lester, 2001; Turnley et al., 2003; Guest, 2004; Restubog et al., 2005; Sturges et al., 2005; Restubog, Bordia and Tang, 2006; Restubog and Bordia, 2006). Psychological Contract Violation is a subjective, sense-making occurrence (Rousseau, 1995), so, the effects that it has on the behaviour of employees may be influenced by surrounding factors. (such as justice perceptions (Kickul et al., 2002) and personal characteristics (as stipulated by Kickul & Lester (2001); Ho, Weingart & Rousseau (2004); Raja, Johns & Ntalianis (2007)). (2004). If employees feel treated fairly, complimented, and rewarded, they'll work hard and avoid harming the company (Shahnawaz & Goswami, 2011).

This research is based on psychological contract and social contract theories, as well as existing research and the variables to be researched. The previous studies on psychological contracts include but not restricted to Robinson & Rosseau, 1994, Robinson, 1996; Rosseau, 1995; Cartwright and Cooper 1994; Robinson & Morrison, 2000; Coyle-Shapiro & Kessler, 2000; Kickul & Lester, 2001; Turnley *et al.*, 2003; Guest, 2004; Restubog *et al.*, 2005; Sturges *et al.*, 2005; Restubog, Bordia and Tang, 2006; Restubog & Bordia, 2006, Shahnawaz & Goswami, 2011. Schien & Argyris proposed in the 1960s that people function successfully and devote to the institution if their intentions of what the institution will deliver to all of them and how much they owe to the company in exchange are equal (Shahnawaz & Goswami, 2011). Social exchange theory guides employer-employee reciprocity. These two theories support the idea that psychological contract violations break expected reciprocity, leading to workplace deviance.

Workplace Deviance and Psychological Contract Violation, have been studied as individual concepts in relation to various others using different methodological models. For instance, Tepper et al. (2009) conducted research on workplace bullying and supervisors' Workplace Deviance, and found a correlation between the two and a desire to leave the company. This

present study differs by using Psychological Contract Violation as an independent variable, the Turnover Intention as a mediator and Workplace Deviance as a criterion variable. Tepper et al. (2009) developed a model that included direct effects between workplace bullying and quit intention and the dependent variables (organization- and supervisor-directed deviance). This present study however, focused on indirect effects using Hayes's (2013) moderated mediation process template model 59 and model 4, to test the relationships between the four variables of the study. Workplace Deviance has also been studied in relationship with Job Performance, Rahman et al., 2012; 2013. Rahman, Ferdousy & Karan (2012) examined the relationships between Emotional Intelligence, Deviant Workplace Behaviour (DWB) and Job Performance. In this study, data was collected from 201 MBA students who were employed and undertaking their studies in the evening, in four different universities in Bangladesh. The respondents comprised of lower, middle and higher level studying employees, and each was required to rate his or her supervisor. The results of the study indicated that there was a moderate negative correlation between DWB and Job Performance. The focus of the present study however, is Workplace Deviance in relation to Psychological Contract Violation, of full time employees. The study by Rahman *et al.*, (2012) used path analysis to establish the relations, while the present study is using process macro to establish the indirect effects between the variables.

Psychological Contracts studies have established the negative effects of contract breach/violation. These outcomes include poor performance, poor work attitudes, withdrawal, and Workplace Deviance (Zhao, Wayne, Glibkowski, & Bravo, 2007; Bordia, Restubog, & Tang, 2008). Most longitudinal studies used mediation or moderation models and path analysis to establish relationships. This cross-sectional study tested a moderated mediation model by Edwards and Lambert (2007) and Preacher and Hayes (2012; 2013).

Moderating and mediating variables captured the study's complex business problems. Namazi & Namazi (2016) say business models are incomplete without moderating and mediating variables. Third, moderating and mediating variables broadened business theories, and fourth, they allow researchers to answer "when," "how," and "why" variables are related (Namazi & Namazi, 2016).

This research advances correlational and experimental business. Small and large firms alike have reported significant financial losses where there have been high incidences of fraud. According to Mazni & Roziah (2011), deviant acts such as fraud, theft, workplace violence, internet surfing during hours of work, shop lifting and absenteeism among others, costed billions of dollars in America, clearly showing that property and production deviance heavily affects the success of any organization. Further impacts of workplace deviance noted were loss of self esteem, unpleasant emotions at work, anxiety, panic attacks, depression, sleeplessness and tense working environment, Chirasha & Mahapa, (2012). Given the mounting occurrence of Deviant Behaviours and the associated costs, it would be particularly valuable to organizations to establish the specific variables that contribute to deviant behaviour. This study examined the effects of Psychological Contract Violation on Workplace Deviance, moderated by Relationship Quality and mediated by Turnover Intention, within Agriculture and Food Authority, in Kenya.

Recent restructuring has changed employee perceptions and employer-employee relationships (Zhao, Wayne, Glibkowski, & Bravo, 2007). Internal reorganisation responds to macroenvironmental changes. Businesses are reorganising, downsizing, closing unprofitable divisions, and streamlining operations to compete in competitive markets. Changes initiated in an organisational restructuring will affect members' socio-psychological interests due to uncertainty. It's important to understand the effects of organisational restructuring on the

workplace. Post-restructuring employees are cautious about the organization's future and their responsibilities (Lee & Teo, 2005). In this changing business environment, the employer-employee psychological contract may be broken. It is necessary for managers and supervisors to have an understanding of the psychological contract and its influence on the behaviours and attitudes of employees. The Agriculture and Food Authority is one of the many public sector organisations that came about as a result of organisational restructuring, which is the focus of this particular piece of research.

1.2 Statement of the Research Problem

Deviance in the workplace is on the rise. Key organisational occurrences that surprised the Indian business industry were found by Shahnawaz and Goswami (2011). These included Honda Motors threatening to close its Manesar unit due to persistent labour problems, an executive being killed by striking employees of a firm in Coimbatore (2009), pilots of Jet Airways and Indian Airlines going on strike in 2009, and the CEO of 'Gradiano' being beaten to death in Noida (2008). These unfortunate events served as a tragic reminder of workplace deviance as a reply to infringements of psychological contracts. According to the literature on psychological contracts, each of the aforementioned occurrences is evidence of a breach of the psychological contract (Robinson and Rosseau, 1994, Robinson 1996, Rosseau 1995, Cartwright and Cooper 1994).

In Kenya, operations at the Jomo Kenyatta International Airport (JKIA) in Nairobi were halted on March 3, 2019 due to a strike by aviation workers. The strike affected cabin crew services, aircraft maintenance, ground flight services, air traffic control, engineering, security, fire and rescue, and finance. The strike was over Kenya Airways' (KQ) plan to take over the airport, which airport workers fear will lead to job losses (Kahongeh, & Ojina, 2019). Elsewhere, a junior police officer in a police camp in Maralal shot and killed a senior police officer in

Samburu County. According to Johnson, (2019), the suspect was infuriated after he was transferred from a construction site that he had been manning. The officer seemed to have not accepted the change that his boss had affected. In both cases, there appeared to be disagreements between the management and the junior employees on the decisions that had been made, making the employees feel that a contract they had entered into had not been honoured. These are, but only two examples drawn from public organizations, represented by AFA in this study.

According to the findings of researchers who study psychological contracts, breaches in psychological contracts can result in decreased performance, negative attitudes toward the workplace, workplace deviance, aggression, and withdrawal (Bordia, Restubog, & Tang, 2008). As a result of psychological contracts and a business environment that is constantly shifting, violations are either common (Robinson & Morrison, 2000) or unavoidable (Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009; Low & Bordia, 2011). Organizations should prioritise understanding organisational conditions and employee behavior that reduce or intensify employee responses to violation.

A study of the relevant literature suggests that there is a gap in research about violations of psychological contracts in the workplace and other types of misconduct. Researchers Restubog, Bordia, and Tang (2007) investigated the effects that breaching a psychological contract has on workplace deviance, in-role performance, and organisational citizenship. The findings indicate that breach is related to all behavioral traits and has stronger positive effects on workplace deviance, which justifies the use of a moderated mediation model in this study because it fulfils one of the assumptions. Additionally, the findings show that breach is related to all behavioural outcomes. Researchers Restubog, Zagenczyk, Bordia, and Bordia, along with Chapman (2015) investigated the role that contextual factors, such as a perceived aggressive

culture, and dispositional factors, such as employee self-control, play in predicting workplace deviance. The effects of psychological contract violation on workplace deviance as measured by intention to leave employment and relationship quality were the primary foci of this research.

Restubog, Zagenczyk, Bordia, Bordia, & Chapman (2015) created a moderated mediation framework that controlled for employee emotions (employee commitment breach), incentive (revenge cognitions), personality (self-control), and environment (perceived assertive culture). Personality and aggression were moderators. Via retribution cognitions, affective commitment breakdown predicts work misbehaviour. This present study however took a cross-sectional approach, using relationship quality and turnover intention as moderator and mediator respectively. The present study used the moderated mediation model number 59 by Hayes' (2013) in predicting workplace deviance via relationship quality and turnover intention in response to psychological contract violation, in AFA. The model allowed the interaction of all these variables and was able to provide appropriate results.

Beyond the conceptual triggers of workplace deviance are the contextual aspects. Work organisations must change and restructure to remain relevant and competitive. Public and business sectors restructure without addressing human capabilities, waste, or employee, organisation, and community ramifications (Vedina & Dolan, 2014.). Restructuring differs from peripheral company modifications because it affects an entire organisation and has far-reaching effects on businesses and work organization (Kieselbach, Nielsen, & Triomphe, 2010). The public sector in Kenya experienced these changes after the inauguration of the new constitution in the year 2010.

After a transformation, employees fear about the organisational processes, reporting, communication, expect to be paid, and benefits (Bligh & Carsten, 2005). Sudden developments

and a tumultuous business environment pressure long-term job security in exchange for hard work, and employees use workplace deviance as a defensive mechanism. AFA is no exception to these restructual pressures, as it's an entity resulting from public sector restructuring and therefore making it suitable for this study.

1.3 Research Objectives

1.3.1 General Objective

The main objective was to establish the moderated mediation effects of relationship quality and turnover intention on the relationship between psychological contract violation on workplace deviance.

1.3.2 Specific Objectives

- i. To find out the effects of Psychological Contract Violation on Workplace Deviance
- ii. To establish the effects of Psychological Contract Violation on Turnover Intention
- iii. To ascertain the effects of Turnover Intention on Workplace Deviance
- iv. To determine the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance.
- v. To establish the moderation of Relationship Quality on the relationship between Psychological Contract Violation and Workplace Deviance
- vi. To establish the moderation of Relationship Quality on the relationship between Psychological Contract Violation and Turnover Intention.
- vii. To determine the moderation effect of Relationship Quality on the association between Turnover Intention and Workplace Deviance.
- viii. To ascertain the moderating effect of Relationship Quality on the indirect effect of Psychological Contract Violation on Workplace Deviance through Turnover Intention.

1.4 Research Hypotheses

- H₀₁:** Psychological Contract Violation has no significant effects on Workplace Deviance
- H₀₂:** Psychological Contract Violation has no significant influence on Turnover Intention.
- H₀₃:** Turnover Intention has no significant effect on Workplace Deviance.
- H₀₄:** Turnover Intention has no significant mediating effect on the relationship between Psychological Contract Violation and Workplace Deviance.
- H₀₅:** Relationship Quality does not have a significant moderating effect on the relationship between Psychological Contract Violation and Workplace Deviance
- H₀₆:** The relationship between Psychological Contract Violation and Turnover Intention is not significantly moderated by Relationship Quality.
- H₀₇:** Relationship Quality does not significantly moderate the effect of Turnover Intention on Workplace Deviance.
- H₀₈:** Relationship Quality does not have a significant moderating effect on the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance

1.5 Significance of the Study

The significance of this study was based on the core of providing empirical support for the inter-relationships between Relationship Quality, Turnover Intention and Psychological Contract Violation, in their different capacities of influence, that eventually culminates in Workplace Deviance within a post restructuring context. Additionally, though related studies have been done in the developed world, much has not been done in the african context, to understand psychological contract violation within changing public institutions in relation to workplace deviance, relationship quality and turnover intention. This will add to and enhance the knowledge base already existing in the world of academia.

The study is also significant to government institutions, where data was collected. The results of the study indicate that Psychological Contract Violation has significant effect on Workplace Deviance therefore this calls for attention of the management to consciously undertake changes in their organizations. Prior preparations are required before effecting any changes so that all the stakeholders are moving in the same direction with the management. This will help the employees own the change and not feel aggrieved and engage in workplace deviant activities.

This study is important because it filled a research gap. Numerous factors increase workplace deviance, according to the study. The four variables tested by the study, Psychological Contract Violation, Turnover Intention and Relationship Quality all have a specific contribution to Workplace Deviance. Part of the findings for instance show that employees at AFA have experienced Psychological Contract Violation and have had intentions to leave. However, the results show that the intentions to leave did not influence Workplace Deviance, but violation of the Psychological Contract did. This finding is contrary to other studies, and unique to AFA as discussed in chapter five of this document. This becomes part of the research gap filled by this study that has enhanced the significance of this study.

The practitioners in the human resource industry have benefited from this study. The study has shown that employees are important stakeholders in the organization that need to be involved at all times when any changes need to be affected. This is because the study showed that the employees participated in acts of deviance as a reaction to the organization going against their initial agreement (albeit psychological) with the employees. Professional change management is paramount at all times. The findings of this study also help to identify the deviant behaviours that may need to be addressed by the relevant authorities

Policy matters were addressed by this study. The study was conducted in a public service institution. The Kenyan public sector has been rocked by turbulence following the inauguration

of the new constitution that largely affected their operations. The new reporting structures and devolution of services caused confusion among the employees, partially a cause for the workplace deviance. This study should encourage policy makers to come up with strategies to employ in future in the event that there will be a planned restructuring. Policies should be put in place to take care of the before, during and after restructuring.

1.6 Scope of the Study

The primary objective of the present study was to construct a model of moderated mediation in order to investigate the ways in which relationship quality and intention to leave an organisation both influence the connection between psychological contract violation and workplace deviance. Within the context of this relationship, the dependent variable in question is Workplace Deviance, and the independent variable in question is Psychological Contract Violation. The quality of the relationships that were involved served as a moderating influence on the mediation of the turnover intention. The purpose of this study was to investigate the relationship that exists between the key variables, which have been described above, the moderator, and the mediator the variable that is dependent on the one that is independent.

The study was carried out between March and May 2017, in Agriculture and Food Authority (AFA). The target population were all the 738 employees in the lower, middle and upper level management of all the directorates of the authority. The units of analysis were individuals and groups in the form of directorates, that served as the strata. AFA is a government institution that was created after the commencement of the restructuring process in the Kenyan public sector. The head office of AFA is based in Nairobi, and has branches across the country. The restructuring resulted in the creation of new departments, dissolution of some departments and mergers of others, in addition to devolving some services to the county level from the national government. The employees were also reshuffled, where others were redeployed to other departments within the ministry of agriculture

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature on the Psychological Contract Violation effects on Workplace Deviance. At the outset in section 2.1, a review of Workplace Deviance concept is presented. The definition, the underlying conditions and the dimensions are discussed. Section 2.2 links Psychological Contract Violation to Work Place Deviance in an attempt to conceptualize the study. Section 2.3 examines relationship quality as the moderator of the mediation of the study. In section 2.4, Turnover Intention, the mediator of this present study is discussed. Section 2.5 examines an overview of the theoretical foundations of the determinants of Workplace Deviance is presented. The Psychological Contract and Social Exchange theories are discussed, as the theoretical determinants of the study. Section 2.6 presents the empirical literature of the study, covering all the research objectives. The research gap is presented in section 2.7. At the end of this chapter, the conceptual framework for the present study is discussed in section 2.8.

2.1 Concept of Workplace Deviance

An increased interest has been cultivated over unethical behaviour displayed by firms in the past 10 years. Large organizations such as Tyco, WorldCom, and Enron have generated public interest to the fundamental threats of dishonorable business practices (Appelbaum & Dequire 2005); consequently, employee deviance, akin to maltreatment of coworkers, withholding effort, and theft, is a crucial concern for most corporations (O'Neill et. al 2011).

The Workplace Deviant behaviours are turning out to be a reason for significant disquiet in establishments across the world (Restubog et al. 2010). Australia's national poll found that 35% of employees had been verbally abused by a coworker and 31% by their supervisor (Mayhew

& Chappell, 2001). According to estimates provided by the United States Commerce Chamber of Commerce, between 33 and 75 percent of all workforce have participated in fraud, theft, sabotage, and vandalism, while 75percent of all workforces steal at least once (Harper, 1990 and Shulman, 2005). About 95percent of all companies experience employee theft (Case, 2000). Deviant behaviour may be legal but violates social norms. Lying, verbally abusing a coworker, unfairly claiming more resources for oneself, or taking credit for others' work may be legal (Mohamed and Agwa, 2018).

Organizations incur huge costs as a result of Workplace Deviance, which sometimes may portend the life of an organization, Hussain and Sia, (2017). According to Etodike et. al., (2020), workplace deviance may result from the workers' view that their organization has ill-treated them in some way, and decide to misbehave as a way of retaliating their injustices on organization for the supposed wrongdoing. Conversely, for better understanding, it is important to note that workplace deviance results from a perception of an employee being wronged by the organization, and not necessarily that mistreatment has occurred, (Etodike et al. 2020).

According to Robinson and Bennett, "voluntary behaviour that threatens an organisation, its members, or both" is what they mean when they talk about workplace deviance (1995). Standards for an organisation can be derived from its policies, rules, and procedures."Expected behaviours, principles, languages, and postulations" are the components that make up organisational norms (Coccia, 1998). When normal workplace behaviour goes beyond what is considered acceptable by the organisation, it is possible for it to have an effect on the decision-making process, the level of production, and the expenditures incurred financially. (Coccia, 1998). Table 2.1 lists different names for these behaviours.

Table 2.1 Definitions of Workplace Deviance

Construct	Author(s)	Definition
Antisocial Behaviour	Giacalone and Greenberg (1997)	Any behaviour that harms the company, its employees, or its stakeholders.
Workplace Deviance	Robbinson and Bennet (1995,1997)	Voluntary member behaviour that violates organisational norms and jeopardises the organisation or its members.
Organizational Vice	MoBerg (1997)	Betrayal of individual or organisational trust
Organizational Misbehaviour	Vardi and Wiener (1996)	Whatever intentional violation of organisational and/or societal norms.
Workplace Agression	Baron and Neuman (1996); Folger and Baron (1996)	Any infringement of organisational and/or society's standards.
Organization-Motivated Agression	O'Leary-Kelly, Griffin and Glew (1996)	A harmful or counterproductive behaviour carried out by an employee or external that is prompted by the context of an organization.
Organization Retaliation Behaviours	Skarlicki and Folger (1997)	Negative employee reactions to perceived employer unfairness
Non-Compliant Behaviour	Puffer (1987)	Negative organisational effects of nontask behaviours.

Source: Robinson & Greenberg, (1998).

Three main points are highlighted. First, deviant behaviour is motivated, not accidental (Omar et al. 2011). Second, these divergent behaviours disrupt "governing administration coalition" norms (Robinson & Bennett, 1997). Third, these behaviours can be directed at the organisation (organisational deviance) or at coworkers (interpersonal deviance). Deviance must be defined in terms of the social group's standards, not absolute moral standards, to distinguish it from ethics (Robinson & Bennett, 1995). According to the findings of this study, deviance in the employment is defined as "infractions of standards that endanger the well-being of an organisation."

2.1.1 Conditions Underlying Workplace Deviance

Workplace Deviance is a premeditated act by organisational employees that harms the organisation, its members, the workplace, and/or job processes according to Kluemper et al.

(2019). Workplace deviance violates institutionalised organisational norms and sometimes state norms, endangering the organisation and society (Ju et, al. 2019).

Employees may engage in workplace delinquent acts for a variety of reasons. These reasons may involve elements of the work climate (Joe-Akunne, et al. 2018), such as managerial inefficacy, organisational deficiencies, power distance, a poor reward structure, or poor job design; or they may involve those aspects relating to human interaction in the organisation. Etodike, Ezeh, and Chukwura (2017) cite a number of risk factors, some of which include abusive supervision and exchanges between leaders and members of the group.

Robinson & Bennett (1995) discovered that individuals participate in deviant behavior in the workplace because they believe in the unfairness of their employment, dissatisfaction, thrill-seeking, and modelling. Different studies have focused on deviant behavior's causes. First, individual deviant behaviour cannot be caused by personality traits alone, but by a combination of personality variables and workplace situation (Peterson, 2002). Deviant behaviour is also influenced by organisational culture, unfair treatment, and managerial misconduct (Caruana, 2001). The current study is in agreement with these observations, as it established similar views of the triggers of Workplace Deviance.

According to Robinson & Bennett, (2000), there exists a solid relationship between workplace aggression and frustration and/or deviant behaviour. Their finding confirmed that distress would be linked to interpersonal (aggression, spreading rumours) and organisational deviance (that is, sabotage, vandalism & theft). Withholding effort, stealing time, and absenteeism are related behaviours. Workplace deviance involves violating organisational policy, norms, and expectations (Robinson & Bennett, 1995).

Robinson & Bennett (2000) found that Machiavellianism leads to deviant behaviour in both individuals and groups. It's when a person manipulates coworkers to do extra tasks at work. Such manipulation can lead to unethical practises that benefit the company financially but sacrifice morals. The results of the study related Machiavellianism to both organizational and interpersonal deviance (Robinson & Bennett, 2000).

Bolin & Heatherly (2001) identified four sources of deviant workplace behaviour. Quitting, stealing approval, corporate scorn, and company unhappiness are symptoms of workplace incivility. Absenteeism, drug abuse, theft, and privilege abuse are indicators (Bolin & Heatherly, 2001).

Workplace deviance is often seen as destructive, but it may be beneficial. It may act as a safety regulator, allowing workgroups to identify each other's interests and sending warning signals to organisations. Workplace deviance has varied effects. Employee cohesion can be increased through the formation of interpersonal bonds through workplace deviance, while the business can be alerted to impending problems through organisational deviance (Robinson & Bennett, 1995).

Employees engaging in innovative behaviours can also be considered constructive deviance. Bolin & Heatherly (2001) identified four sources of deviant workplace behaviour. Desire to resign, crime approbation, corporate scorn, and organisation unhappiness are deviant workplace symptoms. Absenteeism, drug abuse, theft, and privilege abuse are indicators (Bolin & Heatherly, 2001). Further positive deviance comprises not complying with dysfunctional directives and disapproving incompetent superiors, therefore influencing organizational competitive advantage, (Chirasha & Mahapa, 2012).

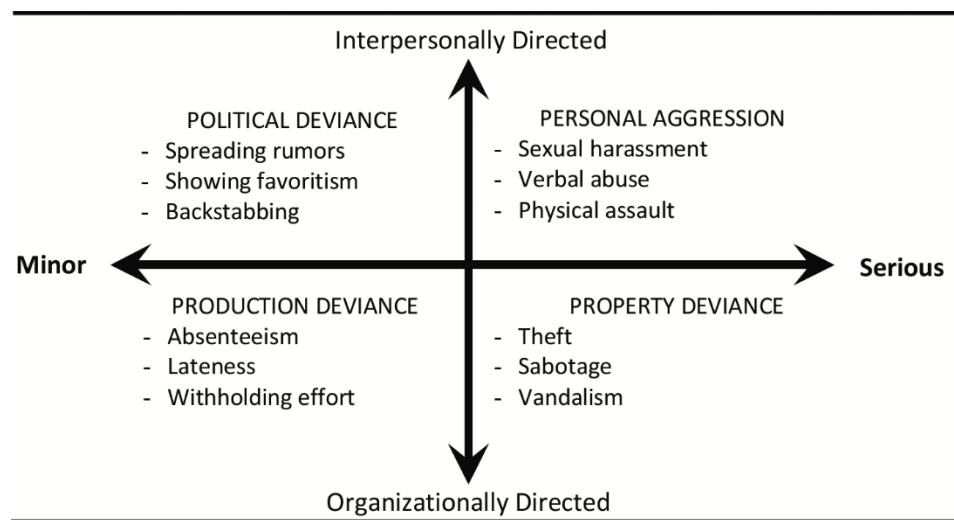
Workplace deviance causes many problems. Extreme harm to organisations and employees has increased attention on workplace deviance (Dunlop & Lee, 2004; Robinson & Greenberg, 1998). Workplace deviance costs developing and developed economies billions of dollars annually, and the trend is rising (Bowling & Gruys, 2010). Workplace deviance has many negative effects whose costs aren't always known. Workplace deviance can worsen work climates, reduce productivity, increase turnover rates, damage an organization's reputation, and reduce employee motivation and commitment (Penney and Spector, 2005).

The engagement of leadership in an ethical practice within an organization creates an environment favourable to deviant behavior among employees. The employees will observe and emulate the the ethical judgement of their executives regardless of whether such imitation constitutes acting ethically or unethically. The types of rewards offered to the executives will encourage or discourage such imitation (Trevino & Brown, 2005).

2.1.2. The Dimensions of Workplace Deviance

In order to categorise workplace misbehaviour, Robinson and Bennett (1995; 1997) relied on multidimensional scaling analysis (Lawrence and Robinson 2007). They argued that the key difference between types of deviance was who it targeted: the organisation (organisational deviance) or organisation members (interpersonal deviance); and the severity of the action, as shown in figure 2.0. The target is either the individual or the organization, while severity denotes the degree to which the deviant activities violate critical organizational norms therefore translating to the extent of harm it can cause to the organization (Lawrence and Robinson 2007). Organizational deviance comprises property and production deviance. The activities denoted in figure 2.0, specified as either minor or serious, and targeted to individual or organization are relevant to this present study as they spell out the deviant activities undertaken by employees in an organization.

Figure 2.0: A typology of workplace deviance.



Source: Lawrence and Robinson (2007).

Deviant behaviour direction is due to multiple factors. First, it identifies a crucial qualitative difference between deviant actions. There is a difference between individuals directing their deviance towards the organization and those pointing their deviance towards other individuals. Classification of several behavioural constructs ranging from citizenship behaviour to dissatisfaction behaviour to conflict has been done on the basis of the target of the deviance. Robinson and Bennett (1997) suggest that there are four different kinds of deviance that can occur in the workplace: production deviance, property deviance, political deviance, and personal deviance. All of these types of inappropriate workplace behavior are open to employees as options. These forms of deviance will form part of this study, since the actions associated with workplace deviance touch on the different areas represented by these forms.

Robinson and Bennett state that production deviance takes place whenever workers produce goods or services in a manner that violates quality and quantity standards. Production deviance, though minor, can be costly to a company. Setting unrealistic product performance expectations, wasting resources, or working slowly are production deviations. The cumulative effect of all deviant behaviours undertaken by employees result in a negative effect on the

general productivity of an organization (Pulich & Tourigny 2004).

Robinson & Bennett (1997) found that political deviance occurs when employees favour certain stakeholders (such as coworkers, suppliers, or customers), disadvantaging others. Political deviance includes leaking company secrets, gossiping, and undercharging customers. Favoritism can cost the organisation through unfairness, dissatisfaction, and inconsistent service quality. These minor but unhealthy behaviours are assumed to occur because some employees feel entitled, which is often linked to exploitation (Pulich & Tourigny 2004). This study discusses political deviance in these ways.

Deviance in the workplace is considered part of property deviance. Trying to destroy company property without authorization is a crime. Property deviance can be committed by employees in a variety of ways, including inflating expense accounts, stealing products, and diverting sales support systems to customers who are not qualified (Everton et, al. 2007). Unapproved inventory theft or acquisition hurts a company's bottom line (Bennett & Robinson, 2003; Pulich & Tourigny, 2004). Property deviance is a severe form of harmful deviant behaviour (Pulich & Tourigny 2004). This study considers property deviance a factor of workplace deviance discourse.

Personal aggression is a work deviance, it's violent. This workplace incivility can endanger an organisation and its targets. Verbal bullying, sexual misconduct, and violent threats are personal aggressions (Bennett & Robinson, 2000; Robinson & Bennett, 1995). Personal aggression is interrelated to misdemeanors exemplified by obscene or malicious assertions regarding coworker and directing disrespect towards supervisors relates to personal deviance (Restubog et, al. 2010).

Deviance in the workplace leads to increased costs as well as decreased productivity and overall performance. The employees at AFA have shown significant attributes related to workplace deviance as captured by the discussed literature.

2.2 The Concept of Psychological Contract Violation

Psychological contracts are 'promises' or 'expectations' exchanged in an employment relationship, according to Nadim et al. (2019). Employees, coworkers, managers, and employers are involved. Psychological contracts are inferred or unstated, unlike formal employment contracts. Employees for example may be seeking to better their interaction skills or professional skills, Nadim et. al. (2019). The employee expectations trigger certain feelings towards the organization that may be positive to motivate work engagement (Guo, and Zhu, 2018; Rai, and Agarwal 2017), Job performance (Rahman et. al 2017) or negative such as work place deviance or employee turnover, (Nadim et. al. 2019).

Psychological Contract (2001) as written by Rousseau is a framework that can be utilised for the purpose of understanding the dynamics of work relationships. It encapsulates beliefs regarding promises made between employers and employees (Rousseau, 1995). These contracts may include the elementary norms of organizational life such as courtesy, good and supportive work environment, job security, candid and fair treatment, open and direct communication, and respect among others (Sonnenberg et al., 2011). In the event that employees feel that their organization or its representatives (such as supervisors or managers) have broken these promises, there may be Psychological Contract breaches and violations. (Morrison and Robinson, 1997).

According to Zhao et al. (2007) the terms "breach" and "violation" are used synonymously in the literature on psychological contracts. Morrison and Robinson (1997) describe breach as the cognitive process that a company has not met its commitments. PCV is the perception that a

company hasn't met psychological contract obligations (Robinson & Morrison, 1995, Robinson & Rousseau, 1994, Rousseau & McClean Parks) (1993). Robinson & Morrison say PCV is a broken promise (2000). Critique, yelling, insults, and belittling are contract violations (Glas et al., 2010). Negative emotions motivate employees (Cassar & Briner, 2011).

Workers are harmed when psychological contracts are broken.

The very word "violation" conjures up powerful feelings, such as betrayal and psychological anguish; the victim of a violation often experiences emotions of anger, discontent, unfair treatment, and unlawful harm (Rousseau, 1989). A violation requires more than knowing a commitment was broken, based on the explanation. It's feasible that employees can recognise when their company hasn't met a commitment even if they don't react emotionally (Morrison & Robinson 1997). Due to corporate environment shifts and psychological contracts, breaches and breaches are common or inevitable in modern organisations (Robinson & Morrison, 2000; Low & Bordia, 2011; Kiewitz, Restubog, Zagenczyk, & Hochwarter, 2009)

As a part of the give-and-take necessary to accomplish organisational objectives, an employee is entitled to fairness, dignity, and respect in all social and professional interactions (Parzefall and Salin, 2010). In the workplace, Hobfoll (2001) places a high value on respect, fairness, and dignity. Growing body of evidence suggests that breaching an employee's psychological contract can result in psychological distress (Kiazad et al., 2014). Psychological contract breaches can overextend employees' limited psychological resources, leading to greater loss, say Robinson and Morrison (2000) and (Deng et al., 2017; Hobfoll, 2001). According to research conducted by Hobfoll and Shirom (2001), efforts to reduce psychological contract violations deplete an individual's emotional, psychological, and cognitive resources. These workers do not have the resources necessary to engage in appropriate behaviours, which makes withdrawal even worse. Employees will deviate from the norm in order to avoid what they

perceive to be a loss of resources.

This study expands the knowledge on psychological contract violations and job misbehaviour. This is because of the numerous occurrences that have been witnessed in the Kenyan public sector as discussed earlier, that closely relate to the descriptions in the workplace deviance literature.

2.3 The Concept of Relationship Quality

Relationship marketing literature defines relationship quality (Jelodar, Yiu, & Wilkinson, 2016). Roberts, Varki, & Brodie (2003) define relationship quality as the appropriateness or strength of a participant's relationship. According to Hennig-Thurau & Klee (1997), it's a relationship's ability to meet customer needs. Interaction is a greater construct that can be used to analyse organisational connections according to Jelodar, Yiu, Wilkinson (2016) and Leonidou, Samiee, Aykol, and Talias (2014). Participants form a web of strong or weak relationships. Barnes (1997) found that both parties must perceive and prioritise a relationship for it to exist. High-quality relationships can help participants communicate and share information and knowledge, according to Wang, Lu, and Fang (2019). A high-quality relationship can reduce opportunistic behaviour and boost joint action (Lu, Guo, Qian, He, & Xu, 2015). The success of any project often encompasses active cooperation and high relationship quality between all stakeholders, Zheng, Lu, Le, Li, & Fang, (2018). On the flip side, argumentative or diminishing relationship amongst parties often leads to poor performance, (Meng, 2012; Black, Akintoye, & Fitzgerald 2000). Poor relationships between participants is deemed an important reason for failure.

Relationship quality is the determinant of the quality of interpersonal and interorganizational relationships within any organization. This is supported by the guiding theory of this study, the

social exchange theory, that has over time become a broad conceptual model anchoring many social science disciplines (Cropanzano, Anthony, Daniels, & Hall, 2017). Initially, the theory was used to analyze human behaviour but now includes the analysis of organizational behaviour, (Emerson, 1976). According to this theory, social relationships that are based on exchanges are formed in the process of social interactions, the result is human behaviour influenced by the exchange activities that generate returns (Cook, Cheshire, & Rice et al., 2013; Blau 1964). All exchange participants must follow the codes.

Social transaction depends on trust. Social exchanges are open, involve more trust, and are more flexible than economic trades. (Luo, 2002). Within any organization, trust should be the foundation and pillar of interorganizational communication. The principle of reciprocity has been investigated and emphasised by social exchange studies in the past. These studies espouse that in the process of relationship exchange, resources are also being traded through the norm of reciprocity, which has been found to be the foundation of interpersonal and interorganizational relations, (Cropanzano & Mitchell, 2005).

In the realm of social interaction, commitment serves as an essential constituent, that is a necessity in the relationship exchange between organizations as well as individuals. It is the responsibility of every organization and all stakeholders to establish and build mutual commitment as a basis of joint problem solving, (Muthusamy & White, 2005). To achieve long term cooperation among all organizational stakeholders, commitment to social interactions is a must, (Wang, Lu and Fang, 2019).

Morgan & Hunt (1994) described relationships as a series of trusting, committed interactions. Hennig-Thurau (2002) defines relationship quality as satisfaction, trust, and commitment. According to the findings of another study, trust and satisfaction are two factors that contribute to commitment (Gerrard, 2007). According to the findings of Erdem et al. (2002), trust and

commitment are necessary components of long-term relationships, which in turn lowers the risk of workplace misconduct. Positive trust-commitment relationships benefit interacting parties by generating value from collaboration and preparing them for relationship commitment. Appreciating the importance of trust and commitment as alluded in earlier discussions, this present study measured relationship quality using trust and commitment as constructs. Restructuring in Kenya's public sector may affect employee-employer relationships.

2.3.1 The Trust Construct

Trust is vulnerability based on positive perceptions about another's intentions or conduct (Rousseau, Sitkin, Burt, & Carmerer, 1998). This definition emphasises vulnerability and the importance of trust in times of risk and unpredictability (Luhmann, 1988; Mayer et al., 1995). According to Lewis and Weigert (1985), only the absence of risk in a relationship or absolute knowledge and certainty would eliminate the need for trust. Trust requires a "leap of faith" that considers weakness and unpredictability as predetermined (Mollering, 2006, p. 11).

Trust is trusting someone will help you (Ng, 2016; Lumineau, 2014). Gilbert and Tang (1998) define trust as being risk-tolerant and sensitive to others' behaviour. Trust is essential for healthy relationships. It promotes attachment and safety (Mishra & Morrissey, 1990).

Research on trust has been conducted at both the individual and the collective level, including by peers, leaders, and organisations (Fulmer & Gelfand, 2012). The trust that workers have in their employers is something that exists within the organisation itself. Everyone who works for the company, regardless of their position, is an employee (Gustafsson et al. 2020; Weibel et al., 2015). Employees' trust in their companies can be bolstered not only by peers, line managers, and senior managers, but also by policies, practises, strategy, human resource management systems, and culture (Gillespie and Dietz 2009).

Trust in employment relationships is based on an employee's psychological contract with the company Rousseau (1989). Volatile change situations are expected to reduce trust because colleagues can't assume other members (especially new ones) will act in their best interests. The work group's dissolution and addition of new members creates uncertainty. New managers will affect group trust. This situation is worsened if the new manager is sourced externally as opposed to an internal hire due to unfamiliarity in management (Mishra and Spreitzer, 1998).

Changing reporting and administrative structures often results in employees working with new coworkers and managers, according to Mishra and Spreitzer (1998). New relationships will affect coworkers' trust and restructuring exacerbates this. Trust reduces the risk of malfeasance, allowing people to collaborate (Mishra and Spreitzer, 1998). Lack of trust can lead to resource and information hoarding (Farjoun, 2000). This reduces coworker and supervisor support.

According to Lee & Teo (2005), interdepartmental work flow adjustments can erode trust among employees. Leadership and work approach changes could erode employee trust. Additional change in the work systems and procedures, personnel, and work roles may strain trust among colleagues (Lee & Teo, 2005).

The sociologist point of view is that trust is of great importance to any social interaction. Despite the believe by experts that trust is individual based, researchers in the management field view trust from organizational perspective, (Zaheer, Mcevily, & Perrone, 1998). According to Buvik & Tvedt, (2017), an environment with high levels of trust increases inter-party communication and reduces distortion of information during transmission. Buvik & Tvedt (2017) note that communication builds trust, so improving it can boost participant trust. Organizations can use trust to achieve goals (Madhok, 2006). Trust is therefore a fundamental element in building and maintaining good relationships, (Wong & Cheung, 2004). Studies that have been done previously confirm that trust can strengthen significant stakeholder

relationships, (Doloi, 2009). In agreement with this study, Moreira & Silva, (2015), state that in the long run, trust will deliver rewards that reduce transaction costs related with developing relationships. This view is very relevant to this present study as trust is a key component during organizational transition.

