

THE MODERATING ROLE OF NATIONAL CULTURE ON PERCEPTIONS OF
PSYCHOLOGICAL CONTRACT BREACH AND JOB SATISFACTION
IN MULTINATIONAL CORPORATIONS

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This study sought to answer critical questions surrounding the impact that national culture has on specific parts of the employment experience of employees working for multinational organizations. As globalization expands and organizations are gaining larger footprints beyond regional operations, there has become a need to understand how cultural nuances could be playing a role in the employee experiences at these organizations. This study looks at two pieces of the employee experience in great detail, the psychological contract and job satisfaction. Understanding the process that builds psychological contracts between employee and employer is a critical piece to promoting a satisfied and productive workforce. The perception of a breach of the psychological contract has substantial negative implications. Understanding how the psychological contract and employee job satisfaction are linked is a key focus of this study. Binary logistic regression and path analysis were conducted on a sample of employees of multinational organizations which provided key findings and evidence that both nationality and job satisfaction play a statistically significant role in the perception of a psychological contract breach. The path analysis provided results that warrant further research, but was unable to substantiate the moderating effects of the dimensions of national culture on job satisfaction and psychological contract breach. Implications and recommendations for multinational organizations and learning technology practitioners are discussed as well as recommendations for future research.

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CHAPTER 1

INTRODUCTION

Introduction

As the world is increasingly becoming a globalized economy, cultures are interacting more than ever before in human history. This has created a unique environment that forces those engaged in business in multiple global locations to be able to adapt to the cultural nuances that are present in remote locations. This study aims to expand the knowledge around psychological contract breaches, job satisfaction and the moderating role that national culture plays. This chapter introduces the problem, discuss the study, and provide a foundation for the remaining chapters.

Problem Statement

As organizations expand into other regions and countries there are far more interactions between different cultures which present multinational organizations with unique challenges (Tusar et al., 2016). Work processes, behaviors, and interactions often have different meaning when viewed through a cultural lens. Understanding how to adapt business processes from one location to the next becomes increasingly difficult when expanding into culturally diverse areas of the globe. This creates a significant problem for organizations that have the desire to expand beyond their home country because the failure to account for cultural differences when transferring the business model to new cultural areas creates a significant risk of business failure (Boscari et al., 2018; Dalby et al., 2014).

One area of research that has been growing in popularity, particularly in the human resources development (HRD) field, is the concept of the psychological contract (Herriot et al., 1997). As organizations shape the interaction with their employees a type of unwritten and

unspoken contract forms which is described as the psychological contract (Rousseau, 1995). Understanding how promises (either explicit or implicit) are perceived and become a part of an unspoken and unwritten contract between an employer and an employee is of particular interest to scholars and practitioners as it has been shown to have a direct impact on an employee's job satisfaction (Duran et al., 2018; Flower et al., 2015; Wang et al., 2008).

Job satisfaction on the other hand has been linked to a large array of potential problems that impact organizational productivity (Fu & Deshpande, 2014; Kim et al., 2009), burnout (Chen et al., 2013; Rouleau et al., 2012), and turnover among employees (Egan et al., 2004; Hall et al., 2018; Rouleau et al., 2012). These psychological contracts, both unspoken and unwritten, create hurdles for organizations when they are not fulfilled by the organization and the employee feels that the organization has breached the contract and not lived up to the expectations that are present in their psychological contracts. Breaches of the psychological contract become even more prevalent and troublesome for organizations when cultural factors become involved, which is the subject of this study. Psychological contract breaches are well represented in the literature and they have been shown to elicit negative behaviors (Ekutlu & Chafra, 2016; Jensen et al., 2010; Jiang et al., 2017; Restubog et al., 2007), increase turnover intent (Botsford Morgan & King, 2012; Chih et al., 2016; Heffernan & Rochford, 2017; Matthijs Bal et al., 2013b; van der Vaart et al., 2015; Zagenczyk et al., 2017), and even impact the employee's health (Duran et al., 2018; Ekutlu & Chafra, 2016; Reimann, 2016; Reimann & Guzy, 2017; van der Vaart et al., 2015). These issues can be further complicated by disparities between the parent organization and the employee (Tepeci & Bartlett, 2002).

Over the course of the last few decades, the expectations of the employee base have shifted from the expectations of baby boomers wanting more hierarchical work environments, to

generation X and millennial employees wanting more flexibility and work-life balance in work practices (Poisat et al., 2018). These generational shifts in employee expectations have had an impact on what comprises the psychological contracts of employees and are crucial to the talent management strategies employed by organizations (Poisat et al., 2018). As workforces shift to new generations, it is important for organizations to recognize and understand how their recruiting and onboarding policies may be impacting the formation of the psychological contracts of their employees.

Finally, understanding the concepts of national culture, job satisfaction and psychological contracts will allow learning technologies practitioners to be able to better target their training programs to accommodate the cultural nuances experienced by multinational organizations when expanding into new territories. Having a clear knowledge of how these pieces work together and impact the training and development functions of organizations is key to successful training, onboarding and the ultimate success of multinational ventures.

Purpose of the Study

The purpose of this study is to identify how employees of multinational organizations perceive psychological contract breach (dependent variable) and job satisfaction (independent variable) with the moderating role of national culture. The study was designed to better understand the links between national culture and perceptions of whether or not an organization has followed through on promises that the employee perceived were made during the employment process. The concepts of national culture, psychological contracts, and employee job satisfaction are discussed at length in the literature review in Chapter 2. These references provide a solid foundation to evaluate and answer the research questions presented in the study. Chapter 3 describes the methods used to empirically support a better insight of the interactions

between psychological contract breaches and national culture. The results, analysis, and conclusions discussed in Chapter 4 provide additional clarity to the problem statement and provide guidance for future research opportunities described in Chapter 5.

Significance of the Study

Over the course of the last few decades, there has been a great deal of research on the concept of national culture (Boscari et al., 2018) as well as psychological contracts (Hassan et al., 2017) and job satisfaction (Gamero Buron & Lassibille, 2016). While the literature is extensive on these topics, a review of the literature identified a gap in relevant literature exploring the moderating effects of national culture on the perceptions of psychological contract breach by employees of multinational organizations. This study aims to address the gap with empirical evidence obtained by a survey of employees of multinational organizations and their response to questions that relate to psychological contract breach, job satisfaction, and national culture. The results of this study is significant to scholars of human resources development, learning technologies practitioners and provides recommendations for multinational organizations. Additionally, the results of this study have significance for the fields of human resources development and human resources management.

Definition of Terms

This study uses several different terms throughout the following chapters. The definitions are presented as follows:

- *Job satisfaction*: A personal view of the circumstances surrounding their employment, including their emotional state, treatment at work, and the perception of their own job performance (Azanza et al., 2013; Yousef, 2000).

- *Moderator*: A third variable that modifies a causal effect creating a stronger understanding of the relationship between an independent and dependent variable (Wu & Zumbo, 2008).
- *National culture*: The values, beliefs ideas, and social norms that are represented in the larger society of a nation-state (Minkov & Hofstede, 2013).
- *Psychological contract*: “Individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization” (Rousseau, 1995, p.9).
- *Psychological contract breach (violation)*: The perception of a violation or failure to fulfill the terms of the psychological contract by an organization due to misunderstanding, a change in workplace conditions, or by willful renegeing on the agreement (Rousseau, 1995).

Research Questions

By analyzing the survey responses of employees of the participating multinational organizations, this study answers the following research questions:

- Research Question 1: Is there a significant relationship between a person’s nationality and the perception of a psychological contract breach?
- Research Question 2: Does the level of job satisfaction influence the perception of psychological contract breach?
- Research Question 3: Do the individual dimensions of national culture play a moderating role on the direction or strength of the relationship between job satisfaction and psychological contract breach?

Research Methods

This study uses a survey containing measures of perceptions of a breach of the psychological contract, job satisfaction and national culture. The survey, which is noted in Appendix A, was delivered to study participants by a link through the use of Amazon

Mechanical Turk. The collected data was then reviewed for completeness, eligibility and coding. Questions from each category were combined to provide a composite score that is used to evaluate and interpret participant perceptions.

Utilizing the formulas provided by Hofstede and Minkov in the *Values Survey Module 2013 Manual* (2013), the scores for each of the dimensions of national culture were calculated: Power Distance Index, Individualism Index, Masculinity Index, Uncertainty Avoidance Index, Long Term Orientation Index, and Indulgence Index. SPSS software was used to conduct binary logistic regression analyses to answer Research Questions 1 and 2. Path analysis using SPSS – AMOS software was utilized to answer Research Question 3. The results of the analyses are then discussed and recommendations for further study relayed.

Limitations

This study provides insight into the impacts of national culture on the perception of psychological contract breach and job satisfaction. Nevertheless, this study also has limitations. The study focuses on multinational organizations which would limit its applicability and generalizability to organizations that operate solely in one country. A second limitation is that the survey was created and delivered only in English. As there is no direct translation available, the survey was posted and delivered in English which would limit participation to those respondents who read English. This has the potential to under-represent some cultural groups within cultures and organization. Finally, the large number of respondents from a few countries with fewer respondents from other countries limits the generalizability of the survey.

Delimitations

While there are some limitations to this study, as with all studies, there are ways in which these limitations are mitigated. As noted, the study focuses on multinational organizations which

may limit the generalizability of the research, but this can be overcome as the concepts can still be generalized to organizations that have larger regional footprints within the same country. While the survey is not translated into multiple languages, this limitation is often mitigated by organizations that are based in English speaking companies and conduct a majority of their business in English. Finally, even though there are larger numbers of respondents from a few countries, the data is averaged to provide for a representative response for each national culture. Only nationalities with 20 or more valid survey responses are represented in this study.

Conclusion

This study proposed important contributions to the body of research involving the impacts and perceptions of psychological contract breaches to businesses and organizations. Through binary logistic regression and path analyses of data from surveys of employees of multinational organizations, this study provided additional clarity to the problems created by the breach of psychological contracts on job satisfaction and what moderating role national culture plays in those perceptions. The coming chapters outline the current body of literature, the methods by which the study was completed, the results obtained from the study, and also include discussion, proposals for future studies, and recommendations for organizations.

CHAPTER 2

LITERATURE REVIEW

Introduction

A review of the available literature was conducted which focused on the primary elements of the study as described in Chapter 1. The literature was obtained via search of the library databases of the University of North Texas including: ASCE Research Library, DOAJ, EBSCOhost, JSTOR, Sage Journals Online, SpringerLINK, ScienceDirect, Taylor & Francis Online Journals, Wiley-Blackwell Journals and through applicable review of published journal articles and books by distinguished authors in the field of human resources development. The literature review consists of three primary sections: National Culture, Psychological Contract Breach, and Job Satisfaction. Each section discusses areas of concern within the broader topic and provides references to the literature supporting the information relayed.

National Culture

Key components of the research rely on the concept of national culture which has extensively studied in different disciplines ranging from social psychology and business management to the medical fields. Cultural differences have been a topic of fascination for researchers for centuries (Wright & Baker, 2020). Research into different cultures can be found as far back as Montesquieu and Herders research in the 18th century (Adler & Gundersen, 2008) and continues today. This research was elevated in 1980, when Dr. Geert Hofstede published his book *Culture's Consequences* which detailed his research in to culture at IBM using his HERMES survey. At that time, Hofstede presented four dimensions of national culture: Power distance, uncertainty avoidance, individualism, and masculinity (Hofstede, 1980). Further research by Hofstede and Minkov in the early part of the 21st century led to the addition of two

dimensions of national culture: Short term v. long term orientation and indulgence (Minkov & Hofstede, 2011). These six dimensions provide the foundational support for the analysis presented in this study as they serve as the moderating variables. Each dimension is discussed in detail in the following sections of the literature review.

Hofstede (1980) describes culture as a “collective programming of the mind” and contends that the term should be applied to a larger population whose values systems are stabilized over long periods in history (p. 13). While there are additional subcultures discussed in this analysis including organizational culture and regional culture, it should be noted that when discussing national culture, the analysis follows the guidance that national culture is used to describe entire societies as a whole (Hofstede, 1980). Recognizing the different ways in which culture is described in this study is important to having a clear understanding of the complex ways in which culture plays a role in nearly all aspects of everyday life. With this in mind, the six dimensions of national culture as described by Hofstede and Minkov (2011) follow.

Power Distance

The first dimension of national culture that Hofstede describes in his book is power distance. Minkov and Hofstede (2011) describes power distance as the way in which a society deals with social inequality, specifically their relationship with authority (p. 12). Adler and Gunderson (2008) describe power distance as “to what extent that individuals accept an unequal distribution of power” (p. 49). Hofstede et al. (2010) define power distance as: “the extent to which the less powerful members of institutions or organizations within a country expect that power is distributed equally” (p. 521). Each distinct culture has a different tolerance for how they are treated by those in power above them. Hofstede created the power distance index (PDI) which was used to determine where cultures fell within the spectrum of acceptance of power.

The PDI ranked each national culture based on where they fell in the power distance spectrum. The ranking allows for generalizations to be made about a culture based on where they fell on the index. For instance, countries with low PDI scores would be more likely to believe that decisions should be made by consulting with the subordinates, managers shouldn't supervise subordinates closely, and employees are less afraid of disagreeing with their supervisors (Hofstede, 1980, p. 92). Conversely, those cultures who score high on the PDI would be more likely to be agreeable to managers who make authoritarian decisions, for which there is high value on conformity, and are satisfied with direct and persuasive supervisors (Hofstede, 1980, p.92).

Uncertainty Avoidance

Hofstede (1980) identified uncertainty avoidance as his second dimension of national culture and posits that uncertainty is a basic fact of life and humans find ways to cope with the uncertainty through technology, law and religion (p. 110). The level in which each culture will attempt to mitigate the uncertainty that they face is described as uncertainty avoidance. Some countries such as the Denmark, Hong Kong, and Singapore are more likely to be open to risk unlike other countries such as Japan, Greece or Belgium who can be quite risk averse (Wright & Baker, 2020). Adler and Gunderson (2008) defined uncertainty avoidance as: "the extent to which people in a society feel threatened by ambiguity and therefore try to avoid ambiguous situations by providing greater certainty and predictability" (p. 49). Minkov and Hofstede (2011) describe uncertainty avoidance as "ways of dealing with uncertainty, relating to the control of aggression and the expression of emotions" (p. 12).

Hofstede created the Uncertainty Avoidance Index (UAI) to make generalizations about a culture based on their level of risk tolerance. Countries that are low on the UAI (less risk averse)

would be more likely to take risks, be more likely to live abroad, show stronger ambition, and are more likely to break the rules for pragmatic reasons. (Hofstede, 1980, p.132-133). On the other hand, countries that rank highly on the UAI (more risk averse) would be more likely to have strong loyalty to an employer, have more worries about the future, and initiative by subordinate employees would be frowned upon (Hofstede, 1980, p.132-133).

Individualism

Individualism, the third dimension identified by Hofstede, measures whether a society focuses more on the individual in society (individualist) or the betterment of the whole society (collectivist). Collectivist orientation can be described as how loyal a person is to the group and how willing they are to sacrifice their own interests for the interest of the group (Vedina & Vadi, 2008). Individualism on the other hand would be described as the strength of the importance that is placed on the interest of the individual. Individualism or collectivism can be one of the more defining traits of a national culture and it is crucial for researchers, businesses, and organizations to understand the underlying cultural norms that prevail in these cultures.

Similar to the PDI and UAI, Hofstede created the Individualism Index (IDV) to provide for a frame of reference to evaluate the individualism tolerance within cultures. It should come as no surprise that the United States ranks number 1 on the IDV, followed shortly by Australia and Canada (Wright & Baker, 2020). These countries have a strong push for freedom in a person's job, have the ability to make decisions individually, and there is also a social push for individual initiative (Hofstede, 1980, p.166). Other countries that are low on the IDV such as Venezuela and Columbia (Wright & Baker, 2020) are more likely to have emotional dependence on their employer, have conformity and orderliness at work, and they put stronger importance on group decisions (Hofstede, 1980, p.166).

Masculinity

The fourth, and final, dimension introduced by Hofstede (1980) is masculinity. Minkov and Hofstede (2011) sum this up succinctly as “the social implications of having been born as a boy or a girl” (p.12). The Masculinity Index (MAS) ranks countries on traits that are considered to be masculine or feminine (Hofstede, 1980). Cultures who score high on the MAS are more likely to be accepting of work being a part of their private life, put emphasis on earnings and advancement, and have higher job stress (Hofstede, 1980, p.200). Cultures who are lower on the MAS tend to have more sympathy for the weak, believe in group decisions, and prefer shorter working hours to more salary. As gender lines are becoming more fluid and changing rapidly in modern cultural contexts (Smale, 2016), it would be of interest to re-evaluate this construct in light of cultural movements (particularly in the western world). This study does not divert into any changes of the cultural dimension as defined by Hofstede, but further studies could evaluate these changes.

