
The Role of Psychological Contract Breach
In Determining Chinese Civil Servants' Behavioural
Responses to Organizational Change

组织变革背景下心理契约破裂在
决定中国公务员行为中的作用
实证研究

单 彬 著



为应对日益增长的全球竞争以及科学技术的快速发展所带来的挑战，组织变革已成为一种社会常态。它对雇佣关系深远影响，尤其是可能带来员工心理契约的破裂以及一系列负面行为结果的产生。



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DECLARATION

No portion of this work has been submitted in support of an application for any other degree or qualification at this or any other university or institution of learning. In addition, the author hereby confirms that, the thesis is written solely by him and is based entirely on his work in his research. All works by others, reviewed and cited in the thesis, are acknowledged in the Reference Section at the end of this thesis.

ABSTRACT

In order to cope with the challenges brought about by increasing global competition and rapid technological development, organizational change has become the norm. Organizational change has a profound effect on employment relationships, with a particular area of concern being of the psychological contracts breach (PCB) and the negative behaviours that result from these.

The extant literature concerns more regarding the impact of organizational change on employment relationship. However, the perceived obligations that exist in the employment relationship have received less attention. In addition, little research has been undertaken in a Chinese government context, thus, the current study investigated the role such breaches play in determining the behavioural responses of Chinese civil servants to organizational change. The conceptual framework is formed by strategic, structural, process-oriented and people-oriented change, in relation to the psychological contract breaches associated with the transactional, relational and balanced elements. Finally, with respect to the employees' behavioural responses, the concepts Exit, Voice, Loyalty and Neglect (EVLN) behaviours were used.

A positivist approach of "testing-out" was adopted, whereby a specifically-designed questionnaire was used to collect data from 486 civil servants working for the Chinese government. Mutual expectations of both parties in the employment relationship were explored. Analysis involved traditional statistical techniques and included an assessment of biographical data. In certain areas, the outcomes supported Western findings on how, following change, a breach of the psychological contract can impact on employee behaviour. However, variations with previous studies were also found, which were related to the traditional Chinese cultural dimension, Confucius thought and the social phenomena surrounding the post 1980's generation. The discussion resulted in a new conceptual model of PCB being presented, which applies specifi-

cally to the cultural context of Chinese civil servants.

The study advanced knowledge in a number of ways. Theoretical contributions were made to the psychological contract and particularly the breaches brought about by the change process. Contributions were also made in extending knowledge in the area of employee behaviours, particularly those of Exit, Voice, Loyalty and Neglect. Finally, in investigating the various concepts in the culturally specific environment of China, a contribution was made to public management, international HRM and the general area of culture. Practical contributions were made through recommendations for improvement, with further areas for research also being added.

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List of Abbreviations

AMOS	Analysis of a Moment Structures
CCP	Chinese Communist Party
CFI	Comparative Fit Index
CMIN/DF	Chi-square / Degrees of Freedom
EVLN	Exit, Voice, Loyalty, Neglect
GFI	Goodness-of-Fit Index
IDV	Individualism
IFI	Incremental Fit Index
LTO	Long-Term Orientation
MAS	Masculinity
M & As	Mergers and Acquisitions
PCB	Psychological Contract Breach
PCI	Psychological Contract Inventory
PCV	Psychological Contract Violation
PDI	Power Distance Index
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modelling
SPSS	Statistical Product and Service Solutions
TLI	Tucker-Lewis Index
UAI	Uncertainty Avoidance Index
WTO	World Trade Organization

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