According to Gustafsson, et al. (2020), trust offers advantages to organizations and their actors, but cautions that trust is not integrally good. Because faith can be taken advantage of (Skinner, Dietz, & Weibel, 2014). Culbert and McDonough (1986) note that trust is not interest-free because it is the company's duty to build trust of the employees in organisation systems, which tends to increase their efficiency and performance. Trust is not interest-free because it is the company's duty to build trust of the employees in organisation systems. Studies (Grey & Garsten, 2001; Siebert, Martin, Bozic, & Docherty, 2015) show that trust within an organisation is a foundation for power and control, and that this foundation can have both repressive and productive effects on employees.

According to the talks that have occurred in the past, trust—or the absence of it—could be a contributing factor in the relationship between psychological contract violation and workplace deviation. Trust enhances communication, and communication builds relationships, relationships on the other hand create a sense of security that is very important to any organization during transitions as in the case of the public sector. The employees of AFA for instance need to trust that despite the restructuring, the new reporting relationships will still be of benefit to them just as it were during initial employment.

2.3.2. The Commitment Construct

Morgan and Hunt (1994) describe commitment as valuing the connection. Baker et al. (1999) defined commitment as seeking a solid relationship, making sacrifices, and sustaining trust. As an employee obligation, commitment is strong acceptance of an organization's goals and

values. Affective commitment is organisation pride (Meyer & Allen 1984). It's also marked by a desire to work for the organisation and remain a member (Meyer & Allen 1984). Organizational commitment seeks to understand employee attachments (Shahnawaz and Goswami, 2011). Emotional attachment to a company is commitment (Maranto and Skelly, 2003).

This tacit loyalty creates psychological commitment (Jafri, 2011). Both parties lose if the employee feels betrayed and abandoned. Committed employees work harder, are more responsible, and stay (Jafri, 2011). Jafri's study found that breach perceptions predict organisational commitment. Due to negative effects, he suggests managers understand employee psychological contracts. Pritchard, Havitz, and Howard say change resistance shows commitment (1999).

Meta-analytic study by Dalal, (2005) reveals that commitment is negatively related to counterproductive behaviour, absenteeism (Farrell and Stamm, 1988) and turnover (Cooper-Hakim and Viswesvaran, 2005). This agrees with this present study, that relationship quality and workplace deviance are inversely related. According to Zhao, Wayne, Glibkowski, & Bravo, (2007), achievement of the psychological contract is linked to increased commitment and, consequently, violation may be correlated to reduced commitment (Turnley and Feldman, 1999; Coyle-Shapiro & Kessler, 2003).

Extremely dedicated partners will try to balance short-term and long-term goals to foster positive relations (Angle & Perry, 1981). A collaborative relationship is founded on mutual commitment (Berry & Parasuraman, 2004). Literature has established that Commitment offers the foundation for teamwork among all organizational participants, an element that differentiates social exchange from economic exchange (Emerson, Cook, Polatajko, & Segal, 1998). Commitment helps start and maintain a long-term relationship by devoting resources

and sacrificing short-term gains for long-term ones. Commitment is a long-term relationship between partners (Anderson & Weitz, 1989).

The existence of sufficient commitment enables partners to establish steady business relationship that lowers the possibility of dissolving a relationship. Any successful cooperation requires an elevated level of commitment, (Wang, Lu and Fang, 2019).

Literature as earlier discussed has established that commitment is an antecedent of trust, and that commitment holds together relationships. Commitment is linked to counterproductive behaviour, while breaching the psychological contract reduces commitment. This study aimed to determine whether Relationship Quality (trust and commitment) moderates Turnover Intention's effect on Psychological Contract Violation and Workplace Deviance.

2.4 The Concept of Turnover Intention

The term "turnover intention" was coined by Tett and Meyer to refer to "a deliberate and conscious wilfulness to quit" (1993). According to Kivimäki et al., (2007) and Steel & Ovalle, (2009), turnover intention can predict actual employee turnover (1984). Studies have however shown that not all intentions to leave translate to the actual leaving of the employee from the organization, (Griffeth, Hom, & Gaertner, 2000; Tayfur, Bayhan Karapinar & Metin Camgoz, 2013; Jiang, Liu, McKay, Lee, & Mitchell, 2012; Chandrashekar, McNeilly, Russ & Marinova, 2000). As a result further studies have been done to establish the reasons why the employees who have expressed intention to leave stay back, (Hom, Mitchell, Lee, & Griffeth, 2012). When turnover intentions aren't met, the employee develops deviant behaviour (Liu & Eberly, 2014). "Trapped stayers" are reluctant personnel that feel trapped. They are associated with withdrawal behaviours like tardiness, absences, and counterproductive work behaviours, as well as decreased productivity (Hom et al., 2012).

Previous studies such as Salin, & Notelaers, (2017) have found that workplace deviance activities such as bullying, have been linked to higher levels of turnover intentions. This implies that being in contact with negative actions in the workplace sets the stage for turnover intention which may eventually lead to actual employee turnover, (Griffeth et al., 2000; Kivimäki et al., 2007; Jiang et al., 2012;). Organizations have experienced high costs due to both withdrawal behaviours and the actual turnover from the organization, therefore, it is of great relevance to the organization to understand the underlying factors, (Salin & Notelaers, 2017). This present study confirmed that there were trapped stayers within AFA, and by extension in the public service. For this present study, there was need to understand whether Psychological Contract Violation contributes to Turnover Intention, that results in Workplace Deviance.

Long-term employees have more stable relationships with their employers than new employees. This is because both interested parties have longer-term obligations (Rousseau, 1995; Wright & Bonett, 2002). It's possible that employees with shorter tenures have stronger psychological contracts, greater work involvement, and firmer intentions to leave their jobs.

Psychological contracts may also affect work outcomes, according to past research (Zhao, Wayne, Glibkowski, & Bravo, 2007). An employee's work engagement and turnover intentions rise when the business meets its commitments. Employer contract fulfilment and job outcomes are linked by Social Exchange Theory (Blau, 1964) and reciprocity (Gouldner, 1960). Social Exchange Theory claims people interact for rewards (Blau, 1964; Gouldner, 1960). Mutual duties result from reciprocity. Positive employee behaviour is predicted when workers believe their bosses are honouring their psychological contract. A higher contract fulfilment rate should boost job engagement and reduce turnover (Lee, Idris, & Tuckey, 2019; Turnley, Bolino, Lester, & Bloodgood, 2003; Gutermann, Lehmann-Willenbrock, Boer, Born & Voelpel, 2017).

2.5 Theories and Determinants of Workplace Deviance

Workplace deviance is studied from many theoretical perspectives. According to the equity and justice theories, which were not utilised in this research, deviant behaviour is seen as a deliberate act to either seek retributive justice or to restore equity (Aquino, Lewis, & Bradfield, 1999). Distributive and transactional justice are linked to interpersonal deviance, according to Aquino, Lewis, and Bradfield (1999). Aberrant workplace behaviour is a reaction to an unfavourable work environment, according to social exchange theory (Guay, Choi, Oh, Mitchell, Mount & Shin, 2016; Colbert, Mount, Harter, Witt, Barrick, 2004). The theories of social exchange and psychological contract are combined in this investigation of deviance in the workplace.

2.5.1 Psychological Contract Theory

Blau's (1964) social exchange theory and expectation of reciprocity establish a psychological contract (Gouldner, 1960). Employer and employee have a mental contract that any contribution will be reciprocated. The two would then try to balance out the relationship, failure to which an attempt would be made to correct the imbalance. The view of obligation and fulfilment is the principal of psychological contract (Agarwal, 2011). Researchers utilise the psychological contract to explain job interactions. The research problem will be approached using psychological contract theory and social exchange theory. The choice of the theories is advised by previous studies and validated by the nature of relationships to be studied.

The concept of psychological contract was first proposed by Argyris (1960), Levinson, Munden, Mandl, and Solley (1962), and Schein (1965). According to Coyle-Shapiro, Parzefall (2008) and Argyris (1960), the "psychological contract" is an unspoken understanding that exists between workers and management staff. Fair pay and job security for higher productivity and fewer complaints (Taylor & Tekleab, 2004). Employment is based on mutual obligations

(Robinson and Rousseau, 1994). Psychological contracts involve perceived reciprocity.

Rousseau (2001) said a contract rests on promises. According to Rousseau, the belief that the parties to a psychological contract are bound to a particular action sequence because of a reciprocal agreement distinguishes psychological contracts from other types of contracts. Pre-employment, recruiting, and early on-the-job socialisation stimulate psychological contracts (Rousseau, 2001). Before employment, individuals can hold beliefs concerning work, their professions, and organizations that generally set in action particular responses to joining with a certain employer (Bunderson, 2001). The interactions that candidates have during the hiring process shape their perceptions of the promises made by employers and workers (Rousseau, 1989). After an employee has been hired, the process of integrating new employment data and commitments persists (Thomas & Anderson, 1998).

Researchers report a two-dimensional structure for the employee-employer psychological contract. According to Rousseau (2004), psychological contracts can take relational or transactional forms. The relational psychological contract generally involves an open-ended commitment to the future, that includes loyalty of the employer and employee to meet each others' needs. Relational contract employees are willing to work overtime, paid or unpaid, and are supportive of organisational changes. Violation of the relational contract has been found to deeply upset the employees, who in turn try to seek remedies to the situation. Failure to get a solution may lead to the employment relationship being eroded, the reduction of employee contributions or the ultimate turnover, (Rousseau, 2004).

The transactional psychological contracts differ in terms of its narrow duties and short-term duration. According to Rousseau, (2004), employees with transactional contracts tend to follow specific terms, perform in accordance to what they are paid, and in case of any changes on the terms or if employers do not honour their agreement, they pursue employment elsewhere.

Transactional contract workers are less critical to the firm's comparative advantage and both employer and employee are prone to terminating the contract if the arrangement is not successful in meeting their needs. Workers take on the economic risk associated with transactional contracts. Employers are only partially or entirely exempt from future employee commitments (Rousseau, 2004).

2.5.2 Social Exchange Theory

The term "social exchange theory" (SET) refers to a conceptual framework for analysing behaviour in the workplace that has its origins in the 1920s (Cropanzano & Mitchell, 2005). Blau (1964) and Gouldner (1960) are credited with laying the foundations for social exchange theory, which is where psychological contract theory draws its inspiration from (Coyle-Shapiro, & Parzefall, 2008). A person's belief that they are bound to a particular course of action as a result of a mutual agreement is an example of a psychological contract. The employee-employer contract outlines what each party owes the other. When both parties agree, psychological contracts are kept. In employment relations, creating mutuality is gold (Rousseau, 2004). This is the justification of social exchange theory for this present study.

Social exchange generates reciprocity obligations (Cropanzano & Mitchell, 2005). Social exchange involves relationship, reciprocity, and exchange. One party benefits from a social exchange. If the beneficiary reciprocates, this creates mutual obligation between the parties. Over time, exchange partners trust each other to return benefits. There is a possibility that these benefits will not be returned because the nature of them and when they will be returned are not specified (Shore et al. 2009; Blau, 1964). In relationships based on social exchange, both parties are expected to be aware of and abide by the "rules of engagement," which state that the act of bestowing an advantage result in the obligation to return the favour. A person's psychological contract with the organisation they work for is referred to as reciprocity. Positive

and negative reciprocity maintains balance in social systems like organisations (Chiu and Peng 2008).

Social exchange theory has key assumptions (Blau, 1964). First, social exchange theory assumes people are rational and calculate costs and benefits. They're rational actors and reactors in social exchanges. This assumes social exchange theory focuses on decision-making. Second, social exchange theory assumes that people interact to maximise profits or benefits, especially in meeting basic needs. According to the social exchange theory, transactions serve societal requirements. Third, transactional systems that are based on rewards. People's needs are met by these societal structures, but such institutions also restrict people. People desire to have relationships and interactions that cater to their need as well as the those of many others. Blau (1964) assumes goal-oriented, competitive people. In competitive social systems, exchange determines power and privilege. As in competition, social exchanges favour the wealthy. The exchange favours the wealthy.

The Social Exchange Theory has three foundational concepts that contribute to its explanatory power; (a) rules and norms of exchange, (b) resources exchanged, and (c) relationships that emerge.

2.5.2.1 Rules and Norms of Exchange

SET is built on loyal, trusted, and mutually committed relationships. Parties must follow rules to do this. These guidelines describe the norms adopted by exchange participants. (Emerson, 1976). Organizations therefore model their behavior on the basis of the exchange principles that have been set up, with the guidance of the SET.

Reciprocity, or repayment in kind, is SET's first rule (Cropanzano & Mitchell, 2005). Gouldner (1960) defines reciprocity as a transactional interdependent exchange, folk belief, or moral norm. Reciprocity as interdependent exchanges requires a bidirectional transaction with mutual

and complementary arrangements (Molm, 1994). Reciprocal interdependence emphasises conditional interpersonal transactions, where one action leads to another (Cropanzano & Mitchell, 2005). A "reciprocal exchange" does not entail clear and specific negotiating; rather, the acts of one group are dependent on the actions of the second party in the return.

Interconnectedness brings about a reduction in risk and fosters collaboration (Molm, 1994). It takes one participant to start the process, and upon the reciprocation of the other, a new round of exchange is reciprocated. With this, each consequence has the ability to create a self-supporting cycle. This type of reciprocity is commonly practiced in organizations and therefore the type referred to by this study.

Reciprocity can also be practiced as a folk belief, which invokes the culture that people get what they deserve at the tail end, (Gouldner, 1960). Professionals of reciprocity used "karma" as an alternative to revenge, believing that wrongdoers would "get what was coming to them" (Bies & Tripp, 1996). Folk beliefs may reduce harmful behavior in certain circumstances. Reciprocity has been considered also as a cultural obligation, where non-compliance is punishable, (Malinowski, 1932; Mauss, 1967). The norm is standardized by culture, unlike reciprocity as folk belief that has no standard practice, hence the view that a norm of reciprocity is a universal standard principle, (Gouldner, 1960; Wang, Tsui, Zhang, & Ma, 2003; Tsui & Wang, 2002). The last two types of reciprocity are more individualized and hence less practiced at organizational level, but may be practiced by individuals.

2.5.2.2. The Resources of Exchange

From a common anthropology perspective, exchange has been viewed in relation to economic value. However, exchanges have proved to go beyond ordinary material properties to have

symbolic relevance, (Cropanzano & Mitchell, 2005). This is the basis of SET as discussed by scholars and as applied in this current study.

According to the resource theory by Foa and Foa (1980), there are six varieties of resources that can be shared in an exchange relationship; status, money, love, information, services and goods. These resources are structured in a two by two matrix, whose one dimension focuses on particularism *via-a-vis* universalism while the other dimension represents concreteness. Particularism portrays the value of the resource whose importance is based on the source, while concreteness refers to the tangibility or specificity of the resource. The resources that are less concrete offer symbolic benefits whose meaning goes past the objective worth. The resources that are more concrete and less particularistic are commonly exchanged in the short term, while those that are symbolic and highly particularistic are exchanged in an open-ended approach, (Foa and Foa, 1980).

The resources of exchange are further categorized into socioemotional and economic outcomes, according to Foa and Foa, (1980). Socioemotional outcomes are commonly particularistic and symbolic, and focus on one's social and esteem needs. They show value and respect (Shore, Tetrick, & Barksdale, 2001). Tsui, Pearce, Porter, and Tripoli say exchanged resources can affect employer-employee relationships (1997). The employee's resources include short-term and open-ended contributions, while the employer's include short- and long-term rewards. The use of employer and employee resources result in relationships that have been divided into four kinds. First is the quasi-spot which resembles a pure economic exchange, followed by a mutual investment that bears a resemblance to social exchange. The third type is underinvestment, a situation that an employee is presented short-term rewards after providing symbolic resources. The last type is overinvestment, a scenario that an

employee is given long-term rewards after providing specific resources, (Tsui, Pearce, Porter, and Tripoli, 1997).

2.5.2.3 Social Exchange Relationships

According to (Cropanzano & Mitchell, 2005), employers "take care of employees," which generates positive results. Using Blau (1964), line of thought, social exchange relationships have been viewed as an intermediary between strong relationships that yield positive employee attitudes and effective work behaviour. Because their advantages can't be quantified, social interactions create lasting patterns. Blau (1964) argues that only social exchange elicits gratitude, trust, and obligations. Effective transactions declaration was signed, affecting relationships.

It is generally presumed that workers are capable of forming distinct social exchange relationships, functionalized with employing organizations (e.g., Moorman, Blakely, & Niehoff, 1998), with their immediate supervisor (e.g., Liden et al., 1997), coworkers (e.g., Deckop, Cirka, & Andersson, 2003; Flynn, 2003; Ensher, Thomas, & Murphy; 2001 Cox, 1999,), suppliers (e.g., Perrone, Zaheer, & McEvily, 2003), and customers (e.g., Houston, Gassenheimer, & Moskulka, 1992; Sheth, 1996). Behavior is affected. People tend to repay goodwill and assistance because they return advantages (e.g., Burnham, McCabe & Smith, 2000; Malatesta & Byrne, 1997; Malatesta, 1995; Liu, Deligonul, Cavusgil & Chiou, 2018; Masterson, Lewis, Goldman, & Taylor, 2000).

The social exchange theory is rich in resources that organizations can utilize to control the relationships within the organization and steer the human resources to the required direction. Choosing and balancing the right resources to fit the prevailing organization climate can go a long way in solving work related social problems. The present study find the social exchange

theory relevant in understanding and assisting in handling workplace deviance within organizations.

2.6 Empirical Literature

2.6.1. Psychological Contract Violation and Turnover Intention.

Blau (1964) and Gouldner (1960) explain the core of psychological contract as obligation and fulfilment (Agarwal 2011; Parzefall & Coyle-Shapiro 2011). The employer-employee psychological contract is based on reciprocity. Employer and employee seek to restore balance in the absence of reciprocity (Agarwal, 2011). The psychological contract sees an exchange as a series of contingent transactions with necessary for compliance about what will be transmitted and how subsequent transactions will fulfil or break those commitments (Dulac et al., 2008). Psychological contract violations can create negative work attitudes and turnover (Arain et al., 2012; Raja, Johns, & Ntalianis, 2004; Zhao, Wayne, Glibkowski, & Bravo, 2007; Santhanam, Kamalanabhan, Dyaram & Ziegler, 2017 Bordia et al., 2008). The opposite has also been found to be true, according to Parzefall and Hakamen (2010), perceived psychological contract fulfilment led to reduced turnover intentions.

As per Zhao et al. (2007), turnover intentions indicate a person's subjective likelihood of leaving his or her organisation and psychological attachment to it. Negative work events inspire quitting (Lum, Kervin, Clark, Reid, & Sirola, 1998; Appollis, 2010). Psychological contract breaches increase turnover. Turnley and Feldman say psychological contract breach causes leaving (1999).

Dulac *et al.*, (2008) reports that psychological contract violation begins with an employee evaluating the significance of events within an organization, for his/her own wellbeing. The interpretation of the situation with respect to individual wellbeing is an emotional step preceding the feelings of violation. The key argument is the negative events such as

restructuring for this study, are interpreted within the context of social exchange relationships.

2.6.2. Turnover Intention and Workplace Deviance.

Mobley (1977) and Mobley, Horner, and Hollingsworth (1978) were the first to introduce the concept of intention to quit as the anterior variable connecting undesirable work behaviors and quitting voluntarily in their research (Tepper et al 2009). The phrase "intent to quit" originally referred to the likelihood of giving up smoking in the near future. After leaving his job and looking for new work, it was the final withdrawal thought (Tepper et al 2009).

In this research, quitting means employees are less dependent on their employer for benefits (e.g., compensation, advancement opportunities, and praise). According to Molm (1997), quitting reduces organisational dependence and increases self-perception. As an employee quits, retaliation seems more beneficial.

An employee who wants to leave won't face further supervisory abuse or organisational sanctions for deviant responses to organisational violations (Tepper et al., 2007). Not fearing retaliation or discipline for deviant acts, violated subordinates who want to quit should deviate more at work. Subordinates with lower quit intentions depend more on their employer because they have more to lose by deviating at work. Employees with low quit intentions undertake deviant behaviour less often than those with high quit intentions (Tepper et al 2009).

2.6.3. Turnover Intention, Psychological Contract Violation and Workplace Deviance:

Mediation

PCV is anger, unfairness, discontent, and distrust that emerge whenever a company breaks the psychological contract (Raja et al., 2004). Scholar's link PCV and turnover intention (Robinson and Rousseau, 1994; Turnley and Feldman, 2000). According to Shahnawaz and Goswami, contract violation increases turnover intention in both the public and private sectors (2011).

The psychological aspect of a relationship may affect organisational outcomes. It further cautions that care should be taken by organizations when handling psychological contract and its violation, especially during turbulent times. The brand value of an organization during these times of recession/economic downturn or restructuring heavily rely on how organizations present themselves.

Morrison and Robinson (1997) observed that violating an individual psychological contract changes employee attitudes and behaviour with individual and organisational implications. PCVs affect employees' beliefs about their reciprocal obligations to the organisation, according to Robinson, Kraatz, and Rousseau (1994). Studies show a high turnover intention after the violation (Guzzo et al. 1994). According to the findings of some studies, the breach of a psychological contract is a reliable indicator of an impending departure (e.g., Lester, Turnley, Bloodgood & Bolino, 2002; Robinson and Rousseau 1994; Guzzo et al. 1994; Coyle-Shapiro, 2002; Turnley and Feldman 2000; Tekleab, Takeuchi and Taylor 2005). The removal of job stability as a result of restructuring violates the psychological contract (Casio, 1993; Senior, Fearon, McLaughlin & Manaluren, 2017; Kets de Vries and Balazs 1997).

The initial desire to quit implied a person's subjective probability of leaving their work soon; a move that captured the final step in the withdrawal cognitions, which includes quitting and searching for alternative employment, (Tepper et al 2009). Intention to resign captures employee dependency on employer since these leaving are less dependent on rewards (such as advancement opportunities, compensation, and praise). Molm (1997) says quitters should pursue their own goals. As subordinates' quit intentions grow, their power weakness should decrease, giving them more to gain by retaliating. Want-to-quit violent employees commit more deviant acts without fear of retaliation or discipline. When quitting, consider psychological contract violations and workplace deviance.

2.6.4. Psychological Contract Violation, Turnover Intention and Relationship Quality: Moderation

Relationship Quality (Trust and Commitment) are affective reactions experienced by employees following a significant workplace event, (McAllister 1995; Young & Daniel, 2003 and Rousseau, 1995). Trust has affective and cognitive components, and people invest in emotional trust-based relationships. Genuine care and concern for each other characterise these relationships. Young & Daniel (2003) argue that when negative events occur, the affective component of trust dominates. Similarly, when violation occurs, there are high chances that employee commitment to the organization will be lowered, (Zhao, Wayne, Glibkowski, & Bravo, 2007). Organizational commitment is a person's identification and attachment to an organisation (Meyer & Allen, 1984). According to Zhao, Wayne, Glibkowski, and Bravo (2007), violating a psychological contract reduces employee commitment.

Tyler & Doerfel, (2006), argue that trust and commitment are closely related, and created through interactive processes within the organization. A study by Agarwal (2011) revealed that trust among other factors contribute to the prediction of organizational commitment. The employees may lower their trust in the organization if they perceive mixed signals from the firm regarding its intentions, this in turn would lower their commitment to the organization, (Agarwal 2011). The significance of employee trust and the fulfilment of contractual obligations was brought to light by this research.

Breaking the psychological contract reduces trust and commitment, according to Rousseau (1990). Change satisfaction affects trust and commitment. HR managers must build employee trust and manage situational factors to avoid negative changes. Trust affects psychological contract violation, says Robinson (1996). Low-trust employees are more vigilant and likely to spot a violation, says Robinson. Lack of trust causes employees to doubt their employer will

honour their contributions (Robinson 1996). According to a study conducted by Neeru *et al.*, (2017), psychological contract violation was found to be having some influence on trust between parties that were buying and selling online.

According to Zhao, Wayne, Glibkowski, & Bravo (2007), Lum, Kervin, Clark, Reid, & Sirola (1998) and Chen & Wu, (2017), psychological contract violation can increase turnover intentions and indicate psychological attachment to the organisation. According to studies (Nair & Vohra, 2012; Weaver & Yancey, 2010; Mathieu & Zajac, 1990; Law, 2005; Meyer *et al.*, 2002), commitment and turnover are inversely related. This research presupposes that relationship quality influences affective commitment violation and intention to leave because trust comes first in the commitment hierarchy (Agarwal, 2011).

2.6.5. Relationship Quality, Psychological Contract Violation, Turnover Intention and Workplace Deviance: Moderated Mediation

The preceding discussions have alluded to the importance of relationship quality to the management of an organization. Tyler & Doerfel, (2006), argue that trust and commitment are closely related, and created through interactive processes within the organization. Both concepts call for engagement of behavioural and emotional components such as feelings of pride and loyalty, going the extra mile and proactive participation in the organization (Allen & Meyer, 1990;1996; Welch and Jackson, 2007; Jacobs, 2008). Workplace deviance is voluntary action that endangers the organisation and/or its employees (Robinson and Bennett, 1995; pg 556). In this regard, the relationship quality and workplace deviance are dependent on triggers to behave in either manner.

Tan and Lim (2009) found that employee trust predicts organisational loyalty. Commitment affects the likelihood of unethical or deviant behaviour. Faithful, passionate workers are least

likely to quit. This worker won't engage in illegal business practises (Appelbaum et al., 2006). Researchers Liao and colleagues (2004) discovered that a commitment to an organisation was inversely related to deviant behaviour.

According to Robinson and Bennett (1997), deviant behaviour in the workplace is prompted by unfair or poor workplace conditions as well as injustice. These workplace triggers cause unfairness and outrage. Psychological contract violation provokes deviance in this study's model. The mismatch between what the organisation promised and what was received led to feelings of violation, such as frustration, betrayal, and anger (Robinson & Bennett, 1997). These feelings and intuitions lead to vengeance. Revenge vents frustration, restores the exchange relationship's balance, and punishes the violator. Revenge drives deviant behaviour.

An employee might consider a breach of psychological contract or a false promise made by an employer to be unethical behaviour on the part of the employer. Employee benefits might be reduced or eliminated entirely if a psychological contract is violated. Cognitive dissonance manifests itself whenever an employee is in a state that is either displeased, biased, or unsteady (Ho, Weingart, & Rousseau, 2004). As a form of retaliation, the employee may demote positive behaviours, such as organisational citizenship, in order to reestablish equity and minimise cognitive dissonance (or exchange). (Uhl-Bien & Maslyn, 2003).

According to research conducted by Raja et al. (2004), Zhao, Wayne, Glibkowski, and Bravo (2007); Bal, De Lange, Jansen & Van Der Velde, (2008); Robinson & Rousseau (1994), and Robinson (1996), psychological contract violation can result in decreased trust and commitment (Relationship Quality), as well as enhanced intentions to leave a company.

This study proved the fourth hypothesis, which revealed a link between psychological contract violation and intention to resign. Bordia et al. (2008) found that when employees' promises aren't met, they feel violated and may seek revenge through organisational deviance.

Relationship quality moderates the motivational underpinnings of organisational deviance.

2.7 Summary and Research Opportunity

Tan and Tan (2000) said trust in organisation leads to organisational commitment and turnover intentions. Psychological contract violation affects trust in organisations or agents (Robinson and Rousseau, 1994). If an employer's original motivations to develop a mutually beneficial partnership have evolved, trust may be lost. Robinson and Rousseau (1994) further stipulate that Violation of Psychological contract undercuts trust, the very foundation of the relationship. The employer and employee are bound by the psychological contract, a form of assurance that if each party delivers what is expected, the relationship will be jointly beneficial. Violation undermines the bond, and the victimised spouse may leave the partnership or engage in workplace misbehaviour (Colbert *et al.*, (2004).

This study hypothesised that turnover intention and relationship quality moderate the relationship between psychological contract violation and workplace deviance. This implies that PCV and workplace deviance will be stronger for people with low relationship quality and high intention to leave.

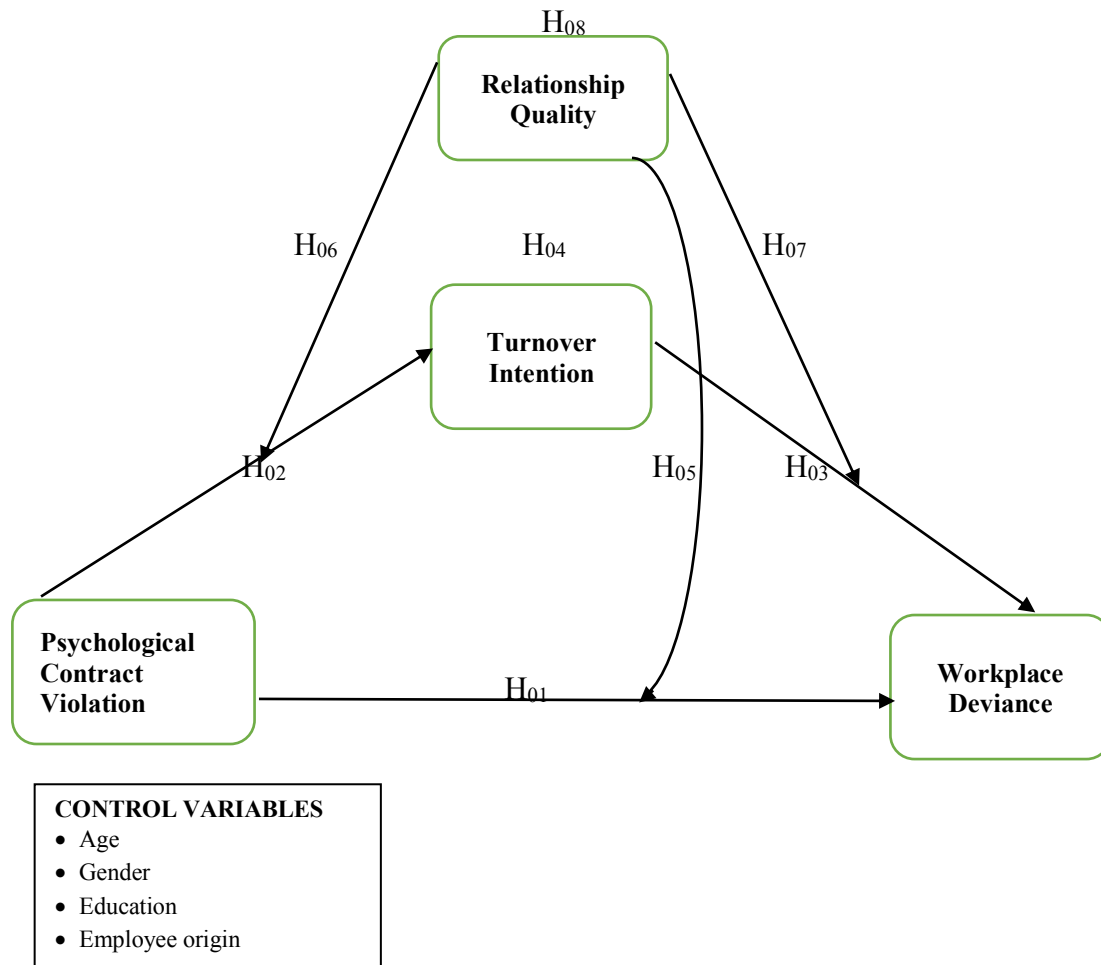
2.8 The Conceptual Framework

The model of workplace deviance developed by Robinson and Bennett (1997) was utilised in this study. According to this model, deviance was sparked by workplace provocations, specifically psychological contract infringement. Such workplace triggers cause disparity cognitions (an assessment that the situation is lacking) and outcry. Psychological contract violation causes deviance in this model. This stems from unmet promises. These outrage-causing thoughts are part of the workplace deviance model (Robinson & Bennett, 1997). These thoughts and feelings lead to leaving the company. Employees with the intent to leave feel empowered to be deviant without caring about the organization's consequences (Tepper *et al.*,

2009; Molm 1997). The strength of the relationship acts as a moderating influence on psychological contract violation and antisocial behaviour by way of turnover intention (that is, the relationship between PCV and workplace deviance will be stronger for people low in relationship quality and high in intention to leave the organization).

Eight hypotheses are represented by this framework. The first path reveals a violation of the psychological contract and an intention to leave the company, while the second path reveals an intention to leave the company and workplace deviance. Third, the intention to leave the company is a moderating factor in the connection between psychological contract violation and deviance in the workplace. In the fourth path, the relationship between psychological contract violation and turnover intention is moderated by relationship quality. In the fifth path, the relationship between turnover intention and workplace deviance is also moderated by relationship quality. Sixth, the quality of a relationship is a moderating factor in the breach of a psychological contract and deviance in the workplace. The seventh factor that contributes to workplace deviance is the violation of psychological contracts. Path 8 modifies the connection between the breach of a psychological contract and deviant behaviour in the workplace by means of the intention to leave the company.

The Conceptual Framework depicts the Effects of Psychological contract violation on workplace deviance through turnover intention and moderated by relationship quality

Figure 2.1: Conceptual Model

Source: Modified Model 59 Hayes (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter contains an explanation of the research methodology that was used for the study. Section 3.1 begins by discussing research philosophy, followed by the overall research design and the justification for its choice in Section 3.2. Section 3.3 presents an overview of AFA as the study area and the reasons why it is preferred. Section 3.4 describes the target population while the sampling techniques that will be used to arrive at the appropriate sample size, are described in section 3.5. The questionnaire as a methodw of data collection is presented in Section 3.6. Section 3.7 discusses issues of pilot testing, validity and reliability and their treatment in this study. Section 3.8. will address the procedures to be observed during data collection, measurement scales, methods of data analysis and their appropriateness and how hypotheses will be tested. Ethical considerations are discussed in section 3.9.

3.1 Research Philosophy

According to Burrell and Morgan (2016), a reasercher will always make assumptions consciously or unconsciously at every stage of research. The assumptions may be about human knowledge also known as epistemological assumptions, or may concern realities encountered during research, referred to as ontological assumptions, or better still have axiological assumptions, where the research process is influenced by the researcher's own values. Inevitably, these assumptions will shape the entire study, (Crotty, 1998).

According to Saunders, Lewis and Thornhill (2019), ontology discusses the assumptions concerning the nature of reality, that shapes the way the researcher will see and study the research objects. In this present study, the objects include the organization, (AFA),

organizational events, (restructuring), the management, organizational artefacts and individuals' working lives.

Epistemology according to Burrell and Morgan (2016) denotes assumptions about knowledge, its acceptable constituents, validity and legitimacy of knowledge and how knowledge can be communicated to others. The field of business management is multi-disciplinary in nature implying that diverse types of knowledge varying from facts to opinions, numerical data to textual and visual data, up to and including stories and narratives have the capability of being considered legitimate. Autobiographical accounts and research from archives are two types of research that various business management researchers incorporate into their work, fictional literature and narratives (De Cock and Land 2006; Martí and Fernández 2013; Gabriel et al. 2013).

Values and ethics are what Saunders, Lewis, and Thornhill (2019) mean when they talk about axiology. Every researcher wishes to have own values impacting research positively, therefore the researcher should be in a position to separate own values and beliefs from those of the respondents. Values, according to Heron (1996) guide human action and therefore should be incorporated in the research. The researcher therefore should display axiological skill in articulating own values as a foundation for making judgements concerning the research being conducted and how to go about doing it.

Positivism involves generalising from observable social reality. It uses scientific empirical methods to produce unbiased data and facts. Organizational behaviour and events are explained and predicted using causal relationships and universal laws. Hypotheses are developed from existing theories, and later tested and confirmed fully, partially or completely refuted, leading to extensions of the theory (Saunders, Lewis and Thornhill (2019)).

This study adopted the positivist philosophy approach to research and used epistemology to determine observable and measurable facts to produce meaningful and credible data (Crotty 1998). Axiological skill was used to steer away from creating bias and ontology was used in capturing the real picture on the ground. To give room for replication, the study used highly structured methodology.

3.2 Research Design

A plan for the collection of empirical data is known as a research design. It is required to specify at least 3 procedures, which are as follows: (1) the procedure of gathering data, (2) the process of developing instruments, and (3) the sampling procedure (Bhattacharjee 2012).

The study's overall design is explanatory and descriptive. No single design exists in isolation and can be mixed and matched to achieve optimal study results. For instance, a descriptive design was used to prepare data for further analysis in an explanatory design. The employment of multi-designs in the same study enabled triangulation to take place and thus increased the validity of the findings (Saunders, Lewis & Thornhill, 2003). A descriptive study profiles people, events, or scenarios. It answers who, what, when, and sometimes how (Cooper & Schindler, 2001). In this present study, categorical data on the employee's profile and previous origin formed the basis for descriptive analysis. In addition, employee's behaviour variables such as relationship quality, and workplace deviance were subjected to descriptive analysis as a preparation to inferential statistical analysis.

This study looked for a causal link between Psychological Contract Violation and Workplace Deviance. According to Cooper and Schindler (2001), an explanatory research strategy should involve the use of hypotheses or theories. The conceptual framework for the present study

depicts that Workplace Deviance is determined by Psychological Contract Violation. Moreover, the hypotheses of the study sought to answer questions of why and how Psychological Contract Violation relates with Workplace Deviance. Theories that underpin these hypothesised relations have been discussed in Chapter Two.