Short Term v. Long Term Orientation

The short-term v. long-term orientation dimension is the first of two additional dimensions that have been added to Hofstede’s original 4 dimensions. Hofstede et al. (2010) defined the new dimension as follows:

Long-term orientation stands for the fostering of virtues oriented toward future rewards – in particular, perseverance and thrift. It’s opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present – in particular, respect for tradition, preservation of “face,” and fulfilling social obligations. (p. 239)

This new dimension was discovered while conducting research on the Chinese Value Survey with fellow researcher Michael Bond (Hofstede et al., 2010, pp. 37-38). Subsequently the Long-Term Orientation Index (LTO) was created based on the information obtained by the Chinese Value Survey. It should come as no surprise that China ranks number 1 on the LTO with a score

of 118 indicating a strong desire to focus on long term goals and less on the short term gains which are common in short-term oriented societies such as the United States, Great Britain, and the Philippines (Hofstede et al., 2010, pp. 240). Understanding this aspect of national culture is important to have a better understanding what other cultures may be valuing most in transactions or relationships. Cultures that have a short-term orientation are more likely to be concerned with “saving face,” face social pressures toward spending, and pushed to produce quick results while a culture that is long-term oriented would be more apt to value sustained efforts and slow results, willing to subordinate oneself for a purpose, and show humility (Hofstede et al., 2010, p. 243).

Indulgence v. Restraint

The sixth and final Dimension of National Culture was added in 2010 after research by Minkov using the World Values Survey (Wright & Baker, 2020). Minkov identified happiness as an area of culture that wasn't truly captured by Hofstede's original dimensions (Hofstede et al., pp. 280-281). Minkov dubbed this new dimension “indulgence versus restraint” and the team defined it as:

Indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun. Its opposite pole, restraint, reflects a conviction that such gratification needs to be curbed and regulated by strict social norms. (p. 281)

As with the other dimensions of national culture, the team created the Indulgence versus Restraint Index (IVR) based on the scores received from the World Values Survey (Hofstede et al., 2010, p. 282). Cultures who are considered indulgent are more likely to be happier, place importance on leisure and have more extroverted personalities, where cultures who are more restrained would place importance on thrift, place less importance on friendship, and be more pessimistic (Hofstede et al., 2010, p. 291).

Localized Culture

While the primary focus of this research is national culture, there are other areas of culture that are important and often intersect with the concept of national culture. Hofstede (1980) defined any groups within societies as sub-cultures (p. 13). As such the following two examples of sub-cultures are discussed and are present throughout a majority of the research involved in this study.

Regional Culture

Until now we have discussed national culture which is the overarching culture of a society. Regional culture can be defined as a localized sub-culture within the larger national culture. The United States for example can be broken down into many different regional sub-cultures such as: Northeast, south, southwest, west coast, and Oceania to name a few (Wright & Baker, 2020). Regional sub-cultures have been shown to be important when looking at national culture as a whole, and often regional analysis can be more enlightening than national culture analysis when focusing on a specific area (Koopman et al., 1999; Rajh, 2016). Regional or ethnic cultures can be defined much the same way as national culture as a collection of measures of the elements of culture (Minkov & Hofstede, 2013, p. 27). In other words, the cultural concepts are similar, but define a much more targeted group.

What is important in any cultural research, is that the culture or sub-culture have distinguished characteristics that differentiate them from other groups and allow for predictions to be made (Minkov & Hofstede, 2013, p. 27). It is often the regional cultural differences that hold the strongest importance for businesses that are looking to expand outside of their primary area of operation (Koopman et al., 1999; Rajh, 2016). Hofstede et al. (2010) assert that:

Regional, ethnic, and religious cultures, in so far as they are learned from birth onward, can be described in the same terms as national cultures: basically, the same dimensions

that were found to differentiate among national cultures apply to these differences within countries. (p. 45)

While this study deals primarily with national culture, it is worth noting that the methods described and the theories presented herein would apply also to regional cultural research as well.

Organizational Culture

Organizational culture is another area of cultural research that has great importance to the business community. While organizational culture are not directly measured here, the impacts on employee job satisfaction and psychological contract breach (both discussed in subsequent sections of the literature review) are explored in depth. Organizational culture involves shared assumptions about values and behavioral norms that reflect what is important in the organization and how things get done (Klein et al., 2009). The organizational values are shaped by the values and the nation in which they exist (Webster & White, 2010), but are also influenced by the parent culture where the organization derives from (Vedina & Vadi, 2008).

The concept of organizational culture began to develop as questions were arising about why some organizations in the United States were not faring as well as their Japanese counterparts (Schein, 1990). National culture was not enough to establish why this was occurring and a new school of thought, which applied cultural concepts to organizations within a society emerged and was a good method of explaining the noted differences (Schein, 1990). While it is noted that national culture plays a somewhat limited role in understanding organizational culture (Hofstede et al., 2010), it should be noted that managers bring their cultural backgrounds into the workplace (Adler & Gundersen, 2008). Rapidly changing business environments and the increasingly global market that they operate in make the concept of

organizational culture an important part of business and marketing strategy (Webster & White, 2010).

Grovesberg et al. (2018) provide an in-depth review of different styles of organizational cultures. They describe organizational culture as shared, pervasive, enduring and implicit and describe eight different organizational culture styles that they identified (Grovesberg et al., 2018). Each of these styles are defined by how the people in the organization respond to change and how they react (Grovesberg et al., 2018). The eight organizational cultures are detailed below:

- *Caring* focuses on relationships and mutual trust. Work environments are warm, collaborative, and welcoming places where people help and support one another. Employees are united by loyalty; leaders emphasize sincerity, teamwork, and positive relationships.

- *Purpose* is exemplified by idealism and altruism. Work environments are tolerant, compassionate places where people try to do good for the long-term future of the world.

Employees are united by a focus on sustainability and global communities; leaders emphasize shared ideals and contributing to a greater cause.

- *Learning* is characterized by exploration expansiveness, and creativity. Work environments are inventive and open-minded places where people spark new ideas and explore alternatives. Employees are united by curiosity; leaders emphasize innovation, knowledge and adventure.

- *Enjoyment* is expressed through fun and excitement. Work environments are light hearted places where people tend to do what makes them happy. Employees are united by playfulness and stimulation; leaders emphasize spontaneity and a sense of humor.

- *Results* is characterized by achievement and winning. Work environments are

outcome-oriented and merit-based places where people aspire to achieve top performance. Employees are united by a drive for capability and success; leaders emphasize goal accomplishment.

- *Authority* is defined by strength, decisiveness, and boldness. Work environments are competitive places where people strive to gain personal advantage. Employees are united by strong control; leaders emphasize confidence and dominance.

- *Safety* is defined by planning, caution, and preparedness. Work environments are predictable places where people are risk-conscious and think things through carefully. Employees are united by a desire to feel protected and anticipate change; leaders emphasize being realistic and planning ahead.

- *Order* is focused on respect, structure, and shared norms. Work environments are methodical places where people tend to play by the rules and want to fit in. Employees are united by cooperation; leaders emphasize shared procedures and time-honored customs.

(Groyesberg et al., 2018)

These definitions of organizational culture provide a foundation for our review of implications to organizations later in the study.

Impacts of Culture on Business

Over the course of the last century, the world has seen substantial changes in how business is conducted and how easily travel and intercultural exchanges occur. As globalization grows and companies expand into multinational enterprises, culture begins to become much more relevant when determining how to operate a business in the world economy (Hsieh & Tsai, 2009). With the expansion of business into the world-wide arena, businesses have new challenges as a result of the new interactions between various national cultures (Tusar et al.,

2016). Organizations that open operations in new cultures must understand that the practices and cultural norms that they are used to in their originating culture, may not translate into the new culture, and failing to compensate for cultural difference can come at a high price (Kim & McLean, 2014; Lunnan & Mercer Traavik, 2009). In fact, Blad (2011) contends “Globalism is the reason for the revival of local cultural identities in different parts of the world” (p.6). This expansion of cultures past their borders has put a stronger focus on maintaining local cultures and given rise to nationalist/populist tendencies as a response to the weakening of nation-states (Blad, 2011).

Multinational Organizations

One of the most notable results of globalization is the multinational organization. As business models become successful, organizations will often try to replicate that success in other markets, often globally (Dalby et al., 2014). These organizations often fail because they misunderstand the cultural backgrounds from the location of the new venture thus causing numerous business confusions and failures (Podrug, 2011). Cultural difference between varying locations can become a major barrier to practice transfer from the parent organization to the subsidiary as some practices may not “fit” in the new culture (Boscari et al., 2018). Attempting to replicate strategies and policies across different firms and nations, without proper consideration of national culture, carries a considerable risk. Learn from others but do not imitate without cultural translation (Smale, 2016). While some management concepts such as how work is defined, evaluated and sanctioned or the introduction of budgetary controls are nearly universal (D’Iribarne, 1993), a simplistic transfer of business models to a new cultural setting is likely to fail (Dalby et al., 2014). Standardization of practices may be seen as insensitive to cultural, local or individual concerns (Lunnan & Mercer Traavik, 2009) which complicates the

use of “cookie cutter” practices throughout an organization. Operations must adjust and be modified to fit the cultural setting where they will occur (Dalby et al., 2014). As a result of the cultural differences that exist in a global market, an organizations business model should include culture as a key component (Dalby et al., 2014).

Organizations and the managers who run them must understand the national and regional cultures that they operate in and how the processes of doing business might differ from location to location (Rajh, 2016). Values, norms and beliefs can vary systematically across different regions and countries (Klein et al., 2009). The cultural value differences between employees of different cultures are often exacerbated in multinational corporations, even though they all belong to the same organizational culture (Klein et al., 2009). Ensuring that there are strong links between the parent company and the subsidiary through various methods is very important to maintain control of organizational performance (D’Iribarne, 1993). This is often done by sending managers from the parent organization to monitor the remote operations or by implementing budgetary and financial controls from the parent organization (D’Iribarne, 1993). A key to increasing compliance performance of the subsidiary is choosing a location that has cultural congruence and even a shared language with the location of the parent company (Gray & Massimino, 2014). When planning to expand their operations multinational organizations should identify cultures that are congruent and will enhance their operations (Wong et al., 2017).

As organizations chose to venture out into the global market in search of new opportunities, they will continue to find themselves faced with cultural concerns each step of the way. Managers and organizations must understand that different cultural environments call for different behavior by managers (Podrug, 2011). National culture plays a role in the decisions made by those who are in a management capacity at subsidiary locations and when evaluating

those decisions, organizations need to look for the rational cultural reasoning behind the action (Power et al., 2015). While treading the waters in the global market may not be easy, multinational organizations have shown that it is possible and research has shown that understanding culture is key to the success of those endeavors.

Business Decisions

Organizations make decisions on any number of topics daily and the culture of the organization and the national culture of the decision makers impact how those decisions are arrived at. National culture clearly has an influence on the risk-taking behaviors of organizations (Diez-Esteban et al., 2018). Organizations apply their cultural concepts to their governance decisions (Steenkamp & Geyskens, 2012). Organizations such as banks often make leverage decisions in accordance with cultural dimensions predominate in their national cultures (Haq et al., 2018). For instance, banks that operate in environments high in individualism, masculinity, and indulgence tend to take on more leverage than those who operate in countries with high uncertainty avoidance, power distance and long-term orientation (Haq et al., 2018). It should also be noted that a strong corporate culture of a larger bank may override some of these tendencies (Haq et al., 2018).

While we have discussed organizational decisions as a whole, it stands to reason that the decisions are being made by managers and it is their perception of culture that guides those decisions. “While managers around the world are guided by economic considerations, the cultural context in which they operate exerts a substantial – and predictable – contingent effect on their governance choices” (Steenkamp & Geyskens, 2012, p. 268). For example, national cultural norms guide managers approach the disclosure of information on internal controls and the amount of information that they provide on annual reports (Hooghiemstra et al., 2015).

National culture also guides the ownership decisions of family businesses around the world, it has a strong influence when a country has institutional voids (Chakrabarty, 2009). Conversely, countries that have effective institutional facilities, regulations and norms that guarantee a good business environment have a weaker national culture influence on family ownership (Chakrabarty, 2009).

National culture also plays significant roles in the business decisions of different functional areas of organizations as well. Information technology departments must design solutions for their organizations online presence that are culturally sensitive to local cultures, and not just a solution that meets the needs of their parent organization's location (Reay et al., 2013). Privacy policies for instance are specific functions within a business that have direct cultural impacts. Not only are organizations forced to look at consumer privacy from a legal perspective, but they also should review it from a socio-cultural perspective as well (Reay et al., 2013). Marketing departments are one of the few organizations that focus much less on national culture as a part of their daily decisions due primarily to the nature of marketing itself. "The core purpose of marketing is to fulfill the needs of individuals and groups, not nations per se. And groups or market segments are identified based on homogeneity on characteristics of interest to marketers, both within and across nations" (Venaik & Brewer, 2013, p. 477). Utilizing Hofstede's dimensions of national culture on the individual level could be misleading for marketing decisions (Venaik & Brewer, 2013).

Finally, decisions of groups within an organization can be affected by national culture as well. Employees within organizations use their cultural views for decisions such as their choices to be on teams and their task independence (Awasthi et al., 1998). National culture dimensions such as individualism/collectivism play a role in the perceptions of team-based work

arrangements including the choices between individual performance or team performance-based pay (Awasthi et al., 1998). These cultural differences do create nuances in the workplace that organizations must overcome or at a minimum understand. But research suggests that differences in work-related culture can be tricky for organizations to overcome, but they are not insurmountable barriers (Awasthi et al., 1998). “Rather, individuals possess self-insight and resourcefulness and can take actions, including voluntarily placing restrictions on themselves, to adjust to the demands of the new management practices or work environments” (Awasthi et al., 1998, p. 135).

Innovation

Innovation is a one of the key ways that organization compete in the global market. The creation of new products, services and process in new ways is a key function in most organizations and is a very well sought-after talent. Different fields of study such as economics, sociology, business management, as well as policy and cultural studies have made innovation a high priority (Laznjak, 2011). Organizations who are prioritizing innovation are impacted by institutional arrangements, financial systems, attitudes to risk and failure which are all functions of national culture (Smale, 2016). Higher innovation capacity is typically associated with individualistic cultures due to the value that they place on autonomy, independence and freedom, all of which promote higher inventive ideas which create a positive effect on economic activity (Laznjak, 2011). Managers must understand the impacts of national culture on the innovation goals of their organization and utilize this knowledge when creating their innovation strategy (Smale, 2016).

Entrepreneurship

Similar to innovation, entrepreneurship which is the creation of new opportunities by

individuals is directly influenced by national culture (Valliere, 2019). National culture transforms and complements the institutional and economic contexts that influence entrepreneurship (Hayton et al., 2002). These influences can be seen directly when looking at the cultural difficulties faced by women entrepreneurs. Naidu and Chand's (2017) research revealed that women entrepreneurs faced significant cultural barriers to market entry as a result of cultural forces that serve to lift male entrepreneurs ahead of their female counterparts. "In male dominated cultures, there is a trade-off between males progress over females progress; hence, the greater is impact of national culture, the lower is women's success in micro, small and medium enterprises" (Naidu & Chand, 2017, p. 659). Researchers should focus their attention on the cultural dimensions, regulatory and industry characteristics and their impacts on entrepreneurship (Hayton et al., 2002).

Communication

Communications is one of the key functions of an organization and it is often one of the least understood. Having a solid understanding of communications and how national culture impacts the sending and receiving of information is crucial to organizations that operate in multiple locations. Communication is vital for organizations as it is the vehicle of human interaction and people from different culture tend to communicate differently (Al-Nashmi & Syd Zin, 2011). Communication behaviors which may be appropriate in one culture may be offensive to people from a different culture (Al-Nashmi & Syd Zin, 2011). Biases in information delivery are often caused by culture-specific characteristics (Gnanlet & Yayla-Kullu, 2014) and these biases can lead to misunderstandings and communication break-downs. Wright and Baker (2020) suggest that organizations develop cultural communication plans which incorporate cultural understanding into the communication plans between divisions of organizations that

operate in different cultural areas. While intercultural communications may be complex and frustrating at times, when it works well there are increased possibilities of richer more rewarding relationships and beneficial outcomes (Al-Nashmi & Syd Zin, 2011).

National Culture as a Moderator

This study focuses on the moderating effects that national culture has on the perception of psychological contract breach. The concept of national culture as a moderator has been clearly established in the literature. Studies have been used to show the moderative effects of national culture on the ethical behaviors and reporting standards of firms (Zengin Karaibrahimoglu & Guneri, 2015), leadership behavior and job satisfaction (Smith et al., 2011; Yousef, 2000), Transaction cost economies ability to predict non-market governance models (Steenkamp & Geyskens, 2012), as well as the gender inequities in entrepreneurship (Naidu & Chand, 2017). Specific dimensions of culture have been used to show the moderation effect on social statuses and intentions to complain (Luria et al., 2016) as well as moderating belief factors and attitudes toward mobile recommender systems (Choi et al., 2014). Even entrepreneurship is moderated by national culture with regards to contextual factors and entrepreneurial outcomes (Hayton et al., 2002). “The moderating role of culture highlights that national culture acts as a catalyst rather than a casual agent of entrepreneurial outcomes” (Hayton et al., 2002, p. 45). The literature on the moderating effects of national culture is extensive, but is lacking with regards to its impact on the psychological contract. This study will help to fill in the gap in literature with that respect.