3.3 The Study Area

3.3.1 Location

The study was conducted in AFA. The Agriculture and Food Authority (AFA) is a state corporation created by the Agriculture, Fisheries and Food Authority Act, 2013. In April 2016, the Kenya Gazette Supplement No. 57 (Acts No.7), The statute Law (Miscellaneous Amendments) Act, 2016 deleted the word “Fisheries” from AFFA, and hence was referred to as AFA, henceforth. The Act consolidates the laws regulating and promoting agriculture and specifies the roles of the national and county governments in agriculture and related matters, in accordance with Kenya's constitution. The Authority succeeds the Agricultural, Fisheries and Food Authority (AFFA) Act 2013 and the Crops Act 2013. They were independent and performed regulatory and promotion functions autonomously. According to the Kenya Gazette Supplement Acts (2013), there were a total of ten of these institutions. Some of them are the Kenya Sugar Board, the Coconut Development Authority, the Tea Board of Kenya, the Coffee Board of Kenya, and the Horticultural Crops Development Authority. The other 5 are the Cotton Development Authority, the Sisal Board of Kenya, the Pest Control Products Board, and the Kenya Plant Health Inspectorate. The Pyrethrum Board of Kenya is also included in this group.

After restructuring, their regulatory functions were dissolved and transferred to AFA, while their promotion functions were transferred to Crops Development and Promotion Service, and

they now function as directorates of AFA. The Kenya Plant Health Inspectorate was moved to a separate merger to form Kenya Plant and Animal Health Inspectorate Services. The Pest Control Products Board was to forge clear partnerships with national and county governments since it initially experienced policy framework challenges of multiple agencies with overlapping mandates on food, (PTPR Report 2013, AFFA Strategic Plan 2016-2021, AFFA Act 2013). In the case of Pyrethrum Board of Kenya, the Commercial function they had earlier was moved to Government Investment Corporation (GIC) where full commercialization was to be decided. The resultant are the directorates of AFA, and hence the target population of the study are as shown in table 3.1.

3.3.2 Justification of the Study Area

The study area was justified on the grounds that AFA is a product of governmental restructuring that resulted from merging and re-arrangement of various departments. In this scenario, restructured organisations must manage changing employer-employee relationships. The psychological contract allowed us to examine the employee-employer relationship and possible outcomes like workplace deviance. This therefore facilitated the availability of the required data.

3.4 The Target Population

The population of interest were all the 738 employees working within AFA. The specific focus was on the directorates of AFA, as listed in table 3.1. These offices have a mix of employees from the different directorates as shown in table 3.1.

Table 3.1: Target Population

SR. NO	DIRECTORATE	POPULATION
1.	Food crops directorate	10
2.	Horticultural crops directorate	182
3.	Tea directorate	50
4.	Coffee directorate	52
5.	Sugar directorate	111
6.	Nuts and oil crops directorate	32
7.	Fibre crops directorate	70
8.	Pyrethrum and other industrial crops directorate	201
9.	Commodities fund	30
TOTAL		738

Source: AFA (2017)

The AFA stations are spread across the entire country and therefore have several offices totaling fourteen in number, as shown in table 3.2. The employees are posted to their stations as per the need of specific specialization on the ground.

Table 3.2: Target Population as Per Station of Duty

SR. NO	AFA STATION	POPULATION
1.	Mombasa	40
2.	Nairobi	318
3.	Nakuru	283
4.	Kericho	10
5.	Eldoret	8
6.	Kisumu	33
7.	Kapsabet	5
8.	Bungoma	5
9.	Kakamega	11
10.	Kitale	5
11.	Kisii	6
12.	Busia	5
13.	Iten	5
14.	Baringo	4
TOTAL		738

Source: AFA (2017)

3.5 Sampling Design

3.5.1 Sampling Design

The sampling for the study was done in stages. According to Sedgwick (2015), multistage sampling consists of two or more random sampling stages based on the natural clusters that occur within the population. Clusters, in the context of this study, are represented by the AFA directorates. At each stage, a different cluster type is chosen at random. According to Sedgwick, the final step in the sampling process involves selecting a random sample from the clusters (2015).

The first stage of sampling entailed mapping out the different directorates and the different stations in the country that the potential respondents were based, as shown in table 3.1 and table 3.2. The next step was to establish the sample size of each directorate, which was obtained using coefficient of variation as shown in the subsequent section 3.5.2. The last step was to designate the respondents of the study. This was done using systematic random sampling techniques, in order to obtain representation and maximise variability among the sampled employees.

According to Bhattacharjee (2012), systematic sampling involves a random start followed by the selection of every k^{th} element from that point on. The value $k = N/n$, where k in this context refers to the ratio of the sampling frame size N to the desired sample size n , which is more formally referred to as the sampling ratio. In this present study, $N = 738$, while $n = 468$, therefore $738/468 = 1.57$, rounded off to 2. This means that after picking the first respondent, every second employee in the designated directorates is given a questionnaire. A list of employees working in every station stating the directorate they worked under, was obtained beforehand to enable successful sampling. The questionnaires were handed to consenting

respondents who filled and returned immediately, while a few other questionnaires were picked later by the data collection team.

3.5.2 Sample Size

Data analysis methods affected sample size. This SEM path analysis moderated mediation study. Over 400 samples, the method becomes sensitive and can detect almost any difference. (Hair *et al* 2006). This is in line with the fact that moderated mediation is very sensitive and requires a large sample to detect the effects, (Preacher *et al* 2007).

In stratified random sampling, each stratum's sample size was proportional to its population size. Each stratum, or directorate, had the same sampling fraction (Castillo, 2009). Coefficient of variation was used to determine sample sizes for each stratum (directorate) and respondents.

The formula will be:

$$S = \frac{N(CV)^2}{(CV)^2 + (N-1) e^2}$$

Where:

S = the sample size

N = the population size

CV = the coefficient of variation

e = standard error

The computation of the overall sample will be a cumulation of the calculated sample sizes of individual strata as follows:

Food Crops Directorate:

$$S = \frac{N(CV)^2}{(CV)^2 + (N-1) e^2} \quad S = \frac{10(0.3)^2}{(0.3)^2 + (10-1) 0.02^2} \quad S = \frac{0.9}{0.09 + (10-1) 0.0004}$$

$$S = \frac{0.9}{0.09+0.0036} = 0.0936 \qquad S = \frac{0.9}{0.0936} = 9.61538462$$

$$S \cong 10$$

Horticultural crops directorate

$$S = \frac{N(CV)^2}{(CV)^2 + (N-1)e^2} \qquad S = \frac{182(0.3)^2}{(0.3)^2 + (182-1)0.02^2} \qquad S = \frac{16.38}{0.09 + (181)0.0004}$$

$$S = \frac{16.38}{0.09+0.0724} \qquad S = \frac{16.38}{0.1624} \qquad S = 100.862069$$

$$S \cong 101$$

All the other strata samples were calculated in a similar manner and the results are as indicated in Table 3.3 below.

Table 3.3: Sample size

SR. NO	DIRECTORATE	POPULATION	SAMPLE
1.	Food crops directorate	10	10
2.	Horticultural crops directorate	182	101
3.	Tea directorate	50	42
4.	Coffee directorate	52	43
5.	Sugar directorate	111	75
6.	Nuts and oil crops directorate	32	29
7.	Fibre crops directorate	70	34
8.	Pyrethrum and other industrial crops directorate	201	107
9.	Commodities fund	30	27
	TOTAL	738	468

Source: AFA/ Research Data (2017)

The targeted respondents in the different directorates are spread across different stations of duty across the country, as shown in table 3.4 below.

Table 3.4: Sample Size as Per Station of Duty

SR. NO	AFA STATION	POPULATION
1.	Mombasa	40
2.	Nairobi	318
3.	Nakuru	283
4.	Kericho	10
5.	Eldoret	8
6.	Kisumu	33
7.	Kapsabet	5
8.	Bungoma	5
9.	Kakamega	11
10.	Kitale	5
11.	Kisii	6
12.	Busia	5
13.	Iten	5
14.	Baringo	4
TOTAL		738

Source: AFA (2017)

3.6 Method of Data Collection

Structured questionnaires were used to collect the data. The study's themes were collected using a self-administered structured questionnaire. Structured questionnaires are an effective way to collect data, especially from large samples (Cooper & Schindler, 2001). A questionnaire survey was deemed appropriate for the study because it allowed for a large-scale inquiry on specific issues, making the study's findings more reliable (Cooper & Schindler, 2001). The questionnaire was divided into four parts as per the variables that were measured in this study.

3.7 Pilot-testing, Reliability and Validity tests

3.7.1 Pilot testing

Piloting is an essential part of research. It helps detect potential design and/or instrumentation concerns (such as determining whether the sample can comprehend the questions), and it guarantees that the study's instruments are reliable and valid. Usually, a small subset of the sample population (Bhattacharjee, 2012). This present study conducted a pilot testing of the

instruments using employees of Moi University as a sample before the main data collection was done. The choice of the pilot sample helped in non-interference of the main sample. The researcher collected data from the sampled population after a successful pilot test. Quantitative data were collected.

3.7.2 Validity

Accuracy is what constitutes a tool's validity (Cooper & Schindler, 2001). The validity of both content and constructs was investigated in this study. The term "content validity" refers to the degree to which individual scale items correspond to the target construct (Bhattacharjee 2012). The degree to which individual items accurately measure an underlying theoretical construct is referred to as the construct validity (Cooper & Schindler, 2001; Hair et al 2006). To ensure the study's validity, a review of the relevant literature and previous research were conducted. In addition, experts in the fields of human resource and organization behaviour were consulted.

3.7.3 Reliability Analysis

Reliability analysis compares multiple measurements of a variable (Cooper & Schindler, 2001). The consistency of results produced by a research instrument (Cooper & Schindler, 2001). It estimates measurement error (Cooper & Schindler, 2001). Cronbach's alpha was the most reliable measure of construct reliability because most scales contained multiple items (Cooper & Schindler, 2001). The Cronbach alpha statistic is used to measure reliability. Alpha levels of 0.5 and above were used to analyse the consistency of the internal data (Sekeran, 2003; Hair et al., 2006). There were three measures taken to guarantee the accuracy of the data. First, was to draw from literature those items that have been tested for reliability by other researchers (Bhattacharjee, 2012) and adopt them for the study. Second is that the questionnaire was designed and revised using the results of the pretest. In order to avoid the effects of

respondent's fatigue the pilot sample was excluded from the actual sample. Finally, through exploratory factor analysis redundant items and those that weaken the reliability, were to be identified and excluded in the construction of scales, however, the pilot study did not show any redundancy.

3.8 Data Management, Measurements and Analysis

3.8.1 Preparation and Data Collection Procedures

Prior to actual data collection the following preparations were made. First, was to ensure that the questionnaire is properly designed so as to meet the intended objectives of the study. Some of the activities in ensuring that the instrument was valid included reviewing relevant literature on the research issues and consultation with experts. When the questionnaire was ready, a pilot study with conveniently sampled respondents was conducted. Results from the pilot study helped in revising where there was need.

Second stage was to obtain a list of employees, that constituted the sampling frame. A research permit was then obtained from the Ministry of Education, Science and Technology. The third step was to build a research team by identifying and training research assistants for data collection. The research assistants were given a rundown of the most important procedures that needed to be followed during data collection. These procedures included ensuring that all questionnaires and covering letters were printed and finish, trying to contact activities have contributed and seeking their consent to participate, going to hand the survey to the participant who agreed to participate, trying to introduce the survey and stressing the questionnaire's confidentiality or privacy, and finally collecting the information.

In training, research assistants pilot-tested the instrument. The final step was conducting the actual data collection that included administration of the final questionnaire to the respondents.

3.8.2 Measurement of Variables

3.8.2.1 Workplace Deviance (Dependent Variable)

Bennett and Robinson scaled workplace deviance (2000). These 7-point scales measure how often respondents engage in harmful workplace behaviours. Table 3.5 shows 19 items used to measure workplace deviance.

Table 3.5: Work Place Deviance Measurement Items

Organizational Deviance Items

1. Taken merchandise from work without permission.
2. Spent too much time fantasizing or daydreaming instead of working.
3. Falsified a receipt to get more money for work related expenses.
4. Taken an additional or longer break than is acceptable at your workplace.
5. Came in late to work without permission.
6. Littered your work environment.
7. Neglected to follow your manager's instructions.
8. Intentionally worked slower than you could have worked.
9. Discussed confidential company information with an unauthorized person.
10. Used an illegal drug or consumed alcohol on the job.
11. Put little effort into your work.
12. Dragged out work in order to get overtime.

Interpersonal Deviance Items

1. Made fun of someone at work.
 2. Said something hurtful to someone at work.
 3. Made an offensive ethnic, religious, or racial remark at work.
 4. Cursed at someone at work.
 5. Played a mean prank on someone at work.
 6. Acted rudely toward someone at work.
 7. Publicly embarrassed someone at work.
-

Source: Bennett and Robinson, (2000)

3.8.2.2 Psychological Contract Violation (Independent Variable)

Robinson and Morrison (2000) developed a scale to measure Psychological Contract violation. Four items were answered on a seven-point scale from 'strongly disagree' to 'strongly agree' I feel betrayed by my organisation; I'm angry at my organisation; they violated our contract; and I'm frustrated by how they treated me. The alpha coefficient for this scale was $\alpha = .95$, matching that of Robinson and Morrison (2000) whose value was $\alpha = .94$.

3.8.2.3 Relationship Quality (Moderator)

(i) Trust

Trust is a component of relationship quality. The measurement items were derived from the bases of trust identified by Gabarro and Athos (1976). The seven-item scale has the following statements included in the scale: 'I believe my employer has high integrity', 'I can expect my employer to treat me in a consistent and predictable fashion', 'My employer is not always honest and truthful' (reverse scored), 'In general, I believe my employer's motives and intentions are good', 'I don't think my employer treats me fairly' (reverse scored), 'My employer is open and up-front with me' and 'I am not sure I fully trust my employer' (reverse scored). Participants used a seven-point Likert-type scale, with anchors ranging from (1) "strongly disagree" to (7) "strongly agree." For example, if a respondent answered the statement 'I believe my employer has high integrity' with 5 (strongly agree), this answer was applicable to this participant, as opposed to selecting 1 (strongly disagree).

The score for the trust construct was measured by averaging the 7 items belonging to the scale analyzed. The higher the score a respondent got the more indicative that this is for this construct. Coefficient alpha for this measure was $\alpha = .91$, compared to a study performed by Robinson (1996), also using the items developed by Gabarro and Athos (1976), which had an $\alpha = .87$.

(ii) Commitment

Commitment is a second component of relationship quality. Commitment was measured using the Original Commitment Scale Items by Allen and Meyer, (1990) as shown in table 3.6 below.

Table 3.6: Commitment Measurement Scale Items**Original Commitment Scale Items (Allen and Meyer, 1990)****Affective Commitment Scale Items**

1. I would be very happy to spend the rest of my career with this organization.
2. I enjoy discussing about my organization with people outside it.
3. I really feel as if this organization's problems are my own.
4. I think that I could easily become as attached to another organization as I am to this one.
5. I do not feel like 'part of the family' at my organization.
6. I do not feel 'emotionally attached' to this organization.
7. This organization has a great deal of personal meaning for me.
8. I do not feel a 'strong' sense of belonging to my organization.

Continuance Commitment Scale Items

1. I am not afraid of what might happen if I quit my job without having another one lined up.
2. It would be very hard for me to leave my organization right now, even if I wanted to.
3. Too much in my life would be disrupted if I decided to leave my organization now.
4. It wouldn't be too costly for me to leave my organization now.
5. Right now, staying with my organization is a matter of necessity as much as desire.
6. I feel that I have very few options to consider leaving this organization.
7. One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.

Normative Commitment Scale Items

1. I think that people these days move from company to company too often.
2. I do not believe that a person must always be loyal to his or her organization.
3. Jumping from organization to organization does not seem at all unethical to me.
4. One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.
5. If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.
6. I was taught to believe in the value of remaining loyal to one organization.
7. Things were better in the days when people stayed in one organization for most of their careers.
8. I do not think that to be a 'company man' or 'company woman' is sensible anymore.

Note:

Meyer and Allen (1997) substitute 'believe' for 'feel' in this item.

Directly reflects the focal behavior for organizational commitment, staying/leaving.

Indirectly reflects the focal behavior. Reflects affective content. Reverse-coded item.

Source: Allen and Meyer, (1990)

3.8.2.4 Turnover Intention (Mediator)

A scale that was developed by Camman, Fichman, Jenkins, and Klesh was utilised in order to measure the turnover intention (1979). It is a three-item scale asking about your preferred line of work. It was requested of the respondents that they indicate the degree to which each statement aptly described them. The range of possible responses goes from "strongly disagree" (option 1) to "strongly agree" (option 7). In the research carried out by Camman and colleagues,

the Cronbach alpha showed an internal consistency of 0.77. Turnover Intention Scale questions are:

1. I often think of leaving the organization.
2. It is very possible that I will look for a new job next year.
3. If I could choose again, I would choose to work for the current organization.

3.8.2.5 Control Variables

In this study, as in others that came before it, demographic factors were measured and controlled for. Even though men are extremely angry, female was controlled (Hershcovis et al., 2007, Aquino et al., 2006, Spielberger, 1996). According to the findings of research, older workers are less destructive. According to the social–emotional selectivity theory, as people get older, they have less of a propensity to react negatively to stressful situations (Berry et al., 2007, Carstensen, 1992, Geen, 1990). Employment status was controlled because part-timers perceive their exchanges with their employers as more financial, whereas full-timers report increased mental contractual agreements to their employers (Robinson and O'Leary-Kelly, 1998). Term of office was controlled since it is affiliated with antisocial behaviour (Robinson and O'Leary-Kelly, 1998), and employment status was governed because component perceive their exchanges as more economic (Gakovic & Tetrick, 2003). Sociological research suggests that lack of education is linked to criminal behaviour (Douglas & Martinko, 2001, Campbell & Muncer, 1990).

Gender, age, tenure, employment status, and education were control variables. Age was measured in years, and gender was assessed with one question (What is your gender?). Organizational tenure is the number of years a person has worked at their current organisation, separating previous and current tenure where applicable. Respondents also indicated their employment status and job grade on open-ended scales.

3.8.3 Methods of Data Analysis

Data was categorised, coded, entered into Excel, and edited. Hayes' (2013) analysed data using conditional process modelling, an add-on to Statistical Programme for Social Sciences (SPSS). Conditional process analysis examines how an effect's mechanism(s) depend on situation, context, stimulus, or individual differences.

Data once collected was categorized, coded, entered into Ms Excel and edited. Hayes (2013) analysed the data using conditional process modelling, an add-on to the Conditional process analysis is used to investigate the degree to which an effect's mechanism(s) depends on situation, context, stimulus, or individual differences. (Hayes & Preacher, 2013; Hayes, 2018)

Both descriptive and inferential statistics were used. In descriptive analysis, data collected through the research questions, were analyzed using descriptive statistics such as mean, mode and standard deviation and presented in percentages and frequencies and finally illustrated in tables, graphs and charts. Inferential analysis was used to draw conclusions about the population. Some of the inferential statistics used included regression, and factor analysis.

Confirmatory Factor Analysis was conducted using SPSS (Statistical Package for Social Sciences) to assess discriminant validity and to determine the items that measured specific variables. This technique allowed variables to be grouped into factors (based on correlation), and the factors were treated as new variables whose values were derived by summing the original variables. Each variable's co-ordinates were measured to determine factor loading, which represents the correlation between the variable and the factor. (Kline, 1994).

Multiple regression equations were used to examine the study's interrelationships, as shown in hypothesis testing. Analyzing continuous variables with multiple regression (Steel and Ovalle, 1984).

The direct, mediated, moderated and and moderated mediation effects were tested using model four and model 59 through PROCESS MACRO by Hayes (2013; 2018). The four step process required to be fulfilled before proceeding with mediation and moderation by Baron and Kenny (1986), were satisfied before proceeding with mediation and moderation. There is a significant relationship between the independent variables and the dependent variables, as well as between the independent variables and the mediator variables. There was a significant relationship between the mediator variable and the dependent variable, which made mediation possible. The final step, which followed the introduction of the mediator variable, consisted in determining that the relationship between the predictor and outcome variables was either insignificant or weak.

3.8.4 Assumptions of Regression Model

The use of a regression model requires fulfilment of certain assumptions that act as conditions to be met prior to making predictions using the model.

3.8.4.1 Linearity

The dependent and the independent variable should have a linear and additive relationship, failure to which the model becomes inefficient and erroneous predictions are made, (Tabachnick & Fidell, 2007). Non-linear relationship between the independent and dependent variables, may underestimate their true relationship therefore risking the occurrence of type II error; over-estimation on the other hand may lead to type I error being committed, (Osborne & Waters, 2002). To check for linearity, scatterplots were used, to establish whether the relationships were linear or curvilinear.

3.8.4.2 Normality

The normal distribution of data in parametric tests need to be validated since their validity depends on it, (Ghasemi & Zahediasl 2012). Data should be normally distributed to avoid distortion of relationships and the significance levels. Generation of Q-Q plots, Histogram and subjecting the data to skewness and kurtosis test was done to establish normality. Outliers were then identified by visually inspecting the frequency distributions in the plots and the histogram.

3.8.4.3 Homoscedasticity

Homoscedasticity means error variance is constant across all Independent Variable levels (Ghasemi & Zahediasl 2012). This assumption can be tested by plotting the standardised residuals (errors) against the regression standardised predicted value.

3.8.4.4. Multicollinearity

Multicollinearity causes correlated independent variables. This makes it challenging to determine the real connection between determinant and outcome variables, since the variable predicting the dependent variable cannot be determined. To check multicollinearity, a scatter plot can be used to visualize the correlation consequence among variables. The Variance Inflation Factor is also used to test multicollinearity, where it's generally ruled that VIF index exceeding 4 ($VIF > 4.0$) necessitates further investigation, while VIFs exceeding 10 ($VIF > 10$) are indications of severe multicollinearity that call for corrective action, (Cooper & Schindler 2001).

3.8.5 Testing For Outliers

This study used Mahalanobis distance to isolate extreme cases that would limit the outcome of data analysis. Mahalanobis distance employs a data point's distance to the centroid rather than another inference. The centroid is where all causal variables' means intersect (Aguinis, Gottfredson, & Joo, 2013).

3.8.6 Model Specification

3.8.6.1 Model One: Hierarchical Regression Model

Hierarchical regression examines theoretical assumptions and assesses the impact of several causal variables sequentially, how much a predictor predicts a dependent variable further than what other important incidences can explain indicates its relative value. (Cohen, 2001). It entails making choices for how predictor variables are keyed into the analysis, based on theoretical considerations, in order to test particular hypotheses (Aron & Aron, 1999; Cohen, 2001).

Hierarchical Regression is a tool suitable for handling large grouped data such as the data for this study. It entails making choices for how predictor variables are keyed into the analysis, based on theoretical considerations, in order to test particular hypotheses. Four parameters of the first model of this study were subjected to regression analysis to establish their contributions to the dependent variables as shown by the equations below.

$$(i) \quad Y = C_0 + \beta_1 \text{ Age} + \beta_3 \text{ Gender} + \beta_4 \text{ Education} + \beta_5 \text{ Emp. Origin} + \epsilon_y$$

The first equation entered the control variables to determine their contributions to the dependent variable.

$$(ii) \quad Y = C_0 + C_v + \beta_1 \text{ PCV} + \epsilon_y$$

The second equation controlled for the control variables (Cv) and added the independent variable PCV to analyze how much it contributes to the dependent variable, Workplace Deviance.

H₀₁: Psychological Contract Violation has no effects on Workplace Deviance

$$(iii) \quad Y = C_0 + C_v + \beta_1 PCV + \beta_2 TI + \epsilon_y$$

The mediator, Turnover Intention was then analysed, controlling for the control variables and Psychological Contract Violation, to establish the effect size of the mediator on the outcome variable.

H₀₃: Turnover Intention does not lead to Workplace Deviance.

$$(iv) \quad Y = C_0 + C_v + \beta_1 PCV + \beta_2 TI + \beta_3 RQ + \epsilon_y$$

The last equation in the hierarchical regression model holds constant control variables, Independent Variable PCV and the Mediator TI, while testing the contributions of the moderator, RQ on the Dependent Variable WPD.

3.8.6.2 Model Two: Testing for Mediation

Mediation involves the effects of variable X on a second variable Y through a third variable M, if X has causative influences on M and M in turn has causative influences on Y. Therefore X has effects on Y by causing change in a mediator variable M which then transmits the influence of X on to Y, (Hayes & Rockwood in press). Figure 3.1 shows the mediation model.

Mediation was tested following the laid down procedures by Mackinnon (2012), which involves the following:

- (i) The independent variable X must have a relationship or significant effect on the mediator M.

$$M = a_0 + C + a_1X + \epsilon_m$$

H₀₂: Psychological Contract Violation does not influence Turnover Intention.

- (ii) The mediator M must have a relationship with the dependent variable Y

$$Y = b_0 + C + b_1M + \epsilon_y$$

- (iii) The significance of the effect of X on Y while holding M constant is optional

$$Y = C'_0 + C + b_1M + C'X + \epsilon_y$$

- (iv) Mediation

The direct effects as well as the mediation effects were tested using Hayes (2013; 2018) model 4. The mediation effect depicted on the equation below becomes the fourth hypothesis of this study.

$$M = a_1 \times b_1 \quad \text{or} \quad M = C - C'$$

H₀₄: Turnover intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.

- (v) Total Effect

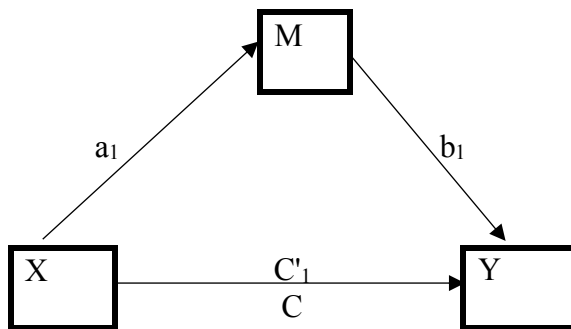
The total effect is a sum total of the coefficient of direct effect (C') of X on Y and the product of the effect of X on M (a₁) and M on Y (b₁), as shown in figure 3.1 below.

$$C = (a_1b_1) + C'$$

C = Total effect

C' = Direct effect

Figure 3.1 Mediation Model



Hayes (2013, 2018) Mediation Model

3.8.6.3 Model Three: Moderation

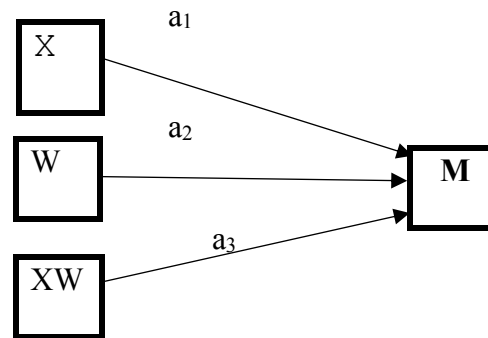
Moderation occurs when a variable's effect size depends on a third variable, the moderator. There are many forms of moderation, but linear moderation is commonly used. Should a researcher have an interest on whether the effect of X on Y is linearly moderated by W, then it's supposed that X and W interact in their influence on Y. The interests of this study have been expressed by the following equations:

$$(i) \quad M = a_0 + C + a_1X + a_2W + a_3XW + \varepsilon_Y$$

The effect of X on M is a result of the interaction of X and W holding constant the control variables, as visualised in figure 3.2 below. This depicts the sixth hypothesis of this study which states:

H₀₆: The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.

Figure 3.2: Moderation of RQ on PCV and TI



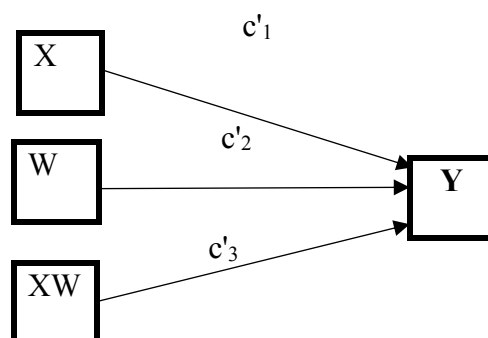
Source: Hayes (2013, 2018) Moderation Model

$$(ii) \quad Y = C'_0 + C + C'_1 X + C'_2 W + C'_3 X W + \epsilon_Y$$

The effect size of X on Y depends on the interaction between XW keeping the control variables constant. The effect is shown by the figure 3.3 below This relationship is the fifth hypothesis of this study.

H₀₅: The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.

Figure 3.3: Moderation of RQ on PCV and WD



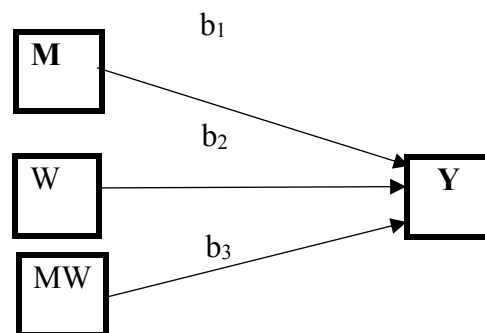
Source: Hayes (2013, 2018) Moderation Model

$$(iii) \quad Y = b_0 + C + b_1M + b_2W + b_3MW + \epsilon_Y$$

This equation depicts the moderating effect of Relationship Quality (W) on the relationship between the mediator, Turnover Intention, and the Dependent Variable, Workplace Deviance, as depicted by figure 3.4 below. This leads to the seventh hypothesis of this study.

H₀₇: Relationship quality does not moderate the effect of Turnover Intention on Workplace Deviance.

Figure 3.4: Moderation of RQ on TI and WD



Source: Hayes (2013, 2018) Moderation Model

3.8.6.4 Model Four: Moderated Mediation

The effect of X on Y transmitted through a mediator M is statistically presented as an outcome of its constituent causal effects, that is, the influence of X on M and the effect of M on Y. However, linear moderation can be used to moderate the mediation effect. Since mediation process is a combination of effects, mediation therefore can be moderated. Moderated mediation is statistically expressed as an indirect effect, that is a function of a moderator, (Hayes & Rockwood in press). Moderated mediation takes the eighth hypothesis of this study.

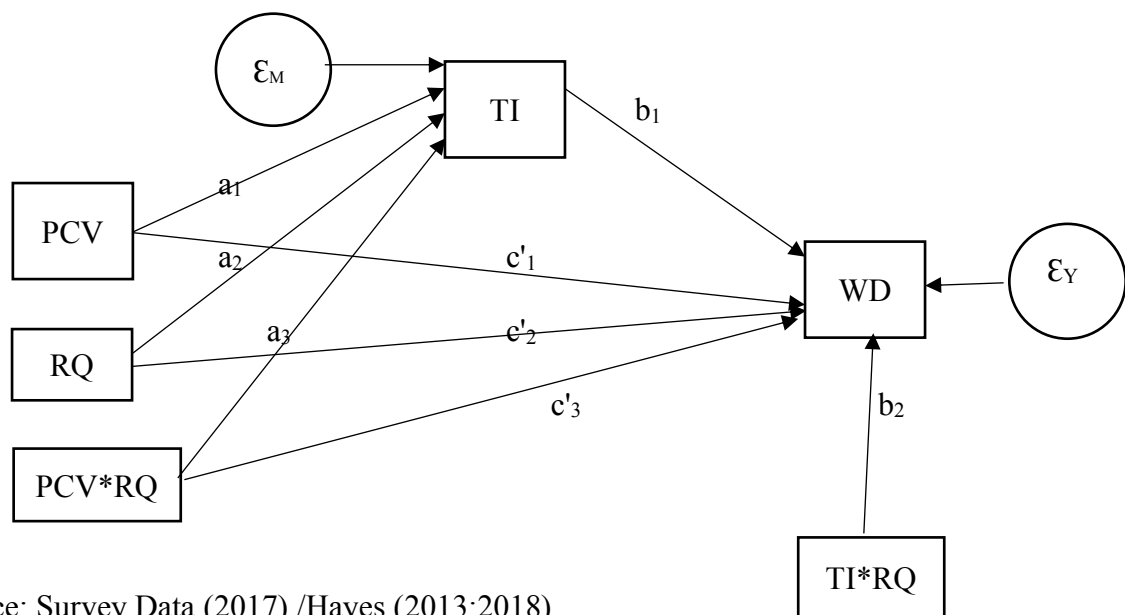
H₀₈: Relationship Quality does not moderate the mediation of turnover intention on the relationship between psychological contract violation and workplace deviance

$$Y = (a_1 + a_3W) + (b_1 + b_2W) + \epsilon_Y$$

3.8.7 Hypothesis Testing

To test the hypotheses, PROCESS Macro for SPSS (Hayes, 2012) was used. The indirect effects were assessed using bootstrapping, to generate 95% bias corrected confidence intervals of both direct and indirect intervals, (Hayes 2013; 2018). The following model in Figure 3.5 depict hypotheses that were tested.

Figure 3.5: Statistical Model for Testing Hypotheses



Source: Survey Data (2017) /Hayes (2013;2018)

H₀₁: Psychological contract violation has no effects on workplace deviance

$$WD = \beta_0 + \beta_1 CV + \beta_2 PCV + \epsilon_Y$$

H₀₂: Psychological contract violation does not influence turnover intention.

$$TI = \beta_0 + \beta_1 CV + \beta_2 PCV + \epsilon_M$$

H₀₃: Turnover intention does not lead to workplace deviance.

$$WD = \beta_0 + \beta_1 CV + \beta_2 TI + \epsilon_Y$$

H₀₄: Turnover intention does not mediate the relationship between psychological contract violation and workplace deviance.

$$M = a_1 \times b_1 \quad \text{or} \quad M = C - C'$$

H₀₅: The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.

$$WD = c'_0 + c'_1Cv + c'_2PCV + c'_3RQ + c'_4PCV \times RQ + \epsilon_Y$$

H₀₆: The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.

$$TI = a_0 + a_1Cv + a_2PCV + a_3RQ + a_4PCV \times RQ + \epsilon_M$$

H₀₇: Relationship quality does not moderate the effect of Turnover Intention on Workplace Deviance.

$$WD = b_0 + b_1Cv + b_2PCV + b_3TI + b_4PCV \times TI + \epsilon_Y$$

H₀₈: Relationship Quality does not moderate the mediation of turnover intention on the relationship between psychological contract violation and workplace deviance.

$$WD = (a_1 + a_3W) + (b_1 + b_2W) + \epsilon_Y$$

Where:

WD = Workplace deviance

PCV = Psychological Contract Violation

RQ = Relationship Quality

TI = Turnover Intention

Cv = Control Variables

β_0, a_0, b_0 = Constant

a, b = Indirect effect

c = Total effect

c' = Direct effect

ε_M = Error term of Mediator

ε_Y = Error term of Outcome

Table 3.7: Summary of Hypotheses Testing

	Hypothesis Statement	Analytical Model and Test Statistic	Interpretation
H₀₁	Psychological Contract Violation has no effects on Workplace Deviance	<ul style="list-style-type: none"> • Process Macro Model 59 • Beta Values • P Values • Confidence Intervals 	<ul style="list-style-type: none"> • Magnitude and direction of Beta Coefficient (β) • $P < 0.05$ Significant
H₀₂	Psychological contract violation does not influence Turnover Intention.	<ul style="list-style-type: none"> • Regression • Beta Values • P Values • Confidence Intervals 	<ul style="list-style-type: none"> • Magnitude and direction of Beta Coefficient (β) • $P < 0.05$ Significant
H₀₃	Turnover Intention does not lead to Workplace Deviance.	<ul style="list-style-type: none"> • Regression • Beta Values • P Values • Confidence Intervals 	<ul style="list-style-type: none"> • Magnitude and direction of Beta Coefficient (β) • $P < 0.05$ Significant
H₀₄	Turnover intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 4 • Path Coefficients (P Values) • Confidence Intervals 	<ul style="list-style-type: none"> • Magnitude and direction of Path Coefficient $P < 0.05$ Significant • Confidence Intervals (Non-Zero) • Visual Inspection
H₀₅	The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • Magnitude and direction of Path Coefficient $P < 0.05$ Significant • Confidence Intervals (Non-Zero) • Visual Inspection
H₀₆	The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • Magnitude and direction of Path Coefficient $P < 0.05$ Significant • Confidence Intervals (Non-Zero) • Visual Inspection
H₀₇	Relationship Quality does not moderate the effect of Turnover Intention on Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • Magnitude and direction of Path Coefficient $P < 0.05$ Significant • Confidence Intervals (Non-Zero) • Visual Inspection
H₀₈	Relationship Quality does not moderate the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals 	<ul style="list-style-type: none"> • Magnitude and direction of Path Coefficient $P < 0.05$ Significant • Confidence Intervals (Non-Zero)

Source: Survey Data (2017)

3.8.8 Unit of Analysis

This present study used two main units of analysis namely the individual and groups (Sekeran, 2003). The individual analysis emanates from the fact that data was collected from individual employees within AFA. Group analysis arises from the fact that categorical data such as gender, and employee origin (prior the restructuring) was collected. In order to examine the patterns of behaviour and possible confounding effects of socio-economic factors, the categorical variables were used to group the respondents.

3.9 Ethical Considerations

This study was conducted ethically. The study addressed informed consent, privacy, anonymity, and researchers' responsibility (Oso and Onen 2005; Streiner, 2005).

Informed consent: Respondents received adequate information for this study. They were informed of the study's purpose, length of time, procedures, benefits to them and the industry, and extent of privacy and confidentiality. The selected respondent used this information to decide whether to take part.

Privacy and confidentiality: The study treated with respect participants' privacy and kept data collected confidential, as agreed. Some of the study's data was private and confidential because it related to firms' competitive operations. All collected and analysed data was used for the purposes of the study and not shared with unauthorised parties.

Anonymity: To maintain privacy and confidentiality, the research didn't collect respondent identities. When discussing cases, respondents' real names weren't used.

Researcher's responsibility: The researcher only collected and analysed data needed for the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter presents the results of the study in sixteen sections. The first discussion is on the preliminary processing of data that was undertaken, that is covered in different subsections upto section 4.4. Section 4.5 presents descriptive results profiling the characteristics of the respondents. The Testing of Statistical Assumptions are presented in section 4.6 while section 4.7 discuss testing for outliers. Reliability and validity tests are presented in Section 4.8 while 4.9 provides the Results of Factor Analysis. Data transformation is discussed in section 4.10, 4.11 Analysis of Variance and 4.12 covers correlation analysis. Hypothesis testing is presented in section 4.13, and four models that were used are discussed from section 4.14 to section 4.17.

4.1 Preliminary Screening and Preparation

Once the questionnaires were received from the field, they were checked to establish whether all the questions were answered and those with gaps were separated from those that had been fully answered. This enabled the researcher to determine the availability, sufficiency and the suitability of the data collected to allow the continuation of the data analysis process. This process also helped in establishing whether the proposed methods of analysis would be suitable given the responses that had been received. All these were done in preparation of data coding and entry.

4.2 Data Processing

Once the clean questionnaire had been selected, coding of responses was done. Coding involves a process by which raw data is transformed into a format that is suitable for a computerized data file, by using numbers or letters assigned to an observation of a variable.

After that, the data were entered into Statistical Package for Social Science (SPSS), which was a data analysis application that was utilised to analyse the data. After entering the data, it was checked for any errors, discrepancies, or omitted items before the initial run of the data was performed.

4.3 Missing Data

Missing data according to McKnight, et al (2007) is the loss of some type of information about the phenomena in which the researcher is interested, which impedes the researcher's ability to describe and comprehend the subject under study. Missing data can be in the form of missing units or missing items, each of which has different remedies. Upon collection of data, missing data become a statistical concern, however, certain strategies can be employed before data collection to reduce the quantity of missing data.

To address missing data, the researcher trained the research assistants to be vigilant in identifying missing items while still with the respondent, and encouraging them to respond to all questions. Depending on the type of missing data, the mean can be used during data analysis to replace the missing item values, if they are less than 5% per unit (Hair, Ringle, and Sarstedt 2015). However, missing units can be ignored completely. This study was able to collect 443 questionnaires out of which 21 were incomplete and were not entered into the study, (Table 4.1).

Table 4.1: Questionnaires Collected

Item Description	Number of Questionnaires	Percentage
Fully Completed Questionnaires	422	90.1%
Defective Questionnaires	21	4.4%
Total Collected	443	94.6%

Source: Research Data (2017)

4.4: Response Rate

This study targeted 468 respondents, out of which 443 were achieved, yielding to a response rate of 94%, as shown in Table 4.2. This sample size meets the recommended threshold of 400 and above in moderated mediation, to detect any differences if present (Hair *et al* 2006). The high response rate was facilitated by the ease of filling structured questionnaires. Data screening and verification revealed that 21 questionnaires were missing important responses, and the study adopted list wise exclusion of these cases and therefore were not used in totality in this study. The response rate of the different directorates is captured in table 4.2 below.

Table 4.2 Response Rate

SR. NO	DIRECTORATE	POPULATION	SAMPLE	RESPONDENTS	PERCENTAGE
1.	Food crops directorate	10	10	7	70%
2.	Horticultural crops directorate	182	101	99	98%
3.	Tea directorate	50	42	39	92%
4.	Coffee directorate	52	43	39	90%
5.	Sugar directorate	111	75	72	96%
6.	Nuts and oil crops directorate	32	29	26	89%
7.	Fibre crops directorate	70	34	31	91%
8.	Pyrethrum and other industrial crops directorate	201	107	105	98%
9.	Commodities fund	30	27	25	92%
TOTAL		738	468	443	94%

Source: AFA/ Research Data (2017)

Table 4.3 shows the response rate as per the different stations of AFA across the country.

Table 4.3: Response Rate as Per Station of Duty

SR. NO	AFA STATION	POPULATION	QUESTIONNAIRES COLLECTED
1.	Mombasa	40	21
2.	Nairobi	318	202
3.	Nakuru	283	177
4.	Kericho	10	5
5.	Eldoret	8	4
6.	Kisumu	33	13
7.	Kapsabet	5	2
8.	Bungoma	5	3
9.	Kakamega	11	5
10.	Kitale	5	2
11.	Kisii	6	3
12.	Busia	5	2
13.	Iten	5	2
14.	Baringo	4	2
TOTAL		738	443

Source: AFA (2017)

4.5 Sample Characteristics

To generate a profile of participants of this study, information concerning age, gender, level of education, institution worked before restructuring, employment status and the length of service were collected.

4.5.1 Age of Respondents

The demographic profile of respondents (Table 4.4) indicates that there were more male respondents (n=229, 54.3%) compared to the females (n=193, 45.7%). This indicated that despite the constitutional two thirds gender rule in Kenya, we still have more males working in the public service than their female counterparts. The descriptive results (Table 4.4) indicate that the current age (at the time of study) ranged from 18 years to over 45 years. Those aged between 35 years and 44 years had the highest frequency (n = 158, 37.4%), followed by the age category between 25 years to 34 years (n = 115, 27.3%). Those aged over 45 years came in third in frequency (n = 88, 20.9%), while the age category of 18 to 24 years was the least at

n = 61, scoring 14.5% of those interviewed. The age distribution indicates that most of the employees at AFA are mature.

4.5.2 Level of Education

With respect to the level of education, the highest number of employees interviewed had undergraduate degrees (n = 169, 40%), while the lowest had primary level of education at n = 3, 0.7%. The second highest score was the master's degree level (n = 88, 20.9%), followed by diploma holders (n = 65, 15.4%). The fourth in rank were certificate holders (n = 49, 11.6%) and the fifth were secondary school leavers (n = 27, 6.4%). The highest degree of education attained was a PhD, which was held by 21 respondents (5%). The majority of employees at AFA therefore are holders of undergraduate degrees, as seen in Table 4.4.

4.5.3. Institution of Origin

Since this study focused on the post restructuring, data was collected on the previous institutions that employees worked before restructuring. The results in Table 4.4 indicate that the highest number of employees (n = 88, 20.9%) previously worked with Horticultural Crops Development Authority (HCDA), followed by those from Tea Board of Kenya (n = 65, 15.4%) and Coffee Board of Kenya (n = 56, 13.3%). Other institutions were Pyrethrum Board of Kenya (n = 40, 9.5%), Kenya Sugar Board (n = 38, 9.0%), Coconut Development Authority (n = 33, 7.8%), Cotton Development Authority (n = 30, 7.1%), and sisal Board of Kenya (n = 28, 6.6%). Another category was of those who were employed after restructuring, which comprised of 10.4% (n = 44). The results above indicate that majority of employees transitioned from the old institutions to the new structure AFA except for the 10.4% who were employed post restructuring.

4.5.4. Employment Status

With regards to the employment status in Table 4.4, out of the 422 respondents, 288 (68.2%) are permanently employed while the remaining 134 (31.8%) are employed on contract basis. The majority of these employees (n = 223, 52.8%) had worked in the new institution AFA for two to three years, followed by those who had worked for 0 – 1 year (n = 101, 23.9%) and those who had worked between one and two years (n = 98, 23.2%). This result indicates that majority of employees had worked for AFA since its inception in 2013

Table 4.4 Demographic Profile of Respondents

VARIABLE	FREQUENCY	PERCENTAGE
		%
Gender		
Male	229	54.3
Female	193	45.7
Total	422	100.0
Age Category		
18 - 24 Years	61	14.5
25 - 34 Years	115	27.3
35 - 44 Years	158	37.4
Over 45 Years	88	20.9
Total	422	100.0
Highest Level of Education		
Primary Level	3	.7
Secondary Level	27	6.4
Certificate	49	11.6
Diploma	65	15.4
Undergraduate Degree	169	40.0
Masters Degree	88	20.9
Doctoral Degree	21	5.0
Total	422	100.0
Former institution worked in before restructuring		
Coconut Development Authority	33	7.8
Kenya Sugar Board	38	9.0
Tea Board of Kenya	65	15.4
Coffee Board of Kenya	56	13.3
Horticultural Crops Development Authority	88	20.9
Pyrethrum Board of Kenya	40	9.5
Cotton Development Authority	30	7.1
Sisal Board of Kenya	28	6.6
None	44	10.4
Total	422	100.0
Job Group Categories		
Job Group A to G	85	20.1
Job Group H to K	129	30.6
Job Group L to N	174	41.2
Job Group P to T	34	8.1
Total	422	100.0
Employment Status		
Permanent	288	68.2
Contract	134	31.8
Total	422	100.0
Length of Service at AFA		
0 to 1 Year	101	23.9
1 to 2 Years	98	23.2
2 to 3 Years	223	52.8
Total	422	100.0

Source: Survey Data (2017)

4.6 Testing Statistical Assumptions

Several tests were conducted to check for any violation of assumptions underlying regression analysis.

4.6.1 Normality

According to Razali & Wah (2011), studies should not only rely on graphical techniques to determine the distribution of the data, but should also include statistical tools, as well as studying the shape parameters in the coefficients presented by the skewness and kurtosis. Each of the variables examined in this research were put through statistical and graphical tests to determine whether or not they followed a normal distribution. Skewness and kurtosis, the Shapiro–Wilks test, and bootstrapping were utilised in order to examine the normality of the data.

The validity of the data displayed in the literature is ascertained by conducting tests of normality so that the correct statistical tests will be used for analysis, (Ghasemi *et al*, 2012). According to Peat and Barton (2005), the Shapiro Wilk test is predicated on the association between the data being analysed and the normative values. In a study conducted by Razali & Wah (2011), a comparison of the power of four different normality tests using sample sizes ranging from 10 to 2000, Shapiro Wilk test emerged to be the most powerful of the four tests, agreeing with other studies by Keskin (2006), and Mendes and Pala (2003). Thode (2002), recommended that Shapiro Wilk was the best method for testing data normality. Given the evidence of the earlier studies, this present study, whose sample size is $n = 422$, used Shapiro Wilk as a numerical test of normality.

The tests of normal distribution of data involved the inspection of values of skewness and kurtosis (Table 4.5) and also graphical representation (Appendix 4). The frequency histograms (Appendix 4) depict fairly normal patterns of two variables, Psychological Contract Violation (PCV) and Turnover Intention (TI), while those Of Workplace Deviance (WPD) and

Relationship Quality (RQ) showed slightly non-normal distribution. Skewness and Kurtosis tests were also used to check normality. The results (Table 4.5) showed that three variables are negatively skewed, PCV (-.011, Kurtosis -1.123), RQ (-.739, Kurtosis -.644), and TI (-.345, Kurtosis -.702), while the dependent variable, Workplace Deviance was positively skewed (1.313, Kurtosis 1.495). The negatively skewed results indicate that the variables are clustered to the higher values (Garson, 2012). The negative kurtosis (Platykurtosis) indicates that there are too many cases in the tails of the distribution, therefore less peaked, with thin tails. The positive kurtosis (Leptokurtosis) of Workplace Deviance indicates that there are too few cases in the tails, hence a peaked distribution with fat tails, (Garson, 2012). Accordingly, skewness of less than one violates regression assumptions, to correct this, a transformation of the three variables was done to observe its effects on regression results. Despite the transformation, there was no improvement in the results of regression analysis and variances. A further examination of the histogram of standardized residuals produced by regression analysis showed a fairly normal distribution graph (Appendix 4). As a result, the non-transformed values were preserved for further analysis.

Table 4.5: Tests of Normality

	Shapiro W. Statistic	Significance (p) Shapiro Wilk	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	<u>Skewness</u>		<u>Kurtosis</u>	
							Statistic	Std. Error	Statistic	Std. Error
WPD	.885	.000	19.00	112.00	43.1588	18.13583	1.313	.119	1.495	.237
PCV	.957	.000	4.00	28.00	14.3507	6.23874	-.011	.119	-1.123	.237
RQ	.901	.000	44.00	192.00	135.4265	34.49566	-.739	.119	-.644	.237
TI	.970	.000	3.00	21.00	12.5261	3.96996	-.248	.119	-.752	.237

$n = 422$; p , significance level of Shapiro Wilk statistics:
Source: Survey Data (2017)

This study used bootstrapping as a test of normality. According to Hayes (2018), when using bootstrapping, the original sample of size n is handled as a miniscule depiction of the originally sampled population. Resampling alongside replacement is then done to the sampled observations resulting in calculation of a statistic out of the new sample size n , that is a product of the process of resampling. Resampling is repeated thousands of times to create a representation of an empirically constructed sampling distribution, which is then used in inferential conceptualization, (Hayes, 2018).

When undertaking a mediation analysis, such as of this study, bootstrapping, according to Hayes, (2018) is used to create an empirical derivative that is a depiction of the sample distribution of the indirect effect. A confidence interval is then constructed using this empirical representation. Bootstrapping differs from the normal theory methodology by the non-assumption on the shape of the sample distribution, instead the Bootstrap confidence respect irregular sampling distributions therefore generating more accurate inferences compared to that of the normal theory. As a result, the bootstrap results are of a higher power, that are preferred in hypothesis testing compared to using the approach of normal theory (Hayes, 2018). This study used PROCESS MACRO, which resamples data 5000 times and rules out non-normality issues.

4.6.2 Linearity

The dependent variable should be linearly related to all independent variables in regression. Linearity was tested using correlations among variables and by creating scatter plots (Appendix 4), and partial regression plots for individual variables (Appendix 4). Workplace Deviance's linearity was tested to confirm the independent variable's linear relationship with the dependent variable. Appendix 4's scatter plot is linear. Tabachnick and Fidell (2007) found that a scatter

plot for a normal distribution shows a symmetrical trail of residues from the centre. This study's oval scatter plots indicate linear variables.

4.6.3 Multicollinearity

Multicollinearity was tested using VIF. It measures how other variables affect a coefficient of determination, whereby large values, usually $VIF > 10.0$, whereas tolerance values greater than 4 (>4), suggest collinearity or multicollinearity, (Cooper & Schindler, 2001). The VIF index of this study ranges from 1.7 to 1.9, while the tolerance value ranges from .517 to .578 as shown in table 4.6, therefore indicating that multicollinearity is not a problem. Generalizability of the results was guaranteed by a large sample size ($N = 422$) that was achieved.

Table 4.6: Collinearity Statistics

Model		Standardized Coefficients			Collinearity Statistics	
		Beta	t	Sig.	Tolerance	VIF
1	(Constant)		15.350	.000		
	PCVIOLATION	.182	2.904	.004	.578	1.730
	RQ	-.240	-3.804	.000	.571	1.752
	TURNOVINTENT	-.047	-.704	.482	.517	1.935

Source: Survey Data (2017)

4.6.4. Homoscedasticity

Homoscedasticity means that dependent variables have equal variance across predictor variables (Hair et al., 2006). Homoscedasticity requires that all exogenous variables error terms be identical. Table 4.5 shows that error variance is continuous across independent variable, (Skewness .119, Kurtosis .237), therefore the data fulfils the assumption.

4.7 Testing for Outliers

Outliers were detected through case wise diagnosis and mahalanobis distance test. Casewise diagnostics in table 4.7 indicated that there were four entries whose residual values exceeded the standard values of ± 2.5 , (Hair *et al.*,2006). These were therefore marked out as outliers. Further assessment of the outliers through regression analysis showed that the observations designated as outliers seemed similar enough to the remaining observations and therefore were retained for further analyses. This enhanced the generalizability of the outcome to the entire population (Hair *et al.*,2006).

Table 4.7: Casewise Diagnostics^a

Case Number	Std. Residual	WPD	Predicted Value	Residual
310	3.719	5.47	1.9982	3.47551
358	3.086	5.89	3.0105	2.88427
396	3.155	5.21	2.2619	2.94862
421	3.082	5.26	2.3828	2.88034

a. Dependent Variable: WPD

Source: Survey Data (2017)

To further check for outliers, the data was subjected to mahalanobis distance test to isolate extreme cases that would limit the outcome of data analysis. The test identified seven entries as outliers, (with $p < .001$ and df at 1,3) which were removed from the sample, thereby reducing the sample size from 422 to 415. Table 4.8 shows the cases removed and their p values, which were all less than .001.

Table 4.8 Mahalanobis outliers

p<.001

Case	P value
5	00010
237	00017
284	00031
358	00002
361	00043
364	00009
392	00005

Source: Survey Data (2017)

4.8 Reliability and Validity Tests for Research Instruments

4.8.1 Reliability Tests

It is important to test for reliability as it checks for consistency cutting across all areas of the measuring document (Huck, 2007). Whenever scale items cluster, internal consistency is high (Huck, 2007; Kara, Van Der Bijl, Shortridge-Baggett, Asti & Erguney, 2006; Robinson, 2009).

Hamed (2016) says the Cronbach Alpha coefficient measures internal consistency in likert scales. According to Whitley (2002), and Robinson (2009), there is a general agreement on a minimum internal coefficient of .70. However, it has been suggested that there are four cut-off points under which reliability can be measured, according to Hinton et al. (2004). Excellent reliability is measured at a range between 0.09 and above, while high reliability is between 0.70 to 0.90; moderate reliability lies between 0.50 and 0.70 and the lowest reliability is at 0.50 and below, (Hinton et al., 2004). This study measured its variables using a high reliability range, and all variables were above, 0.7, at a range of .714 to .946 (Table 4.9).

Table 4.9: Cronbach Alpha Reliability Test Results

Instrument	No. of Items	Cronbach's Alpha Coefficient
Workplace deviance	19	.946
Psychological Contract Violation	4	.925
Relationship Quality	30	.962
Turnover Intention	3	.714

N = 415; Source: Survey Data (2017)

4.8.2 Validity Tests

According to Ghauri and Gronhaug, (2005) validity describes how the data collected covers the the intended area of investigation. Validity is measuring what's intended (Field, 2005). This study tested content validity, which means how well the data collection instrument reflects its content universe (Straub, Boudreau et al. 2004). To ensure validity, a new data collection instrument is evaluated to ensure that all essential items are included and all domains are covered, (Lewis et al., 1995, Boudreau et al., 2001). A judgemental approach was also employed where literature review informed the inclusion of items in the research document. As a result, the items used in the questionnaire were established scales that had been used by other studies.

4.9 Results for Factor Analysis

This section presents results of factor analysis on Relationship Quality, Turnover Intention and Workplace Deviance. More than 300 cases allowed factor analysis (Tabachnick and Fidell, 2007). The correlation had to have correlation coefficients greater than $r = .3$, Bartlett's test of sphericity had to be significant at $p.000$, and Kaiser-Meyer-Olkin had to be $.6$ or or above (Tabachnick and Fidell, 2007). Outliers were screened for because factor analysis is sensitive to them.

4.9.1 Workplace Deviance

Workplace deviance was measured using 19 items (see appendix 2, Section A), that were subjected to principal component analysis. The Cronbach's coefficient Alpha value (Table 4.9), was $\alpha = .946$, exceeding the threshold of $\alpha = .7$ (Pallant, 2011). The Kaiser Meyer-Olkin measure of sampling sufficiency value was .955, (Table 4.10), which was higher than the prescribed value of .6 (Kaiser, 1970,1974), and the Bartlett's Test of Sphericity (Bartlett, 1954) attained statistical significance of $p = .000$, indicating that the samples were sufficiently representative of the population (Table 4.10).

Table 4.10; KMO and Bartlett's tests for Workplace Deviance

No. of Items = 19

Test	Description	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.955
Bartlett's Test of Sphericity	Approx. Chi-Square	4810.288
	Df	171
	Sig.	.000

N = 415; Source: Survey Data (2017)

Varimax rotation with Kaiser Normalization was used to extract two components, as shown in Table 4.11.

Table 4.11; Rotated Component Matrix for Workplace Deviance

Rotated Component Matrix ^a		
	Component	
	1(12 Items)	2 (7 Items)
WD1 Taking goods without permission	.715	
WD2 Too much on Social media-daydreaming	.802	
WD3 Falsify receipts	.787	
WD4 Take longer breaks than acceptable	.810	
WD5 Come in late to work	.744	
WD6 Drop rubbish at the work environment	.523	
WD7 Neglect to follow manager's instructions	.656	
WD8 intentionally work slower	.699	
WD9 Discuss confidential company information	.588	
WD10 Use illegal drugs on the job		.529
WD11 Put little effort into their work	.587	
WD12 Drag out work to so as to get overtime	.654	
WD13 Make fun of someone at work		.647
WD14 Say something hurtful to someone at work		.739
WD15 Make offensive ethnic, religious or racial remarks at work	.570	
WD16 Abuse or curse someone at work		.674
WD17 Play a mean joke to someone at work		.747
WD18 Act rudely towards someone at work		.779
WD19 Publicly embarrass someone at work		.758
Extraction Method: Principal Component Analysis.	$\alpha = .934$	$\alpha = .876$
Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		
N = 415		

Source: Survey Data (2017)

The principal components disclosed the presence of two components with eigenvalues above 1, explaining 50.9% and 8.0% of the variance respectively, (Table 4.12). The details of the 19 components of workplace deviance are posted in Appendix 3a Table 4.12

Table 4.12; Total Variance Explained for Workplace Deviance

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.677	50.932	50.932	9.677	50.932	50.932	6.194	32.598	32.598
2	1.529	8.050	58.982	1.529	8.050	58.982	5.013	26.384	58.982
3	.904	4.755	63.737						
4	.743	3.908	67.645						

Extraction Method: Principal Component Analysis.

N = 415; Source: Survey Data (2017)

The assessment of inter-item correlation (Table 4.13), showed that the coefficients are all $r = .3$ and above, (Tabachnick and Fidell, 2007). The iter-item cronbach values if any item was to be deleted were all less than the overall chronbach alpha of .946, therefore no item was deleted, (Table 4.13).

Table 4.13; Inter-item correlation for Workplace Deviance
Overall Cronbach Alpha .946

	Item-Total Statistics			Squared	Cronbach's
	Scale Mean if Item	Scale Variance if	Corrected Item-	Multiple	Alpha if Item
	Deleted	Item Deleted	Total Correlation	Correlation	Deleted
WD1 Taking goods without permission	40.8024	281.246	.634	.540	.944
WD2 Too much on Social media-daydreaming	40.5157	274.690	.703	.639	.943
WD3 Falsify receipts	40.5470	275.601	.717	.654	.942
WD4 Take longer breaks than acceptable	40.5325	273.660	.737	.668	.942
WD5 Come in late to work	40.6747	279.114	.702	.570	.943
WD6 Drop rubbish at the work environment	40.7325	282.163	.662	.525	.943
WD7 Neglect to follow manager's instructions	40.6940	281.672	.661	.537	.943
WD8 intentionally work slower	40.6578	278.564	.710	.556	.943
WD9 Discuss confidential company information	40.6771	281.393	.671	.517	.943
WD10 Use illegal drugs on the job	40.8771	287.335	.561	.402	.945
WD11 Put little effort into their work	40.6843	280.183	.725	.571	.942
WD12 Drag out work to so as to get overtime	40.5976	273.797	.746	.606	.942
WD13 Make fun of someone at work	40.6337	281.469	.668	.544	.943
WD14 Say something hurtful to someone at work	40.5494	279.137	.691	.579	.943
WD15 Make offensive ethnic, religious or racial remarks at work	40.5181	271.700	.737	.596	.942
WD16 Abuse or curse someone at work	40.6892	283.896	.578	.419	.945
WD17 Play a mean joke to someone at work	40.6289	280.611	.664	.560	.943
WD18 Act rudely towards someone at work	40.6819	282.947	.627	.562	.944
WD19 Publicly embarrass someone at work	40.7446	285.239	.592	.497	.945

N = 415; Source: Survey Data (2017)

4.9.2 Psychological Contract Violation

Four items measured Psychological Contract Violation, using a 7-point Likert scale type questions (see appendix 2, Question B.1). Since four items were used to measure the variable, factor analysis was not conducted on this variable as there should be at least five cases for each of the variables, (Tabachnick and Fidell 2007). The internal consistency reliability (Table 4.9) was measured using Cronbach's coefficient Alpha which scored above the threshold of $\alpha = .7$ ($\alpha = .925$), Pallant (2011).

The inter-item correlation (Table 4.14) was above the threshold of $r = .3$, (Tabachnick and Fidell, 2007). The cronbach alpha value if item was deleted were all below the overall alpha value of .925, therefore there was no need of deleting any item.

Table 4.14 Inter-item correlation for PCV

Item Total Statistics
Cronbach's Alpha .925

	Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PCV1 Great deal of anger to my organization	10.9831	23.625	.800	.681	.912
PCV2 Feel betrayed by my organization	10.6843	21.613	.873	.770	.887
PCV3 My organization has violated the contract between us	10.6530	21.039	.855	.731	.893
PCV4 Frustrated by how i have been treated by my organization	10.6120	21.552	.787	.643	.917

N = 415; Source: Survey Data (2017)

4.9.3 Relationship Quality:

Relationship quality was measured using thirty items (see appendix 2, Question B 2, 3.), that were subjected to principal component analysis. The Cronbach's coefficient Alpha value was $\alpha = .962$ (Table 4.6) exceeding the threshold of $\alpha = .7$ (Pallant, 2011). The Kaiser Meyer-Olkin measure of sampling adequacy value was .959, (Table 4.15), which was higher than the recommended value of .6 (Kaiser 1970,1974). Additionally, the Bartlett's Test of Sphericity (Bartlett 1954) achieved statistical significance with a value of $p.000$, indicating that the test was statistically significant.

Table 4.15; KMO and Bartlett's tests for Relationship Quality

N of Items = 30

Test	Description	Value
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.959
Bartlett's Test of Sphericity	Approx. Chi-Square	8919.269
	Df	435
	Sig.	.000

N = 415; Source: Survey Data (2017)

Varimax rotation with Kaiser normalization shows three components with their respective loadings, as shown in Table 4.16.

Table 4:16: Rotated Component Matrix for Relationship Quality

	Rotated Component Matrix ^a		
	1	2	3
C19 I continue to work in this organization because i believe loyalty is important and therefore feel a sense of obligation to remain	.734		
C15 I continue to work for this organization because leaving would require personal sacrifice- another org. may not match benefits i have here	.702		
C21 I was taught to believe in the value of remaining loyal to one organization	.689		
C7 This organization has a great deal of personal meaning for me	.663		
C10 It would be hard for me to leave my organization now, even if i wanted to	.657		
C14 Among consequences of leaving this organization is scarcity of available alternatives	.637		
C11 Too much in my life would be disrupted if i decided to leave my organization now	.636		
C3 Feel as if this organization's problems are my own	.631		
C22 Things were better in the days when people stayed in one organizationfor most of their careers	.616		
C13 Right now staying with my organization is a matter of necessity as much as desire	.587		
C2 Enjoy discussing my organization with people outside	.583		
C1 Happy to spend rest of my career with this organization	.564		.532
C20 If i got a better job elsewhere i would not feel it was right to leave my organization	.555		
C16 People nowadays move from company to company too often	.528		
T3 My employer is not always honest and truthful		.783	
T5 I don't think my employer treats me fairly		.773	
C6 Don't feel emotionally attached to this organization		.769	
C5 Don't feel "part of the family" at my organization		.748	
C17 Don't believe a person must always be loyal to his/her organization		.733	
C8 Don't feel a "strong sense of belonging" to my organization		.732	
C23 I don't think that to be loyal to one company is sensible anymore		.682	
C9 Am not afraid of what might happen if i quit my job without having another one to go to		.652	
T7 Iam not sure i fully trust my employer		.641	
C18 Jumping from organization to organization isn't unethical to me		.604	
C4 Could easily become as attached to another organizationas iam to this one		.562	
C12 It wouldn't be too costly for me to leave my organization now		.510	
T1 I believe my employer has high integrity			.771
T2 I expect my employer to treat me in a consistent and predictive fashion			.734
T4 I believe my employer's motives and intentions are good			.664
T6 My employer is open and honest with me			.652

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 14 iterations.

N = 415; Source: Survey Data (2017)

The principal components disclosed the presence of three components with eigenvalues above 1, explaining 48%, 9% and 4% of the variance respectively, (Table 4.17). The details of the thirty components are posted in the Appendix 3a table 4.17.

Table 4.17: Total Variance Explained for Relationship Quality

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	14.478	48.260	48.260	14.478	48.260	48.260	7.562	25.205
2	2.714	9.046	57.306	2.714	9.046	57.306	7.042	23.473	48.678
3	1.339	4.464	61.770	1.339	4.464	61.770	3.927	13.092	61.770
4	.920	3.068	64.838						
5	.857	2.856	67.694						

Extraction Method: Principal Component Analysis.
N = 415; Source: Survey Data (2017)

The assessment of the inter-item correlation matrix (Table 4.18) showed that all coefficients were above the threshold of $r = .3$, (Tabachnick and Fidell, 2007). The Cronbach's Alpha value if item deleted showed that there was no value greater than the overall Cronbach's Alpha value of .962, hence the retention of all items.

Table 4.18: Inter-item correlation statistics for Relationship Quality
Cronbach's Alpha .962

	Item-Total Statistics				
	Scale				
	Mean if	Scale	Corrected	Squared	Cronbach's
	Item	Variance if	Item-Total	Multiple	Alpha if Item
Deleted	Item Deleted	Correlation	Correlation	Deleted	
T1 I believe my employer has high integrity	131.3181	1086.507	.484	.593	.962
T2 I expect my employer to treat me in a consistent and predictive fashion	130.9325	1082.556	.586	.595	.961
T3 My employer is not always honest and truthful	131.3133	1068.216	.637	.675	.961
T4 I believe my employer's motives and intentions are good	130.8771	1071.311	.638	.620	.961
T5 I don't think my employer treats me fairly	131.3663	1065.209	.682	.695	.961
T6 My employer is open and honest with me	130.9422	1068.934	.658	.638	.961
T7 I am not sure I fully trust my employer	131.5229	1073.554	.547	.500	.962
C1 Happy to spend rest of my career with this organization	131.1108	1080.949	.554	.608	.962
C2 Enjoy discussing my organization with people outside	130.8506	1067.282	.684	.655	.961
C3 Feel as if this organization's problems are my own	130.8916	1064.305	.704	.689	.961
C4 Could easily become as attached to another organization as I am to this one	130.9181	1060.530	.725	.648	.960
C5 Don't feel "part of the family" at my organization	131.1831	1054.377	.734	.726	.960
C6 Don't feel emotionally attached to this organization	131.1590	1054.859	.715	.726	.961
C7 This organization has a great deal of personal meaning for me	130.7301	1069.473	.701	.617	.961
C8 Don't feel a "strong sense of belonging" to my organization	131.2241	1055.247	.712	.683	.961
C9 Am not afraid of what might happen if I quit my job without having another one to go to	131.1349	1066.083	.647	.571	.961
C10 It would be hard for me to leave my organization now, even if I wanted to	130.9590	1058.349	.749	.647	.960
C11 Too much in my life would be disrupted if I decided to leave my organization now	130.8217	1066.422	.671	.576	.961
C12 It wouldn't be too costly for me to leave my organization now	131.0699	1058.882	.715	.589	.961
C13 Right now staying with my organization is a matter of necessity as much as desire	130.8241	1063.923	.713	.613	.961
C14 Among consequences of leaving this organization is scarcity of available alternatives	130.8048	1066.998	.705	.612	.961
C15 I continue to work for this organization because leaving would require personal sacrifice- another org. may not match benefits I have here	130.8313	1064.358	.734	.640	.960
C16 People nowadays move from company to company too often	130.8771	1071.533	.653	.524	.961
C17 Don't believe a person must always be loyal to his/her organization	131.2482	1062.173	.672	.680	.961
C18 Jumping from organization to organization isn't unethical to me	130.9157	1063.082	.679	.614	.961
C19 I continue to work in this organization because I believe loyalty is important and therefore feel a sense of obligation to remain	130.7976	1071.703	.644	.571	.961
C20 If I got a better job elsewhere I would not feel it was right to leave my organization	131.0675	1068.908	.676	.554	.961
C21 I was taught to believe in the value of remaining loyal to one organization	130.8386	1065.841	.697	.604	.961
C22 Things were better in the days when people stayed in one organization for most of their careers	130.9904	1061.580	.706	.575	.961
C23 I don't think that to be loyal to one company is sensible anymore	131.5518	1069.272	.548	.483	.962

N = 415; Source: Survey Data (2017)

4.9.4 Turnover Intention

Turnover Intention was measured by a 3-item scale developed by Camman et, al (1979) (see appendix1, Question B 4.). Reliability statistics using Cronbach's Coefficient Alpha scored a value of $\alpha = .714$ (Table 4.9), meeting the threshold of $\alpha = .7$, (Pallant, 2011). Factor analysis is conducted on a variable that has a minimum of five items, according to Tabachnick and Fidell (2007). As a result, factor analysis was not performed on turnover intention variable, since it was measured using three items.

The inter-item correlation (Table 4.19) was above the threshold of $r = .3$, (Tabachnick and Fidell, 2007).

Table 4.19: Inter-Item Correlation for Turnover Intention

Cronbach's Alpha Coefficient .714

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TI1 I often think of leaving the organization	8.6019	7.513	.638	.523
TI2 It is very possible that i will look for a new job next year	8.3720	7.161	.680	.468
TI3 If i would choose again, i would choose to work for the current organization	8.0782	9.236	.353	.860

Source: Survey Data (2017)

4.10 Data Transformation

In the aftermath of factor analysis, data transformation was performed using the items that were loading onto one construct. The final correlation and multiple regression analyses used the average score for each construct. Nineteen items measured Workplace Deviance (WD1 + WD2 + WD3 + WD4 + WD5 + WD6 + WD7 + WD8 + WD9 + WD10 + WD11+ WD12 + WD13 + WD14 + WD15 + WD16 + WD17 + WD18 + WD19)/19. The Independent Variable, Psychological Contract Violation was measured using four items (PCV1 + PCV2 + PCV3 +

PCV4)/4. The mediating variable, Turnover Intention had three items that were used in measurement, $(TI1 + TI2 + TI3)/3$. The last variable, Relationship Quality, which is the moderator had thirty items on its scale, $T1 + T2 + T3 + T4 + T5 + T6 + T7 + C1 + C2 + C3 + C4 + C5 + C6 + C7 + C8 + C9 + C10 + C11 + C12 + C13 + C14 + C15 + C16 + C17 + C18 + C19 + C20 + C21 + C22 + C23)/30$.

The descriptive statistics show that the transformed data was normally distributed, with three variables being negatively skewed, while workplace deviance and its two dimensions are positively skewed as shown by the results in table 4.20 The variables with negative skewness are Psychological Contract Violation (Skewness -.014, Kurtosis -1.112); Relationship Quality (Skewness -.739, Kurtosis -.674); and Turnover Intention (Skewness -.232, Kurtosis -.738). Workplace deviance was positively skewed at (Skewness -.232, Kurtosis -.738), Organizational Workplace Deviance at (Skewness 1.304, Kurtosis 1.325) and Interpersonal Workplace Deviance at (Skewness 1.172, Kurtosis 1.041).

Table 4. 20: Descriptive Statistics Post Transformation of Data

	Descriptive Statistics								
	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
WPD	415	1.00	5.47	2.2586	.92775	1.224	.120	1.111	.239
PCVIOLATION	415	1.00	7.00	3.5794	1.54186	-.014	.120	-1.112	.239
RQ	415	1.50	6.10	4.5185	1.12551	-.739	.120	-.674	.239
TURNOVINTENT	415	1.00	7.00	4.1880	1.29867	-.232	.120	-.738	.239
OrganWPD	415	1.00	5.73	2.2664	1.00856	1.304	.120	1.325	.239
InterPersWPD	415	1.00	6.67	2.3939	1.10197	1.172	.120	1.041	.239
Valid N (listwise)	415								

Source: Survey Data (2017)

The results of Shapiro Wilks test of normality in table 4.21 show that all the six variables are significant at $p = .000$

Table 4. 21 Tests of Normality Post Data Transformation

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WPD	.156	415	.000	.892	415	.000
PCVIOLATION	.108	415	.000	.957	415	.000
RQ	.156	415	.000	.896	415	.000
TURNOVINTENT	.099	415	.000	.971	415	.000
OrganWPD	.155	415	.000	.879	415	.000
InterPersWPD	.150	415	.000	.899	415	.000

a. Lilliefors Significance Correction
Source: Survey Data (2017)

4.11 Analysis of Variance (Anova)

The categorical variables were subjected to Analysis of Variance (ANOVA) to examine whether there were group differences in as far as the study variables were concerned. The results show that the female respondents have higher mean scores across all variables.