Psychological Contract Theory

Much of the modern knowledge into the concept of the psychological contract centers on research conducted by Denise Rousseau. Rousseau (1995) defined psychological contracts as:

“individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization” (p. 9). In other words, the organizations in which people work, volunteer, or are otherwise associated with create unspoken “contracts” which are a guide to the person in what they should receive from the organization in exchange for their time and efforts. Over the last two decades organizations and human resource development (HRD) research have been more interested in the psychological contract. The results of this research have begun to guide the practice of understanding psychological contracts as well as knowing how to mitigate the chances for unintentional or intentional breaches and the consequence for not meeting the unspecified expectations and obligations found in a person’s psychological contract (Cullinane & Dundon, 2006). A review of the literature on psychological contracts and psychological contract breaches follows.

Psychological Contract

Much of the literature post Rousseau has been focused on understanding the employee’s perception of explicit and implicit promises made by employers (Cullinane & Dundon, 2006). These studies primarily show that when breaches do occur, there is generally a different understanding of the contract obligations by both the employee and the employer (Cullinane & Dundon, 2006). Much of this is due to the fact that the psychological contract isn’t written down and generally is not explicitly stated by either party. This is a core distinction from other types of employment contracts. Psychological contracts are generally highly subjective, lack formal clarity and are not legally binding (Middlemiss, 2011). Middlemiss (2011) further explains:

The psychological contract is at best a broad construct which determines the behavior of the parties and at worst a management tool to help employers effectively manage their employees. The contract of employment on the other hand is a set of legal rules which to a limited extent influences the behavior of the parties but which ultimately and more significantly can be used to enforce the rights and obligations of the parties under the contract. (p.46)

This distinction is important as we review the psychological contract and its impact on organizations and how it interacts with cultural norms. While psychological contracts are believed to be near universal, the decline in unionization (particularly in the United States) has led to a substantially reduced number of employees affected by formal written employment contracts (Rousseau, 1990).

Once psychological contracts are established, they become the lens in which employees and employers view the actions and practices of the organization (Lee et al., 2011). These contracts are used by the employee to determine how to respond to organizational incentives, management requests, or other circumstances arising from interactions with the organization (Lee et al., 2011). These contracts can be broken down into two separate categories: Transactional contracts and relational contracts. Transactional contracts are generally easier to create, involve employees providing more time and effort in exchange for higher pay, and are quantifiable (Bingham et al., 2014; Herriot et al., 1997; Middlemiss, 2011). Relational contracts on the other hand are highly subjective and emotional in nature and exchange loyalty or other socio-economic factors for job security (Bingham et al., 2014; Herriot et al., 1997; Middlemiss, 2011). Transactional contracts are generally easier for employers to create and monitor than relational contracts which require the organization to be aware of the employee's aspirations and beliefs (Middlemiss, 2011). While organizations may prefer transactional psychological contracts, they may resort to establishing relational contracts when there are inadequate basic provisions to maintain a transactional contract (Herriot et al., 1997).

Psychological contracts are created during the employee's first few days with an organization and the creation phase can last for a few weeks (Yomprou & Nikolaou, 2011). As most new employees come to an organization with a basic understanding of the job, the

organization and the working relationship, it is believed that these are the foundation with which the psychological contract is built upon (Yomprou & Nikolaou, 2011). It is built upon by promises and inducements by the organization during the initial stage of employment (Yomprou & Nikolaou, 2011). Rousseau (1990) contended that beliefs become contracts when an employee believes that they owe something to the employer (hard work, loyalty, etc.) in exchange for inducements such as high pay or job security. These early exchanges become the main components of the unwritten psychological contract formed between the employee and the organization (Yomprou & Nikolaou, 2011).

Fulfilling the Psychological Contract

Fulfilling the psychological contract can be described as the extent to which one party to the contract believes that the other party has met their obligations (Lee et al., 2011). Fulfillment of the psychological contract is extremely important to improve employee well-being and to better retain employees within the organization (van der Vaart et al., 2015). Often the expectations of new employees in an organization are difficult to fulfill as the new employees are less attached to the organization than those who are more tenured (Lee et al., 2011). This shows that understanding the psychological contracts and being able to better manage those is crucial for organizations to attract and retain strong talent. Employees perceive their organizations as being more trustworthy and will be less likely to perceive a psychological contract breach when the contract commitments are fulfilled (Lee et al., 2011).

The fulfillment of the psychological contract is not solely a one-way street. Employees also have an obligation to uphold their end of the bargain. “The exchange relationship between the employee and employer could be characterized as an ongoing repetitive cycle of conferring benefits that in turn induce an obligation to reciprocate” (Coyle-Shapiro & Kessler, 2002). In

other words, when an employer fulfills its obligations, the employee perceives that there is an obligation to fulfill or even enhance their end of the bargain. The issue often arises that it is not the fulfillment of the obligations but a disconnect in the perception of the required obligations by the organization and the employee. Reciprocation may not occur when the employee has a different set of expectations from the organization with regards to the obligations by the organization (Coyle-Shapiro & Kessler, 2002). When this happens, it may not be perceived as a breach of the psychological contract, but it would not trigger the desired belief that the employee should then reciprocate their end of the contract (Coyle-Shapiro & Kessler, 2002). While we know that it is important for the organization to understand and work to steer the psychological contracts of their employees, it is also imperative that the contract obligations be fulfilled by the organization in order to gain trust and induce the desired work responses from the employee population.

Breach of the Psychological Contract

While we have established what the psychological contract consists of, how it is formed, and how it can be fulfilled, our attention must now be turned to what happens when the contract obligations are not fulfilled and the employee perceives there to be a contractual breach. This is referred to as psychological contract breach and it is one of the primary components of this study. A perceived breach in the psychological contract can elicit a response from the employee that can range from acceptance, to a mild complaint, to withdraw of effort and even departure from the organization (Middlemiss, 2011). When an organization doesn't fulfill their obligations within a psychological contract, the employees may experience psychological contract breach (Ekutlu & Chafra, 2016). With the wide range of potential consequences on the line, it is important for organizations to understand what may lead to a psychological contract breach.

Factors Leading to Psychological Contract Breach

There are many different ways in which an organization could potentially violate the psychological contract thus leading to a breach. Factors such as leadership have been shown to directly impact the employee's perception of psychological contract breach (Ekutlu & Chafra, 2013; Jiang et al., 2017). Authoritarian leadership styles for instance have been shown to easily violate psychological contracts (Jiang et al., 2017). While leadership is a large topic to discuss, psychological contract breaches can occur as a result of much smaller issues within the employment relationship. For instance, suggestions by a recruiter that individuals often get promoted within 3 years of being hired may lead to an expectation that the employee would be promoted within 3 years, and should this not happen a perceived contract breach is possible (Robinson & Wolfe Morrison, 2000). Employees are more likely to perceive a contract breach when the organization is not performing well, they themselves have poor performance, when they have not received formal socialization to the company, and when they had minimal interaction with the members of the organization prior to hire (Robinson & Wolfe Morrison, 2000).

Another area of interest in whether individual traits may play a role in the perception of psychological contract breach. Reimann (2016) shows that overcommitment by an employee is an accurate predictor of whether or not the employee would perceive a breach. Shih and Chuang (2013) held that employees with high self-esteem were less likely to perceive a psychological contract breach. Other studies have looked at more specific personality traits to determine if they predict perceptions of breaches. One study showed that employees who display Machiavellian traits tend to form transactional contracts and would generally only seek out a relational contract as a deception tactic (Zagenczyk et al., 2014). Another study showed that narcissism was an

accurate predictor of the likelihood of an employee leaving the company after perceiving a contract breach (Zagenczyk et al., 2017). This research shows that there are many factors that play into an employee perceiving a psychological contract breach such as: job satisfaction (Duran et al., 2018; Wang et al., 2008), employee safety (Walker, 2013; Walker & Hutton, 2006), and discrimination (DeI Campo et al., 2010).

As organizations look for ways to avoid breaches of the psychological contract, it should be noted that not all contract breaches are avoidable. Often during times when an organization is not performing well, there may not be the available resources to be able to fulfill the obligations that they have to the employees' psychological contract (Robinson & Wolfe Morrison, 2000). In these instances, although it may be unavoidable, the actions of reneging on their obligations will directly contribute to the employees' perception of a breach (Robinson & Wolfe Morrison, 2000). As such, organizations should find ways to reduce the likelihood of contract breach as a matter of practice before a downturn in operations.

Factors Reducing the Likelihood of Psychological Contract Breach

As discussed in the previous section, leadership is not only a factor leading to psychological contract breach, but it can also be a factor that mitigates its effects. Authentic leadership for instance has been shown to impact the perception of breach and increase the level of trust within the organization (Ektulu & Chafra, 2013). Strong supportive leadership styles and practices such as mentoring have been shown to have a positive influence on the perception of breach and can be used as tools to maintain relationships within the organization (Zagenczyk et al., 2009). Other leadership tools such as human resources development practices can be used to rebalance the psychological contract and promote a more engaged and committed workforce (Matthijs Bal et al., 2013a). Finally, one factor that has been shown to mitigate the response of

perceived psychological contract breach is the social structures and exchanges within an organization (Bingham et al., 2014; Heffernan & Rochford, 2017; Ho & Levesque, 2005; Matthijs Bal et al., 2009). Individuals within an organization have been shown to place greater weight on their friend's opinions on perceived fulfillments and possible breaches (Ho & Levesque, 2005). Social networks have been found to be an important moderator in psychological contract breach research and high social status can reduce an employee's reaction to a perceived breach (Heffernan & Rochford, 2017). These factors are tools that organizations can use to help mitigate the impacts of violations of the psychological contract and promote a more positive work environment where contract breaches have less impact organizationally.

Implications of Psychological Contract Breach

Psychological breach is a concern for organizations as it presents unique problems that impact not only the organization but also the employees as well. Psychological contract breach has been shown to have several negative implications for organizations and employees. One of the more concerning findings is that contract breach often leads to deviant work behaviors (Ekutlu & Chafra, 2013; Jensen et al., 2010; Jiang et al., 2017; Restubog et al., 2007). Deviant workplace behaviors come in many forms, but include actions such as theft, fraud, vandalism, sabotage, and absenteeism (Jensen et al., 2010). It has also been shown to reduce the organizational commitment of employees (Anggraeni et al., 2017; Gomes Maia & Bittencourt Bastos, 2015; Hassan et al., 2017), job performance (Gomes Maia & Bittencourt Bastos, 2019) and increase turnover intent by the employee (Botsford Morgan & King, 2012; Chih et al., 2016; Heffernan & Rochford, 2017; Matthijs Bal et al., 2013; van der Vaart et al., 2015; Zagenczyk et al., 2017). Other implications deal less with the organization and more with the employee themselves. These include impacts to the employee's mental health (Duran et al., 2018; Ekutlu

& Chafra, 2016; Reimann, 2016; Reimann & Guzy, 2017; van der Vaart et al., 2015). The well-being of the workforce is of course a concern for the organization, but the impacts of contract breach on employee's mental health is a direct concern for the employee which can have negative impacts on the organization. Finally, psychological contract breach has been shown to directly impact work-family conflict which leads to great discord in the employment relationship and creates an environment in which it is more difficult for the employee to maintain their overall well-being (Reimann et al., 2017).

Recovering from a Psychological Contract Breach

The final area of analysis regarding psychological contract breach involves what happens after a breach has occurred and the employee remains with the organization. Solinger et al. (2016) conducted a study to determine how the psychological contract bounces back after a breach has occurred. Their study showed that any number of outcomes are possible, including that the employee commitment bounces back to post-breach levels, that it remains lower than previously, or even in a few instances, that it ended up being higher than before the breach (Solinger et al., 2016). They further show that emotional salience of the breach and post breach POS both impact the degree of breach resolution success (Solinger et al., 2016). Finally, they conclude that the breach itself may not remain "important" to the employee even though the breach may be a part of a larger accumulated negative effect (Solinger et al., 2016). This study shows that it is possible to recover from a psychological contract breach, but often there are overall negative effects that persist through the remainder of the employment relationship.

Job Satisfaction

The final topic that is an important portion of this study is job satisfaction. Job satisfaction can be described as "a complex blend of an individual's emotions, values and

evaluation of task performance” (Chamberlain et al., 2016, p. 2). In other words, the level of job satisfaction is a personal view of their circumstances surrounding their employment, including their emotional state, their treatment at work and how they feel that they are doing with regards to their performance. It is not a factor that can be attributed to a facility or an organization as it is an individual level phenomenon (Chamberlain et al., 2016). Overall, organizations consider job satisfaction to be an important metric to follow as it is seen as a determinant of work productivity and quality (Papoutsis et al., 2014). Evidence suggests that job satisfaction impacts turnover, absenteeism and occupational accidents in addition to overall job performance (Papoutsis et al., 2014). This section discusses contributors to job satisfaction as well as the impacts that poor job satisfaction has on an organization.

Contributors to Job Satisfaction

A review of the literature surrounding job satisfaction leads to the conclusion that there is a great deal of research that concludes that one of the main contributing factors to poor job satisfaction among employees is organizational culture. This concept has been a popular topic of research since the 1980’s and remains so today (Lund, 2003). Organizational culture is an important factor in job satisfaction because it is representative of the internal environment of the organization in which the employees play a role (Janicijevic et al., 2018). Organizational culture attributes like empowerment, teamwork, fairness, growth opportunities, enthusiasm and good reputation are important in promoting job satisfaction (Sharma, 2017; Usman, 2019). Organizational culture has been showed through extensive research to be directly associated with job satisfaction (Azanza et al., 2013; Bayasgalan & Chantsaldulam, 2017; Crispen & Malo, 2017; Egan et al., 2004; Hall et al., 2018; Janicijevic et al., 2018; Lund, 2003; Pawirosumarto et al., 2017; Sharma, 2017; Tsai, 2011; Usman, 2019).

Another common contributor to job satisfaction identified in the literature was leadership values and style. Leaders who were identified as authentic, consultive and participatory have been shown to have a positive impact on employee job satisfaction (Azanza et al., 2013; Yousef, 2000). Several studies concluded that the leadership style of managers is directly tied to the job satisfaction of the employees (Azanza et al., 2013; Lund, 2003; Pawirosumarto et al., 2017; Sadiartha & Sitourus, 2018; Yousef, 2000). Accordingly, it is very important for organizations to create a culture of positive leadership styles to maintain higher job satisfaction among their employee base.

Choi and Park (2020) discuss the concept of pull-and-push theory with regards to employee job satisfaction. Their theory was that employees would leave an organization because it was easy to move and there was a motivation to move such as poor job satisfaction (Choi & Park, 2020). They noted that the poor job satisfaction is in fact a push factor that will increase turnover within an organization, while the ability to find alternative work easily is a pull factor (Choi & Park, 2020). They also note that compensation can be a push or a pull factor and also relates to the overall satisfaction of top-level management officials (Choi & Park, 2020). While this study deals primarily with top level management, it shows that job satisfaction can be considered a push factor.

While organizational culture and leadership may have been the two most noted contributors to job satisfaction results, there are a multitude of other factors which were identified in the literature regarding this topic. For instance, several studies noted that some of the basic factors of employment such as pay and incentives (Gamero Buron & Lassibille, 2016; Sokolova et al., 2016) opportunity for promotion (Gamero Buron & Lassibille, 2016; Miller & Travers, 2005), time to complete the work (Chamberlain et al., 2016), the work environment

(Chamberlain et al., 2016; Pawirosumarto et al., 2017), and the work itself (Papoutsis et al., 2017) were tied to job satisfaction. Other studies found that factors such as communication (Sadiartha & Sitorus, 2018), recognition (Papoutsis et al., 2017), organizational commitment (Chinomona et al., 2017; Fu & Deshpande, 2014; Yousef, 2000), person-organization fit (Tepeci & Bartlett, 2002; Testa et al., 2003), job performance (Fu & Deshpande, 2014; Papoutsis et al., 2017), discrimination (Miller & Travers, 2005) and even the belief in free will (Feldman et al., 2018) all had various impacts on job satisfaction. As evidenced by the literature there is no shortage of potential causes for poor job satisfaction in an organization. Organizations that promotes a strong positive organizational culture and effective leaders will have a better chance at ensuring that the employees within their organization are satisfied in their roles and are putting forth the effort that the organizations need to be successful.