The results in Table 4.22 indicate significance difference between male and females in work place deviance, and specifically organizational workplace deviance ($F = 4.908, p = .027$). Interpersonal workplace deviance dimension however was not significant ($F = 1.647, p = .200$). The female respondents showed a higher mean score ($M = 2.367, SD = 1.016$) than their male counterparts ($M = 2.166, SD = .837$) in workplace deviance incidences. The other three variables of the study, namely, Psychological Contract Violation, Relationship Quality and Turnover Intention did not register significant results. Further details of the differences can be extracted from Appendix 3b 1 and 3b 2

Table 4.22: Gender Difference in the study variables

		N	Mean	Std. Deviation	F	ANOVA df	P
WPD	Male	225	2.1663	.83725	4.908	1	.027*
	Female	190	2.3679	1.01609			
	Total	415	2.2586	.92775			
PCVIOLATION	Male	225	3.4811	1.57528	2.002	1	.158
	Female	190	3.6958	1.49710			
	Total	415	3.5794	1.54186			
RQ	Male	225	4.4704	1.13722	.897	1	.344
	Female	190	4.5754	1.11178			
	Total	415	4.5185	1.12551			
TURNOVINTENT	Male	225	4.1052	1.32785	2.001	1	.158
	Female	190	4.2860	1.25969			
	Total	415	4.1880	1.29867			
OrganWPD	Male	225	2.1378	.87240	8.127	1	.005*
	Female	190	2.4187	1.13274			
	Total	415	2.2664	1.00856			
InterPersWPD	Male	225	2.3301	1.01102	1.647	1	.200
	Female	190	2.4694	1.19915			
	Total	415	2.3939	1.10197			

Source: Survey Data (2017)

The results in Table 4.23 indicate significance difference between the institutions that existed before the creation of AFA in Workplace Deviance, including the group of employees that came in after restructuring ($F = 4.663, p = .000$). The other variables of the study were also found to have significant difference between the nine groups, Psychological Contract Violation, ($F = 6.310, p = .000$), Relationship Quality, ($F = 5.793, p = .000$) and Turnover Intention, ($F = 4.941, p = .000$) (Table 4.24). The employees who joined the organization after restructuring showed the highest mean score ($M = 2.8230, SD = 1.05989$) compared to their counterparts (Table 4.23) who joined the institution before restructuring, indicating higher workplace deviance incidences portrayed by the new entrants. Pyrethrum Board of Kenya registered the highest mean ($M = 4.4526, SD = 1.53147$) with regards to Psychological Contract Violation compared to the eight other groups. With regards to the Relationship Quality, the

Sisal Board of Kenya recorded the highest mean ($M = 5.1833$, $SD = .75050$) compared to the other eight groups (Table 4.23).

Table 4.23: Institutional differences in the study variables

		N	Mean	Std. Deviation	F	ANOVA df	P
WPD	CDA	33	1.9633	.65954	4.663	8	.000**
	KSB	37	2.2717	1.02181			
	TBK	64	2.4326	1.02805			
	CBK	56	2.1654	.77790			
	HCDA	85	2.1276	.80274			
	PBK	38	2.4986	1.19297			
	CtnDA	30	1.8351	.49348			
	SBK	28	2.0169	.68907			
	None	44	2.8230	1.05989			
	Total	415	2.2586	.92775			
PCVIOLATION	CDA	33	3.6591	1.65338	6.310	8	.000**
	KSB	37	3.7973	1.47883			
	TBK	64	3.5664	1.33723			
	CBK	56	3.7321	1.46773			
	HCDA	85	2.9941	1.54880			
	PBK	38	4.4526	1.53147			
	CtnDA	30	4.1583	1.43161			
	SBK	28	4.1518	1.33392			
	None	44	2.7784	1.38326			
	Total	415	3.5794	1.54186			
RQ	CDA	33	4.6495	1.15344	5.793	8	.000
	KSB	37	4.6919	1.12036			
	TBK	64	4.3911	1.12955			
	CBK	56	4.6411	1.09962			
	HCDA	85	4.3553	.97304			
	PBK	38	4.6596	1.14299			
	CtnDA	30	5.0200	1.11629			
	SBK	28	5.1833	.75050			
	None	44	3.7318	1.14986			
	Total	415	4.5185	1.12551			

Coconut Development Authority
Kenya Sugar Board
Tea Board of Kenya
Coffee Board of Kenya

CDA
KSB
TBK
CBK

Horticultural Crops Development Authority
Pyrethrum Board of Kenya
Cotton Development Authority
Sisal Board of Kenya

HCDA
PBK
CtnDA
SBK

Source: Survey Data (2017)

The results in Table 4.24 indicate that the two dimensions of workplace deviance, Interpersonal workplace deviance and organizational workplace deviance have significant difference between former institutional groups as well as the group of employees that joined the organization after restructuring. Interpersonal workplace deviance was significant at ($F = 3.603, p = .000$) and organizational workplace deviance at ($F = 18.461, p = .000$). Comparatively, Sisal Board of Kenya had the highest mean of ($M = 4.8810, SD = 1.01517$) in Turnover Intention. Within Organizational Workplace Deviance dimension, the group of employees employed after restructuring scored the highest mean ($M = 2.7851, SD = 1.11325$) compared to other groups. With regards to Interpersonal Workplace Deviance, Pyrethrum Board of Kenya scored the highest mean among the 9 groups of ($M = 3.9553, SD = 1.32301$).

Table 4.24: Institutional differences in the study variables per the dimensions of WPD

		N	Mean	Std. Deviation	F	ANOVA df	P
TURNOVINTENT	CDA	33	4.4646	1.12095	4.941	8	.000**
	KSB	37	4.4234	1.08767			
	TBK	64	4.0208	1.29014			
	CBK	56	4.2798	1.43938			
	HCDA	85	3.8118	1.33378			
	PBK	38	4.6491	1.11756			
	CtnDA	30	4.5444	1.24255			
	SBK	28	4.8810	1.01517			
	None	44	3.5530	1.24295			
	Total	415	4.1880	1.29867			
OrganWPD	CDA	33	1.9917	.78742	3.603	8	.000**
	KSB	37	2.3612	1.22671			
	TBK	64	2.4077	1.11376			
	CBK	56	2.1786	.82157			
	HCDA	85	2.1016	.88712			
	PBK	38	2.5478	1.26718			
	CtnDA	30	1.8576	.62012			
	SBK	28	2.0584	.71890			
	None	44	2.7851	1.11325			
	Total	415	2.2664	1.00856			
InterPersWPD	CDA	33	1.9545	.64317	18.461	8	.000**
	KSB	37	2.1577	.86241			
	TBK	64	2.4896	.96402			
	CBK	56	2.1339	.73472			
	HCDA	85	2.1667	.92045			
	PBK	38	3.9553	1.32301			
	CtnDA	30	1.7944	.45208			
	SBK	28	2.0119	1.08481			
	None	44	2.8561	1.24597			
	Total	415	2.3939	1.10197			

Coconut Development Authority
Kenya Sugar Board
Tea Board of Kenya
Coffee Board of Kenya

CDA
KSB
TBK
CBK

Horticultural Crops Development Authority
Pyrethrum Board of Kenya
Cotton Development Authority
Sisal Board of Kenya

HCDA
PBK
CtnDA
SBK

Source: Survey Data (2017)

The results in Table 4.25 show that there is a significance difference between employees on permanent and contract work engagements within the study variables. Three variables registered significant difference between permanent and contractual employees; Workplace Deviance variable at ($F = 5.800, p = .016$), Relationship Quality ($F = 6.415, p = .012$) and one dimension of workplace deviance, the Organization Workplace Deviance ($F = 4.828, p = .029$). The other three variables, PCV, TI and Interpersonal workplace deviance did not register significant results. The contractual respondents showed a higher mean score ($M = 2.4183, SD = 1.03139$) than their permanent counterparts ($M = 2.1841, SD = .86714$) in workplace deviance practices. Permanent employees within the Psychological Contract Violation variable scored a higher meanscore ($M = 3.6122, SD = 1.55513$) than the employees on contract ($M = 3.5091, SD = 1.51646$). With regards to Relationship Quality, the permanent employees had a higher mean score of ($M = 4.6134, SD = 1.08010$) compared to the contract workers ($M = 4.3149, SD = 1.19617$). The permanent employees had a higher meanscore of ($M = 4.2356, SD = 1.33195$) in the Turnover Intention variable compared to the employees on contract ($M = 4.2356, SD = 1.33195$). The Organizational Workplace Deviance dimension of workplace deviance scored a higher mean among the contractual employees ($M = 2.4249, SD = 1.16309$) compared to the permanent employees, ($M = 2.1924, SD = .92067$). The last dimension, Interpersonal Workplace Deviance registered a high mean score among the contractual employees ($M = 2.4811, SD = 1.09216$) in comparison to the permanent employees ($M = 2.3532, SD = 1.10608$).

Table 4.25: Employment Status differences in the study variables

		N	Mean	Std. Deviation	F	ANOVA df	P
WPD	Permanent	283	2.1841	.86714	5.800	1	.016*
	Contract	132	2.4183	1.03139			
	Total	415	2.2586	.92775			
PCVIOLATION	Permanent	283	3.6122	1.55513	.402	1	.526
	Contract	132	3.5091	1.51646			
	Total	415	3.5794	1.54186			
RQ	Permanent	283	4.6134	1.08010	6.415	1	.012*
	Contract	132	4.3149	1.19617			
	Total	415	4.5185	1.12551			
TURNOVINTENT	Permanent	283	4.2356	1.33195	1.197	1	.275
	Contract	132	4.0859	1.22292			
	Total	415	4.1880	1.29867			
OrganWPD	Permanent	283	2.1924	.92067	4.828	1	.029*
	Contract	132	2.4249	1.16309			
	Total	415	2.2664	1.00856			
InterPersWPD	Permanent	283	2.3532	1.10608	1.212	1	.272
	Contract	132	2.4811	1.09216			
	Total	415	2.3939	1.10197			

Source: Survey Data (2017)

The Job Group differences in the study variables shown in Table 4.26 indicate that job group A to G had the highest mean ($M = 2.3659$, $SD = 1.14944$), while the lowest mean was registered by job group P to T ($M = 2.1611$, $SD = .95944$) in Workplace Deviance incidences. The job group P to T once again registered the highest mean ($M = 3.9848$, $SD = 1.38764$) in Psychological Contract Violation, while job group L to N had the lowest mean at ($M = 3.3613$, $SD = 1.38523$). The Relationship quality concept had the job group P to T scoring the highest mean at ($M = 4.7990$, $SD = 1.03372$) and job group A to G scoring the lowest at ($M = 4.4202$, $SD = 1.20757$). The Turnover Intention variable had the highest mean recorded by job group P to T ($M = 4.7879$, $SD = 1.41131$). Organizational Workplace Deviance recorded the highest mean among group A to G ($M = 2.3301$, $SD = 1.20189$) and its mean lowest was in group P to T ($M = 2.1763$, $SD = 1.07780$). The Inter-personal Workplace Deviance Variable documented

the highest mean within Job group A to G ($M = 2.5671$, $SD = 1.37622$) and the lowest was recorded by job group P to T ($M = 2.2000$, $SD = .90323$).

Table 4.26: Job Group differences in the study variables

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
WPD	Job Group A to G	84	2.3659	1.14944	.12541	2.1165	2.6154	1.00	5.21
	Job Group H to K	125	2.2286	.90106	.08059	2.0691	2.3881	1.00	5.47
	Job Group L to N	173	2.2467	.81812	.06220	2.1240	2.3695	1.00	4.95
	Job Group P to T	33	2.1611	.95944	.16702	1.8209	2.5013	1.37	4.89
	Total	415	2.2586	.92775	.04554	2.1691	2.3481	1.00	5.47
PCVIOLATI	Job Group A to G	84	3.9643	1.69875	.18535	3.5956	4.3329	1.00	6.50
ON	Job Group H to K	125	3.5156	1.62248	.14512	3.2284	3.8028	1.00	7.00
	Job Group L to N	173	3.3613	1.38523	.10532	3.1534	3.5692	1.00	6.75
	Job Group P to T	33	3.9848	1.38764	.24156	3.4928	4.4769	1.25	6.00
	Total	415	3.5794	1.54186	.07569	3.4306	3.7282	1.00	7.00
RQ	Job Group A to G	84	4.4202	1.20757	.13176	4.1582	4.6823	1.50	6.10
	Job Group H to K	125	4.4931	1.11029	.09931	4.2965	4.6896	2.00	5.77
	Job Group L to N	173	4.5310	1.11241	.08457	4.3641	4.6980	1.80	5.93
	Job Group P to T	33	4.7990	1.03372	.17995	4.4324	5.1655	2.03	5.90
	Total	415	4.5185	1.12551	.05525	4.4099	4.6271	1.50	6.10
TURNOVIN	Job Group A to G	84	4.2143	1.47686	.16114	3.8938	4.5348	1.00	6.33
TENT	Job Group H to K	125	4.1280	1.31082	.11724	3.8959	4.3601	1.00	7.00
	Job Group L to N	173	4.1040	1.14829	.08730	3.9317	4.2764	1.33	6.67
	Job Group P to T	33	4.7879	1.41131	.24568	4.2875	5.2883	1.67	7.00
	Total	415	4.1880	1.29867	.06375	4.0626	4.3133	1.00	7.00
OrganWPD	Job Group A to G	84	2.3301	1.20189	.13114	2.0693	2.5909	1.00	5.73
	Job Group H to K	125	2.2451	.96805	.08658	2.0737	2.4165	1.00	5.27
	Job Group L to N	173	2.2680	.92503	.07033	2.1292	2.4068	1.00	5.64
	Job Group P to T	33	2.1763	1.07780	.18762	1.7941	2.5585	1.27	5.00
	Total	415	2.2664	1.00856	.04951	2.1691	2.3637	1.00	5.73
InterPersWP	Job Group A to G	84	2.5671	1.37622	.15016	2.2684	2.8657	1.00	6.67
D	Job Group H to K	125	2.3708	1.12613	.10072	2.1714	2.5702	1.00	5.83
	Job Group L to N	173	2.3635	.95901	.07291	2.2196	2.5074	1.00	5.50
	Job Group P to T	33	2.2000	.90323	.15723	1.8797	2.5203	1.17	4.60
	Total	415	2.3939	1.10197	.05409	2.2876	2.5002	1.00	6.67

Source Survey Data (2017)

4.12 Correlation Analysis

The relationships between Psychological Contract Violation (PCV), Relationship quality (RQ), Turnover Intention (TI) and Workplace Deviance (WD) were investigated using Pearson Moment correlation coefficient. Initial analyses were done to ensure that assumptions of normality, linearity and homoscedasticity were not violated. To interpret the values between 0 and 1, this study used the guidelines by Cohen (1988), where small correlations refers to values between $r = .10$ to $.29$, medium correlation $r = .30$ to $.49$, and large correlation $r = .50$ to 1.0 . These guidelines are applicable regardless of whether the value has a negative or positive sign in front of the value.

4.12.1 Workplace Deviance

Correlation results between PCV, RQ, TI and WD (Table 4.27, and Appendix 4), indicate that there is no significant correlation between WD and PCV ($r = -.017$, $n = 415$, $p < 0.01$). There was a small negative correlation between WD and TI ($r = -.122^*$, $n = 415$, $p < 0.05$). A small negative correlation was also observed between WD and RQ ($r = -.137^{**}$, $n = 415$, $p < 0.01$). A large and strong positive correlation was detected between PCV and TI ($r = .635^{**}$, $n = 415$, $p < 0.01$) and another large positive correlation was also achieved between PCV and RQ ($r = .588^{**}$, $n = 415$, $p < 0.01$). The correlation between TI and RQ resulted in a large positive and strong correlation ($r = .704^{**}$, $n = 415$, $p < 0.01$).

Table 4.27: Pearson Correlations Between (PCV, RQ, TI and WD)

Pearson Correlation Results				
N = 415	1	2	3	4
1 Workplace Deviance	1			
2 Psychological Contract Violation	-.017	1		
3 Turnover Intention	-.122*	.635**	1	
4 Relationship Quality	-.137**	.588**	.704**	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source Survey Data (2017)

To explore why Workplace Deviance variable does not correlate with Psychological Contract Violation, further inference was conducted on the factor analysis results. The factor analysis on Workplace Deviance, decomposed the variable into two components. The Principal Component Analysis extracted two components each explaining 32.6% and 26.3% of the variance and a cumulative variance of 58.9%, (Table 4.12).

Further review of the extracted components on Table 4.12 indicated that the items measuring each component had been grouped into organizational deviance and interpersonal deviance as informed by the original scale developed by Bennett and Robinson (2000). Table 4.11 shows that the items WD4, WD2, WD3, WD5, WD1, WD8 WD12 WD7 WD9 WD11, WD15 and WD6 measured organizational deviance, while WD18, WD19, WD17, WD14, WD16, WD13, and WD10 measured Interpersonal Deviance, (Bennett and Robinson 2000). Component 1 had 12 items measuring organizational deviance with an alpha value of $\alpha = .934$ while component 2 with 7 items measuring interpersonal deviance had an alpha value of $\alpha = .876$. Once this had been realized, correlations were once again done with the two variables (Interpersonal Deviance, and Organizational Deviance), separately, Table 4.28 and Table 4.29.

4.12.2 Interpersonal Workplace Deviance

As shown in Table 4.28, Interpersonal Workplace Deviance (IWD) had a no correlation with RQ ($r = -.078$, $n = 415$, $p = 0.01$), as well as with PCV ($r = .090$, $n = 415$, $p = 0.01$) and TI ($r = -.048$, $n = 415$, $p < 0.01$). Psychological Contract Violation however strongly correlated with TI ($r = .635^{**}$, $n = 415$, $p = 0.01$) and RQ ($r = .588^{**}$, $N = 415$, $P = 0.01$). Turnover Intention also correlated strongly with RQ at $r = .704^{**}$, $n = 415$, and $p = 0.01$.

Table 4.28: Pearson Correlations Between (PCV, RQ, TI and IWD)

N=415

	INTERPERSWPD	PCVIOLATION	TURNOVINTENT	RQ
INTERPERSWPD	1			
PCVIOLATION	.090	1		
TURNOVINTENT	-.048	.635**	1	
RQ	-.078	.588**	.704**	1

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

Source: Survey Data (2017)

4.12.3. Organizational Workplace Deviance

Similar to Interpersonal Workplace Deviance, Table 4:29 shows that Organizational Workplace Deviance (OWD) also had no correlations with PCV ($r = .008$, $n = 415$, $p < 0.01$), TI ($r = -.062$, $n = 415$, $p < 0.01$), and RQ ($r = -.076$, $n = 415$, $p < 0.01$).

Table 4.29: Pearson Correlations Between (PCV, RQ, TI and OWD)

N = 415

	ORGANWPD	PCVIOLATION	TURNOVINTENT	RQ
ORGANWPD	1			
PCVIOLATION	.008	1		
TURNOVINTENT	-.062	.635**	1	
RQ	-.076	.588**	.704**	1

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

Source: Survey Data (2017)

Table 4.30 combines all the four variables of the study including the two dimensions of workplace deviance and their correlations range from small to large according to the scale by Cohen, (1988).

Table 4.30: Pearson Correlations Between (PCV, RQ, TI, WD, OWD and IWD)**Pearson Correlation Results**

	Correlations					
	WPD	PCVIOLATION	RQ	TURNOVINTENT	OrganWPD	InterPersWPD
WPD	1					
PCVIOLATION	-.017	1				
RQ	-.137**	.588**	1			
TURNOVINTNT	-.122*	.635**	.704**	1		
OrganWPD	.959**	.008	-.076	-.062	1	
InterPersWPD	.692**	.090	-.078	-.048	.553**	1

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

* . Correlation is significant at the 0.05 level (2-tailed). N = 415

Source Survey Data (2017)

Given that the decomposed variables gave similar correlation results to that of combined Workplace Deviance, it implies that there are other variables other than Psychological Contract Violation that are contributing to Workplace Deviance. Considering the context of the research area, unemployment among others, could be a contributing factor to employees who feel trapped yet they cannot actualize their intention to leave because there are no alternative employment opportunities out there. The study proceeded to use Workplace Deviance rather than its decomposed units in further analyses and not any of the decomposed variables.

4.13 Hypothesis Testing

The hypothesised relationships in this study are tested by use of modern practices of moderation and mediation supported by Hayes (2013; 2018). Conditional Process modelling, a specialized technique of moderated mediation that is centred on multiple regression methods was used. Conditional Process Analysis explains how a variable modifies another variable.

Hayes (2013; 2018). To estimate the conditional indirect effect of PCV through TI on WD with RQ as a moderator, PROCESS Macro for SPSS (Release 2.16.3) model 59 was used (Hayes 2013; 2018). This model allowed the moderating effect of Relationship Quality to be examined

on all three paths simultaneously (figure 2.0). The conditional process model generates 95% confidence intervals for indirect effects at different moderator values (Davies et, al, 2017). Conditional process analysis created 5000 bootstrapped samples to examine point estimates. Conditional indirect effects were calculated using unstandardized regression weights for the predictor-to-mediator and mediator-to-outcome paths (Davies et, al, 2017).

This study found it appropriate to use two model templates by Hayes (2013), to test hypotheses. Model 4 (Figure 4.1), was used to test hypotheses 2, 3 and 4, while Model 59 (Figure 4.2) was used to test the remaining Hypotheses 1,5,6,7 and 8. This is because model 4 provides the mediation results while model 59 (Figure 4.2), provides moderated mediation results, both of which are important to this study. Figure 3.5 in chapter three depicts all the paths and hypotheses tested for the entire study.

4.14: Model One: Testing Direct effects

The direct effects entailed the control variables and three hypotheses; H₀₁, H₀₂ and H₀₃. The guidelines by Baron and Kenny (1986), regression was used to test the direct effects.

4.14.0: Effects of Control Variables on Workplace Deviance

The model below depicts the relationship between the control variables and the outcome variable, and hence used to test the effect of the covariates on Workplace Deviance.

$$Y = \beta_0 + \beta_1 \text{Age} + \beta_2 \text{Education} + \beta_3 \text{Service} + \epsilon_y$$

The model summary in Table 4.31 reveals that this model explains 2.3% of the total variance in Workplace Deviance, (Adjusted R² = .023). This implies that besides the covariates used by the study, there are other factors that come into play that culminate into workplace deviance. This can be explored by future studies.

Table 4.31 Model Summary of Control Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.023	.91696

a. Predictors: (Constant), Age Category, Highest Level of education, How long one has worked with AFA

Source Survey Data (2017)

Additional results of the controls in Table 4.32 shows that Level of Education [$\beta = -.185$, $P < .05$ (.000)], has a significant effect on Workplace Deviance. On the contrary, the length of service at AFA [$\beta = .074$, $P > .05$ (.193)], and Age, [$\beta = .021$, $P > .05$ (.709)] have no significant effect on Workplace Deviance. These outcomes are further confirmed by the results of direct effects in Table 4.49 which shows the significance of Education [$P < .05$ (.0005), (CI = -2055 to -0573)], and the non-significant results of Age $P = .7220$, CI = (-.0874 to .1261), and Length of Service $P = .1940$, CI = (-.0443 to .2176).

These results denote the pivotal role that education plays in the management of workplace deviance. Further studies may investigate the aspects of education that drive employees towards or away from workplace deviance. Much as the length of service within AFA and age show insignificant influence on workplace deviance, contextual aspects may be of effect in this case.

Table 4.32 Coefficients of Control Variables

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	2.643	.193		13.691	.000
	Highest Level of education	-.134	.038	-.185	-3.524	.000
	How long one has worked with AFA	.083	.064	.074	1.305	.193
	Age Category	.020	.054	.021	.373	.709

a. Dependent Variable: WPD

Source Survey Data (2017)

The model summary in Table 4.33 indicates the incremental change statistics of the effects of controls as well as the four variables of this study. The covariates on their own have a 2.3% effect (Adjusted $R^2 = .023$), significant at F Change = .006, on the outcome variable of the study; Workplace Deviance. The inclusion of the independent variable Psychological Contract Violation to the model lowers the effect to 2.1% (Adjusted $R^2 = .021$), does not contribute to any change in R^2 (R^2 Change = .000) and its effect is not significant at F Change = .959. Significant effect of F Change = .001 was brought in by the moderating variable, Relationship Quality, with Adjusted R^2 of .046 and R^2 Change of .027. The Turnover Intention variable also showed an effect of Adjusted $R^2 = .048$ with an R^2 Change of .004 that was not found to be significant at F Change = .186. These results indicate that the variables of the study had some contributions, however small, to the outcome variable.

Table 4.33: Change Statistic Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.174 ^a	.030	.023	.91696	.030	4.266	3	411	.006
2	.174 ^b	.030	.021	.91807	.000	.003	1	410	.959
3	.239 ^c	.057	.046	.90626	.027	11.756	1	409	.001
4	.248 ^d	.061	.048	.90543	.004	1.751	1	408	.186

a. Predictors: (Constant), How long one has worked with AFA, Highest Level of education, Age Category

b. Predictors: (Constant), How long one has worked with AFA, Highest Level of education, Age Category, PCVIOLATION

c. Predictors: (Constant), How long one has worked with AFA, Highest Level of education, Age Category, PCVIOLATION, RQ

d. Predictors: (Constant), How long one has worked with AFA, Highest Level of education, Age Category, PCVIOLATION, RQ, TURNOVINTENT

Source: Survey Data (2017)

Additional results of the coefficients of controls and the variables of the study in Table 4.34 show that Age category [$\beta = .021$, $P > .05$ (.709)], and length of service at AFA [$\beta = .074$, $P > .05$ (.193)] did not have a significant effect on Workplace Deviance. On the contrary, the level of education, [$\beta = -.185$, $P < .05$ (.000)] registered a significant effect on workplace deviance. These results show the significance of education in the management of Workplace Deviance.

Table 4.34; Coefficients^a of Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	2.643	.193		13.691	.000
	Age Category	.020	.054	.021	.373	.709
	Highest Level of education	-.134	.038	-.185	-3.524	.000
	How long one has worked with AFA	.083	.064	.074	1.305	.193
2	(Constant)	2.636	.236		11.161	.000
	Age Category	.020	.055	.021	.367	.714
	Highest Level of education	-.134	.038	-.185	-3.517	.000
	How long one has worked with AFA	.084	.067	.075	1.251	.212
	PCVIOLATION	.002	.031	.003	.052	.959
3	(Constant)	3.080	.267		11.549	.000
	Age Category	.022	.054	.023	.413	.680
	Highest Level of education	-.137	.038	-.189	-3.637	.000
	How long one has worked with AFA	.107	.067	.096	1.610	.108
	PCVIOLATION	.078	.038	.129	2.061	.040
	RQ	-.169	.049	-.205	-3.429	.001
4	(Constant)	3.121	.268		11.635	.000
	Age Category	.021	.054	.022	.396	.692
	Highest Level of education	-.135	.038	-.186	-3.585	.000
	How long one has worked with AFA	.103	.067	.092	1.546	.123
	PCVIOLATION	.097	.040	.161	2.398	.017
	RQ	-.128	.058	-.155	-2.205	.028
	TURNOVINTENT	-.069	.052	-.097	-1.323	.186

a. Dependent Variable: WPD

Source: Survey Data (2017)

4.14.1: Psychological Contract Violation has no Effects on Workplace Deviance (H₀₁)

$$(i) \text{ WPD} = C_0 + \beta_1 C_v + \beta_2 \text{PCV} + \epsilon_v$$

The direct effect between Psychological Contract Violation and Workplace Deviance is explained in Table 4.35. The first model portrays the control variables where level of education is significant at $\beta = -.185^{**}$, while length of service ($\beta = .075$) and Age ($\beta = .021$) are not significant. The detailed findings of these variables are displayed in **Appendix 6a** Table 4.36. The Adjusted $R^2 = .021$ signifies that the model explains 2.1% of the total variance in workplace deviance. The model summary details are captured in **Appendix 6a** Table 4.37.

The second model in Table 4.35 depicts the outcome after Psychological Contract Violation variable was added into the control variables. The results indicate that education remains significant at $\beta = -.185^{**}$ and that this model still explains 2.1% (Adjusted $R^2 = .021$) of the total variance of Workplace Deviance. The results registered a significant R^2 Change of $R^2 = .030^*$ **Appendix 6a** Table 4.37, which implies that Psychological Contract Violation accounts for 3% of the total variance in Workplace Deviance.

Table 4.35 Hypothesis 1: Direct Effect

Variables	Controls, Model 1	Controls & PCV Model 2
Level of Education	-.185**	-.185**
Length of Service at AFA	.074	.075
Age	.021	.021
PCV (IV)		.003
R	.174 ^a	.174
R ²	.030	.030
Adjusted R ²	.021	.021
R ² Change		.030*

a. Dependent Variable: WPD

Source Survey Data (2017)

Detailed findings in **Appendix 6a** Table 4.36 indicate that Education [$\beta = -.185, P < .05 (.000)$], was found to be significant. However, Length of service at AFA [$\beta = .075, P > .05 (.212)$], and Age [$\beta = .021, P > .05 (.714)$] were both insignificant. When tested alongside the categorical control variables, psychological contract violation showed no relationship with workplace deviance as shown in **Appendix 6a** Table 4.36. The effect of Psychological contract violation on workplace deviance was tested using model 59. The results in Table 4.52 of direct effect indicated that Psychological Contract Violation had a significant positive relationship with Workplace Deviance ($\beta = .1041, p = .0033, CI = [.0348 \text{ to } .1734]$), depicted as path C₁' in figure 4.2. This therefore means hypothesis one (**H₀₁**) which states “Psychological Contract Violation has no effects on Workplace Deviance” is rejected.

4.14.2: Psychological Contract Violation does not influence Turnover Intention. (H₀₂)

$$TI = C_0 + \beta_1 Cv + \beta_2 PCV + \epsilon_m$$

The effect of Psychological Contract Violation on Turnover Intention is displayed by the results in Table 4.38. The first model of control variables shows a significant effect of the length of service at AFA at $\beta = -.226^{**}$. The other variables, Level of education ($\beta = .057$) and age $\beta = .062$, were not significant. The coefficients of control variables in the **Appendix 6b** Table 4.39 captures the details of their levels of significance. The Adjusted R² of .031 shows that the model explains 3.1% of the total variance of workplace deviance, the details of which are depicted in **Appendix 6b** Table 4.40.

The second model in Table 4.38 has included PCV as the independent variable whereas Turnover Intention is the dependent variable. The results show that once Turnover Intention was introduced into the model, the length of service at AFA ceased to be significant at $\beta = .012$ as well as Age $\beta = -.004$ and Level of education $\beta = .018$, but PCV was observed to be significant at $\beta = .639^{**}$. The levels of their significance are summarised in **Appendix 6b**

Table 4.41. The Adjusted $R^2 = .398$ showed that the model explained 39.8% of the total variance in Turnover Intention, while the significant result of R^2 Change = .404** denotes that Psychological Contract Violation accounts for 40.4% of the total variance of Turnover Intention. Further details of these results are presented in the model summary in **Appendix 6b** Table 4.42.

The results of the mediation analysis, that indicate the outcomes of direct effects are indicated in Table 4.49. The path labelled 'a' in Figure 4.1 between PCV and TI registered positive and significant results of $\beta = .5382$ $p = .0000$, $CI = (.4715 \text{ to } .6050)$. These results infer that Psychological Contract Violation does have a contribution in an employee's intention to leave the organization.

The implication of this result is that once the psychological contract is violated, the employee may have thoughts of leaving the organization. Consequently, the results of this study reject the second hypothesis; **H₀₂**, stating that Psychological Contract Violation does not influence Turnover Intention.

Table 4.38 Hypothesis 2: Direct Effect

Variables	Controls, Model 1	Controls & PCV Model 2
Level of Education	.057	.018
Length of Service at AFA	-.226**	.012
Age	.062	-.004
PCV (IV)		.639**
R	.196	.635
R^2	.039	.404
Adjusted R^2	.031	.398
R^2 Change		.404**

Dependent Variable: TURNOVINTENT

Source Survey Data (2017)

4.14.3: Turnover Intention does not lead to Workplace Deviance. (H₀₃)

$$\text{WPD} = C_0 + \beta_1 \text{CV} + \beta_2 \text{PCV} + \beta_3 \text{TI} + \epsilon_y$$

The direct effect of Turnover Intention on Workplace Deviance is explained by the results in Table 4.43. The first model captures the control variables, where the Level of education is significant with a score of $\beta = -.185^{**}$, while the other two covariates, Length of Service at AFA ($\beta = .074$) and Age ($\beta = .021$) were not significant. The details of their levels of significance are summarised in **Appendix 6c** Table 4.44 of coefficients of control variables. The Adjusted R^2 of .023 indicates that the model explains 2.3% of the total variance in Workplace Deviance, further results are displayed in **Appendix 6c** Table 4.45.

The second model in Table 4.43 introduces Workplace Deviance as a dependent variable of Turnover Intention. The depicted outcome shows that Level of Education maintains its significance at ($\beta = -.178$) and Turnover Intention is also significant at ($\beta = -.112$). The other covariates, Length of Service ($\beta = .049$) and Age ($\beta = .028$) remain insignificant. The Details of their significance are captured in **Appendix 6c** Table 4.46. The Adjusted R^2 (.033) indicates that the model explains 3.3% of the total variance in Workplace Deviance, and the significant R^2 Change of .042* shows that Turnover Intention accounts for 4.2% of the total variance of Workplace Deviance. More details of these results are displayed in **Appendix 6c** Table 4.47.

The mediation analysis results in Table 4.49 shows the direct effect between Turnover Intention and Workplace Deviance, captured as path 'b' from Turnover Intention to Workplace Deviance in Figure 4.1 showing the Statistical Model 4. The result was negative, but significant at $\beta = -.1307$, $p = .0036$, $CI = (-.2183 \text{ to } -.0430)$, therefore implying a relationship between Turnover Intention and Workplace Deviance. The results further suggest that once an employee develops

the desire to leave the organization, he or she becomes predisposed to workplace deviance. The deviant employees feel they have nothing to lose, should their actions be reprimanded, as they are ready to leave the organization.

These scores signify that Turnover Intention does influence Workplace Deviance and therefore **H₀₃**, Turnover Intention does not lead to Workplace Deviance, is rejected, with a conclusion that Turnover Intention does have an effect on Workplace Deviance.

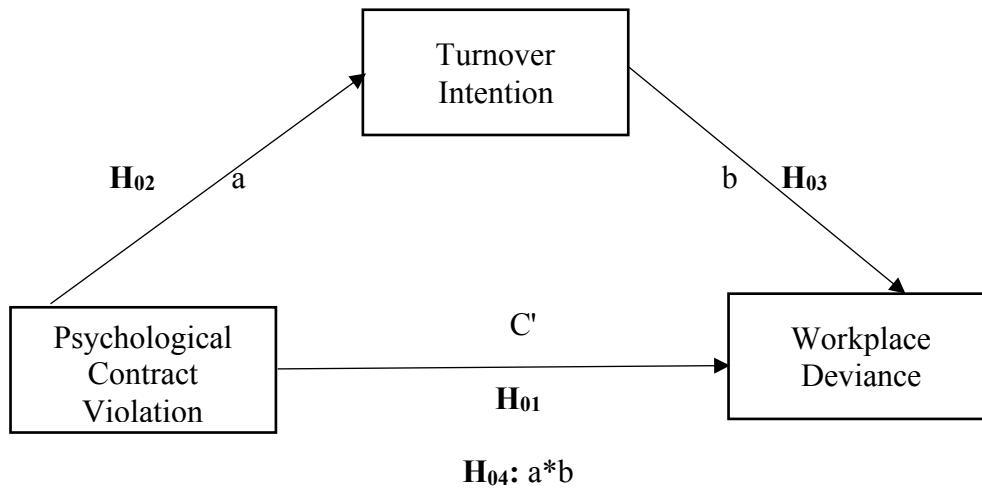
Table 4.43: Hypothesis 3: Direct Effect

Variables	Controls, Model 1	Controls & TI Model 2
Level of Education	-.185**	-.178*
Length of Service at AFA	.074	.049
Age	.021	.028
TI (IV)		-.112*
R	.174	.205
R ²	.030	.042
Adjusted R ²	.023	.033
R ² Change		.042*

Source Survey Data (2017)

4.15: Model Two: Testing Mediation

Testing was done using PROCESS Macro for SPSS (Release 2.16.3). Mediation Analysis was done by using model 4 by Hayes (2013; 2018). Three hypotheses (H₀₂, H₀₃, H₀₄), were tested by examining the effects of PCV on TI and WPD; and the effects of TI on WPD and whether TI mediates the relationship between PCV and WPD. The mediation analysis was conducted as per the procedures explained by Hayes (2013). The detailed output results are presented in the **Appendix 6d** Table 4.48. The results of hypotheses H₀₂, and H₀₃ have been discussed in the preceding direct effects section. Figure 4.1 shows the paths that were tested in mediation analysis. The direct effect of PCV on WPD (labelled C' in Figure 4.1) was not tested at this stage, because of controlling for the mediator variable, however, this was done in the subsequent test.

Figure 4.1: Statistical Model 4

Source: Survey Data (2017)

4.15.1: The Effects of Covariates on Mediation

The mediation analysis was done with the inclusion of all the covariates, whose results are documented in Table 4.49. Tested against Turnover Intention, Age ($p = .9238$, $CI = -.1240$ to $.1125$), Education ($p = .6588$, $CI = -.0636$ to $.1005$) and Length of Service ($p = .7911$, $CI = -.1255$ to $.1646$) were all insignificant. The three covariates were also examined against Workplace Deviance and Age ($p = .7220$, $CI = -.0874$ to $.1261$), and Length of Service ($p = .1940$, $CI = -.0443$ to $.2176$) registered insignificant outcome. Education however scored significant results of ($p = .0005$, $CI = -.2055$ to $-.0573$). It's important to note that education so far has remained significant in majority of the tests that have been done.

Table 4.49: Mediation Analysis

	<u>Turnover Intention</u>					<u>Work Place Deviance</u>			
	<i>B</i>	<i>SE</i>	<i>P</i>	BC Bootstrap 95% CI		<i>B</i>	<i>SE</i>	<i>P</i>	BC Bootstrap 95% CI
Antecedent	Consequent								
Age	-.0058	.0601	.9238	[-.1240 to .1125]	.0193	.0543	.7220	[-.0874 to .1261]	
Education	.0184	.0417	.6588	[-.0636 to .1005]	-.1314	.0377	.0005	[-.2055 to -.0573]	
Length of	.0196	.0738	.7911	[-.1255 to .1646]	.0867	.0666	.1940	[-.0443 to .2176]	
X (PCV)	.5382	.0340	.0000	[.4715 to .6050]					
M (TI)	-	-	-		-.1307	.0446	.0036	[-.2183 to -.0430]	
Constant					2.9159	.2528	.0000	[2.4189 to 3.4128]	

N = 415

Source: Survey Data (2017)

4.15.2: H₀₄: Turnover Intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.

$$M = a_1 \times b_1 \quad \text{or} \quad M = C - C'$$

The indirect effect of PCV on WPD is captured as path a, b, in Figure 4.1, Statistical Model 4. The results as shown on Table 4.50 Indirect Effect of PCV on WPD through TI, posted a significant relationship at $\beta = -.0703$, $SE = .0270$ and $CI = [-.1257 \text{ to } -.0200]$, therefore confirming the mediation of TI. The results suggest that an unfulfilled psychological contract can spark an employee's desire to leave the organization and as a result, he or she becomes predisposed to workplace deviance.