Impacts of Poor Job Satisfaction

As the contributors to poor job satisfaction have now been identified, the task turns to identifying the impacts that deficiencies in job satisfaction have to the organization and the individual. One of the areas that impacts the organization most is the reduced job performance that comes from poor job satisfaction's influence on other organizational factors such as commitment (Fu & Deshpande, 2014). Lower job satisfaction and poorer job performance could be a compounding problem as other research has indicated that job performance is a contributor to job satisfaction (Fu & Deshpande, 2014; Papoutsis et al., 2014). Research has shown that when employees are satisfied in their job, they have greater positive feelings about their job and are more likely to go the extra mile for customers, coworkers and supervisors (Kim et al., 2009).

Finally, an area that poor job satisfaction impacts employees directly and organizations indirectly is burnout. Burnout is a negative psychological syndrome that develops in response to

chronic stressors in the workplace (Rouleau et al., 2012). The general state of being dissatisfied with ones job, puts the employee at greater risk for burnout, anxiety, depression, and alcoholism (Chen et al., 2013; Rouleau et al., 2012). Additionally, burnout is strongly associated with increased errors in the employee performance (Chen et al., 2013). Burnout can be a serious concern for the organization and the employee alike and leads to significant negative issues within the workplace.

Conclusion

This literature review explored the primary variables that play a role in the study described in Chapter 1. The review of national culture discussed in depth the dimensions of national culture as described by Geert Hofstede and looked closely at sub-culture areas of regional and organizational cultures. The impacts of national culture were then discussed as well as the literature showing that culture has been shown to be a moderator. The review then turned to the theoretical concept of psychological contracts. The types of contracts were described and information on fulfilling the contracts as well as the implications for failing to fulfill the contracts resulting in breaches was discussed. Finally, job satisfaction was discussed and contributors and impacts of poor job satisfaction were identified. The concepts discussed in this chapter are the foundation for the study presented in Chapter 1 and research detailed in Chapter 3.

CHAPTER 3

RESEARCH METHODOLOGY

Introduction

This study seeks to understand how psychological contracts are made, broken or fulfilled. Through the use of binary logistic regression and path analysis of data collected from the survey instrument described in this chapter, this study sought to answer several questions regarding the impacts of psychological contracts. By evaluating job satisfaction (independent variable) nationality (independent variable), perception of psychological contract breach (PCB; dependent variable) and the dimensions of national culture indexes (moderating variable) this study seeks to answer the research questions concerning the impacts that nationality and job satisfaction have on perceived psychological contract breach (PCB) and the moderating effects that the dimensions of national culture have on job satisfaction and PCB. This chapter outlines the procedures used to obtain data that is subsequently used to answer the research questions in the analysis and discussion sections of Chapter 4.

Research Design

The design of this study is quantitative in nature and uses an online survey distributed through the Amazon Mechanical Turk (AMT) system. The survey is hosted on the Qualtrics XM Survey Tool platform and all original data is maintained within that database. Upon completion of the survey response period, the data was exported for analysis using SPSS software.

Research Questions

This study sought to explore the importance of national culture on the perceptions of PCB for those employees who work in multinational organizations. The development of the research questions took into account several factors related to PCB, including: nationality, job

satisfaction, and Hofstede's (1980) dimensions of national culture. The goal of this study was to answer the following research questions:

- RQ1: Is there a significant relationship between a person's nationality and the perception of a psychological contract breach?

This question was designed to explore if a person's nationality (independent variable) has any significant relationship with the perception of PCBs (dependent variable) by using binary logistic regression analysis. It is understood that cultural influences play an important role in how employees conduct themselves within the workplace as well as life in general.

The sources of one's mental programs lie within the social environments in which one grew up and collected one's life experiences. The programming starts within the family; it continues within the neighborhood, at school, in youth groups, at the workplace, and in the living community. (Hofstede et al., 2010, p. 5)

What is yet unanswered in the literature is if nationality impacts the perception of a breach of the psychological contract. This question is crucial for leaders of multinational organizations. As organizations recruit and make promises to people from different nationalities with regards to employment, they must understand what role nationality may play in how those discussions may occur as the employee is onboarded and becomes a part of that organization.

- RQ2: Does the level of job satisfaction influence the perception of psychological contract breach?

While Research Question 1 dives into the impacts of nationality on the perception of PCB, Research Question 2 was meant to determine if the employee's current job satisfaction (independent variable) has an effect on the perception of PCB (dependent variable) by using binary logistic regression analysis. While there was believed to be a natural connection between someone who has poor job satisfaction and a potential PCB, other factors also play a role in job satisfaction. Perception of the work environment and how an employee feels will directly impact

their organizational behaviors (Gyekye & Salminen, 2009). As such measuring the impacts of psychological contract breach perceptions is important for organizations to be able to fully understand the job satisfaction of their employee base. Establishing the connection between job satisfaction and perceived PCB among the research population is an important step to be able to fully evaluate Research Question 3.

The survey instrument described later in this chapter was designed to identify levels of job satisfaction, and also what actions may have led to this outcome, including potential PCB.

- RQ3: Do the individual dimensions of national culture play a moderating role on the direction or strength of the relationship between job satisfaction and psychological contract breach?

The final research question was designed to take a deeper dive into the moderating role that national culture was believed to play on the perception of PCB. Unlike Research Question 1, this question takes an individual look at the specific dimensions of national culture (moderating variables) as outlined by Hofstede and Minkov (2011), to determine if those dimensions have a moderating effect on the perception of a breach of the psychological contract (dependent variable) and job satisfaction (independent variable) through path analysis. Research Question 1 was limited in scope to focus on specific nationalities, while RQ 3 explores if individual dimensions play a stronger role. It is important whether the moderating effects of the cultural dimensions are strong enough to moderate the direction or strength of the relationship between job satisfaction and perceived PCB.

Participants

The study participants consisted of employees of multinational organizations that were recruited through the use of Amazon Mechanical Turk (AMT). The participant base consisted of adults over the age of 18 who were employed by an organization that had operations located in

multiple countries. Demographic characteristics including industry, tenure, and education level were gathered to better define the participant population. The use of AMT was a very beneficial tool for gathering the necessary responses for this analysis. It was crucially important to have responses from individuals from different nationalities and cultures to be able to effectively answer the research questions. The participant sample included nationalities from five different countries that represented a variety of different cultural values and indexes. Represented in the sample were both western countries such as the United States, United Kingdom and Canada, but also south Asian cultures (India) and Latin American cultures (Brazil). This allowed for a diverse sampling of individuals. Each nationality represented had at least 20 valid survey responses which was key for analysis using the Values Survey Module discussed in the next section. A total of 392 individual responses were included in the study.

The use of AMT like other data collection services such as Qualtrics Panels and Prolific is becoming popular among researchers due to the ease of availability to access participants. General questions arise as to whether the participant base for these services were representative of the overall population and how it compared with other collection methods, but research has shown that it is more representative of cultures as a whole and AMT has been used to replicate studies from more traditional collection methods (Brandon et al., 2014). The use of this service allowed for more diversity in the participant sample and provided quality responses in a cost effective and expeditious manner.

The results from this study can be specifically generalized to the larger populations of multinational organization employees of the nationalities included in the study. The data specifically addresses the nationalities of the United States, United Kingdom, Canada, India and Brazil. While the study reports on those populations the overall cultural concepts developed

through the evaluation of these results can be more broadly applied to other nationalities and locations and is discussed further in Chapter 5.

Instrumentation

The survey instrument was comprised of elements from previous studies developed by Fuchs (2005) and Hofstede (2013). This study was designed to answer questions about perceptions of PCB, job satisfaction and also to determine the moderating impacts that national culture may play on those perceptions. The survey instrument was created in Qualtrics XM online survey tool software and was designed to be delivered to participants via the use of AMT. The design of the survey instrument is also meant to make it accessible to participants to take the survey from a computer terminal or from an internet enabled smart phone. The survey instrument (Appendix A) consists of four sections: informed consent, psychological contract breach and job satisfaction questions, national culture questions (values survey model), and demographic questions.

The first section of the survey instrument (Questions 0.1 to 0.3) provides the participants with the informed consent information. The informed consent was divided into three questions which required the participants to acknowledge each of the first two questions and then provide consent in the third. Q0.3 lists the bulleted informed consent items, a link to a printable version of the informed consent, and the option to acknowledge consent and continue or withhold consent and exit from the survey.

The second section of the survey (Questions 1.1 – 1.5) consists of questions that are taken from study measures found in Fuchs (2005). These questions were chosen for the study due to their application to the concept of perceived psychological breach. Fuchs used the questions in the instrument she developed to provide a better understanding of the development of a PCB.

Her study focused on the moderating effects of PCB, attributions of blame, perceptions of interactional injustice, voice expression, and vicarious effects in the environment. This study focuses solely on PCB and job satisfaction and their interactions. Her study was further concerned with the vicarious effects found when other co-workers or friends experienced psychological contract breaches and these questions were omitted from the study. The use of the Fuch's instrument items were used under the fair use doctrine as the appropriate amount of information used was needed to accomplish my academic purpose and was used to focus on different aspects of PCB and job satisfaction than the Fuch's study entirely.

The individual factors in the instrument developed by Fuchs (2005) were broken into four primary factors and Cronbach alpha coefficients were calculated as follows: relational (0.91), training and development (0.93), salary (0.68) and benefits (0.77). These factors are utilized in Questions 1.1 and 1.2 of the present survey instrument. Fuchs (2005) further identified several question groupings that addressed job satisfaction and perceived psychological contract violation. Fuch (2005) identified these groups and Cronbach alphas are as follows: experience of psychological contract violation ($\alpha = 0.89$), interactional justice ($\alpha = 0.88$), job satisfaction ($\alpha = 0.91$), intentions to turnover ($\alpha = 0.83$), perceived person-organization fit ($\alpha = 0.82$). These groups are used in Question 1.3 of the present survey instrument.

Question 1.4 in the present survey instrument specifically deals with Fuchs (2005) question group regarding non-instrumental voice expression which had a Cronbach alpha of 0.87. The final question in Section 2 of the survey instrument used in this study deals with what Fuchs (2005) called attribution of blame. The three questions in this grouping make up Question 1.5, but the format of the question was changed between the Fuchs survey and the present instrument. Fuchs (2005) instructed each participant to pick one of the three questions listed in

the group, whereas this study asked all three questions and instructed the participant to choose an answer from a 5-point Likert scale. There were no Cronbach alpha scores calculated for the Fuchs (2005) survey for this question group.

Questions from the third section of the survey (Q2.1-Q2.9), are questions from the Hofstede (2013) Values Survey Module (VSM). Hofstede and Minkov (2013) describe the Values Survey Module as:

The Values Survey Module 2013 (VSM 2013) is a 30-item paper-and-pencil questionnaire developed for comparing culturally influenced values and sentiments of similar respondents from two or more countries, or sometimes regions within countries. It allows scores to be computed on six dimensions of national culture, on the basis of four questions per dimension: thus it counts $6 \times 4 = 24$ content questions. The other six questions ask for demographic information: the respondent's gender, age, education level, kind of job, present nationality and nationality at birth. (p.1)

Cronbach alpha scores are provided for the first four dimension indexes based on data obtained from the IBM database utilized in Hofstede (1980) and are as follows: Power Distance Index ($\alpha = 0.842$), Individualism Index ($\alpha = 0.770$), Masculinity Index ($\alpha = 0.760$) and Uncertainty Avoidance Index ($\alpha = 0.715$). The VSM was reproduced in its entirety in this study under the research use authorization provided in Hofstede and Minkov (2013). Questions in Section 3 (Questions 3.1 – 3.8) consist of demographic information.

IRB Approval

The study was submitted to the University of North Texas Institutional Review Board (IRB) on August 4, 2020. The study was returned with minor edits requested on September 9, 2020. Requested edits were completed and submitted for review on September 15, 2020. The IRB approved the study and granted exemption from further review on September 15, 2020. The research team submitted a modification to the study to the IRB on February 2, 2021 which included modifications to the survey instrument and recruitment methods for participants.

Approval for the modified study was received from the IRB on February 8, 2021. A second and final modification was submitted to the IRB on September 16, 2021 which included a modification to the participant recruitment method and the informed consent language which was approved on September 17, 2021. All IRB supporting documentation is located in Appendix B.

Pilot Study

A pilot study was conducted to prepare the final study for release. The pilot study consisted of 15 participants from various backgrounds, who had a current or recent job. The exclusion criteria of working for a multinational corporation was not included in the initial pilot study. The survey was evaluated for ease of use and clarity. The results of the pilot study revealed minor clarity and formatting errors, but also revealed a substantial error in the formatting and Likert scale answers in Questions 1.1 and 1.2. Both errors were corrected and modifications were submitted to and approved by the University of North Texas Institutional Review Board. Additional demographic questions were also included in the revised survey instrument after completion of the pilot study.

Data Collection

Recruitment and collection of participant data was accomplished through the use of Amazon Mechanical Turk (AMT). Brandon et al., (2014) summarizes AMT as follows:

Amazon Mechanical Turk (AMT) provides “requesters” (researchers) with access to on-demand “workers” (participants) who can perform cognitive tasks that amenable to the logistics of online data collection. AMT refers to these tasks as “Human Intelligence Tasks” (HITs). HITs can range from simple tasks, such as categorizing and labeling images, to more sophisticated tasks such as those used in the experimental instruments typically employed in behavioral Research. (p.11)

The use of AMT provides for access to a large pool of participants that research has shown to be representative of general populations and that the ability to screen for nationality gives

researchers a more diverse participant pool (Brandon et al., 2014).

The survey was presented as two separate HITs on the AMT platform and the payment issued to participants for completed surveys was \$1.50. Based on feedback from the pilot study, it was estimated that the surveys would be completed in an average of 8 minutes. The target hourly wage utilized was \$11.00 per hour which resulted in the amount of \$1.50 being determined to be an appropriate survey payment. The participants were provided a unique code at the completion of the survey that they would enter into the AMT system to indicate that they had completed the survey. The completion code could then be verified as being issued within the survey dataset allowing for payment to be approved. The first HIT was limited to participants who lived in the United States and allowed for up to 100 responses. The second HIT was limited to participants whose location was not the United States and allowed for up to 400 responses. Individuals who did not meet those pre-set requirements would not be able to see the project and would not be able to participate. The survey was split into two projects because of the need to collect responses from the global community and ensure that the dataset contained a sufficient sampling of nationalities. These surveys were completed within 1 day and response collection was closed upon completion of by the required HIT's.

The AMT HITs resulted in the collection of 538 survey responses of which 436 were complete and potentially usable in the study. The additional 41 responses were from individuals who completed the survey but did not submit the unique code to AMT for payment. Upon completion of the collection period the data was downloaded for processing and uploaded to the SPSS platform for analysis.

Data Analysis

The final data obtained through the implementation of the survey was reviewed for

completeness, eligibility and coding. The distribution of the survey instrument resulted in 538 returned surveys. Survey Question Q3.8 was then evaluated to ensure that all respondents selected the option YES to indicate that they worked for a company that has operations in more than one country. This was a requirement for the survey participant to be included in the study sample and resulted in 101 surveys being removed from the final dataset. One additional survey response was removed due to incomplete data. Questions Q3.5, Q3.6, and Q3.7 were then coded using a numeric numbering system as noted in Appendix C to ensure consistency in the data and remove errors associated with spelling, capitalization, or spacing of country names. Q3.7 which indicated what nationality the participant identified most with was used as the basis for identifying the nationality associated with their response.

The nationality data was then evaluated for the quantity of respondents from each nationality for use on Section 3 of the survey which incorporates the Values Survey Module questions. Hofstede and Minkov (2013) recommend that samples sizes smaller than 20 should be avoided due to the impact that individual responses may have on the final data (p. 2). As a result, only countries with 20 or more participants were used in the final analysis. This resulted in 392 participants being utilized in the study from five different countries.

Survey responses were coded to provide a basis for determining if there is a perceived psychological contract breach (PCB) as well as the respondents job satisfaction level. Responses were coded with the values indicated in the survey instrument in Appendix A. For example, if a respondent indicated that they received none or very little of what was promised to them in any category from Question 1.1, their response was coded as (-1). This would indicate that there was a potential PCB. If their response was that they received a moderate amount, the same amount or more than promised the response was coded as (1). This would indicate that there is no

potential for a psychological contract breach. If the response was that nothing was promised, this response would be coded as a (0). If the survey response contained a -1 response, they were coded as having a perceived PCB (0). Analysis of the data resulted in 239 responses indicating no PCB and 153 indicating a potential PCB.

Responses to Q1.2 were then coded with the values noted in the survey instrument in Appendix A. These codes indicate if the specific issue identified was of any importance to the respondent. For example, if the answer given was that the issue was “not important to me” the response was coded as a (0) indicating that the response would not hold any sway in a potential psychological contract breach. If the response was that it was “important to me,” it was coded with a (1) indicating that the issue could potentially impact the perception of a psychological contract breach.