In line with these results, hypothesis four; **H₀₄**, which states; "Turnover Intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance" is rejected by the results of this study.

**Table 4.50: Indirect Effect of Psychological Contract Violation
On Workplace Deviance through Turnover Intention.**

Indirect effects of Psychological Contract Violation (PCV) on ORG Workplace Deviance			
Mediator	<i>B</i>	<i>SE</i>	Bootstrap 95% <i>CI</i>
Turnover Intention	-.0703	.0270	[-.1257 to -.0200]

N = 415

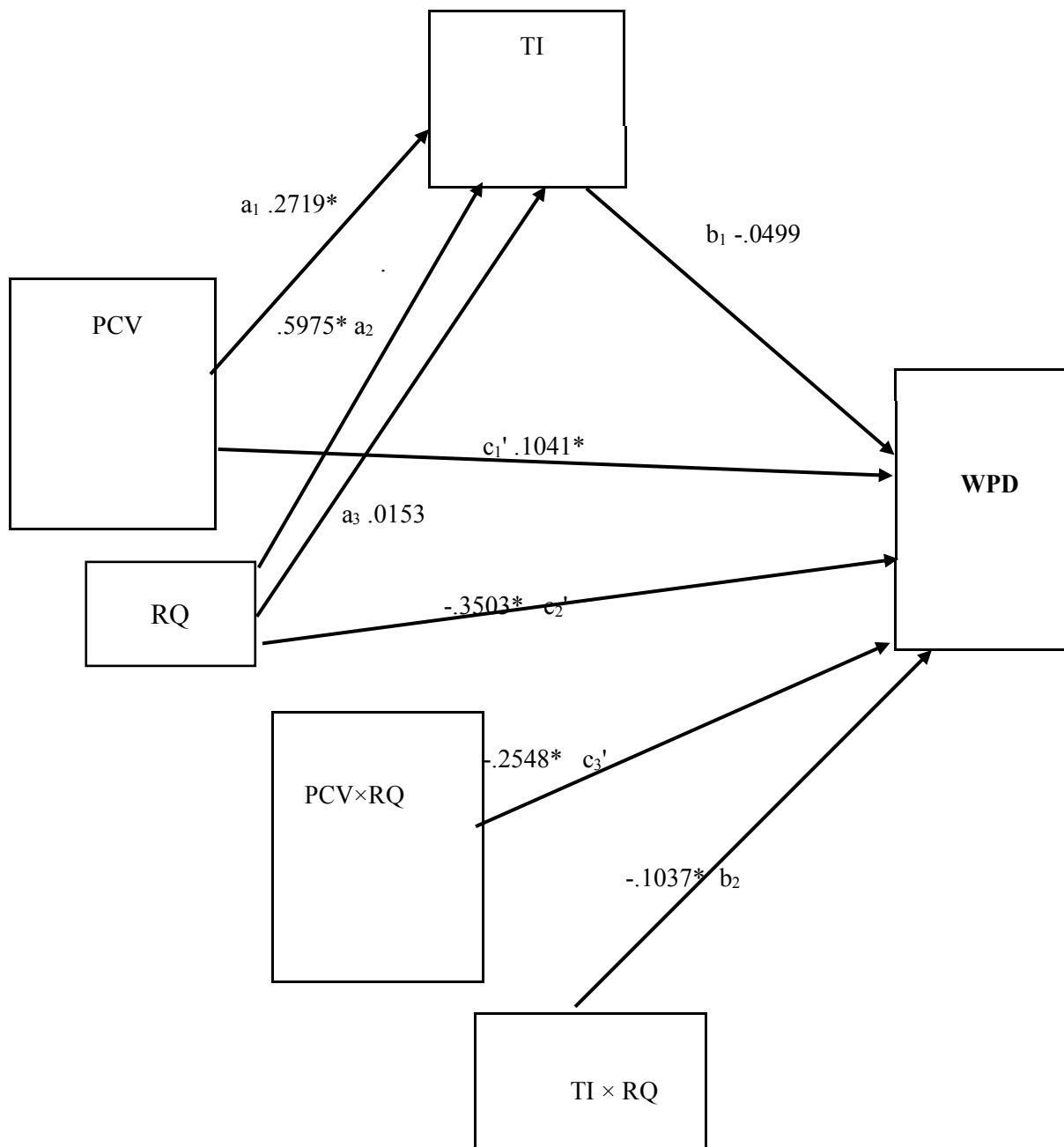
Note: Bootstrap resample = 5,000. SE = standard error; CI = confidence interval. Estimates were calculated using the PROCESS macro.

Source: Survey Data (2017)

4.16: Model Three: Testing Moderation

The analysis was done using PROCESS Macro for SPSS (Release 2.16.3). Moderation and moderated mediation Analysis were done by using model 59 by Hayes (2013; 2018). Four hypotheses (H₀₅, H₀₆, H₀₇ and H₀₈), were tested by examining the moderating effects of Relationship Quality on relationship between; Psychological Contract Violation and Workplace Deviance, Psychological Contract Violation and Turnover Intention, and the relationship between Turnover Intention and Workplace Deviance. The last test was on moderation of mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance, by Relationship Quality. Besides the moderation, the covariates were incorporated into the analysis. The moderation analysis was conducted as per the procedures explained by Hayes (2013). The detailed output results are presented in the **Appendix 6e** Table 4.51. The paths that were tested are represented in Figure 4.2, the Statistical model coefficients of Model 59.

Figure 4.2: Statistical model coefficients (Model 59)



Source: Survey Data (2017)

4.16.1 The Effects of Covariates on Moderation

The control variables of the study were subjected to moderated mediation tests and their results are posted in Table 4.52. When tested against Turnover intention, Age ($p = .8187$, $CI = -.1124$

to .0889), Education ($p = .4633$, CI = -.0439 to .0963) and Length of Service ($p = .3765$, CI = -.1819 to .0689) all resulted in non-significant results. The covariates were also analysed against the outcome variable, Workplace Deviance. Age ($p = .6482$, CI = -.1147 to .0715) and Length of Service ($p = .8451$, CI = -.1279 to .1047) recorded insignificant results. Education, however, registered significant results at ($p = .0143$, CI = -.1475 to -.0165). Education has continued to post significant results when tested against workplace deviance, implying a strong connection between the two items.

These results imply that Relationship Quality as a moderator in the relationships among the variables in this study, has an influence on Workplace Deviance. The specific moderation results are discussed below.

4.16.2: The Moderating Effect of RQ on the Relationship between PCV and WPD

H₀₅: The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.

$$\text{WPD} = C'_0 + C + C'_1 \text{PCV} + C'_2 \text{RQ} + C'_3 \text{PCV} * \text{RQ} + \epsilon_Y$$

The findings presented in Table 4.52 show that this model explains 28.79% ($R^2 .2879$) of the total variance in Workplace Deviance. In addition, the results show that PCV [$\beta = .1041$, $p < .05$ (.0033) and CI of .0348 to .1734], while RQ [$\beta = -.3503$, and $p < .05$ (.0000) and CI of -.4605 to -.2400] have a significant effect on WPD. The moderating effect of Relationship Quality on the association between the independent variable PCV and the dependent variable WPD, labelled as path C₃' in Figure 4.2, was significant at ($\beta = -.2548$, $p = .0000$, CI = [-.3195 to -.1901]) as depicted in Table 4.52.

These results confirm that Relationship Quality moderates the association between Psychological Contract Violation and Workplace Deviance. As a result, the fifth hypothesis of this study, (H_05), that states; “The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality” is rejected.

Table 4.52: Coefficients for the relation between PCV and WD, with TI as mediator and RQ as moderator

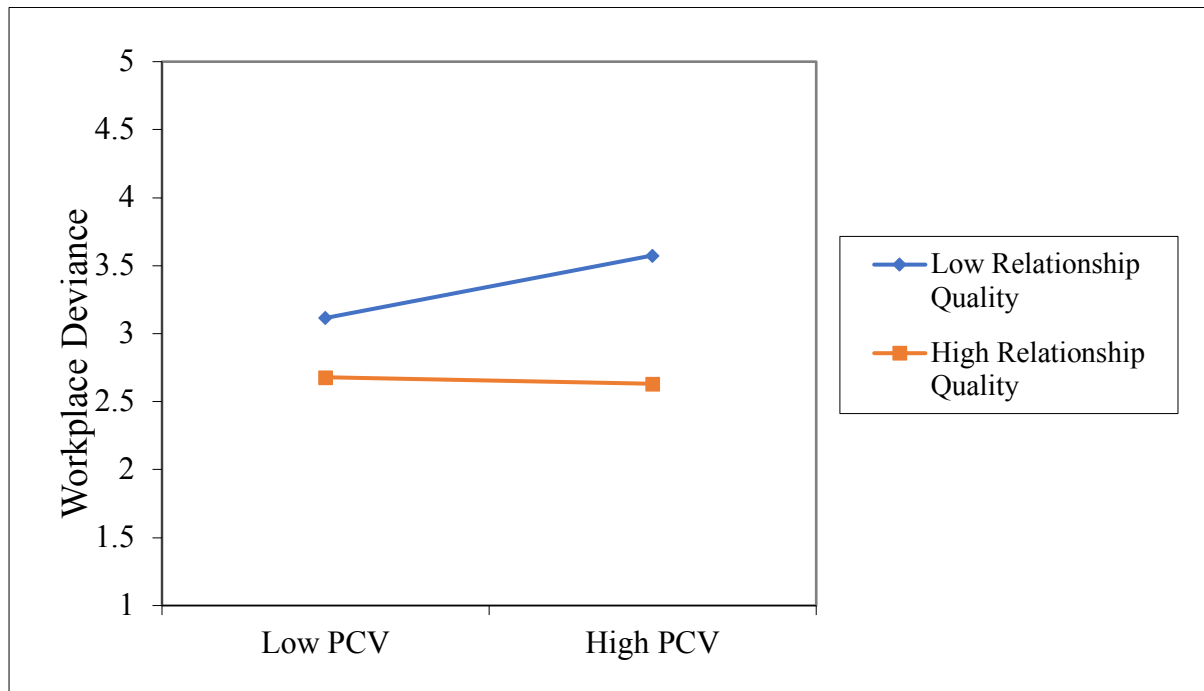
Antecedent	Turnover Intention			BC Bootstrap 95% CI	Consequent	Work Place Deviance			BC Bootstrap 95% CI
	B	SE	p			b	SE	P	
Age	-.0117	.0512	.8187	(-.1124 to .0889)		-.0216	.0474	.6482	(-.1147 to .0715)
Education	.0262	.0357	.4633	(-.0439 to .0963)		-.0820	.0333	.0143	(-.1475 to -.0165)
Lengthof	-.0565	.0638	.3765	(-.1819 to .0689)		-.0116	.0592	.8451	(-.1279 to .1047)
X (PCV)	.2719	.0357	.0000	(.2017 to .3420)		.1041	.0353	.0033	(.0348 to .1734)
M (TI)	-	-	-			-.0499	.0458	.2765	(-.1400 to .0401)
W (RQ)	.5975	.0493	.0000	(.5006 to .6944)		-.3503	.0561	.0000	(-.4605 to -.2400)
PCV x RQ	.0153	.0297	.6072	(-.0431 to .0737)		-.2548	.0329	.0000	(-.3195 to -.1901)
TI x RQ	-	-	-			-.1037	.0388	.0078	(-.1801 to -.0274)
Constant	.0218	.1874	.9073	[-.3466 to .3903]		3.0934	.1738	.0000	[2.7517 to 3.4352]
		R.7565	.0000	R ² .5723			R.5365	.0000	R ² .2879

N = 415; PCV – Psychological Contract Violation, TI – Turnover intention RQ – Relationship Quality

Source: Survey Data (2017)

A modgraph in figure 4.3 has been used to graphically model these results. The graphical representation shows that at low levels of PCV, Workplace Deviance is high with low levels of Relationship Quality than with high RQ. However, as the PCV increases, WPD increases with low levels of RQ but remains constant with high RQ.

Figure 4.3: The Moderating Effect of RQ on the Relationship between PCV and WPD



Source: Survey Data (2017)

4.16.3: The Moderating effect of RQ on PCV and Turnover Intention

H₀₆: The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.

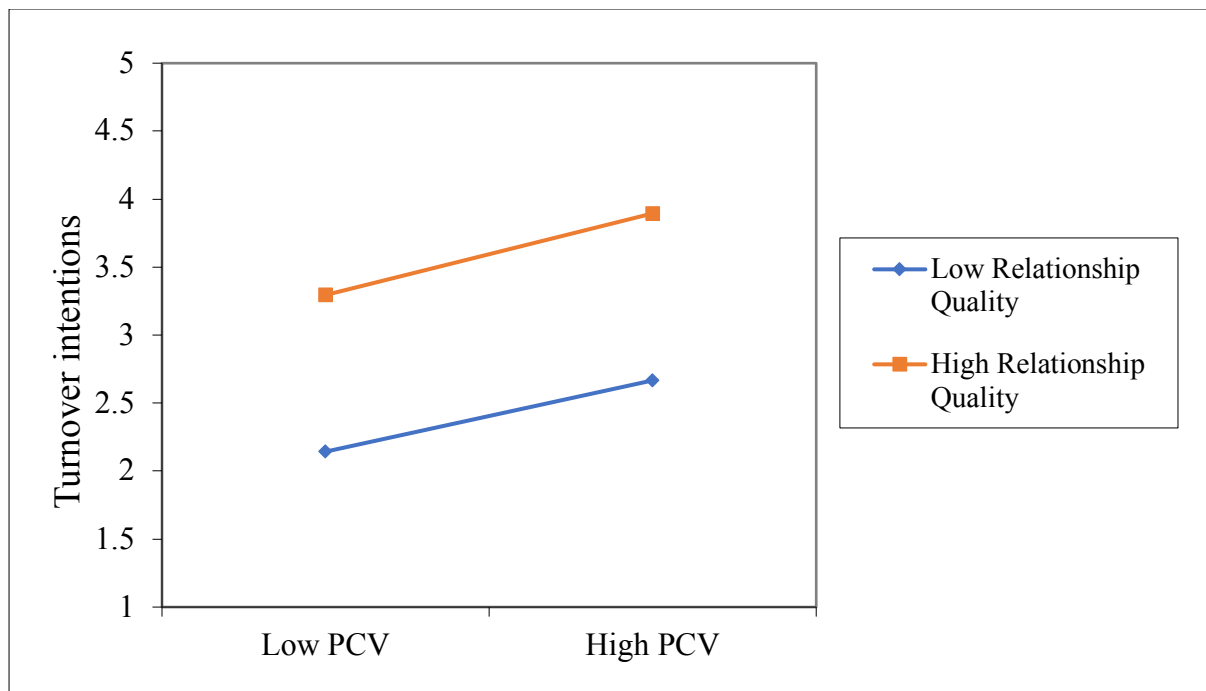
$$TI = a_0 + C + a_1PCV + a_2RQ + a_3PCV*RQ + \epsilon_M$$

Findings in Table 4.52, reveal the outcome of testing H₀₆. The results show that this model explains 57.23% of the total variance in Turnover Intention. The study results additionally show that PCV [$\beta = .2719$, $p < .05$ (.0000) and CI of .2014 to .3420], and RQ [$\beta = .5975$, and $p < .05$ (.0000) and CI of .5006 to .6944] have a significant effect on TI. Path a_3 in figure 4.2 shows an interaction term between the antecedent variable PCV and the moderator variable RQ, with the mediator variable TI. The consequent results in Table 4.52 show insignificant results of ($\beta = .0153$, $p = .6072$, CI = [-.0431 to .0737]). This therefore means that Relationship Quality does not moderate the correlation between Psychological Contract Violation and

Turnover Intention. This confirms hypothesis six (**H₀₆**) that states; “The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality” and therefore this study fails to reject this hypothesis.

These results are graphically represented by the modgraph in Figure 4.4. It shows that both high and low relationship quality have no impact on psychological contract violation and turnover intention.

Figure 4.4: Moderating effect of RQ on PCV and Turnover Intention



Source: Survey Data (2017)

4.16.4: The moderating Effect of RQ on Turnover Intention and WPD

H₀₇: Relationship quality does not moderate the effect of Turnover Intention on Workplace Deviance.

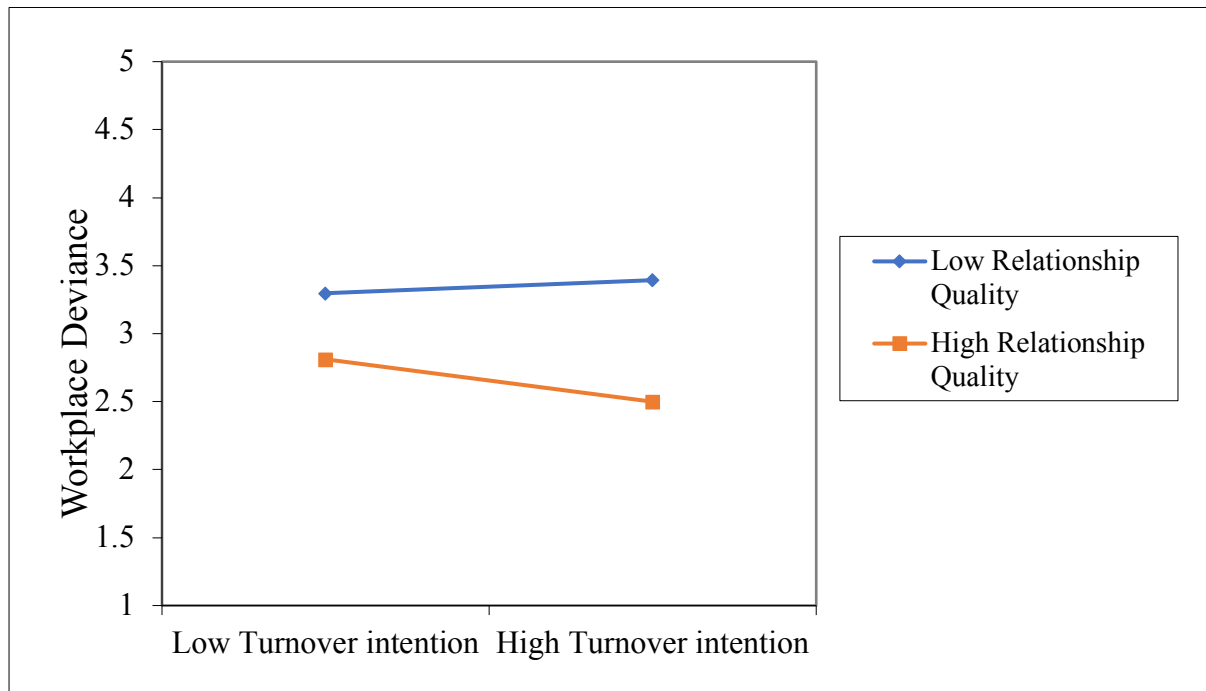
$$\text{WPD} = \mathbf{b}_0 + \mathbf{b}_1\text{Cv} + \mathbf{b}_2\text{PCV} + \mathbf{b}_3\text{TI} + \mathbf{b}_4\text{PCV}*\text{TI} + \boldsymbol{\varepsilon}_Y$$

The results presented in Table 4.52 indicate that TI [$\beta = -.0499$, $p > .05$ (.2745) and CI of [-.1400 to .0401] had no effect on workplace deviance. However, RQ [$\beta = -.3503$, $p < .05$ (.0000) and CI of -.4605 to -.2400] had a significant effect on Workplace Deviance. The path b_2 in figure 4.2 computed as an interaction between the mediator TI and the moderator RQ, had a negative but significant relationship with Workplace Deviance Table 4.52, ($\beta = -.1037$, $p = .0078$, CI = [-.1801 to -.0274]). This indicates that Relationship quality does moderate the correlation between Turnover Intention and Workplace Deviance. Consequently, hypothesis seven (**H₀₇**) that states; Relationship Quality does not moderate the effect of Turnover Intention on Workplace Deviance, is rejected.

The results put to bare the possibility that TI on its own may have a weak causal effect on Workplace Deviance, however, when Relationship Quality is introduced, it changes the effects that TI has on WPD. The relationship quality takes the employee aback as to why the intent to leave, is either because of greener pastures elsewhere, which is positive; or it is because the organization has failed to honour the psychological contract that the two parties entered into, either psychologically or on paper. The answer to the question will determine the outcome, as to whether to be deviant or not.

These results are graphically represented by the modgraph in figure 4.5. The results indicate that at low levels of Turnover Intention, Workplace Deviance is high with low levels of Relationship Quality, than with high RQ. However, as TI increases, WPD increases with low levels of RQ, and reduces with high levels of RQ.

Figure 4.5: The moderating effect of RQ on TI and WPD



Source: Survey Data (2017)

4.17: Model four: Testing Moderated Mediation

Conditional process analysis was used to test hypotheses 1,5,6,7 and 8 and the results are presented in Table 4.52. With the use of PROCESS Macro, the hypothesized relationships between four variables namely; Relationship Quality (W), Psychological Contract Violation (X), to Workplace Deviance (Y), and Turnover Intention (M) were tested. The result of hypothesis one has been reported under the direct effects, section 4.14.1, while hypothesis five is reported in section 4.16.2 hypothesis six 4.16.3, and hypothesis seven in section 4.16.4. The statistical model for coefficients of model 59 in Figure 4.2 demonstrates that paths that have been tested.

4.17.1: Moderated Mediation of RQ on TI in the Relationship between PCV and WPD

H₀₈: Relationship Quality does not moderate the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance.

$$Y = (a1 + a3W) + (b1 + b2W) + \epsilon_Y$$

The results of moderated mediation model in table 4.53 show the ultimate outcome of this study. It shows that the conditional indirect effects of Relationship Quality indicate that the moderation is significant at one standard deviation higher than the mean, ($\beta = -.0482$, $SE = .0182$, $CI = [-.0923 \text{ to } -.0184]$). This means that the model used by this study confirmed the moderated mediation relationships among the variables. As a result, hypothesis eight (**H₀₈**) that states “Relationship Quality does not moderate the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance” is rejected.

Table 4.53: Moderated Mediation Model: Indirect Effect of Turnover Intention on Workplace Deviance through Psychological Contract Violation Moderated by Relationship Quality.

		Conditional indirect effects of Relationship Quality		
Mediator	Condition	<i>b</i>	<i>SE</i>	Bootstrap 95% <i>CI</i>
Turnover Intention (TI)	Low	.0170	.0195	[-.0159 to .0622]
Turnover Intention (TI)	Middle	-.0136	.0143	[-.0426 to .0149]
Turnover Intention (TI)	High	-.0482	.0182	[-.0923 to -.0184]

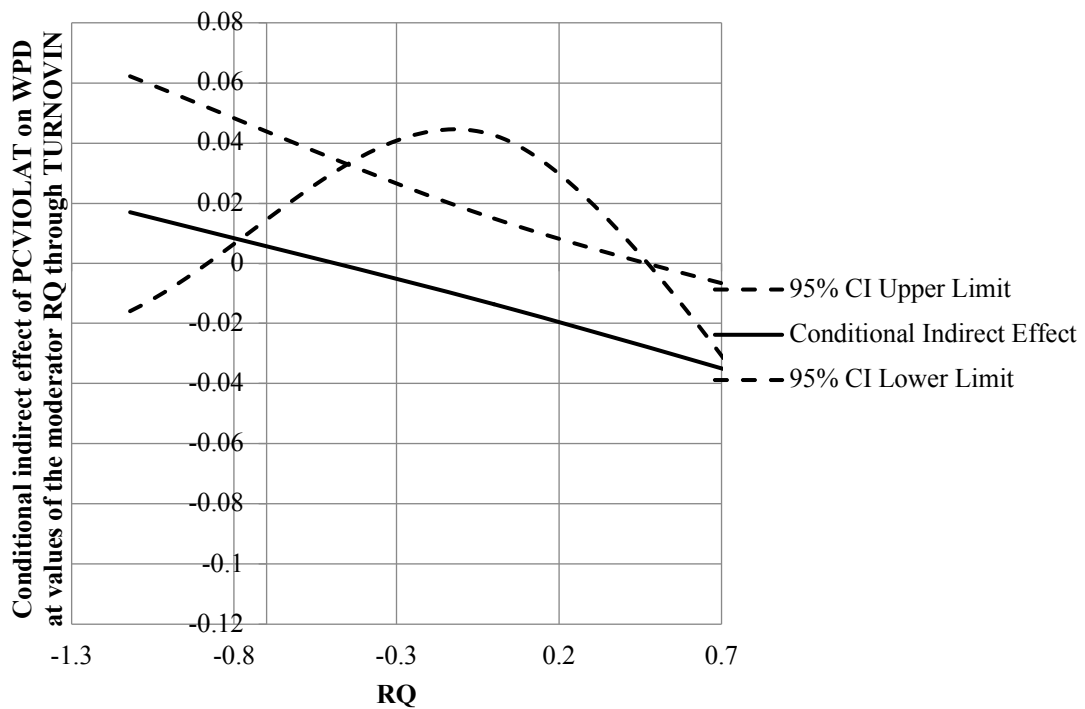
Note. Bootstrap resample = 5,000. Conditions for moderator (RQ) are the mean and plus/minus one standard deviation from the mean. *SE* = standard error; *CI* = confidence interval. Estimates were calculated using the PROCESS macro.

N = 415

Source: Survey Data (2017)

The modgraph in Figure 4.6 represents the moderated mediation results discussed above. It indicates that the moderation is significant at one standard deviation higher than the mean.

Figure 4.6: The moderated Mediation of RQ and TI on PCV and WPD



Source: Survey Data (2017)

The summary of the research hypotheses has been tabulated in Table 4.54 below. The hypothesis to hypothesis synopsis is on the basis of the analytical model and the test statistic used, the actual results realized, the interpretation of the results and the final verdict in the hypothesis.

Table 4.54: Summary of Research Hypotheses and results

	Hypothesis Statement	Analytical Model and Test Statistic	Actual Results	Interpretation	Verdict
H₀₁	Psychological Contract Violation has no effects on Workplace Deviance	<ul style="list-style-type: none"> • Regression • Beta Values • P Values • Process Macro Model 59 	<ul style="list-style-type: none"> • $\beta = .1041$ • $P < 0.05$, $p = .0033$, • $CI = [.0348 \text{ to } .1734]$ 	• PCV has effects on WPD	• Reject the H₀
H₀₂	Psychological contract violation does not influence Turnover Intention.	<ul style="list-style-type: none"> • Regression • Beta Values • P Values • Process Macro Model 4 	<ul style="list-style-type: none"> • $\beta = .5382$ • $P < 0.05$, $p = .0000$, • $CI = (.4715 \text{ to } .6050)$ 	• PCV influences TI.	• Reject the H₀
H₀₃	Turnover Intention does not lead to Workplace Deviance.	<ul style="list-style-type: none"> • Regression • Beta Values • P Values • Process Macro Model 4 	<ul style="list-style-type: none"> • $\beta = -.1307$ • $P < 0.05$ $p = .0036$ • $CI = (-.2183 \text{ to } -.0430)$ 	• TI leads to WPD	• Reject the H₀
H₀₄	Turnover intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 4 • Beta Coefficients (β Values) • Confidence Intervals 	<ul style="list-style-type: none"> • $\beta = -.0703$, • $CI = [-.1257 \text{ to } -.0200]$, • $SE = .0270$ 	• TI mediates the relationship between PCV and WPD.	• Reject the H₀
H₀₅	The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • $\beta = -.2548$, • $p = .0000$, • $CI = [-.3195 \text{ to } -.1901]$ • Visual Inspection of the modgraph 	• The relationship between PCV and WPD is moderated by RQ.	• Reject the H₀
H₀₆	The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • $\beta = .0153$, • $p > 0.05$ $p = .6072$, • $CI = [-.0431 \text{ to } .0737]$. • Visual Inspection of the modgraph 	• The relationship between PCV and TI is not moderated by RQ.	• Fail to Reject the H₀
H₀₇	Relationship Quality does not moderate the effect of Turnover Intention on Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals • Graphical 	<ul style="list-style-type: none"> • $\beta = -.1037$, • $P < 0.05$, $p = .0078$, • $CI = [-.1801 \text{ to } -.0274]$ • Visual Inspection of the modgraph 	• RQ moderates the effect of TI on WPD.	• Reject the H₀
H₀₈	Relationship Quality does not moderate the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance.	<ul style="list-style-type: none"> • Process Macro Model 59 • Path Coefficients (P Values) • Confidence Intervals 	<ul style="list-style-type: none"> • $\beta = -.0482$, • $SE = .0182$, • $CI = [-.0923 \text{ to } -.0184]$ 	RQ moderates the mediation of TI on the relationship between PCV and WPD	• Reject the H₀

Source: Survey Data (2017)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses the findings of the study based on the presented objectives and hypotheses. The conclusions of the study, its practical and theoretical implications, and recommendations for further research are also presented.

This study examined how Relationship Quality and Turnover Intention moderate Psychological Contract Violation and Workplace Deviance. 8 hypotheses matched 8 goals. The goals were to determine the effects of Psychological Contract Violation on Workplace Deviance, the effects of PCV on Turnover Intention, and the mediation of Turnover Intention on PCV and Workplace Deviance. Relationship Quality moderated Psychological Contract Violation and Workplace Deviance. Relationship Quality moderated Psychological Contract Violation and Turnover Intention. Sixth, determine Relationship Quality's moderating effect on Psychological Contract Violation and Turnover Intention. Seventh, determine Relationship Quality's moderating effect on Turnover Intention and Workplace Deviance. Determine the moderating effect of Relationship Quality on Psychological Contract Violation's indirect effect on Workplace Deviance through Turnover.

5.1 Summary of Findings

Table 4.54 shows a summary of the hypotheses that were tested and their outcome. One out of the total eight objectives failed to be rejected, while the other seven were rejected.

5.2 Discussion of Findings

These results of the study are discussed in detail in the subsequent sections below.

5.2.0. The Effects of Covariates on the study variables

The control variables demonstrated a difference between long-term and short-term personnel. The female employees showed higher incidences of workplace deviance compares to their male counterparts. This observation is confirmed by the study by Chernyak-Hai et.al (2019), where this behaviour is attributed to psychological stressors, with an equal measure of societal and cultural expectations.

The employees who joined the organization after restructuring had taken place scored a higher meanscore in workplace deviance compared to those who were in the organization before restructuring. The restructuring was gazetted in 2013 and commenced in 2014, therefore the employees who were newly employed were three years in service when this study was undertaken. The study by Načinović Braje *et al* (2020) observed similar results, that longer-tenured employees exhibited lower levels of deviant behavior compared to employees who had joined the organization recently.

A clear difference was also observed between permanent and contractual employees. Contractual employees showed greater organisational and interpersonal deviance meanscores than permanent employees. Similar to this study, Stephanie et al. (2011) showed a difference between permanent and contractual employees in workplace deviance and relationship quality. However, they further discussed that these tendencies could be more of individual characteristics of the employee rather than an effect of employment status. There's however scarce literature of comparative nature between permanent and temporary employees in the light of workplace deviance.

The job group differences showed that workplace deviance incidences were highest with job group A to G and lowest among group P to T both of which represent the lowest and the highest job groups in hierarchy within AFA. These results insinuate that the lower level employees are more deviant than those in the upper level of organizational hierarchy. A study conducted by Rizvi *et al.*, (2017), showed that teaching staff in a university were less responsive towards workplace deviance compared to support staff who were more inclined to workplace deviance. These results are in line with and in support of the findings of this current study.

5.2.1 Effects of Psychological Contract Violation on Workplace Deviance

Hypothesis **H₀₁** postulates that Psychological Contract Violation has no effects on Workplace Deviance.

The first objective as well as the first hypothesis focused on the relationship between Psychological Contract Violation and Workplace Deviance. Initial results demonstrated a substantial link between the two variables, confirming Uhl-Bien & Maslyn (2003) and Bordia *et al* (2008). When an employee detects a violation, he or she may downgrade positive behaviours such as organisational citizenship and even exhibit bad behaviours (such as employee deviance) to achieve cognitive balance with the boss. When employees' promises aren't met, they feel violated and may seek revenge through organisational deviance.

The addition of three categorical control variables did not change the relationship between PCV and WPD, since the results showed no significant relationship. PCV and WPD had a significant relationship when tested with all study variables using model 59 and 5000 bootstrap samples. The 5000 bootstrap samples may indicate the sensitivity needed to achieve certain study results. As the sample size exceeds 400, the moderated mediation method becomes sensitive and detects almost any difference (Hair *et al* 2006).

These findings also show the significance of other factors in play leading to or causing workplace deviance. A study of Organizational Determinants of Workplace Deviant Behaviours conducted by Fagbohunge et al (2012) shows that workplace deviance can be as a result of lack of company identification, poor physical work condition, bad supervision, and poor co-workers relationships. These findings agree with the results above that many factors within the organization are in play in workplace deviance. The results of Fagbohunge et al (2012) further showed that the direction of workplace deviance depended on the type of deviance; be it, property deviance, production deviance, personal or political deviance, as postulated by Robison & Bennett, (1997).

5.3 Effects of Psychological Contract Violation on Turnover Intention

H₀₂: Psychological Contract Violation does not influence Turnover Intention.

The study found that there is a relationship between Psychological Contract Violation and Turnover Intention, at Agriculture and Food Authority, Kenya. This adds to Arshad's (2016) finding that Psychological Contract Violation is linked to Turnover Intention.

Arshad (2016) discovered that downsizing survivors had the strongest PCV-TI association. This relates to the study's reorganisation. The findings agree with Zhao, Wayne, Glibkowski, & Bravo (2007) and Lum, Kervin, Clark, Reid, & Sirola (1998) that Psychological Contract Violation might increase Turnover Intentions and reflect psychological commitment to the organisation. Psychological contract violation causes quitting, says research (e.g., Robinson and Rousseau 1994; Clinton & Guest, 2014; Guzzo et al. 1994; Turnley and Feldman 2000; Herrmann, 2017; Tekleab, Takeuchi and Taylor 2005). Taking away job stability undermines the psychological contract, research showed (Casio 1993; Kets de Vries and Balazs 1997). Recent AFA reorganisation prompted this investigation. Contract violations raise turnover

intentions in the private and public sectors, according to Shahnawaz and Goswami (2011).

5.4 Effects of Turnover Intention on Workplace Deviance

H₀₃: Turnover Intention does not lead to Workplace Deviance.

The effects of Turnover Intention on Workplace Deviance were found to be significant in this study. In support of these results is the study by Rizvi *et al.*, (2017), which established a direct relationship between Turnover Intention and Workplace Deviance. Tepper et al. (2007) found that an employee who wants to leave won't be threatened by supervisory abuse or organisational sanctions triggered by deviant responses to organisational violations. Not fearing retaliation or discipline for deviant acts, violated subordinates with high quit intentions may engage in workplace deviance more often. Subordinates with lower quit intentions depended more on their employer because they had more to lose by deviating at work. Employees with low quit intentions perform deviant behaviour less often than those with high quit intentions (Tepper et al 2009).

Informed by the findings of these two studies by Tepper et al, 2007 and 2009, the following conclusions can be made about the significant results between Turnover Intention and Workplace Deviance. The employees have experienced psychological contract violation and have had thoughts of leaving the organization as per the presented results. However, according to Bothma (2011), individuals grapple with the choice of leaving or staying within the organization. This is because of consideration factors such as labour market conditions, employability of the individual, and the ease of getting another job. This is further affirmed by the results of the study by Rizvi *et al.*, (2017), which showed that the higher cadre employees were inclined to turnover intentions due to their higher chances of employability compared to their counterparts of lower cadre who then resorted to workplace deviance. These tough choices could make the employee find it easier to be deviant than to leave the organization and hence

the different forms of deviance in the organization. This implies that the employees would still wish to retain their jobs within AFA and have therefore not allowed their intentions to leave to result in high levels of workplace deviance.

5.5 Mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance.

H₀₄: Turnover Intention does not mediate the relationship between Psychological Contract Violation and Workplace Deviance.

Turnover Intention mediated the relationship between Psychological Contract Violation and Workplace Deviance. The direct relationship between PCV and WPD was also significant by preliminary assumption testing, but became insignificant when more variables were added for testing, starting with control variables (Table 4.36). The introduction of the mediator brought a new perspective to the relationships, as explained by (Tepper et al, 2007; 2009). They explained that there are varied levels of turnover intention that also determine the intensity of the workplace deviance. These results allude to the fact that several other factors are in play in the decisions employees make on whether to be deviant or not. For example, employees may have different reasons for the intention to leave, if it is for greener pastures, then the employee has no reason to be deviant unlike when an employee is feeling that the organization has not honoured their part of the contract. In the case of AFA, employees seem to be keen on retaining their jobs and therefore are cautious in participating in behaviours that might cost them their jobs.

5.6 Moderation effects of Relationship Quality on the relationship between Psychological Contract Violation and Workplace Deviance

H₀₅: The relationship between Psychological Contract Violation and Workplace Deviance is not moderated by Relationship Quality.