A final coding was created to flag PCB by multiplying the coded values of Q1.1 (-1, 0, 1) by the coded values of Q1.2 (0, 1). The multiplied answers to Q1.1 and Q1.2 would then indicate if a psychological contract breach was present. If any question had a score of -1, then a breach was indicated and that respondent was coded as having a perceived psychological contract breach (0). Responses that resulted in a 0 or 1 indicated that there was no breach present and were then coded as having no perceived psychological contract breach (1). This method of coding was used to make stronger sense of the data as the questions posed do not seek to answer the level of breach, but simply if a feeling of contract breach was present. Utilization of this coding system makes binary logistic regression the appropriate analysis to answer the research questions utilizing the coded data set.

The responses to the items listed in Q1.3 of the survey instrument were then coded utilizing the values presented in Appendix A. These values were added to provide a total job

satisfaction value. This score was then averaged by the total number of questions in this section (19) and a job satisfaction average score was established. This score would range between 2 and -2 and would indicate the level of job satisfaction held by the participant. A negative score would indicate poor job satisfaction, while a positive score would indicate positive job satisfaction. A score of 0 would indicate a completely neutral outlook on job satisfaction. Scores closer to 2 and -2 would indicate stronger levels of job satisfaction or job dissatisfaction respectively.

The data from survey section 3 (Q2.1 – Q2.9) which consisted of the values survey module questions was then analyzed according to the guidance listed by the VSM questionnaire in order to provide the foundation to answer RQ3. The scores obtained by each individual are combined with other survey participants to create a composite score for each country represented in the study and individuals scores are not represented in the study. As noted by Hofstede and Minkov (2013):

The dimensions measured by the VSM are based on country-level correlations, between mean scores of country samples. For the same two questions, country-level correlations can be very different from individual-level correlations, between the answers by the individuals within the country samples. (p. 3)

The final dataset from the survey was uploaded into SPSS for evaluation. Demographic data obtained from the fourth section of the survey was evaluated to provide a base for analysis of the sample participants. This data is key to establishing the factors of national culture which are factors in RQ3. Overall demographic information about the sample population was analyzed and is reported in Chapter 4.

The mean scores were calculated for each question by country in which the participants resided (Q3.6). Hofstede and Minkov identified formulas in the *Values Survey Module 2013 Guide* that were used to calculate the mean scores (m) and create the index scores for each

represented national culture. The mean scores (m) were then utilized to calculate the index scores utilizing the following formulas:

- Power Distance Index

$$PDI = 35(m_{2.1.7} - m_{2.1.2}) + 25(m_{2.8} - m_{2.9.3}) + C(pd)$$

- Individualism Index

$$IDV = 35(m_{2.1.4} - m_{2.1.1}) + 35(m_{2.1.9} - m_{2.1.6}) + C(ic)$$

- Masculinity Index

$$MAS = 35(m_{2.1.5} - m_{2.1.3}) + 35(m_{2.1.8} - m_{2.1.10}) + C(mf)$$

- Uncertainty Avoidance Index

$$UAI = 40(m_{2.6} - m_{2.3}) + 25(m_{2.9.1} - m_{2.9.4}) + C(ua)$$

- Long Term Orientation Index

$$LTO = 40(m_{2.2.3} - m_{2.2.1}) + 40(m_{2.5} - m_{2.4}) + C(ls)$$

- Indulgence versus Restraint Index

$$IVR = 35(m_{2.2.2} - m_{2.2.1}) + 40(m_{2.5} - m_{2.4}) + C(ir)$$

The question numbers that correspond with the specified question in the survey instrument are indicated in each formula. For instance, the indulgence versus restraint index notes m_{2.2.2} and m_{2.2.1}. These numbers refer to means of specific items within the question set. Question 2.2 in the survey instrument states: “In your private life, how important is each of the following to you?” Response 2.2.1 would indicate the first item in the question set which is “Keeping time free for fun.” The specific question numbers listed in each formula are directly related to the area being measured. The specific questions can be found in the survey instrument in Appendix A. Additionally, each formula denotes a C(x) that is a constant (positive or negative) that depends on the nature of the samples; it does not affect the comparison between

countries. It can be chosen by the user to shift his/her scores to values between 0 and 100 (Hofstede & Minkov, 2013). These scores are indicated for each formula in Chapter 4. The scores from each country and circumstance would then be used in the analysis of Research Question 3.

These formulas are representative of the formulas utilized in Hofstede (1980) and have been used and shown to be reliable through multiple iterations of the Values Survey Module used in this study. Hofstede and Minkov (2013) note that the IBM database from *Culture's Consequences*, allow for Cronbach alphas to be computed for the first four Indexes which show a result of PDI ($\alpha = .842$), IDV ($\alpha = .770$), MAS ($\alpha = .760$), and UAI ($\alpha = .715$) and that the additional two indexes were chosen because of their similarity to reliable items in other studies, but Cronbach alpha scores cannot be proven a priori (p.10).

Utilizing SPSS, binary logistic regression analysis was then conducted on independent variables nationality and job satisfaction and dependent variable PCB to answer Research Questions 1 and 2. The analysis then turned to Research Question 3 which focuses on the potential moderating role that the individual dimensions of national culture may play on job satisfaction when there is a perceived breach of the psychological contract.

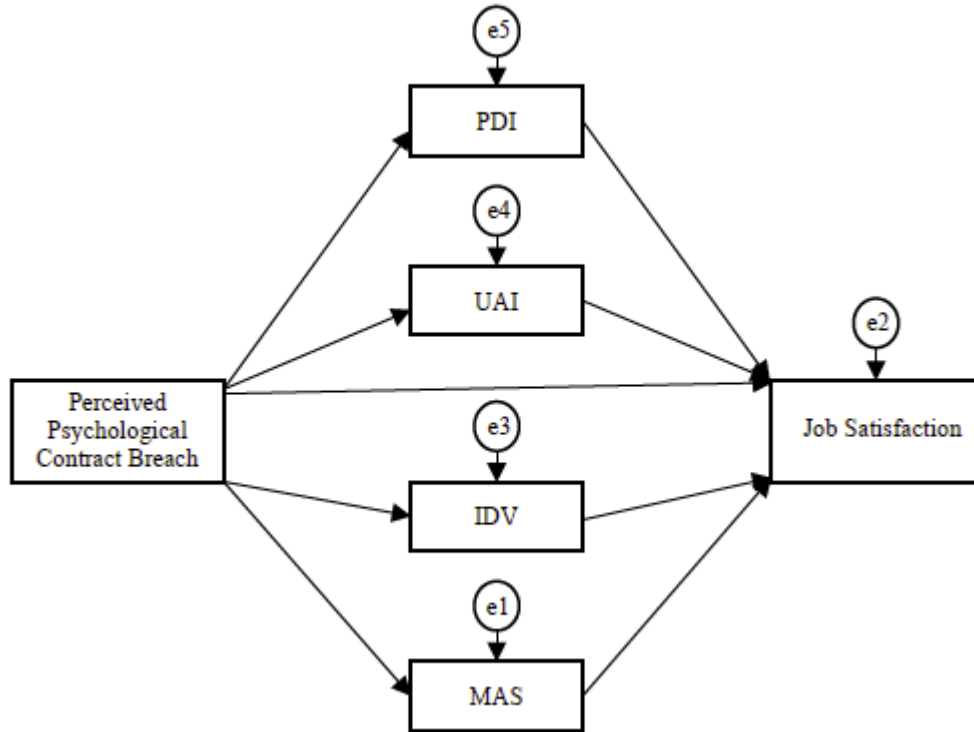
This involved running a path analysis meant to determine if national culture acts as a moderator. A moderator modifies the strength or direction (i.e., positive or negative) of a causal relationship between two variables, in this instance job satisfaction and perceived psychological contract breach (Wu et al., 2008). The data was analyzed using the SPSS – AMOS program utilizing the paths as indicated in Figure 1.

The path analysis conducted using the SPSS – AMOS program is used to determine causal relationships in the data and provided for a method to determine if the national culture

dimensions played a moderating role.

Figure 1

Path Analysis Model with the Dimensions of National Culture as a Moderator between Perceived Psychological Contract Breach and Job Satisfaction



Conclusion

This study was developed and structured to be able to accurately and reliably measure the impacts that job satisfaction and nationality have on perceived psychological contract breach (PCB) and what moderating roles that national culture may play in the perceptions of PCB. The combination of two separate instruments to create the study instrument which was piloted and distributed in this study provided the data required. The gathered data was analyzed utilizing binary logistic regression and path analysis techniques which are reported in Chapter 4.

CHAPTER 4

RESULTS

Introduction

Having laid the foundation for the study and detailed the methods that were used to obtain the study data in previous chapters, the current chapter shifts to the specifics of the data obtained and the analysis conducted to answer the research questions. In this chapter the demographic data of the study participants and the results of the analysis are relayed. The research questions are reviewed and the findings for each are presented. Discussion, recommendations and conclusions from the study follow in Chapter 5.

Demographics

Through the use of Amazon Mechanical Turk (AMT) the number of responses obtained were sufficient to conduct the analysis detailed in Chapter 3. The initial survey collection resulted in 535 responses with nationalities representing 29 different countries. The responses were evaluated for completeness and to determine if they met the qualifications of being an employee of a multinational organization. This resulted in the elimination of 101 survey responses resulting in 434 complete and valid responses. These responses were then evaluated to determine if sufficient sample sizes were present for each represented nationality. This resulted in a final sample size of 392 responses representing individuals from Brazil, Canada, India, the United Kingdom and the United States (see Table 1).

The sample consisted of a larger percentage of male participants than female participants with male responses reaching from 65% to 80% of responses from each country with an overall average of 72.7% of participants identifying as male (see Table 2). There was a narrow variation in the age range of the participants in the study with the largest percentage (79.8%) falling

between the ages of 25 to 39. The largest age group of participants was in the 25 to 29-year-old range accounting for 34.9% of all participants. Those who were over 60 or under 20 accounted for only 1.3% of all participants. (See Table 2).

Table 1

Sample Demographic - Nationality

	<i>n</i>	%
Brazil	57	14.5
Canada	20	5.1
India	186	47.4
United Kingdom	21	5.4
United States	108	27.6

Table 2

Sample Demographic – Gender and Age

		<i>n</i>	%
Gender	Male	285	72.7
	Female	106	27.0
	Other Gender Identification	1	0.3
Age	Under 20	2	0.5
	20 - 24	22	5.6
	25 - 29	137	34.9
	30 - 34	113	28.8
	35 - 39	63	16.1
	40 - 49	35	8.9
	50 - 59	17	4.3
	60 or over	3	0.8

The educational level of the participants shows that the majority held a high school education level or higher. Results indicated that 91.8% of the participants reported having completed 12 years or more of education and 49.8% of the participants reported having

completed 16 or more years of education. See Table 3.

Table 3

Sample Demographic – Education

	<i>n</i>	%
10 years or less	22	5.6
11 years	10	2.6
12 years	64	16.3
13 years	22	5.6
14 years	30	7.7
15 years	49	12.5
16 years	79	20.2
17 years	35	8.9
18 years	81	20.7

Of interest in this study is the amount of time that the individuals have worked for their current organization as the stages of psychological contract breach (PCB) generally take more than a few months to manifest themselves. Only 5.9% of the survey participants reported working for their current employer for less than 1 year while 74.2% reported working for their current employer for 2 to 10 years. See Table 4.

Table 4

Sample Demographic – Tenure

	<i>n</i>	%
Less than 6 months	3	0.8
6 months to 1 year	20	5.1
1 year to 2 years	50	12.8
2 - 3 years	113	28.8
3 - 5 years	98	25.0
5 - 10 years	80	20.4
10 years or more	28	7.1

The study participants also came from a broad range of industries, but there was a very heavy focus on those who were in the technology industry (35.2%). Also heavily represented were the finance (16.6%) and manufacturing (15.3%) industries. While the industry is not utilized in the present study it is of notable interest to understand the different industries represented in this study. See Table 5.

Table 5

Sample Demographic – Industry

	<i>n</i>	%
Agriculture	11	2.8
Education	30	7.7
Energy (oil/gas/renewables)	14	3.6
Finance (banks, insurance, etc.)	65	16.6
Government	13	3.3
Hospitality	9	2.3
Manufacturing	60	15.3
Medical/Pharmaceutical	10	2.6
Real Estate	10	2.6
Retail (sales)	18	4.6
Technology	138	35.2
Other Industry	14	3.6

Data Analysis

The analysis of the data took place in four different stages starting with the demographic data previously presented. The second analysis performed was the necessary manual calculations for the Values Survey Module block of questions (Q2.1 – Q2.9) from the survey instrument (Appendix A) which is used to answer Research Question 3 (RQ3). SPSS was then utilized to run binary logistic regression analysis to answer Research Question 1 (RQ1) and

Research Question 2 (RQ2). The final step was to conduct a PATH analysis in SPSS to answer RQ3. Each of these stages are detailed below along with the analysis results.

Values Survey Module 2013 Calculations

In order to be able to perform the path analysis for RQ3, the data obtained in section 2 of the survey instrument (Appendix A) had to be evaluated per the instructions provided in the *Values Survey Module 2013 Manual* (Hofstede & Minkov, 2013). The calculations allow for scores to be computed on the six dimensions of national culture (power distance, individuality, masculinity, uncertainty avoidance, indulgence vs. restraint and short-term/long-term orientation) (Hofstede & Minkov, 2013). The scores are designed to provide similar context to the index scores established through Hofsted and Minkov’s use of the IBM data series which are noted in Table 6.

Table 6

National Culture Score for Hofstede’s Six Dimensions

	PDI	UAI	IND	LTO	MAS	IVR
Brazil	69	80	38	65	50	59
Canada	39	48	80	23	52	68
India	77	40	48	61	56	26
United Kingdom	35	35	89	25	66	69
United States	40	46	91	29	62	68

Note. The values in Table 8 are values obtained from the IBM database and extensions conducted by Hofstede and Minkov (2010) and are representative of the listed nationalities as a whole and were not obtained from the present study dataset.

This data can assist in serving as a reference when evaluating the data gained from the study survey. It should be noted that the IBM data held thousands of responses from each nationality where the present study relies on a much smaller sampling. Each index shows the degree in which the corresponding nationality falls on the spectrum in relation to other countries. These

scores can then be used to generalize behaviors across different cultures. For instance, Brazil shows to have a much higher power distance index (PDI) than the United Kingdom. We can infer that people who identify with being Brazilian are more likely to be comfortable with more layers of decision makers above them in the hierarchy of an organization, whereas someone who is from the United Kingdom prefers to be closer to the decision making and would be less tolerant of not being involved. This is one example of how the indexes are interpreted, but the scores obtained from the present survey are used in much the same manner.

The responses were coded according to the method described in the Values Survey Module Manual (Hofstede & Minkov, 2013) and as noted on the Survey Instrument (Appendix A). Upon completion of the coding, the mean values were determined for each question and each nationality used in the study. These scores were then input into the equations provided by Hofstede and Minkov (2013) to obtain the Index scores that were utilized in the present study. The mean values are represented in Table 7. Mean scores were presented in two decimals as noted in Hofstede and Minkov (2013) as they indicate that further accuracy would not be obtained from the survey collection. Additionally, only countries with 20 or more responses were included in the study in accordance with procedures noted in Hofstede and Minkov (2013).