Results in table 4.52 indicate that RQ does have a moderating effect on the relationship between PCV and WPD. According to McAllister 1995; Young & Daniel, 2003 and Rousseau, 1995; Relationship Quality (Trust and Commitment) are affective reactions experienced by employees following a significant workplace event such as the restructuring that has taken place in the Kenyan public sector. Literature further adds in the work of Tyler & Doerfel, (2006), that trust and commitment (Relationship Quality) are created through interactive processes within the organization. With this in mind, the results imply that despite the violation of the psychological contract, the relationship quality that has been built over time can determine the choice of an employee on whether or not to engage in workplace deviance. This informs the organization on the importance of investing in building positive and lasting relationships with their employees, which in turn will prevent or reduce workplace deviance.

5.7 Moderation of Relationship Quality on the relationship between Psychological Contract Violation and Turnover Intention.

H₀₆: The relationship between Psychological Contract Violation and Turnover Intention is not moderated by Relationship Quality.

According to the findings of this study, the psychological contract violation and intention to leave are not moderated by the quality of the relationship (table 4.52).

Researchers Raja et al. (2004), Zhao, Wayne, Glibkowski, and Bravo (2007), Deery, Iverson & Walsh, (2006), Robinson & Rousseau (1994), Robinson (1996) and Shore & Tetrick, (1994) came to the conclusion that Psychological Contract Violation lowers trust and commitment

(Relationship Quality) and raises the likelihood of employees leaving their jobs. These assertions are correct with regard to this study as well; however, the inclusion of a moderator into the relationship produced results that were statistically insignificant. This means that Relationship Quality may not necessarily enhance or reduce the thoughts of Turnover Intention, irrespective of the path an employee may have chosen. This study confirms earlier studies showing a negative link between commitment and turnover (Nair & Vohra, 2012; Aydogdu & Asikgil, 2011; Mathieu & Zajac, 1990; Tarigan & Ariani, 2015; Meyer *et al.*, 2002).

It is also worthy to note that Turnover Intention could be as a result of a positive experience (such as seeking greener pastures) or a negative experience (such as dissatisfaction with the current organization). Some employees may also have the desire to leave the organization, but have nowhere to go, so in essence they remain stuck with the organization. In this case relationship quality will come into play only if the reason behind the intent to leave allows it.

5.8 The moderation effect of Relationship Quality on the association between Turnover Intention and Workplace Deviance.

H₀₇: Relationship quality does not moderate the effect of Turnover Intention on Workplace Deviance.

The findings of this study indicate that Relationship Quality moderates the correlation between Turnover Intention and Workplace Deviance. Tyler & Doerfel, (2006), argue that trust and commitment are closely related, and created through interactive processes within the organization. Both concepts call for engagement of behavioural and emotional components such as feelings of pride and loyalty, going the extra mile and proactive participation in the organization (Allen & Meyer, 1990;1996; Welch and Jackson, 2007; Jacobs, 2008). Workplace Deviance is voluntary behaviour that threatens the organisation and/or its members

(Robinson and Bennett, 1995). Relationship Quality and Workplace Deviance are triggered by triggers. With this in mind, the results of the study may indicate that the trust and commitment that may have been built over time may actually reduce the incidences of Workplace Deviance and the intention to leave the organization. It alludes to the fact that employees of AFA may choose to hang on with the hope of better times ahead.

5.9 Moderating effect of Relationship Quality on the indirect effect of Psychological Contract Violation on Workplace Deviance through Turnover Intention.

H₀₈: Relationship Quality does not moderate the mediation of Turnover Intention on the relationship between Psychological Contract Violation and Workplace Deviance

This study found that relationship quality moderated the association between psychological contract violation and workplace deviance through turnover intention. Breaking the psychological contract reduces trust and commitment, according to Rousseau (1990). Situational factors like employee commitment to a change process like AFA restructuring and satisfaction with the change process contribute to employee trust and commitment withdrawal (Relationship Quality).

Tan and Lim (2009) revealed that employee trust predicts organisational commitment. Commitment affects the likelihood of unethical or deviant behaviour. Faithful, passionate workers are least likely to quit. This worker won't engage in illegal business practises (Appelbaum et al., 2006). Organizational commitment and deviance are inversely related, according to Liao et al. (2004), Robinson and Bennett say unfair employment conditions cause workplace deviance (1997). Unfair workplace triggers cause outrage. In this study's model, psychological contract violation causes deviance. Mismatch between promises and delivery led to frustration, betrayal, and anger (Robinson & Bennett, 1997). This leads to vengeance.

Revenge vents anger, restores balance, and punishes the offender. Revenge motivates criminals.

The study suggests that on average the employees in AFA had a fair level of trust and commitment that was able to curb the incidences of workplace deviance. This relationship quality was able to take them through their times of uncertainty when they were going through restructuring. Irrespective of the psychological contracts that may have been violated and the thoughts of leaving the organization, the employees chose to remain within the organization with minimal incidences of workplace deviance.

5.10 Conclusions of the study

Ho, Weingart, and Rousseau (2004) say employees may view Psychological Contract Violation as wrongdoing. Employers who promise employee input violate psychological contracts. Cognitive dissonance occurs when a worker is unhappy, unfair, or unbalanced (Ho, Weingart, & Rousseau, 2004). The employee may lower good behaviour like organisational citizenship to restore equity and reduce discrepancy (Uhl-Bien & Maslyn, 2003).

Human resources must build trust of the employees and manage situational factors to avoid negative effects of organisational change. Robinson (1996) says trust affects PCV. Low-trust employees are more vigilant and likely to spot a violation, says Robinson. Employees doubt their contributions will be recognised (Robinson 1996).

5.11 Theoretical Implications of the research

The first contribution was in the application of a comprehensive moderated mediation model by Hayes (2013; 2018) in the investigation of the effects of psychological contract violation on workplace deviance moderated by relationship quality, and mediated by turnover intention.

This was aided by model 4 and model 59 by Hayes (2013; 2018). This study validated the model as it provided a close view of the interactions of these variables and their subsequent results.

This study also contributed to the literature and theoretical perceptions in the fields of psychological contract violation, relationship quality, turnover intention and workplace deviance. Psychological Contract Violation is partially a cause of Workplace Deviance, but moderator and mediator interventions can worsen the situation. As such, this study therefore informs human resource managers to be keen on diagnosing organizational problems affecting their employees. Literature is scarce in the moderated mediation of the variables of this study thereby contributing to the existing literature.

While conducting correlations, this study found that Workplace Deviance was not correlating at all with PCV but had a small correlation with RQ and TI. To establish why this was so, the variable was decomposed using factor analysis and two components emerged, Interpersonal Workplace Deviance and Organizational Workplace Deviance. A repeat correlation analysis was conducted on the two variables separately and the results still showed that neither Organizational Workplace Deviance nor interpersonal deviance correlated with TI, RQ and even with PCV. These results implied that between psychological contract violation and workplace deviance there is a lot that goes on that determines the choice of an employee to be involved in any kind of deviance.

The study established that the relationship between Turnover Intention and Workplace Deviance was significant. The introduction of the moderator, (relationship quality), still maintained the significant results. This result concurs with other studies such as Tepper et al, 2007 and 2009 have found significant results between Turnover Intention and Workplace

Deviance. This result implies that despite the violation of their psychological contract, the employees of AFA have chosen to remain within the organization and that the workplace deviance experienced is not as a result of the intention to leave the organization. The significant moderation implies that the employees of AFA still have some trust and commitment to their organization, a factor that moderated their incidences of turnover and workplace deviance. It shows strong will and hope despite the tough times they may be going through.

5.12 Practical implications of the research

Since the inception of the new constitution of Kenya in 2010, many public organizations have and are still undergoing structural changes. The findings of this study have shown that these changes have had an impact on the employees of these organizations. The management of the change process in these organizations is a key component to the success of the implementation of the new structures.

Preparation for the intended change is highly recommended. This should involve transparency and inclusion of all employees in the entire process. Change management training should precede any planned change, so that the relationship quality between the organization and her employees is maintained or even improved.

Psychological contract violation is real and caution should be taken in the process of change to avoid violating an already established contract. In the event that restructuring requires redeployment of employees, the transition process needs to be managed carefully and professionally.

Turnover intention levels need to be closely monitored within the organization. Exit surveys would come in handy in establishing the cause and finding applicable solutions. This study established that turnover intention can cause a chain reaction that may affect the organization adversely.

Workplace deviance does happen within organizations but the causes may be unique to the specific organization. On realization that there is deviance ongoing within an organization, it is important to establish the root cause of the problem so that an appropriate solution can be applied. Missing to get the real cause can be very costly to the organization.

5.13 Suggestions for further research

A longitudinal study would produce better results using the same variables used in this study. This is because adjustment time and experience may give the respondents a new perspective to the different issues under study.

This study tested four variables, an independent and a dependent variable, one moderator and one mediator. Due to advancement in social research tools, the researcher recommends that more variables can be tested at a go to refine the already available results on various relationships.

The level of education, used as a covariate registered significant results in majority of tests undertaken in this study. This study therefore recommends that Education can be used in future as a key variable in a study involving workplace deviance.

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APPENDIX 1: REQUEST LETTER TO RESPONDENTS

Moi University
School of Business and Economics
P.O. Box 3900
EDLORET

Date _____

Dear Sir/Madam

RE: INTRODUCTION

I am a student at Moi University undertaking a Doctorate degree in Strategic Management. I am currently undertaking a research study entitled: “*The effects of psychological contract violation on workplace deviance in the aftermath of organizational restructuring*” The study is expected to yield information that will be useful for understanding and managing the feelings of employees undergoing structural changes.

You have been identified as one of the respondents to provide information for the study. This is therefore to request you to complete the questionnaire attached. All information that you provide will be treated with utmost confidence and will be used for the purpose of this study only.

Thank you for your co-operation.

Yours faithfully

Edna C. K. Korir

APPENDIX 2: QUESTIONNAIRE PART A

This part contains questions that relate to workplace deviance. Please indicate your responses in the space provided in the right columns of the table. Please tick the most appropriate number of each statement which closely corresponds to your desired response. 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Disagree 4 = Neutral 5 = Agree, 6 = Moderately Agree 7 = Strongly Agree

Item	1	2	3	4	5	6	7
Organizational Deviance							
I have taken goods from work without permission.							
I have spent too much time daydreaming instead of working.							
I have falsified a receipt to get more money for work related expenses.							
I have taken an additional or longer break than is acceptable at my workplace.							
I have come in late to work without permission.							
I have dropped rubbish at my work environment.							
I have neglected to follow my manager's instructions.							
I have intentionally worked slower than i could have worked.							
I have discussed confidential company information with an unauthorized person.							
I have used an illegal drug or consumed alcohol on the job.							
I have put little effort into my work.							
I have dragged out work in order to get overtime.							
Interpersonal Deviance							
I have made fun of someone at work.							
I have said something hurtful to someone at work.							
I have made an offensive ethnic, religious, or racial remark at work.							
I have cursed at someone at work.							
I have played a mean joke on someone at work.							
I have acted rudely toward someone at work.							
I have publicly embarrassed someone at work.							

PART B

This part contains questions that relate to Psychological Contract Violation, trust, commitment and turnover intention. Please tick the most appropriate number of each statement which closely corresponds to your desired response. 1 = Strongly Disagree, 2 = Moderately Disagree, 3 = Disagree 4 = Neutral 5 = Agree, 6 = Moderately Agree 7 = Strongly Agree

1. Psychological Contract Violation

Item	1	2	3	4	5	6	7
I feel a great deal of anger towards my organization							
I feel betrayed by my organization							
I feel that my organization has violated the contract between us							

I feel extremely frustrated by how I have been treated by my organization							
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2. Trust

Item	1	2	3	4	5	6	7
I believe my employer has high integrity							
I can expect my employer to treat me in a consistent and predictable fashion							
My employer is not always honest and truthful							
In general, I believe my employer's motives and intentions are good							
I don't think my employer treats me fairly							
My employer is open and honest with me							
I am not sure I fully trust my employer							

3. Commitment

Item	1	2	3	4	5	6	7
Affective Commitment Scale Items							
I would be very happy to spend the rest of my career with this organization.							
I enjoy discussing about my organization with people outside it.							
I really feel as if this organization's problems are my own.							
I think that I could easily become as attached to another organization as I am to this one.							
I do not feel like 'part of the family' at my organization.							
I do not feel 'emotionally attached' to this organization.							
This organization has a great deal of personal meaning for me.							
I do not feel a 'strong' sense of belonging to my organization.							
Continuance Commitment Scale Items							
I am not afraid of what might happen if I quit my job without having another one to go to.							
It would be very hard for me to leave my organization right now, even if I wanted to.							
Too much in my life would be disrupted if I decided to leave my organization now.							
It wouldn't be too costly for me to leave my organization now.							
Right now, staying with my organization is a matter of necessity as much as desire.							
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.							
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice—another organization may not match the overall benefits I have here.							
Normative Commitment Scale Items							
I think that people these days move from company to company too often.							
I do not believe that a person must always be loyal to his or her organization.							
Jumping from organization to organization does not seem at all unethical to me							
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.							
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.							

I was taught to believe in the value of remaining loyal to one organization.							
Things were better in the days when people stayed in one organization for most of their careers.							
I do not think that to be loyal to the company is sensible anymore.							

4. Turnover Intention

Item	1	2	3	4	5	6	7
I often think of leaving the organization.							
It is very possible that I will look for a new job next year.							
If I could choose again, I would choose to work for the current organization.							

PART C

This part contains questions pertaining your personal information

Please Tick the appropriate box that best describes you.

1 What is your Gender?

Male () Female ()

2 Please indicate your age category

18 – 24 () 35 – 44 ()

25 – 34 () Over 45 years ()

3 Please indicate your highest level of education

Primary Level () Undergraduate Degree ()

Secondary Level () Masters Degree ()

Certificate () Doctoral Degree ()

Diploma ()

4 Please indicate how long you have worked with AFA

0 – 1 year () 2 – 3 years ()

1 – 2 years () Above 3 years ()

5 Please indicate the department you worked in before restructuring

Department	Tick
Coconut Development Authority	
Kenya Sugar Board	
Tea Board of Kenya	
Coffee Board of Kenya	
Horticultural Crops Development Authority	
Pyrethrum Board of Kenya	
Cotton Development Authority	
Sisal Board of Kenya	
The Pest Control Products Board	
The Kenya Plant Health Inspectorate	

6 How long did you work with your previous department indicated in Question 5 above?

7 Whats your job grade _____

8 Please tick your appropriate employment status:

Permanent: ()

Contract ()

APPENDIX 3a: Factor Analysis

Appendix 3a Table 4.12; Total Variance Explained for Workplace Deviance

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.677	50.932	50.932	9.677	50.932	50.932	6.194	32.598	32.598
2	1.529	8.050	58.982	1.529	8.050	58.982	5.013	26.384	58.982
3	.904	4.755	63.737						
4	.743	3.908	67.645						
5	.652	3.434	71.079						
6	.613	3.225	74.304						
7	.569	2.996	77.300						
8	.511	2.692	79.991						
9	.497	2.617	82.609						
10	.416	2.190	84.799						
11	.400	2.107	86.906						
12	.383	2.018	88.924						
13	.371	1.951	90.875						
14	.354	1.863	92.738						
15	.332	1.746	94.485						
16	.298	1.570	96.055						
17	.283	1.488	97.544						
18	.245	1.287	98.831						
19	.222	1.169	100.000						

Extraction Method: Principal Component Analysis.

N = 415; Source: Survey Data (2017)

Appendix 3a Table 4.17: Total Variance Explained for Relationship Quality

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	14.478	48.260	48.260	14.478	48.260	48.260	7.562	25.205	25.205
2	2.714	9.046	57.306	2.714	9.046	57.306	7.042	23.473	48.678
3	1.339	4.464	61.770	1.339	4.464	61.770	3.927	13.092	61.770
4	.920	3.068	64.838						
5	.857	2.856	67.694						
6	.734	2.447	70.141						
7	.663	2.210	72.351						
8	.631	2.105	74.456						
9	.570	1.901	76.357						
10	.545	1.817	78.174						
11	.529	1.764	79.938						
12	.494	1.646	81.584						
13	.475	1.585	83.169						
14	.450	1.500	84.669						
15	.436	1.454	86.123						
16	.414	1.379	87.502						
17	.382	1.273	88.775						
18	.369	1.231	90.006						
19	.347	1.157	91.163						
20	.321	1.069	92.232						
21	.296	.987	93.219						
22	.278	.926	94.146						
23	.270	.901	95.046						
24	.264	.879	95.925						
25	.248	.827	96.752						
26	.231	.770	97.522						
27	.214	.712	98.234						
28	.188	.627	98.861						
29	.181	.603	99.464						
30	.161	.536	100.000						

Extraction Method: Principal Component Analysis. N = 415; Source: Survey Data (2017)

APPENDIX 3b: ANOVA Results

Appendix 3b 1: Gender Group Difference Descriptive Statistics

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
WPD	Male	225	2.1663	.83725	.05582	2.0563	2.2763	1.00	5.47
	Female	190	2.3679	1.01609	.07371	2.2225	2.5133	1.00	5.26
	Total	415	2.2586	.92775	.04554	2.1691	2.3481	1.00	5.47
PCVIOLATION	Male	225	3.4811	1.57528	.10502	3.2742	3.6881	1.00	7.00
	Female	190	3.6958	1.49710	.10861	3.4815	3.9100	1.00	7.00
	Total	415	3.5794	1.54186	.07569	3.4306	3.7282	1.00	7.00
RQ	Male	225	4.4704	1.13722	.07581	4.3210	4.6198	1.80	5.93
	Female	190	4.5754	1.11178	.08066	4.4163	4.7345	1.50	6.10
	Total	415	4.5185	1.12551	.05525	4.4099	4.6271	1.50	6.10
TURNOVINTENT	Male	225	4.1052	1.32785	.08852	3.9307	4.2796	1.00	7.00
	Female	190	4.2860	1.25969	.09139	4.1057	4.4662	1.00	6.67
	Total	415	4.1880	1.29867	.06375	4.0626	4.3133	1.00	7.00
OrganWPD	Male	225	2.1378	.87240	.05816	2.0232	2.2524	1.00	5.73
	Female	190	2.4187	1.13274	.08218	2.2566	2.5808	1.00	5.64
	Total	415	2.2664	1.00856	.04951	2.1691	2.3637	1.00	5.73
InterPersWPD	Male	225	2.3301	1.01102	.06740	2.1973	2.4630	1.00	5.50
	Female	190	2.4694	1.19915	.08700	2.2978	2.6410	1.00	6.67
	Total	415	2.3939	1.10197	.05409	2.2876	2.5002	1.00	6.67

Source: Survey Data (2017)

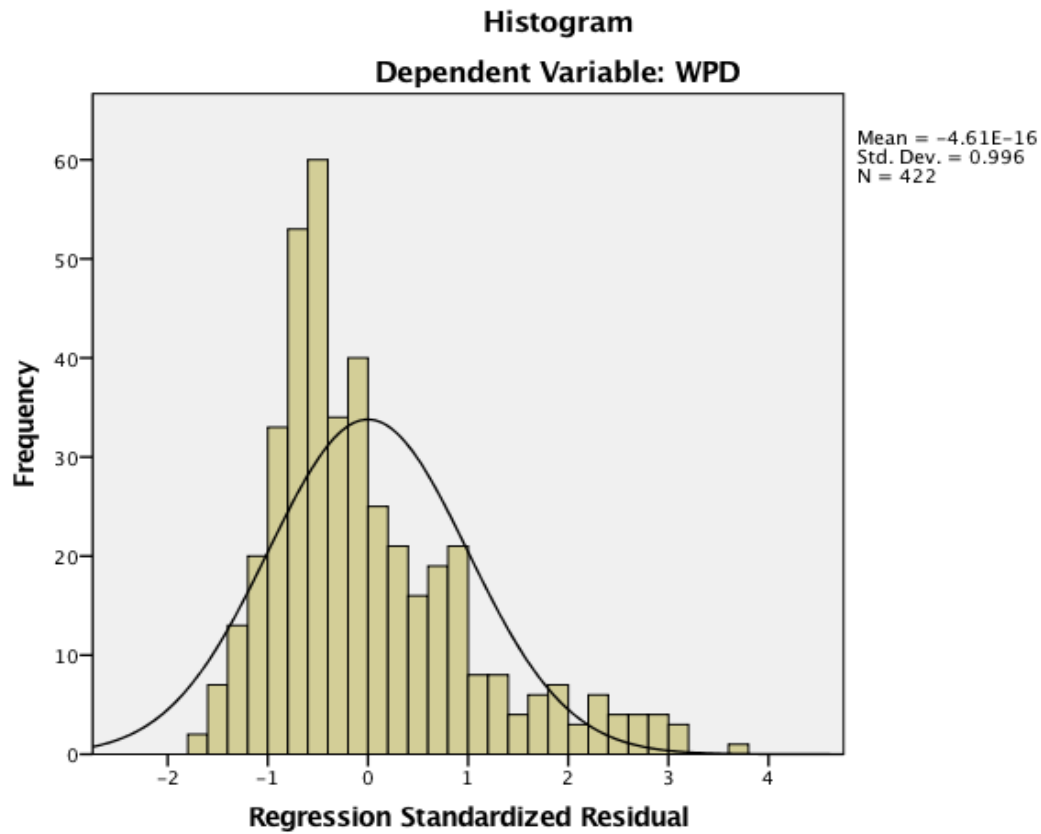
Appendix 3b 2: Gender Group Difference ANOVA

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
WPD	Between Groups	4.185	1	4.185	4.908	.027
	Within Groups	352.150	413	.853		
	Total	356.335	414			
PCVIOLATION	Between Groups	4.747	1	4.747	2.002	.158
	Within Groups	979.464	413	2.372		
	Total	984.211	414			
RQ	Between Groups	1.137	1	1.137	.897	.344
	Within Groups	523.308	413	1.267		
	Total	524.445	414			
TURNOVINTENT	Between Groups	3.367	1	3.367	2.001	.158
	Within Groups	694.862	413	1.682		
	Total	698.229	414			
OrganWPD	Between Groups	8.127	1	8.127	8.127	.005
	Within Groups	412.988	413	1.000		
	Total	421.115	414			
InterPersWPD	Between Groups	1.997	1	1.997	1.647	.200
	Within Groups	500.737	413	1.212		
	Total	502.734	414			

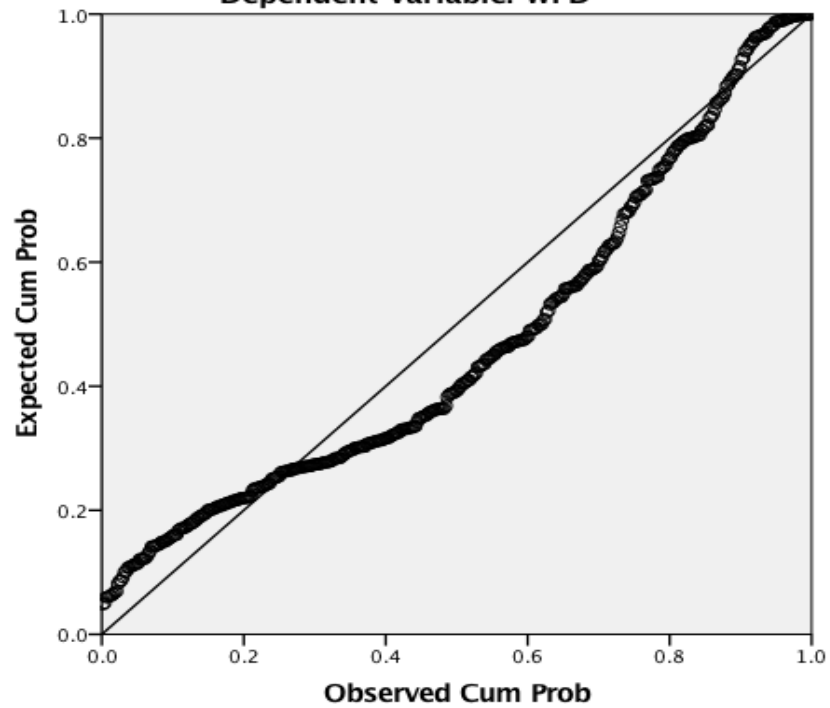
Source: Survey Data (2017)

APPENDIX 4: GRAPHICAL REPRESENTATIONS

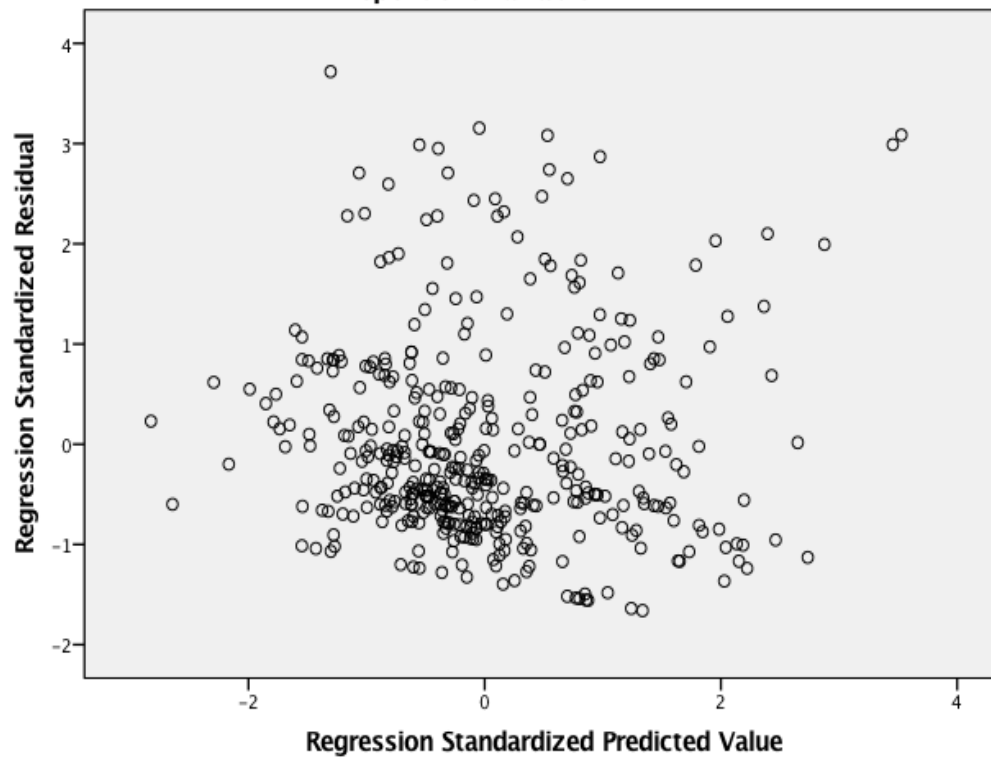
Frequency histograms, scatter plots and partial regression plots for individual variables

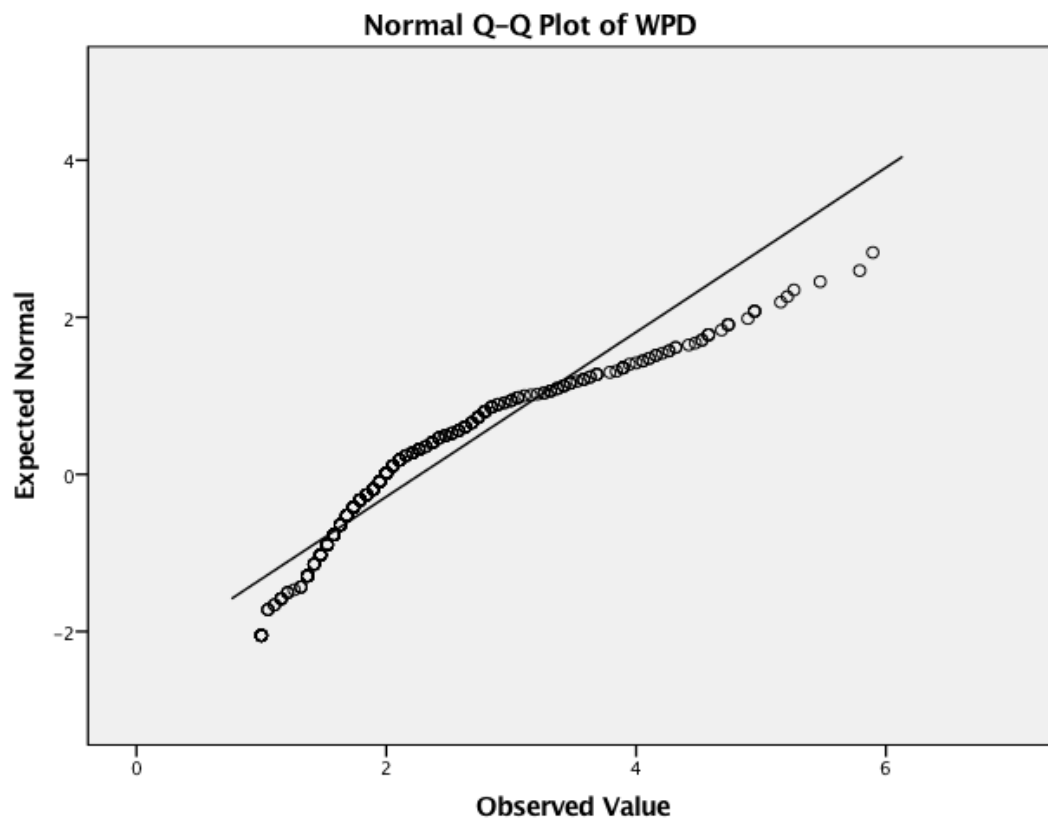
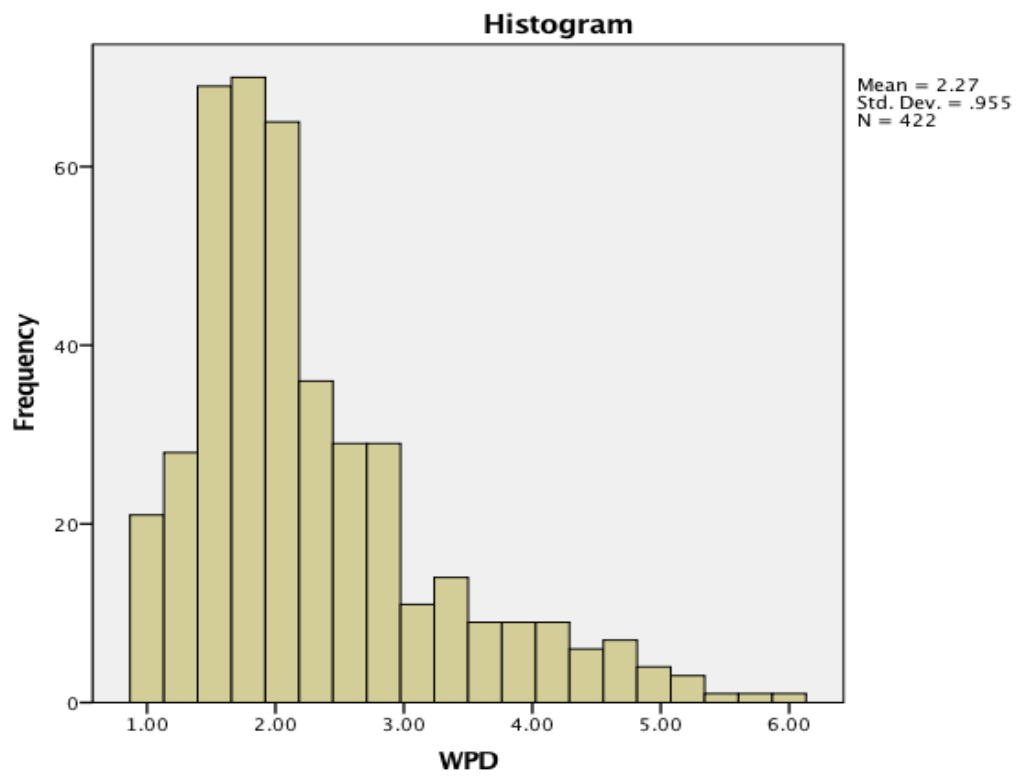
4a Workplace Deviance

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: WPD

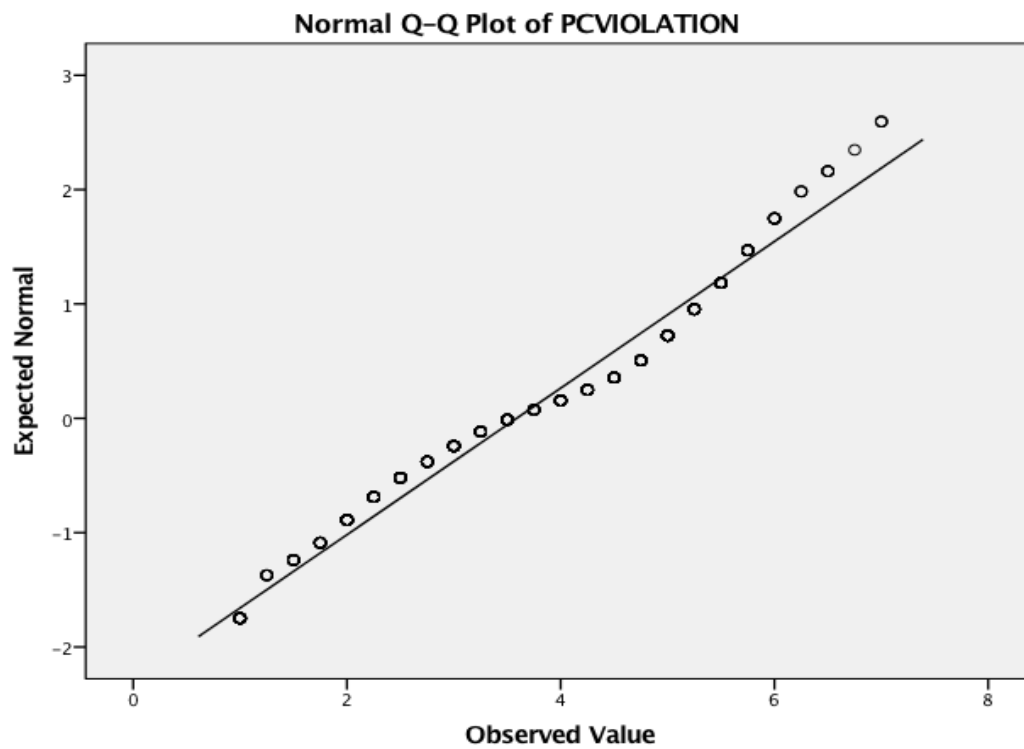
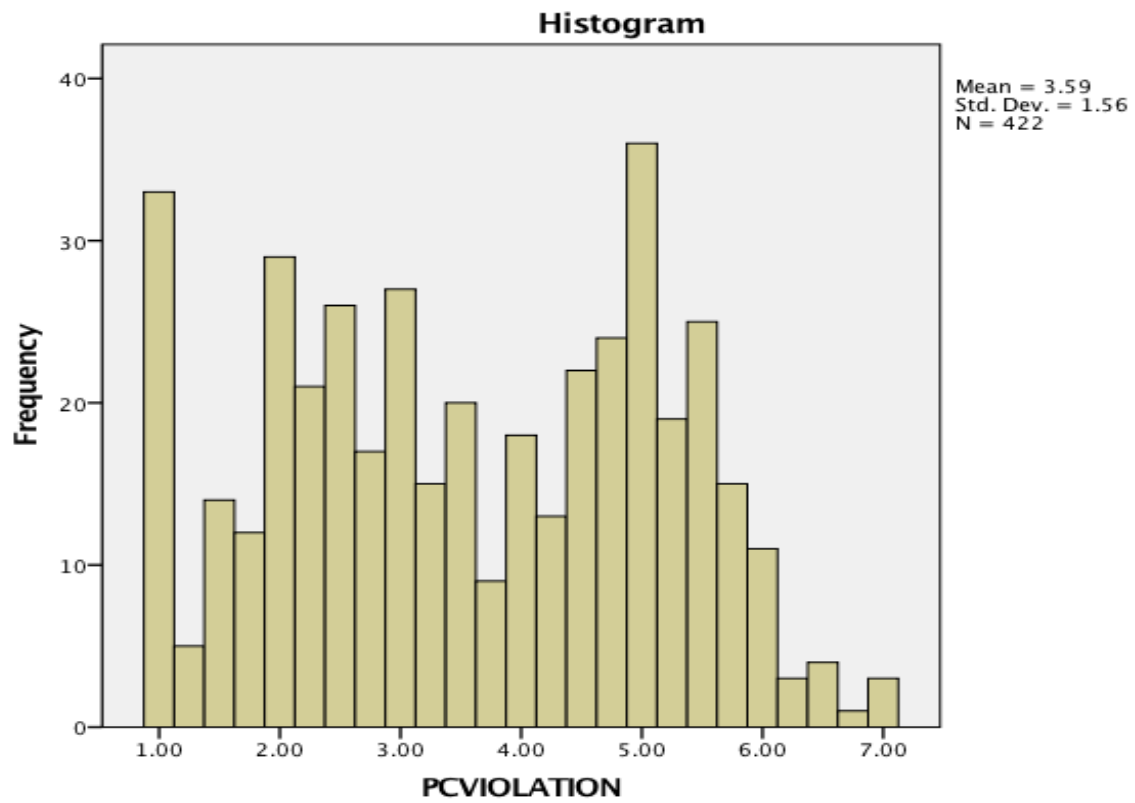