Table 7

Mean Scores for Values Survey Module Questions

VSM Question	Survey Question	Mean Score Brazil	Mean Score Canada	Mean Score India	Mean Score UK	Mean Score USA
Q1	Q2.1.1	1.93	1.95	2.11	1.71	2.34
Q2	Q2.1.2	2.32	2.10	2.22	2.05	2.26
Q3	Q2.1.3	2.11	2.65	2.13	2.14	2.30
Q4	Q2.1.4	1.72	1.95	1.98	1.67	2.20
Q5	Q2.1.5	2.12	2.20	2.11	2.10	2.20

(table continues)

VSM Question	Survey Question	Mean Score Brazil	Mean Score Canada	Mean Score India	Mean Score UK	Mean Score USA
Q6	Q2.1.6	2.09	2.20	2.04	1.95	2.23
Q7	Q2.1.7	2.33	2.80	2.26	2.43	2.30
Q8	Q2.1.8	2.14	2.50	2.21	2.14	2.22
Q9	Q2.1.9	2.60	2.80	2.12	2.81	2.29
Q10	Q2.1.10	1.77	2.30	1.98	2.29	2.30
Q11	Q2.2.1	1.82	2.05	2.22	2.05	2.33
Q12	Q2.2.2	3.11	3.21	2.37	2.33	2.41
Q13	Q2.2.3	2.95	2.55	2.30	2.38	2.29
Q14	Q2.2.4	2.35	2.65	2.48	2.57	2.39
Q15	Q2.3	3.21	2.90	2.90	3.05	2.70
Q16	Q2.4	2.21	2.50	1.96	2.05	2.06
Q17	Q2.5	3.05	3.25	2.53	2.70	2.15
Q18	Q2.6	2.14	2.55	2.05	2.00	1.78
Q19	Q2.7	2.67	2.75	1.69	2.48	1.82
Q20	Q2.8	3.37	3.10	2.92	3.05	2.89
Q21	Q2.9.1	2.26	2.35	2.35	2.14	2.23
Q22	Q2.9.2	1.89	2.10	1.97	1.95	2.03
Q23	Q2.9.3	2.84	2.80	2.23	2.43	2.25
Q24	Q2.9.4	2.53	3.00	2.21	2.43	2.04

Table 8

Values Survey Module Index Calculations

	Brazil	Canada	India	United Kingdom	United States
Power Distance Index (PDI)	33.60	52.00	38.65	48.80	37.40
Uncertainty Avoidance Index (UAI)	50.45	69.75	68.30	50.75	67.95
Individualism Index - IDV	30.50	41.00	18.25	48.70	17.20
Masculinity Index (MAS)	33.30	11.25	27.35	13.35	13.70

(table continues)

	Brazil	Canada	India	United Kingdom	United States
Long Term Orientation Index (LTO)	63.50	32.25	5.80	25.65	10.75
Indulgence v. Restraint Index (IVR)	78.75	70.60	28.05	35.80	6.40

$$PDI=35(m2.1.7-m2.1.2)+(m2.8-m2.933)+20$$

$$UAI=40(m2.6-m2.3)=25(m2.9.1-m2.9.4)+100$$

$$IDV=35(m2.1.4-m2.1.1)+35(m2.1.9-m2.1.6)+20$$

$$MAS=35(m2.1.5-m2.1.3)+35(m2.1.8-m2.1.10)+20$$

$$LTO=40(m2.2.3-m2.2.4)+40(m2.7-m2.9.2)+20$$

$$IVR=35(m2.2.2-m2.2.1)+40(m2.5-m2.4)+0$$

The calculations were conducted manually with Microsoft Excel utilizing the equations described in chapter 3. Each score was assigned a constant number meant to elevate all scores between 0 and 100. The value used for C(pd) for the power distance index for example was 20 and is noted in the equation below each result in Table 8.

Binary Logistic Regression Analysis

SPSS software was utilized to conduct a binary logistic regression analysis to evaluate the significance of the relationship between job satisfaction, nationality and PCB. This analysis is used to answer RQ1 and RQ2. PCB was coded as the dependent variable and job satisfaction (ordinal) and nationality (categorical) were coded as the independent variables. Responses from the United States were coded as the constant variable for nationality. The null model would include no interference from job satisfaction or nationality where the alternate model (Model 1) takes into account the effects that job satisfaction and nationality have on the perception of PCB.

The model data returns with a chi-square result of 27.058 and statistically significant ($p < 0.001$). This shows that the model is a good fit. The chi-square goodness of fit test would represent a Cohen's W effect size of small to medium at 0.27 for this model. With this type of

having a PCB. For instance, for every unit of participation increase of those identifying as Brazilian, the likelihood of them experiencing a breach was increased by a factor of 0.233. This represents a very small change in odds for each new participant added. Additionally, EXP(B) for the independent variable JS_Average was identified as 2.295, which indicates that for each unit of change in job satisfaction it would create a change in the likelihood of perception of a PCB by a factor of 2.295. While this analysis does not specifically quantify the amount of change that each independent variable holds on the overall analysis it does show that there is a stronger shift in the likelihood of a PCB at the level of job satisfaction changes regardless of nationality.

Table 10

Binary Logistic Regression - Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
JS_Average	.831	.213	15.212	1	<0.001	2.295	1.512	3.484
Demo_Nationality			17.593	4	.001			
Nationality - Brazil	-1.458	.372	15.374	1	<.001	.233	.112	.482
Nationality - Canada	-.514	.518	.984	1	.321	.598	.217	1.651
Nationality - India	-2.41	.260	.865	1	.352	.786	.472	1.307
Nationality - UK	-.982	.505	3.782	1	.052	.375	.139	1.008
Constant	.522	.213	5.982	1	.014	1.685		

Note. Variable(s) entered on step 1: JS_Average, Demo_Nationality

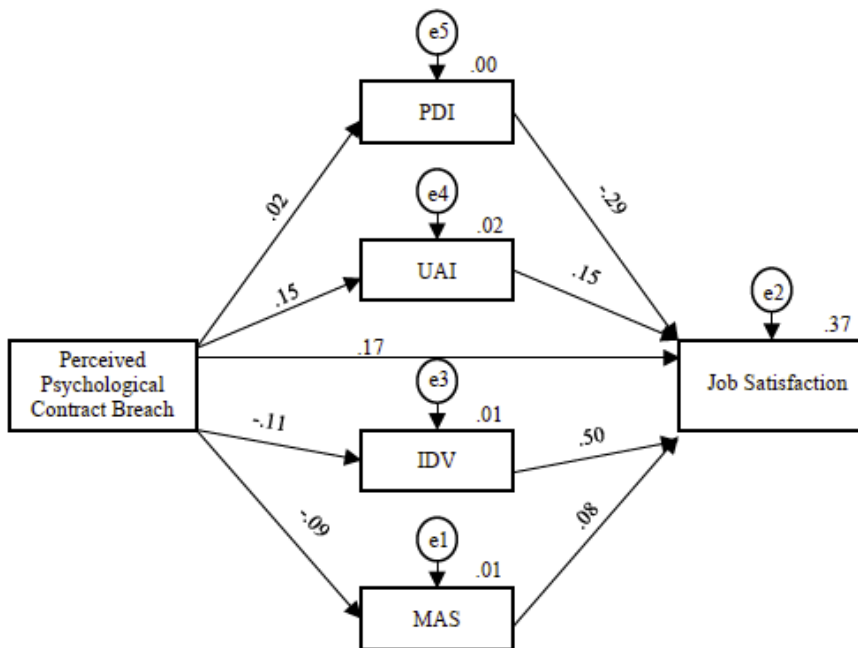
Based on the significant findings of nationality and job satisfaction in the results, it can be concluded that nationality and job satisfaction both play a role in the perception of a PCB and RQ1 and RQ2 can be answered in the affirmative. The overall effect of that interaction is still in question as the Cohen’s W effect size for the overall model is noted as small to moderate.

Path Analysis

A path analysis was run to determine if dimensions of national culture played a moderating role in the relationship between PCB and job satisfaction. The analysis utilized SPSS-AMOS software, which allows for the data analysis path to be visually entered and return results that can be analyzed. The path utilized in this analysis is noted in Figure 2. For reference, the circles noted as e1 – e5 are used to denote the error associated with each calculation and are required for all endogenous variables within the analysis. The only exogenous variable (those that do not have any input into them) for this analysis is PCB.

Figure 2

Path Analysis model with Standardized Regression Weights



The model shows that perceived PCB is ran through the original 4 dimensions of Hofstede's dimensions of national culture before interacting with job satisfaction. The model is meant to test if these cultural dimensions (taken together) play a moderating role on job satisfaction. This model only accounts for four of the six dimensions due to restrictions within

the data which create negative eigenvalues when adding for more than four dimensions. In order to determine if there was one particular dimension that was causing the issues, all dimensions were cycled through and the analysis could be ran with any dimension as long as there were no more than four dimensions. It was decided to utilize the original four dimensions of national culture in the analysis due to the verified nature of the original four dimensions validity over time. In one additional method of verification, the national culture dimensions noted by Hofstede et al. 2010, were entered into a separate analysis with all 6 dimensions, and the same error preventing the analysis was received.

The results of the analysis returned 21 distinct sample moments, with 15 distinct parameters estimated and a total degree of freedom of 6. The default model returned a chi-square of 1708.328 with a probability level of $p < 0.001$. This figure is used to evaluate the fit of the model to the data and is noted in Table 11. In structural equation modeling such as path analysis a statistically significant chi-square value is not desirable and indicates poor model fit. The results of this test indicate that the model fails to show that PCB and job satisfaction are moderated by the dimensions of national culture, but it does provide information regarding the scope of the interactions within the model.

Table 11

Path Analysis – CMIN – Chi-Square Value

Model	NPAR	CMIN	DF	P	CMIN/DF
Default Model	15	1708.328	6	0.000	284.721
Saturated Model	21	0	0		
Independence Model	6	1779.308	15	0.000	118.621

Regression weights for the model are noted in Table 12 which provides us with significance values that show that there are significant interactions between many of the

variables. For instance, the analysis shows that PCB has a significant interaction with both the individualism index (IDV) and the uncertainty avoidance index (UAI). It also shows that interactions between all four dimensions and job satisfaction are significant. Finally, the direct interaction between PCB and job satisfaction are also significant. These results do show that there is some overall interaction and the effects of the cultural dimension do play a role in the interaction of PCB and job satisfaction.

Table 12

Path Analysis – Regression Weights

			Estimate	S.E.	C.R.	P
MAS	←	PCB	-1.365	0.802	-1.702	0.089
IDV	←	PCB	-1.997	0.921	-2.169	0.03
UAI	←	PCB	-2.176	0.727	2.992	0.003
PDI	←	PCB	0.208	0.449	0.464	0.643
Job Satisfaction	←	MAS	0.007	0.004	2.095	0.036
Job Satisfaction	←	IDV	0.038	0.003	12.362	p<0.001
Job Satisfaction	←	UAI	0.015	0.004	3.787	p<0.001
Job Satisfaction	←	PDI	-0.046	0.006	-7.183	p<0.001
Job Satisfaction	←	PCB	0.237	0.057	4.118	p<0.001

Table 13 provides us with the standardized regression weights which allow for us to make comparisons between the variables to determine the strongest effects noted in the analysis. These values are similar to beta values which allow you to rank order the effects to see which hold the strongest sway in the analysis. These results show that the strongest effect at 0.498 would be the interaction between job satisfaction and IDV. This is followed by job satisfaction and the power distance index (PDI) at -0.288 and then the direct interaction between job satisfaction and PCB at 0.168. This helps us to identify where the strongest interactions are and subsequently the direction that the effects are more prevalent. It is clear when evaluating Table

15 that job satisfaction is impacted more than PCB by the individual dimensions of national culture. These results allow us to partially answer RQ3 as they do show that there is an effect present between the dimensions of national culture and both PCB and job satisfaction.

Table 13

Path Analysis – Standardized Regression Weights

			Estimate
MAS	←	PCB	-0.086
IDV	←	PCB	-0.109
UAI	←	PCB	0.15
PDI	←	PCB	0.023
Job Satisfaction	←	MAS	0.084
Job Satisfaction	←	IDV	0.498
Job Satisfaction	←	UAI	0.153
Job Satisfaction	←	PDI	-0.288
Job Satisfaction	←	PCB	0.168

Conclusion

This chapter provides the specific results from the different statistical analysis methods utilized in this study. Through the use of SPSS and SPSS-AMOS statistical software, sample demographic characteristics were established, binary logistic regression was conducted to answer RQ1 and RQ2, path analysis was ran to answer RQ3 and individual scores for the dimensions of national culture were calculated utilizing the Hofstede Values Survey Module 2013 methods. These results are discussed in detail in Chapter 5 and are also put into context with regards to implications for the learning technologies fields and multinational organizations.

CHAPTER 5

DISCUSSION AND CONCLUSIONS

Introduction

In the first two chapters, the foundation was laid for the reason for the study followed by a detailed description of how the study was organized and conducted in Chapter 3. Chapter 4 provided the analysis outcomes and described the data utilized in the study. In this chapter the important findings of this study are discussed which include confirmation of a statistically significant finding with regards to job satisfaction and psychological contract breach (PCB) and the establishment of nationality having a significant impact on PCB. I review the results obtained through the analysis presented in Chapter 4 and discuss their meaning in greater detail. This chapter also includes recommendations for organizations, lessons learned from the study implementation, implications for the learning technologies field, as well as recommendations for future studies. While this study was not an exhaustive analysis of how multinational organizations deal with cultural implications in their workforce, it does provide a valuable snapshot into the issues that are faced by organizations as they expand further into the global marketplace. This final chapter provides the context to the data obtained and also set the foundation for further research into this important topic.

Discussion

The data obtained from the survey provided information that was utilized to come to the conclusions listed within this chapter. The discussion is broken into several parts to allow for ease of understanding. Each section builds upon the previous as the full analysis is made. Data that is mentioned in the analysis include the reference to the table in which the information can be found in Chapter 4.

Research Question 1

Research Question 1 (RQ1) specifically asked if there was a significant relationship between a person's nationality and the perception of a psychological contract breach (PCB). The analysis showed that there was a statistically significant result ($p < 0.001$) with regards to nationality overall impacting the perception of a PCB (Table 10). When nationalities were taken into account individually, only Brazil provided a statistically significant result ($p < 0.001$). The United Kingdom provided a borderline statistically significant return at $p < 0.052$. Both India and Canada failed to return a significant result indicating that a statistically significant impact to perceived PCB could not be shown. The United States was noted as the constant in this analysis and thus did not return a result.

While much of the individual nationality data failed to show significant results, the overall results of nationality were statistically significant which allows us to show that nationality does indeed play a role in a perception of PCB. How substantial that role is should still be questioned when you look at the Cohen's *W* effect size for the overall model indicating a small to moderate effect. This research has shown that that nationality is a piece of the puzzle, but how big of a piece remains to be seen. The analysis does allow for us to answer RQ1 in the affirmative though, that there is a significant relationship between nationality and the perception of PCB.

Research Question 2

Research Question 2 (RQ2) focused on the second piece of the study involving the level of job satisfaction and its impact on the perception of PCB. The statistically significant results for job satisfaction ($p < 0.001$) allow for us to answer RQ2 in the affirmative indicating that job satisfaction does impact the perception of PCB. Further evaluating the results show that the

EXP(B) for job satisfaction indicates that for every change in job satisfaction score, the chance of a PCB changes by a factor of 2.295. This result is higher than any other factor noted in the analysis. These results show that with a highly significant result and a strong odds factor that job satisfaction have a significant impact on the perception of PCB.

Similar to the note regarding RQ1, the small to moderate Cohen's *W* effect size of the model should be taken into account when evaluating these results. This would indicate that while the factors analyzed are significant, they still only play a moderate role at best the likelihood of a perceived PCB. While this analysis does not specifically quantify the amount of change that each independent variable holds on the overall analysis it does show that there is a stronger shift in the likelihood of a perceived breach as the level of job satisfaction changes. This finding is consistent with the literature and the expectations that as a person's job satisfaction decreases that the likelihood of perceiving a PCB would be greater. Finally, it should also be noted that there is also a likely outcome that if a PCB is perceived, that a drop in job satisfaction may also occur, so the effects of changes in each variable could go both ways.

Research Question 3

The path analysis utilized to answer Research Question 3 was conducted through SPSS-AMOS software. This software assists the researcher in developing a path model that is can be utilized to test for the moderating effects for different variables in the analysis. The results for the present model are noted in Figure 2. The chi-square result for model fit noted in Chapter 4 was 1708.328 with a probability level of $p < 0.001$. This indicates that the model was not a good fit and therefore the model was not a good explanation of the interaction of the dimensions of national culture. While this was not the desired result, it is none-the-less worth reporting as it does give insight into the interactions that are occurring.

Table 12 provides an understanding of where some of the significant interactions are occurring in the data. It is noted that job satisfaction has a significant interaction with all four dimensions of national culture and PCB with the IDV and UAI indexes. Table 13 also provides information when looking at the strongest interactions noted in the data. The two strongest interactions are between job satisfaction and IDV and job satisfaction to PDI. This information is important for multinational organizations and learning technologies practitioners to note as these two interactions have the most pronounced interaction identified. These factors alone could increase the success of new ventures or training programs if they are used to inform entry strategy or training development.

Even though the overall model was not deemed to be a valid answer to the question, the data that resulted from the analysis shows that there are interactions present and therefore there is reason to believe that there is some measure of influence taking place. There are other studies described in Chapter 2 (Zengin Karaibrahimoglu & Guneri, 2015; Naidu & Chand, 2017; and Luria et al., 2016) that have shown that nationality or the dimensions of national culture can act as a moderator. While this analysis was not conclusive, there is sufficient evidence noted to warrant additional study into the effects of national culture on job satisfaction and PCB. These results do allow us to partially answer RQ3 as they show that there is an effect present between the dimensions of national culture and both PCB and job satisfaction with a stronger relationship between the dimensions and job satisfaction. What the model does not do is allow us to conclude that the effects are substantial overall or conclusive.

Implications and Opportunities

The results of the analysis presented both expected and surprising results. The binary logistic regressions show that the interactions between nationality and the perception of PCB as

well as the impact of PCB on job satisfaction are both statistically significant. What is also shown is the ultimate effect size of these issues are small to medium. This does suggest that interactions do take place and should be considered as part of the equation when evaluating the job satisfaction and retention strategies within an organization. While it was overall inconclusive, the path analysis shows that specific dimensions within culture may play a role in the overall job satisfaction of employees.

This study also provided additional contributions to the literature and field of study with regards to job satisfaction and nationalities connections to the perception of PCB. The finding that job satisfaction had a statistically significant role in the perception of PCB confirms research by Duran et al. (2018) and Wang et al., (2008) and adds credibility to the concept that PCB is impacted by job satisfaction. This study also adds to the body of knowledge by establishing that nationality does in fact play a role in the perception of PCB. It also provides further evidence warranting additional research into the impact that the dimensions of national culture have on both job satisfaction and PCB. This final section discusses the implications of this study for both organizations and the learning technologies fields.

Implications and Recommendations for Organizations

This study has provided insight into the role that culture has on how employees of multinational organizations and arguably organizations in general perceive their workplace. Understanding what makes a satisfied workforce is critical to organizations being able to attract top talent and maintain a competitive advantage in a more global market. Job satisfaction was identified as a key component to the perception of PCB among employees. It can also be inferred from the study that PCB may also have an impact on job satisfaction as well. The results of this study highlighted the need for organizations to focus on maintaining positive job

satisfaction standards and avoiding perceptions of PCB among their employees. It also highlighted the need for organizations to take into account the national culture present in which they are operating.

Organizations will stand to benefit by implementing strategies when entering new markets that do not just take a boiler plate model from their home country and try to force onto a foreign culture. Table 7 showed that some of the cultures are very similar, such as the US and Canada are nearly equal in PDI (40 and 39 respectively) and are equal in the Indulgence vs. Restraint Index (IVR), yet there are still cultural nuances that come into play that can quickly derail the best business plans. Understanding the cultures of new operating areas before jumping in will help these organizations to build successful operations. This study highlighted the effect that nationality plays on perceptions of PCB, and even though the effects were noted to be small to medium, they still play a significant role in the overall success and efforts to keep the psychological contracts intact. The study also showed that there are pieces of culture that may play a stronger role in the job satisfaction and potential PCB's. Even if organizations were to focus on the individualism and power distance aspects of culture, there would be a greater chance of organizational success when entering new markets.

It is important for organizations to have an understanding of the influences that culture has on their operations at all levels including the decisions that they make, the way they innovate, how they communicate and even how they are created. Chapter 2 provided insight into these functions that should be understood by organizations. The predominate national culture within an organization helps to determine how the business decisions are made. An organization can learn a lot about how decisions are made within their company and how decisions might be made in a new market by evaluating the dimensions of national culture. Similarly, these

dimensions can aid in evaluating innovation potential, communication and entrepreneurship.

In Chapter 2, the concept of push-and-pull factor was discussed in relation to job satisfaction. Choi and Park (2020) showed that poor job satisfaction was a push factor and the ease of finding another opportunity could be considered a pull factor. This concept could easily be translated into the discussions around PCB. This study has shown that job satisfaction has a significant impact on PCB, therefore it is a possibility that PCB itself could be shown to be a push factor like job satisfaction. While this concept isn't specifically addressed in this study, it is notable to organizations as they continue to look for ways to maintain and enhance their workforce. Identifying push-and-pull factors is one option for organizations looking at retention within their organizations.

It is important for organizations to also take a strong look at their own culture before expanding into new cultures that may not be as receptive. Understanding the organizational culture as described by Groyesberg et al., (2018) in Chapter 2 would assist organizations in establishing where they currently stand as an organization culturally. This will assist the organization to better understand how key concepts of their organizational culture might play out in the national cultures of international business opportunities. After establishing the type of culture that the organization has, these organizations can then utilize Hofstede's dimensions of national culture to see what areas may be of concern. This allows for the organization to put mitigations in place and to better define what their organizational culture will be at the new location.

Organizations could also look at expanding programs internally to mitigate the effects of PCB on their organization. One such method would be to introduce onboarding expectation setting sessions. In this instance the supervisor would set down in a one-to-one setting to discuss

what expectations that the employee had and also what expectations the company had. This process could become a part of the larger performance planning process as the employee progresses through their time with the organization. Having both the supervisor and the employee sit down and develop a written set of expectations of what they want to see out of the work relationship, and then evaluate and modify those over time would provide for a more defined way for organizations to mitigate and identify perceived PCB's. While this process would not eliminate the possibilities of PCB, it would provide clearer insight into the opportunities to grow and develop each employee on an individual basis, thereby reducing the likelihood of PCB over time. These programs could also assist in the identification of relational psychological contracts in addition to the transactional psychological contracts that companies are generally more able to control. This gives organizations another tool to use to ensure the happiness and stability of their workforces.

Finally, while this study dealt with organizations that are involved in operations in more than one country, the results can be easily generalized to organizations that operate solely within one country. For instance, mainland United States organizations that operate in Hawaii have to contend with cultural nuances that mimic those experienced by multinational organizations (Wright & Baker, 2020). Cultural differences do not have to be solely evaluated on a national level as often regional cultures have influence that can be substantially different than those of the greater national culture. Understanding culture, psychological contracts and overall employee job satisfaction is not something that is reserved for multinational organizations. All organizations could stand to utilize these concepts when developing training, employee retention programs and market entry strategies.

Implications for Learning Technologies

This study had a heavy focus on the field of human resources development but it also has implications for practitioners in learning technologies. The results have shown that there are important interactions that occur with regards to nationality and culture throughout an organization. This study focused primarily on PCB and job satisfaction and how they interacted with culture, but the ability to apply these principles should not be limited solely to these singular areas. Learning technologies practitioners should also take note of these findings as they work to understand how to develop innovative solutions to workforce development across cultures. Knowing how people learn and how to teach them is only part of the equation, understanding how cultural pieces play into these learning practices specifically within organizations will be key for the success of those who are developing learning or training programs for multinational or cross-cultural ventures and for those who are interested in knowledge transfer.

Learning technologies practitioners can utilize the concepts in this study to also make justifications for the need to develop regional or culturally specific training programs that take into account the learning needs that are specific to individual cultures. By avoiding the pitfall of cookie cutter training programs, the learning technologies field will benefit from the concepts that this study highlights such as being able to provide culturally relevant learning opportunities across an organization's global footprint. Practitioners can also utilize technology such as adaptive learning programs to create trainings that use various learning algorithms like artificial intelligence, machine learning and item response theories to provide more relevant content to the user (Wang et al., 2020). Personalizing the instruction using these methods and others is a key takeaway from this study for learning technologies practitioners.

Opportunities for Future Research

This study provided answers to the research questions presented, and there is opportunity for additional research to hone in on more specific aspects that may be influencing the perceptions of PCB and job satisfaction. As this study has shown, there are cultural forces that impact both the PCB and job satisfaction, but there are additional areas that can be explored.

First, with the small to medium effect sizes noted for RQ1 and RQ2 there is an opportunity to drill further and determine what factors in addition to culture may be playing a more significant role in these interactions. It is important to understand what piece of the puzzle that culture and nationality is and how it ultimately can impact the perceptions of the employee bases of multinational organizations. Additional variables such as tenure and education could hold valuable clues to other areas that might impact the employee job satisfaction and PCB perceptions.

A second area of additional research focus should be the further development of a cultural model that will better explain the interactions between the dimensions of national culture, job satisfaction and PCB. Future studies could focus on further developing the theory behind the interactions noted, particularly with regards to the effects that the cultural dimensions have on job satisfaction. Path analysis provides a useful tool to evaluate these concepts and there can be additional models and methods to aid in research.

Third, as noted in Chapter 4, the survey sample was predominately male (72%). This brings up an interesting question as to why the survey participants skewed so far in favor of one gender, which cannot be answered in this study. It would be worth additional research into the topic to provide a more solid understanding as to why this result may have occurred. Possible theories could include: The nature of the multinational organization workforces internationally,

the links between the industries represented and their overall gender composition, or even if the Amazon Mechanical Turk collection method prompts stronger responses from particular genders.

Finally, there are opportunities to take a deeper dive into specifics surrounding the perception of a PCB and nationality. Additional research could aid in building a knowledge base on how these contracts are developed by taking a closer look at the cultural nuances that come into play during the initial hiring period with an organization. A longitudinal study following new hires as they enter an organization, develop their psychological contracts and experience potential breaches would be very beneficial when looked at from a cultural perspective.

Reflections of the Study

This dissertation presented a number of challenges that had to be overcome through the course of the study. As this process progressed, there were numerous hills and mountains that as a researcher I had to overcome. It is important to acknowledge those challenges and provide insight as to how this final dissertation product took shape. This section briefly describes how the original proposed study changed over time, how this final dissertation took shape and finally conclude with a brief reflection on how these experiences impacted me and can be used by future researchers.

The original dissertation proposal was approved over a year prior to the final dissertation defense. During this time, I went forward with my study only to realize that the original method of data collection was not going to work and had to be revisited. I was originally planning to partner with a consulting firm that indicated that they would be able to distribute my survey to a large group of their clients worldwide to provide me with the necessary responses to conduct my study. After successfully launching the survey and communicating with the industry partner, it

quickly became apparent that they were not going to be able to provide me with the survey responses that they promised. In fact, they provided me with zero usable responses. This brought the dissertation process to a complete stop as a new process would have to be evaluated and implemented. Ultimately it was decided to utilize Amazon Mechanical Turk to collect the needed responses. This necessitated that I modify Chapter 3 to indicate the new collection method and provide a modification to the Institutional Review Board for approval to change the study methods. This was approved and the survey was launched on Amazon Mechanical Turk and the success of the data collection more than met expectations.

Now having a dataset in hand, the process turned to coding and processing the data. This process had already been laid out in Chapter 3 and was easy to follow. As I began reviewing the data and coding it, I noted a significant error in how the data was coded originally. The questions in Survey Section 1.1 were coded as a 3-point nominal value. This is consistent with the preapproved plan and how the study had been designed. What was noted was that I had failed to take into account section 1.2 which identified the same values in section 1.1 but asked if these values were important to the respondent. For instance, if a person indicated a perceived PCB in Question 1.1.1 and in Question 1.2.1 indicated that it was not important to them, then there would be no actual PCB to report. Likewise, if they indicated a perceived PCB in Question 1.1.1 and indicated in Question 1.2.1 that it was in fact important to them, then there would be a legitimate PCB to report. Having noted this concern in how the data was to be analyzed, I modified the coding method to account for this change. This resulted in a change in the way my dependent variable (PCB) was reported. It went from being a 3-point nominal variable to a 2-point nominal variable.

The original approved analysis method for this study was set to be multinomial

regression which would require at least 3 data points as originally planned. Now that the coded values were only binary data points, the approved analysis procedures would no longer work. Through consultation with faculty and advisors, the data analysis procedure was changed to binary logistic regression to account for the change in data coding. It should also be noted that another method to solve for this issue would be to include the results from 1.2.1 as an independent variable which would have allowed for multinomial regression to have been ran. Once my course of action was established, I then had to propose the changes to the approved dissertation proposal to the dissertation committee, who approved the changes and the study went forward.

The purpose for including these comments into the final discussion of the dissertation serves to educate the reader on how the final product came to be but also to deliver a point about resiliency in research. Taking a moment to acknowledge difficulties is important and learning from mistakes will only make you a better researcher. I had moments through this process that I felt I would never be able to overcome. Through determination and some encouragement from some very special faculty and friends I pushed onward. This process is meant to test you and if nothing else prove to yourself that you have made it to this point for a reason. There is no challenge that cannot be overcome. Trust in your advisors and soon enough, someone else will be trusting in you.

Conclusion

This study provided an opportunity to take a look into one of the most important aspects of people, their culture and how it interacts with the psychological contract and their job satisfaction. Focusing on multinational organizations, this study utilized 392 responses from 5 different countries to analyze the impacts that nationality and job satisfaction have on perceived

PCBs and also the effects that the dimensions of national culture may have on the relationship between PCB and job satisfaction. The results were at times expected and at other times surprising as not all pieces of the research could be confirmed. Important findings from the study were that nationality and job satisfaction both were shown to have a statistically significant impact on the perception of PCB by employees of multinational organizations. The dimensions of national culture on the other hand could not be definitively shown to have a direct effect on the interaction between PCB and job satisfaction, but the analysis did show signs that there were effects between the dimensions of national culture and job satisfaction. There are further opportunities to be explored surrounding the interactions between the noted variables in this study.

The implications for business and the learning technologies field should not be dismissed as this study has shown that nationality and culture are indeed important areas of focus. These focus areas will only become more crucial to organizations as the world market continues to expand and globalization makes the workforce substantially more culturally diverse. The research presented here adds to the existing body of research surrounding these topics and puts a stronger focus on the impacts that culture has on all parts of an organization. As organizations expand into new territory and markets, this research can assist in their ability to understand the factors that come into play when keeping a workforce engaged and happy.

APPENDIX A

SURVEY INSTRUMENT WITH CODING AND MEASURES

Informed Consent for Studies with Adults

TITLE OF RESEARCH STUDY: The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations.

RESEARCH TEAM: Principal Investigator – Erik S. Wright. This study is a part of a doctoral dissertation for the Department of Learning Technologies at the University of North Texas, under the supervision of Dr. Rose Baker and Dr. Youngjin Lee.

You are being asked to participate in a research study. Taking part in this study is voluntary. The investigators will explain the study to you and will any answer any questions you might have. It is your choice whether or not you take part in this study. If you agree to participate and then choose to withdraw from the study, that is your right, and your decision will not be held against you.

You are being asked to take part in a research study about the impacts of national culture on the perception of psychological contract breaches and job satisfaction.

Your participation in this research study involves answering question related to national culture and your work experience. Your participation should require no more than 15 minutes of your time. More details will be provided in the next section.

You might want to participate in this study if you are interested in understanding how culture impacts your job satisfaction. However, you might not want to participate in this study if you do not have time to complete the survey online or do not have access to reliable internet.

You may choose to participate in this research study if you are an employee of a company that has operations in more than one country and are over the age of 18 years of age.

The reasonable foreseeable risks or discomforts to you if you choose to take part are similar to those you would experience in your every day use of the internet and the potential risk of breach of confidentiality normally associated with internet usage, which you can compare to the possible benefit of a gained understanding by corporations on workplace job satisfaction.

DETAILED INFORMATION ABOUT THIS RESEARCH STUDY: The following is more detailed information about this study, in addition to the information listed above.

Acknowledge & Continue	0
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Measures	IC
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PURPOSE OF THE STUDY: This study is designed to better understand the links between national culture and perceptions of whether or not a company has followed through on promises made during the employment process.

TIME COMMITMENT: Participation in this study is not expected to take longer than 15 minutes.

STUDY PROCEDURES: This study involves the answering of survey questions via an online link provided by the research team.

POSSIBLE BENEFITS: This study has no direct benefits to the study participant, but indirect benefits include greater knowledge available to organizations to better enhance their recruiting practices and workforce job satisfaction.

POSSIBLE RISKS/DISCOMFORTS: Participation in this online survey involves risks to confidentiality similar to a person's everyday use of the internet and that there is always a risk of breach of confidentiality.

This research study is not expected to pose any additional risks beyond what you would normally experience in your regular everyday life. However, if you do experience any discomfort, please inform the research team via email at erikwright@my.unt.edu.

Participating in research may involve a loss of privacy and the potential for a breach in confidentiality. Study data will be physically and electronically secured by the research team. As with any use of electronic means to store data, there is a risk of breach of data security.

If you experience excessive discomfort when completing the research activity, you may choose to stop participating at any time without penalty. The researchers will try to prevent any problem that could happen, but the study may involve risks to the participant, which are currently unforeseeable. UNT does not provide medical services, or financial assistance for emotional distress or injuries that might happen from participating in this research. If you need to discuss your discomfort further, please contact a mental health provider, or you may contact the researcher who will refer you to appropriate services. If your need is urgent, helpful resources include: Denton County MHMR crisis hotline at 1-800-762-0157 or the National Suicide Prevention Hotline at 1-800-273-8255.

COMPENSATION: Compensation for participation is not being provided by the University of North Texas researchers. Upon survey completion you may be compensated in the amount previously agreed upon when you started the survey by Amazon MTurk. Any compensation is directly provided by Amazon MTurk. If you choose not to complete part or all of study procedures, or if you fail attention checks, you may not be compensated for participation. If you have questions or would like to discuss issues regarding your compensation, please contact Amazon MTurk directly. You may also discuss this with the research team at erikwright@my.unt.edu.”

CONFIDENTIALITY: This research examines national culture and your work experience. You will be asked a series of questions about these topics and your relationship with your employer. The survey should take approximately 10 minutes to complete. After completing the survey, you will be paid \$1.50 for your participation. We do not ask for your name or any other information that might identify you. You may withdraw at any time any you may choose not to answer any question but you must proceed to the final screen of the study in order to receive your completion code, which you must submit in order to be paid. In accordance with Mechanical Turk policies, we may reject your work if the HIT was not completed correctly or the instructions were not followed. If you have any questions about the research please contact me at erikwright@my.unt.edu if you have questions about your rights as a research subject, contact UNT’s Institutional Review Board at untirb@unt.edu or 940-565-4643

Efforts will be made by the research team to keep your personal information private, including research study and medical records, and disclosure will be limited to people who have a need to review this information. All paper and electronic data collected from this study will be stored in a secure location on the UNT campus and/or a secure UNT server for at least three (3) years past the end of this research [UNT learning technologies departmental server.] Research records will be labeled with a code [or “pseudonym”] and the master key linking names with codes will be maintained in a separate and secure location.