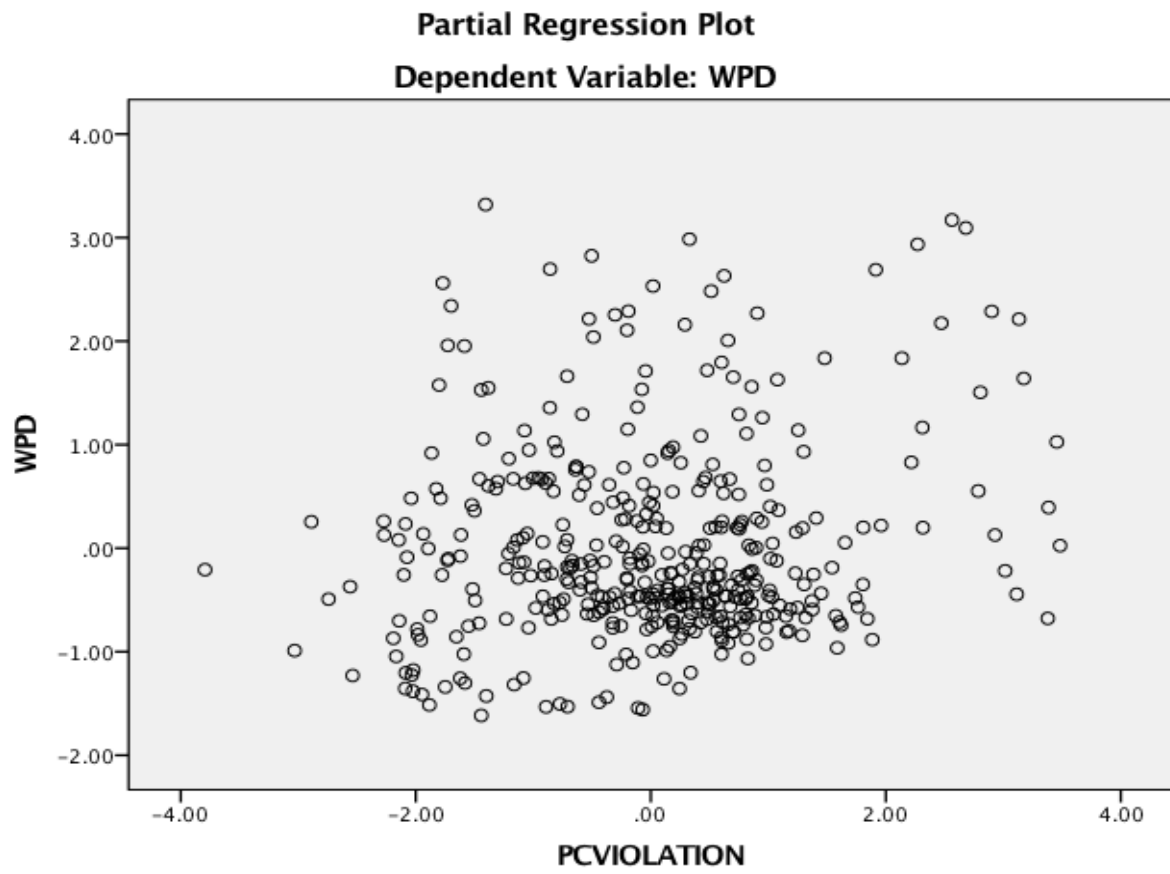
Scatterplot
Dependent Variable: WPD



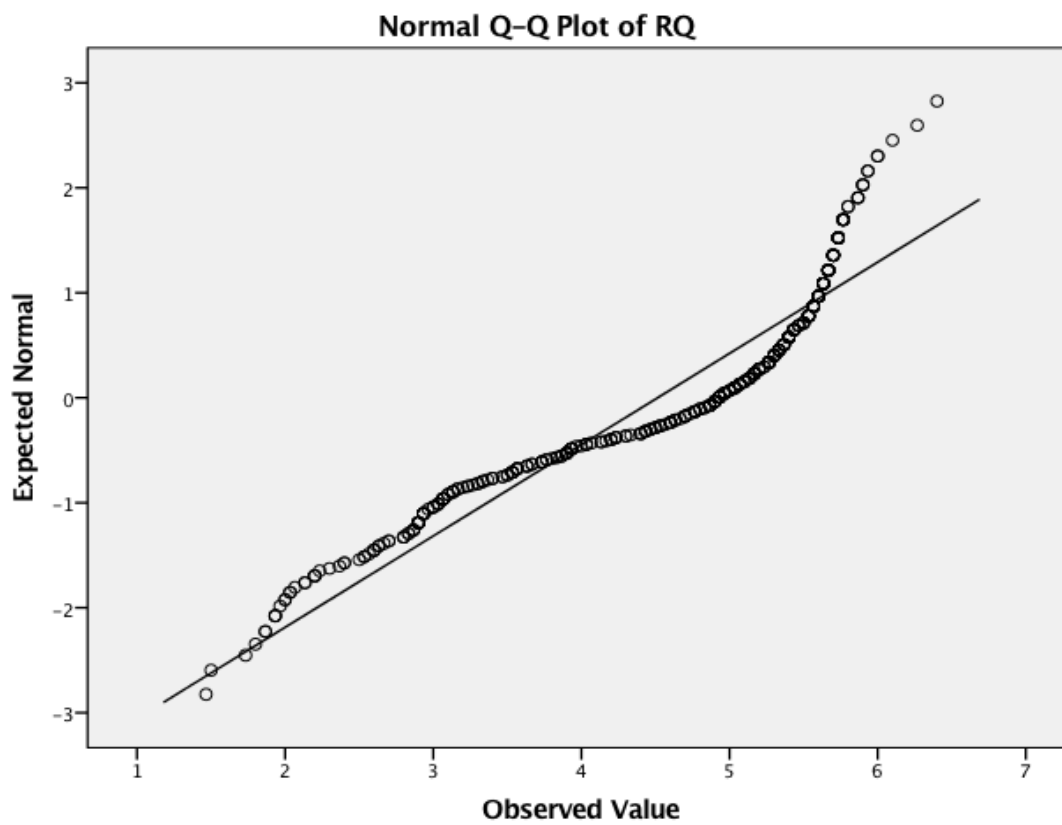
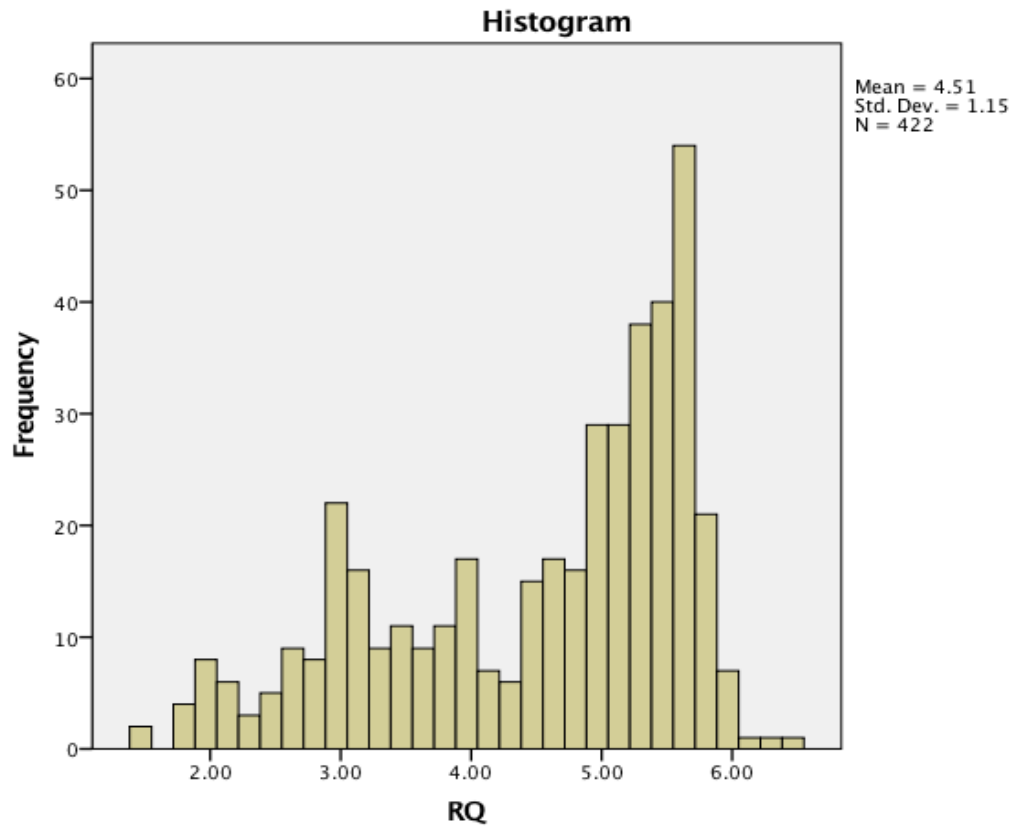
Workplace Deviance

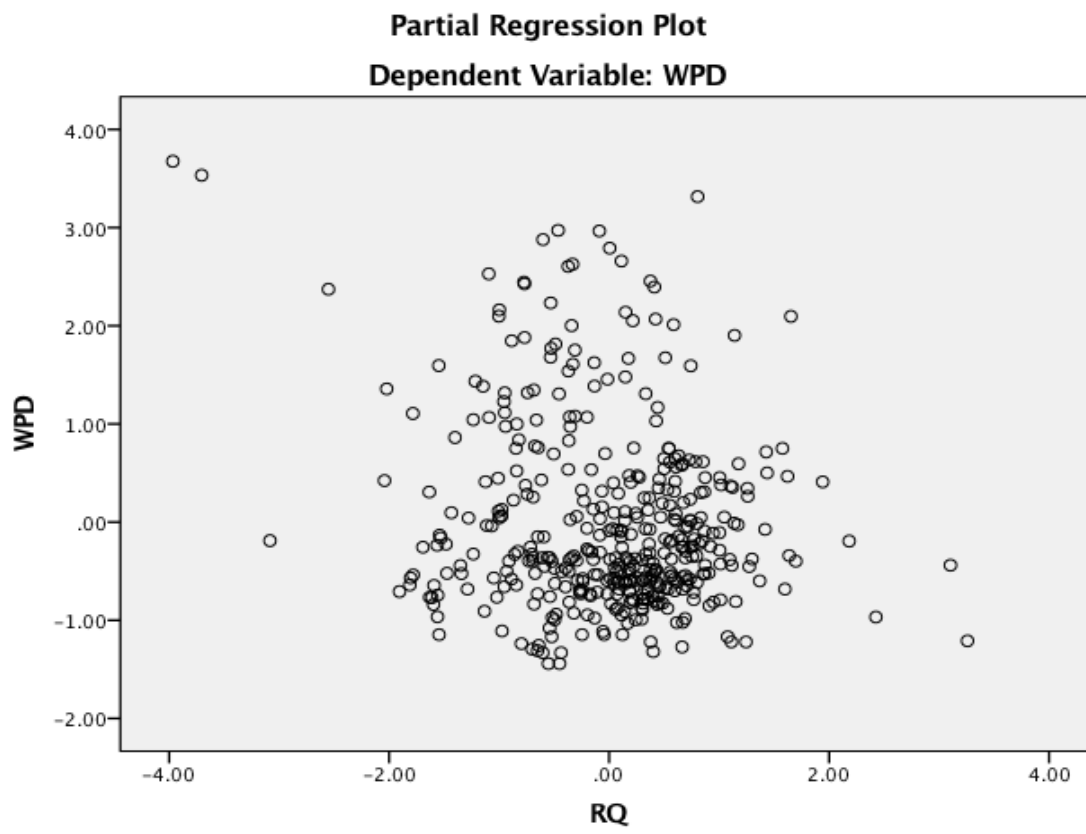
4b Psychological Contract Violation



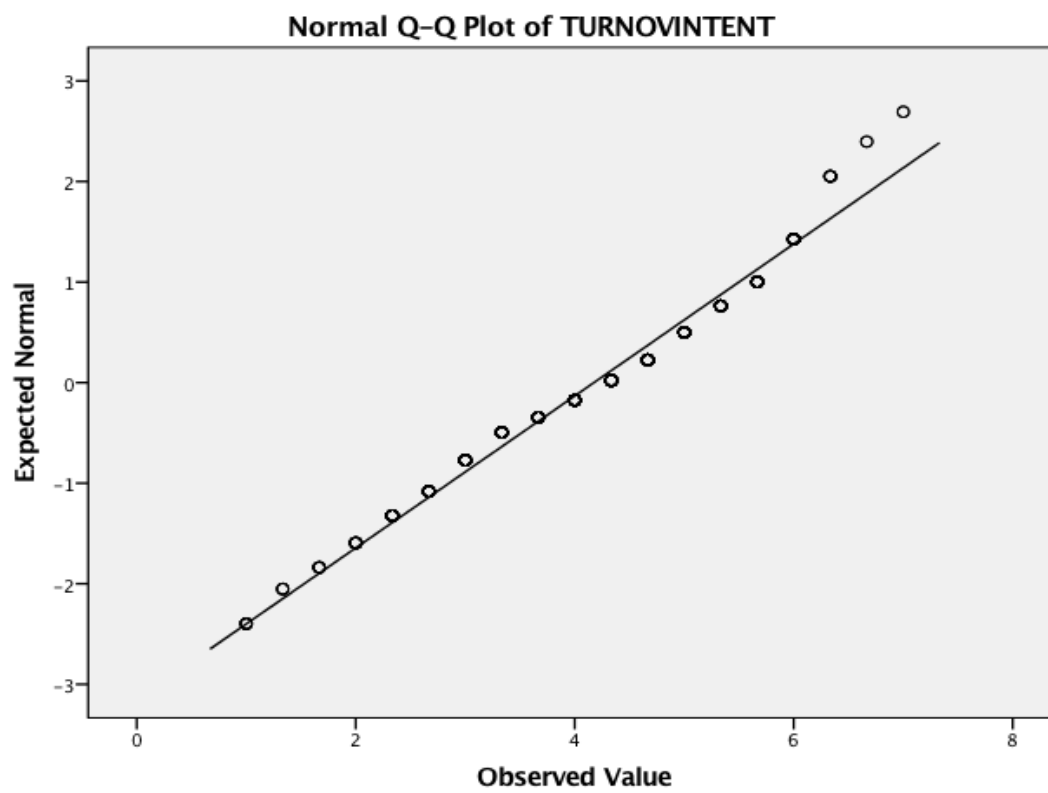
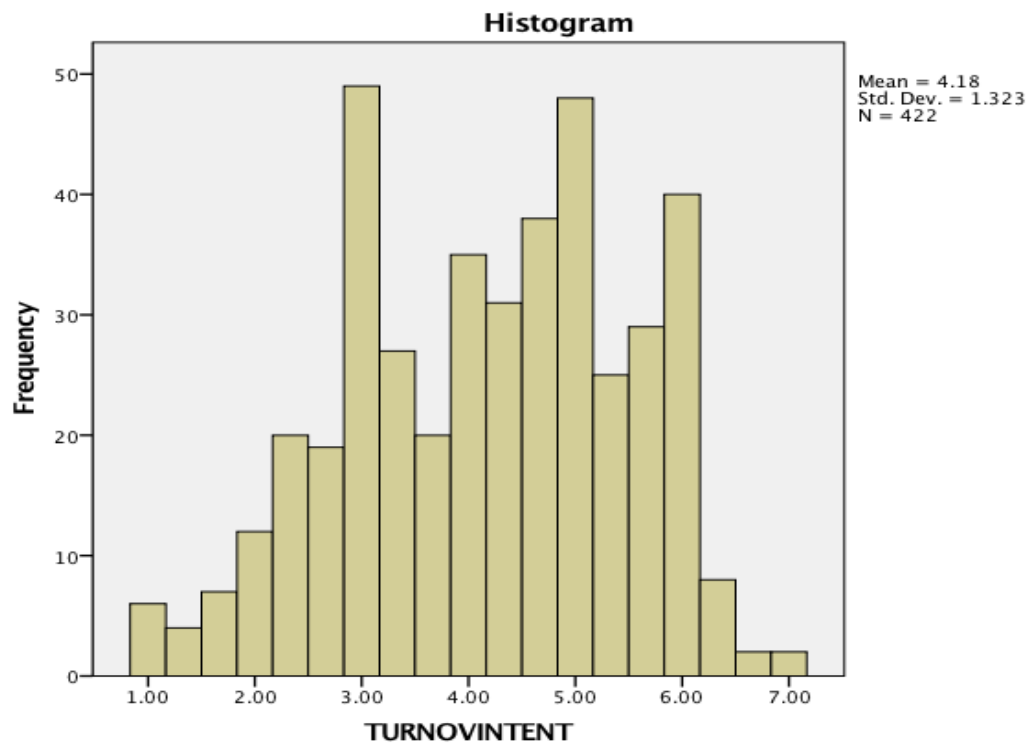


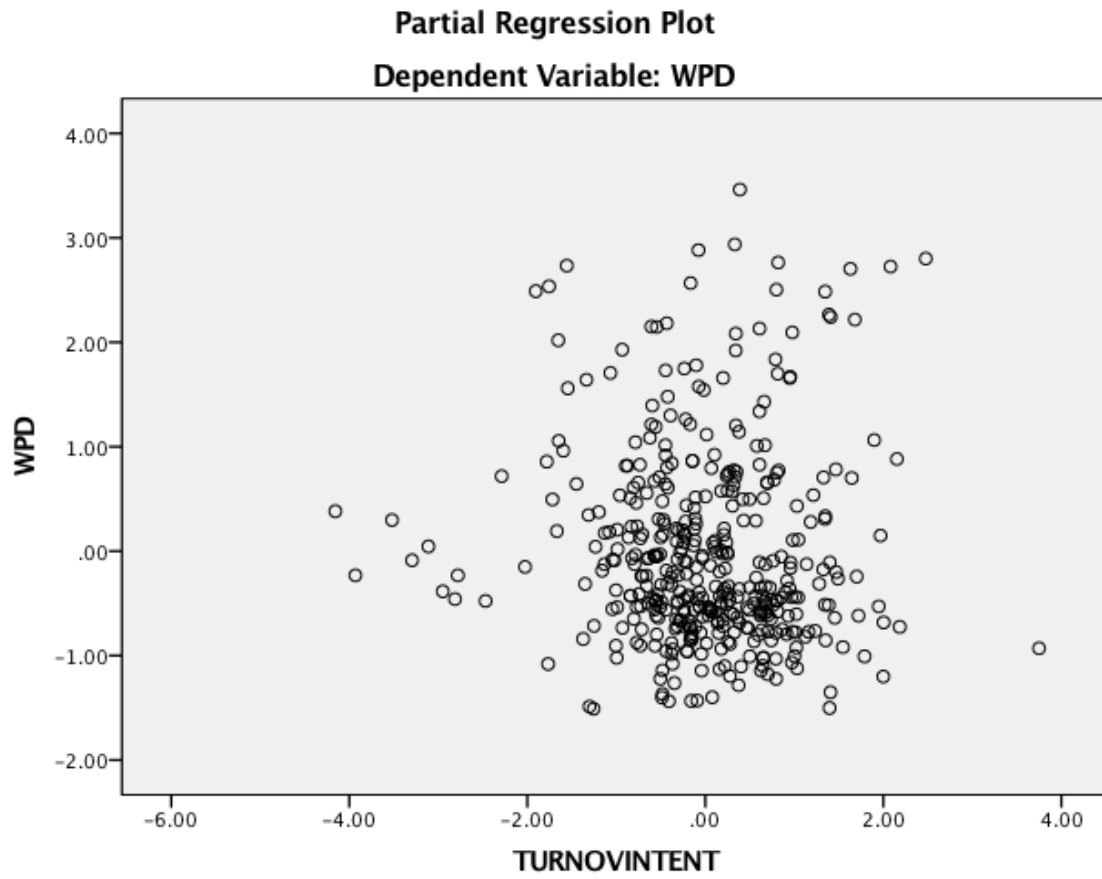
4c Relationship Quality





4d Turnover Intention

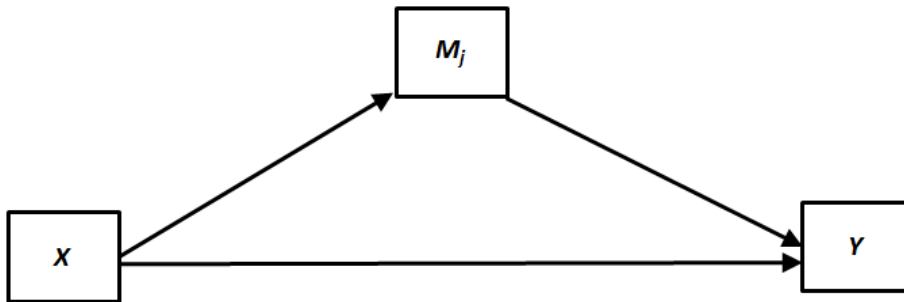




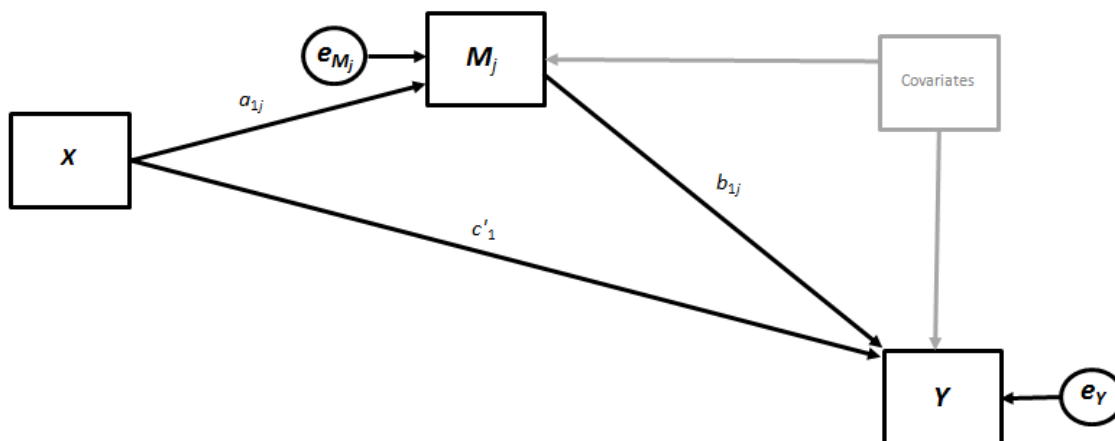
APPENDIX 5: HAYES MODEL 4 AND MODEL 59

5a Model 4

Conceptual Model



Statistical Model



Indirect effect of X on Y through $M_j = a_{1j}b_{1j}$

Total indirect effect of X on Y through all $M = \sum_j (a_{1j}b_{1j})$

Direct effect of X on $Y = c'_{1j}$

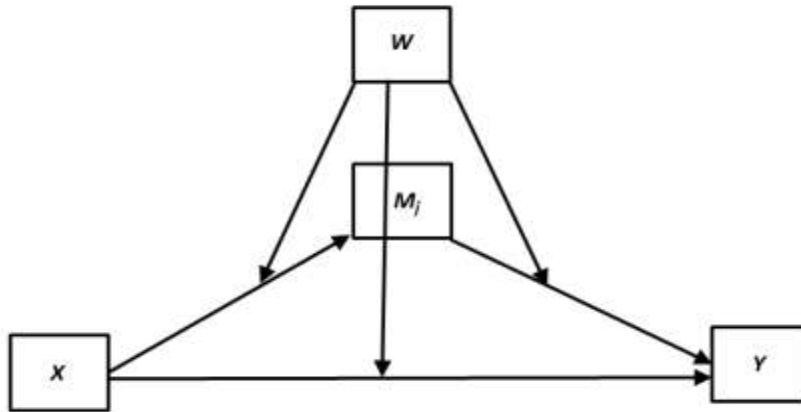
Minimum PROCESS command structure

PROCESS vars = xvar mvlist yvar/y=yvar/x=xvar/m=mvlist/model=4.

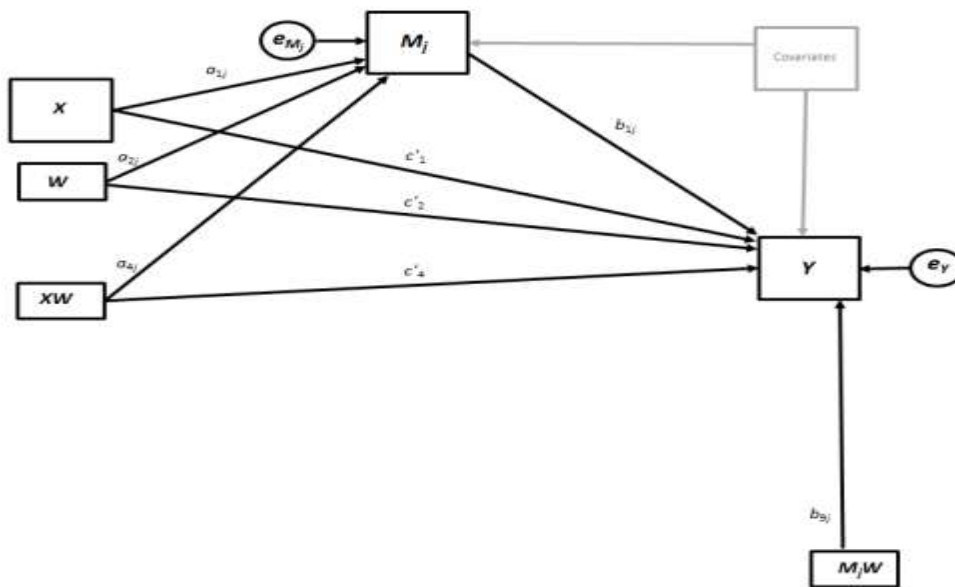
Source: (Hayes and Preacher, in press; Hayes, 2013)

5b Model 59

Conceptual Model



Statistical Model



Conditional indirect effect of X on Y through $M_j = (a_{1j} + a_{4j}W) (b_{1j} + b_{9j}W)$ Conditional direct effect of X on $Y = c'_{1} + c'_{4}W$

Minimum PROCESS command structure

PROCESS vars = xvar mvlist yvar wvar/y=yvar/x=xvar/m=mvlist/w=wvar/model=59.Source: (Hayes and Preacher, in press; Hayes, 2013)

APPENDIX 6: Hypothesis Testing

Appendix 6a Hypothesis 1

Appendix 6a Table 4.36: Coefficients of PCV and Control Variables

Model		Coefficients ^a				Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	
1	(Constant)	2.636	.236		11.161	.000
	Highest Level of education	-.134	.038	-.185	-3.517	.000
	How long one has worked with AFA	.084	.067	.075	1.251	.212
	Age Category	.020	.055	.021	.367	.714
	PCVIOLATION	.002	.031	.003	.052	.959

Source: Survey Data (2017)

Appendix 6a Table 4.37: Model Summary of PCV and Control Variables

Model Summary									
		R			Std. Error of the Estimate		Change Statistics		Sig. F Change
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	
1	.174 ^a	.030	.021	.91807	.030	3.193	4	410	.013

a. Predictors: (Constant), PCVIOLATION, Highest Level of education, Age Category, How long one has worked with AFA

Source: Survey Data (2017)

Appendix 6b Hypothesis 2

Appendix 6b Table 4.39: Coefficients of Control Variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.506	.269		16.747	.000
	Highest Level of education	.058	.053	.057	1.101	.272
	How long one has worked with AFA	-.355	.089	-.226	-4.000	.000
	Age Category	.083	.076	.062	1.096	.274

a. Dependent Variable: TURNOVINTENT

Source: Survey Data (2017)

Appendix 6b Table 4.40: Model Summary of control Variables

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.196 ^a	.039	.031	1.27806	.039	5.487	3	411	.001

a. Predictors: (Constant), Age Category, Highest Level of education, How long one has worked with AFA

Source: Survey Data (2017)

Appendix 6b Table 4.41: Coefficients of Turnover Intention and Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.145	.259		8.277	.000
	Highest Level of education	.018	.042	.018	.442	.659
	How long one has worked with AFA	.020	.074	.012	.265	.791
	Age Category	-.006	.060	-.004	-.096	.924
	PCVIOLATION	.538	.034	.639	15.850	.000

a. Dependent Variable: TURNOVINTENT

Source: Survey Data (2017)

Appendix 6b Table 4.42: Model Summary of Turnover Intention and Control Variables

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.635 ^a	.404	.398	1.00762	.404	69.427	4	410	.000

a. Predictors: (Constant), PCVIOLATION, Highest Level of education, Age Category, How long one has worked with AFA

Source: Survey Data (2017)

Appendix 6c Hypothesis 3

Appendix 6c Table 4.44: Coefficients of Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.643	.193		13.691	.000
	Highest Level of education	-.134	.038	-.185	-3.524	.000
	How long one has worked with AFA	.083	.064	.074	1.305	.193
	Age Category	.020	.054	.021	.373	.709

a. Dependent Variable: WPD

Source: Survey Data (2017)

Appendix 6c Table 4.45: Model Summary of control Variables

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.023	.91696

a. Predictors: (Constant), Age Category, Highest Level of education, How long one has worked with AFA

Source Survey Data (2017)

Appendix 6c Table 4.46: Coefficients of Workplace Deviance and Control Variables

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.003	.249		12.053	.000
	Highest Level of education	-.129	.038	-.178	-3.414	.001
	How long one has worked with AFA	.055	.065	.049	.847	.397
	Age Category	.027	.054	.028	.497	.619
	TURNOVINTE NT	-.080	.035	-.112	-2.269	.024

a. Dependent Variable: WPD

Source Survey Data (2017)

Appendix 6c Table 4.47: Model Summary of TI and WPD

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.205 ^a	.042	.033	.91237	.042	4.518	4	410	.001

a. Predictors: (Constant), TURNOVINTENT, Highest Level of education, Age Category, How long one has worked with AFA

Source Survey Data (2017)

Appendix 6d: Hypothesis 4

Appendix 6d Table 4.48: Model 4 Analysis output (N = 415)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 4
Y = WPD
X = PCVIOLAT
M = TURNOVIN

Statistical Controls:
CONTROL= Age Educatio Lengthof

Sample size
415

Outcome: TURNOVIN

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6355	.4038	1.0153	69.4273	4.0000	410.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.1452	.2592	8.2772	.0000	1.6357	2.6547
PCVIOLAT	.5382	.0340	15.8501	.0000	.4715	.6050
Age	-.0058	.0601	-.0957	.9238	-.1240	.1125
Educatio	.0184	.0417	.4418	.6588	-.0636	.1005
Lengthof	.0196	.0738	.2651	.7911	-.1255	.1646

Outcome: WPD

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2239	.0501	.8275	4.3186	5.0000	409.0000	.0008

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.9159	.2528	11.5353	.0000	2.4189	3.4128
TURNOVIN	-.1307	.0446	-2.9303	.0036	-.2183	-.0430
PCVIOLAT	.0719	.0389	1.8474	.0654	-.0046	.1485
Age	.0193	.0543	.3560	.7220	-.0874	.1261
Educatio	-.1314	.0377	-3.4846	.0005	-.2055	-.0573
Lengthof	.0867	.0666	1.3009	.1940	-.0443	.2176

***** DIRECT AND INDIRECT EFFECTS *****

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.0719	.0389	1.8474	.0654	-.0046	.1485

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
TURNOVIN	-.0703	.0270	-.1257	-.0200

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00

----- END MATRIX -----

Appendix 6e: Hypothesis 5

Appendix 6e Table 4.51: Model 59 Analysis Output

(N = 415)

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Release 2.16.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2013). www.guilford.com/p/hayes3

Model = 59
Y = WPD
X = PCVIOLAT
M = TURNOVIN
W = RQ

Statistical Controls:
CONTROL= Age Educatio Lengthof

Sample size
415

Outcome: TURNOVIN

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7565	.5723	.7320	90.9819	6.0000	408.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.0218	.1874	.1165	.9073	-.3466	.3903
PCVIOLAT	.2719	.0357	7.6204	.0000	.2017	.3420
RQ	.5975	.0493	12.1229	.0000	.5006	.6944
int_1	.0153	.0297	.5144	.6072	-.0431	.0737
Age	-.0117	.0512	-.2293	.8187	-.1124	.0889
Educatio	.0262	.0357	.7341	.4633	-.0439	.0963
Lengthof	-.0565	.0638	-.8854	.3765	-.1819	.0689

Product terms key:

int_1 PCVIOLAT X RQ

Outcome: WPD

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5365	.2879	.6250	20.5159	8.0000	406.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.0934	.1738	17.7944	.0000	2.7517	3.4352
TURNOVIN	-.0499	.0458	-1.0896	.2765	-.1400	.0401
PCVIOLAT	.1041	.0353	2.9521	.0033	.0348	.1734
int_2	-.1037	.0388	-2.6721	.0078	-.1801	-.0274
RQ	-.3503	.0561	-6.2453	.0000	-.4605	-.2400
int_3	-.2548	.0329	-7.7422	.0000	-.3195	-.1901
Age	-.0216	.0474	-.4566	.6482	-.1147	.0715
Educatio	-.0820	.0333	-2.4614	.0143	-.1475	-.0165
Lengthof	-.0116	.0592	-.1955	.8451	-.1279	.1047

Product terms key:

```
int_2  TURNOVIN  X  RQ
int_3  PCVIOLAT  X  RQ
```

***** DIRECT AND INDIRECT EFFECTS *****

Conditional direct effect(s) of X on Y at values of the moderator(s):

RQ	Effect	SE	t	p	LLCI	ULCI
-1.1255	.3909	.0508	7.7016	.0000	.2911	.4906
.0000	.1041	.0353	2.9521	.0033	.0348	.1734
1.1255	-.1827	.0515	-3.5446	.0004	-.2840	-.0814

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	RQ	Effect	Boot SE	BootLLCI	BootULCI
TURNOVIN	-1.1255	.0170	.0195	-.0159	.0622
TURNOVIN	.0000	-.0136	.0143	-.0426	.0149
TURNOVIN	1.1255	-.0482	.0182	-.0923	-.0184

Values for quantitative moderators are the mean and plus/minus one SD from mean.
Values for dichotomous moderators are the two values of the moderator.

***** ANALYSIS NOTES AND WARNINGS *****

Number of bootstrap samples for bias corrected bootstrap confidence intervals:
5000

Level of confidence for all confidence intervals in output:
95.00

NOTE: The following variables were mean centered prior to analysis:
PCVIOLAT TURNOVIN RQ

----- END MATRIX -----

Appendix 7: Moi University Cover Letter



MOI UNIVERSITY SCHOOL OF BUSINESS AND ECONOMICS

Tel: (0321) 43620
Fax No: (0321) 43360
Telex No.35047 MOIUNIVERSITY

Box 3900
Eldoret
KENYA

RE: SBE/DPHIL/BM/18/11

DATE: 19th Jan, 2017

TO WHOM IT MAY CONCERN

RE: EDNA C. KERICH KORIR – SBE/DPHIL/BM/18/11

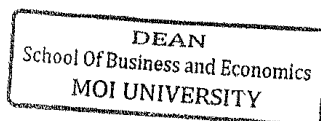
The above named is a bonafide student of Moi University School of Business and Economics, undertaking a Doctor of Philosophy degree in Business Management, specializing in Strategic Management.

She has completed coursework, defended her proposal, and is proceeding to the field to collect data for her research titled: *“Psychological contract violation and work place deviance; A Moderated mediation of relationship quality and turn over intention in AFA”*

Any assistance accorded to her will be highly appreciated.

Yours Faithfully,

PROF. THOMAS CHERUIYOT



DEAN, SCHOOL OF BUSINESS AND ECONOMICS

Appendix 8: AFA Permit



Scanned & emailed 1.3.17

AGRICULTURE AND FOOD AUTHORITY

Tea House | Naivasha Road, Off Ngong Road,
P.O. Box 37962 NAIROBI – 00100.

AFA/DG/GC/VOL.IV/(19)

28th February, 2017

Edna C. K. Korir
Moi University
School of Business and Economics
P.O. Box 3900
ELDORET

Dear *Edna,*

RE: RESEARCH DATA COLLECTION

Reference is made to your letter dated 17th February, 2017 requesting for permission to collect research data from Agriculture and Food Authority employees. Permission is hereby granted to you to collect the said data as requested. We would like you to share your report with us once it is finalized.

You can get in touch with our Human Resource Department for further assistance in data collection.

Yours *Sincerely,*

ALFRED BUSOLO TABU
INTERIM DIRECTOR GENERAL

Copy to.- Interim Head of Human Resource and Administration

Appendix 9: NACOSTI Permit

THIS IS TO CERTIFY THAT:


MS. EDNA C. KERICH KORIR

of MOI UNIVERSITY 0-30100

ELDORET, has been permitted to conduct research in All Counties

on the topic: PSYCHOLOGICAL CONTRACT VIOLATION AND WORKPLACE DEVIANCE: A MODERATED MEDIATION EFFECT OF RELATIONSHIP QUALITY AND TURNOVER INTENTION IN AFA

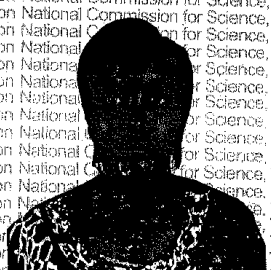
for the period ending 9th February, 2018

Applicant's Signature: 

Permit No. NACOSTI/P/17/7949/15456

Date Of Issue 9th February 2017

Fee Received Ksh 2000




Director General


National Commission for Science, Technology & Innovation

CONDITIONS

- 1. You must report to the County Commissioner and the County Education Officer of the area before embarking on your research. Failure to do that may lead to the cancellation of your permit.**
- 2. Government Officer will not be interviewed without prior appointment.**
- 3. No questionnaire will be used unless it has been approved.**
- 4. Excavation, filming and collection of biological specimens are subject to further permission from the relevant Government Ministries.**
- 5. You are required to submit at least two(2) hard copies and one (1) soft copy of your final report.**
- 6. The Government of Kenya reserves the right to modify the conditions of this permit including its cancellation without notice.**



REPUBLIC OF KENYA



NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No. A/12679

CONDITIONS: see back page