The results of this study may be published and/or presented without naming you as a participant. The data collected about you for this study may be used for future research studies that are not described in this consent form. If that occurs, an IRB would first evaluate the use of any information that is identifiable to you, and confidentiality protection would be maintained.

While absolute confidentiality cannot be guaranteed, the research team will make every effort to protect the confidentiality of your records, as described here and to the extent permitted by law. In addition to the research team, the following entities may have access to your records, but only on a need-to-know basis: the U.S. Department of Health and Human Services, the FDA (federal regulating agencies), the reviewing IRB, and sponsors of the study.

This research uses a third party software called Qualtrics and is subject to the privacy policies of this software noted here: <https://www.qualtrics.com/privacy-statement/>

You may be asked to provide the names of other potential participants, but you have the right to decline this information. The researcher will maintain confidentiality if you decide to suggest other persons for inclusion in the research. Participation in this online survey involves the potential for the loss of confidentiality similar to a person’s everyday use of the internet.

Participation in this online survey involves the potential for the loss of confidentiality similar to a person’s everyday use of the internet.

CONTACT INFORMATION FOR QUESTIONS ABOUT THE STUDY: If you have any questions about the study you may contact Erik S. Wright at erikwright@my.unt.edu.

Any questions you have regarding your rights as a research subject, or complaints about the research may be directed to the Office of Research Integrity and Compliance at 940-565-4643, or by email at untirb@unt.edu.

Acknowledge & Continue	0
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Measures	IC
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INFORMED CONSENT:

[Informed Consent Document \(downloadable version\)](#)

- By selecting I CONSENT you indicate that you have read, or have had read to you all of the above.
- You confirm that you have been told the possible benefits, risks, and/or discomforts of the study.
- You understand that you do not have to take part in this study and your refusal to participate or your decision to withdraw will involve no penalty or loss of rights or benefits.
- You understand your rights as a research participant and you voluntarily consent to participate in this study; you also understand that the study personnel may choose to stop your participation at any time.
- By selecting I CONSENT, you are not waiving any of your legal rights.

Please select I CONSENT if you are at least 18 years of age and voluntarily agree to participate in this study.

I CONSENT to participate in the study	0
I DO NOT consent to participate (EXIT)	0

Measures	IC
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Q1.0: Please review each question and select the appropriate response.

Q1.1: I have received what was promised to me by the company.	Received none of what was promised	Received little of what was promised	Received moderate amount of what was promised	Received about the same as promised	Received more than Promised	No promises were made	Measures
Salary	-1	-1	1	1	1	0	PCB
Pay raises	-1	-1	1	1	1	0	PCB
Bonuses based on performance	-1	-1	1	1	1	0	PCB
Opportunities for professional growth	-1	-1	1	1	1	0	PCB
Opportunities for developing new skills	-1	-1	1	1	1	0	PCB
Opportunities for advancement	-1	-1	1	1	1	0	PCB
Career development	-1	-1	1	1	1	0	PCB
	Received none of what was promised	Received little of what was promised	Received moderate amount of what was promised	Received about the same as promised	Received more than Promised	No promises were made	Measures
Overall benefits	-1	-1	1	1	1	0	PCB
Being given interesting and challenging work	-1	-1	1	1	1	0	PCB
Feedback on job performance	-1	-1	1	1	1	0	PCB
Supervisory support	-1	-1	1	1	1	0	PCB
Job security	-1	-1	1	1	1	0	PCB
Trust	-1	-1	1	1	1	0	PCB
Open/honest communication	-1	-1	1	1	1	0	PCB
	Received none of what was promised	Received little of what was promised	Received moderate amount of what was promised	Received about the same as promised	Received more than Promised	No promises were made	Measures
Being treated fairly	-1	-1	1	1	1	0	PCB
Having clear goals & directions	-1	-1	1	1	1	0	PCB

Being given enough resources to do my job	-1	-1	1	1	1	0
Recognizing my accomplishments	-1	-1	1	1	1	0
Healthcare benefits	-1	-1	1	1	1	0

PCB
PCB
PCB

Q1.2: How important to you are the following aspects of your job?	Not important to me	Important to me
Salary	0	1
Pay raises	0	1
Bonuses based on performance	0	1
Opportunities for professional growth	0	1
Opportunities for developing new skills	0	1
Opportunities for advancement	0	1
Career development	0	1
	Not important to me	Important to me
Overall benefits	0	1
Being given interesting and challenging work	0	1
Feedback on job performance	0	1
Supervisory support	0	1
Job security	0	1
Trust	0	1
Open/honest communication	0	1
	Not important to me	Important to me
Being treated fairly	0	1
Having clear goals & directions	0	1
Being given enough resources to do my job	0	1
Recognizing my accomplishments	0	1
Healthcare benefits	0	1

Measures
IMP
IMP
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Measures
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IMP
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IMP
IMP
Measures
IMP
IMP
IMP
IMP

Q1.3: To what extent do you agree with the following statements:	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I like my job very much.	2	1	0	-1	-2
Management in my company treats me with kindness and consideration.	2	1	0	-1	-2
I feel extremely frustrated by how I have been treated by my company.	-2	-1	0	1	2
I often think about quitting.	-2	-1	0	1	2
I am able to maintain my values at this company.	2	1	0	-1	-2

Measures
JS
JS
JS
JS
JS

Management in my company deals with me in a truthful manner.	2	1	0	-1	-2	JS
Management in my company shows concern for my rights as an employee.	2	1	0	-1	-2	JS
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
I feel betrayed by my company.	-2	-1	0	1	2	JS
My values match or fit the values of this company.	2	1	0	-1	-2	JS
I feel that the company has violated the contract between us.	-2	-1	0	1	2	JS
If I could choose again, I would choose to work here.	2	1	0	-1	-2	JS
Management in my company treats me with respect and dignity.	2	1	0	-1	-2	JS
I feel a great deal of anger toward my company.	-2	-1	0	1	2	JS
I am very dissatisfied with my job.	-2	-1	0	1	2	JS
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
Overall, I am quite happy with my job.	2	1	0	-1	-2	JS
My values prevent me from fitting in at this company because they are different from the company's values.	-2	-1	0	1	2	JS
Management in my company are sensitive to my personal needs.	2	1	0	-1	-2	JS
I will probably look for a new job outside of	-2	-1	0	1	2	JS

my present company in the next year.						
Management in my company discusses the implications of decisions made about my job with me.	2	1	0	-1	-2	JS

Q1.4: When my organization has broken its promises to me, even when I know that I can not change the outcome...	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Measures
I feel that I have opportunities to express my opinions about it.	1	1	0	-1	-1	AB
I feel that I have opportunities to share my feelings about it.	1	1	0	-1	-1	AB
I feel that I have opportunities to offer feedback to my manager about it.	1	1	0	-1	-1	AB
I feel that my organization is not open to hearing my views on the matter.	-1	-1	0	1	1	AB
	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
I feel that my organization takes initiatives to hear my views on the matter.	1	1	0	-1	-1	AB
I feel that my organization shows consideration for my opinions on the matter.	1	1	0	-1	-1	AB
I feel that my views on the matter are seldom acknowledged.	-1	-1	0	1	1	AB

Q1.5: In most cases, when promises made to me were not met...	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Measures
The organization could have kept its promise to me but it chose not to.	-1	-1	0	1	1	AB
A situation beyond the company's control made it impossible for the company to keep its promise to me.	1	1	0	-1	-1	AB
There was an honest misunderstanding between me and the company regarding what the company would provide.	1	1	0	-1	-1	AB

Q2.1: Please think of an ideal job, disregarding your present job, if you have one.						
In choosing an ideal job, how important would it be to you to...	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance	Measures
have sufficient time for your personal or home life?	1	2	3	4	5	VSM
have a boss (direct supervisor) you can respect?	1	2	3	4	5	VSM
get recognition for good performance?	1	2	3	4	5	VSM
have security of employment?	1	2	3	4	5	VSM
have pleasant people to work with?	1	2	3	4	5	VSM
	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance	
do work that is interesting?	1	2	3	4	5	VSM
be consulted by your boss in decisions involving your work?	1	2	3	4	5	VSM

live in a desirable area?	1	2	3	4	5	VSM
have a job respected by your family and friends?	1	2	3	4	5	VSM
have chances for promotion?	1	2	3	4	5	VSM

Q2.2: In your private life, how important is each of the following to you?	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance	
Keeping time free for fun.	1	2	3	4	5	Measures VSM
Moderation: having few desires.	1	2	3	4	5	VSM
Doing a service to a friend.	1	2	3	4	5	VSM
Thrift (not spending more than needed).	1	2	3	4	5	VSM

Q2.3: How often do you feel nervous or tense?	
Always	1
Usually	2
Sometimes	3
Seldom	4
Never	5

Measures	VSM
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Q2.4: Are you a happy person?	
Always	1
Usually	2
Sometimes	3
Seldom	4
Never	5

Measures	VSM
----------	-----

Q2.5: Do other people or circumstances ever prevent you from doing what you really want to do?	
Yes, always	1
Yes, usually	2
Sometimes	3
No, seldom	4

Measures	VSM
----------	-----

No, never	5
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Q2.6: All in all, how would you describe your state of health these days?	
Very good	1
Good	2
Fair	3
Poor	4
Very poor	5

Measures	VSM
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Q2.7: How proud are you to be a citizen of your country?	
Very proud	1
Fairly proud	2
Somewhat proud	3
Not very proud	4
Not proud at all	5

Measures	VSM
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Q2.8: How often, in your experience, are subordinates afraid to contradict their boss (or students their teacher)?	
Never	1
Seldom	2
Sometimes	3
Usually	4
Always	5

Measures	VSM
----------	-----

Q2.9: In your private life, how important is each of the following to you?	of utmost importance	very important	of moderate importance	of little importance	of very little or no importance
Keeping time free for fun.	1	2	3	4	5
Moderation: having few desires.	1	2	3	4	5
Doing a service to a friend.	1	2	3	4	5
Thrift (not spending more than needed).	1	2	3	4	5

Q3.1: Are you:	
Male	1
Female	2
Other Gender Identification	3

Measures	DEM
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Q3.2: How old are you?	
Under 20	1
20-24	2
25-29	3
30-34	4
35-39	5
40-49	6
50-59	7
60 or over	8

Measures	DEM
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Q3.3: How many years of formal school education (or their equivalent) did you complete (starting with primary school)?	
10 years or less	1
11 years	2
12 years	3
13 years	4
14 years	5
15 years	6
16 years	7
17 years	8
18 years or over	9

Measures	DEM
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Q3.4: If you have or have had a paid job, what kind of job is it/was it?	
No paid job (includes full-time students)	1
Unskilled or semi-skilled manual worker	2
Generally trained office worker or secretary	3
Vocationally trained crafts-person, technician, IT-specialist, nurse, artist or equivalent	4

Measures	DEM
----------	-----

Academically trained professional or equivalent (but not a manager of people)	5
Manager of one or more subordinates (non-managers)	6
Manager of one or more managers	7

Q3.5: In what country were you born?	
TEXT ENTRY FIELD	0

Measures	DEM
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Q3.6: In what country do you currently live?	
TEXT ENTRY FIELD	0

Measures	DEM
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Q3.7: What nationality do you primarily identify with?	
TEXT ENTRY FIELD	0

Measures	DEM
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Q3.8: The company that I work for has operations in multiple countries.	
Yes	0
No	0

Measures	DEM
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Q3.9: How long have you worked for your current company?	
Less than 6 months	1
6 months to 1 year	2
1 year to 2 years	3
2-3 years	4
3-5 years	5
5-10 years	6
10 years or more	7

Measures	DEM
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Q3.10: What industry does your organization belong to?	
Agriculture	1
Education	2
Energy (Oil/Gas/Renewables)	3
Finance (Banks, Insurance, etc.)	4
Government	5
Hospitality	6
Manufacturing	7
Medical/Pharmaceutical	8
Real Estate	9
Retail (Sales)	10
Technology	11
Other Industry (Please answer question 3.10A)	12

Measures	DEM

Q3.10A: If you answered "Other Industry" to question 3.10, please indicate what industry your organization belongs to.	
TEXT ENTRY FIELD	0

Measures	DEM

Q3.11: Describe how your role has changed since you joined your current organization.	
TEXT ENTRY FIELD	0

Measures	DEM

Measures Index	
Attribution of Blame	AB
Demographics	DEM
Informed Consent	IC
Job Satisfaction	JS
Level of Importance	IMP
Psychological Contract Breach	PCB
Values Survey Module	VSM

APPENDIX B
IRB APPROVAL

September 15, 2020

PI: Rose Baker

Study Title: The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations.

RE: Human Subjects Application # IRB-20-426 Dear Dr. Rose Baker:

In accordance with 45 CFR Part 46 Section 46.104, your study titled “The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations.” has been determined to qualify for an exemption from further review by the UNT Institutional Review Board (IRB).

Attached to your Cayuse application in the Study Detail section, under the Attachments tab, are the consent documents (if applicable to your study) with the stamped IRB approval. Please use the approved consent copy for your study subjects.

No changes may be made to your study’s procedures or forms without prior written approval from the UNT IRB. Please contact The Office of Research Integrity and Compliance at 940-565-4643 if you wish to make any such changes. Any changes to your procedures or forms after 3 years will require completion of a new IRB application.

COVID-19 is having an impact on normal operations and procedures at UNT. Please review the [following guidance](#) to ensure you may proceed with in-person human subjects research. You must comply with all information located on [this page](#) during the conduct of your study to ensure safety of the participants and the research team.

We wish you success with your study.

Note: Please do not reply to this email. Please direct all questions to untirb@unt.edu Sincerely,

Gabe Ignatow
Professor
Chair – Institutional Review Board

GI:jm

February 8, 2021

PI: Rose Baker

Study Title: The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations. RE: Human Subjects Application # IRB-20-426

Dear Dr. Rose Baker:

The UNT Institutional Review Board (IRB) has received your request to modify your study titled “The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations..” As required by federal law and regulations governing the use of human subjects in research projects, the UNT IRB has examined the request to make minor changes to the Likert Scale reponses, add additional demographic questions, use snowball sampling as recruitment, and to revise the informed consent documents to reflect these changes. The modification to this study is hereby approved for use with human subjects. Attached to your Cayuse application in the Study Detail section under the Attachments tab are the consent documents with IRB approval. Please copy and use this form only for your study subjects.

Please contact The Office of Research Integrity and Compliance at (940) 565-4643, if you wish to make changes or need additional information.

N

ote: Please do not reply to this email. Please direct all questions to untirb@unt.edu

Sincerely,

Gabe Ignatow, Ph.D.
Professor
Chair, Institutional Review Board

GI:jm



September 17, 2021

PI: Rose Baker

Study Title: The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations.

RE: Human Subjects Application # IRB-20-426

Dear Dr. Rose Baker:

The UNT Institutional Review Board (IRB) has received your request to modify your study titled "The mitigating role of national culture on perceptions of psychological contract breach and job satisfaction in multinational corporations.." As required by federal law and regulations governing the use of human subjects in research projects, the UNT IRB has examined the request to recruit participants from Amazon MTurk and to revise the informed consent documents to reflect these changes. The modification to this study is hereby approved for use with human subjects.

Attached to your Cayuse application in the Study Detail section under the Attachments tab are the consent documents with IRB approval. Please copy **and use this form only** for your study subjects.

Please contact The Office of Research Integrity and Compliance at (940) 565-4643, if you wish to make changes or need additional information.

Note: Please do not reply to this email. Please direct all questions to untirb@unt.edu

Sincerely,

APPENDIX C
COUNTRY CODING

Afghanistan	1	Ghana	67	Palau	133
Albania	2	Greece	68	Panama	134
Algeria	3	Grenada	69	Papua New Guinea	135
Andorra	4	Guatemala	70	Paraguay	136
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Antigua and Barbuda	6	Guinea-Bissau	72	Philippines	138
Argentina	7	Guyana	73	Poland	139
Armenia	8	Haiti	74	Portugal	140
Australia	9	Holy See	75	Qatar	141
Austria	10	Honduras	76	Romania	142
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The Bahamas	12	Iceland	78	Rwanda	144
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Bolivia	21	Japan	87	Serbia	153
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Burkina Faso	27	Kyrgyzstan	93	Somalia	159
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Cambodia	30	Lebanon	96	South Sudan	162
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Denmark	47	Micronesia	113	Tunisia	179
Djibouti	48	Moldova	114	Turkey	180
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