

Temporal Proximity Matters: The Impact of Justice Information Timing on Psychological Contract Breach Resolution

Group & Organization Management
2024, Vol. 0(0) 1–28
© The Author(s) 2024



Article reuse guidelines:
sagepub.com/journals-permissions
DOI: 10.1177/10596011241238796
journals.sagepub.com/home/gom



Yannick Griep^{1,2} , Tinne Vander Elst^{3,4}, Johannes M. Kraak⁵ , Samantha Hansen⁶, and Elizabeth M. Beekman¹ 

Abstract

Although scholars and practitioners argue that organizations should provide justice information in the aftermath of a psychological contract breach (PC breach) to prevent or reduce violation feelings, it remains unclear whether that information should be provided within a few hours, days, or weeks following a PC breach. We estimated a 2-level time-lagged regression model on experience sampling data from 76 (226 observations), 70 (213 observations), and 70 (344 observations) employees with different intervals to test the durability of informational justice as a moderator on the PC breach-violation feelings relationship. We found that justice information should be

¹Radboud University, Nijmegen, The Netherlands

²North-West University, Potchefstroom, South Africa

³Tilburg University, Tilburg, The Netherlands

⁴IDewe, Leuven, Belgium

⁵KEDGE Business School, Bordeaux, France

⁶University of Toronto and the Rotman School of Management, Toronto, ON, Canada

Corresponding Author:

Yannick Griep, Behavioural Science Institute, Radboud University, Thomas van Aquinostraat 4, Nijmegen 6525 GD, The Netherlands.

Email: yannick.griep@ru.nl

provided in close temporal proximity (i.e., within the same day; Study 1) of PC breach to reduce violation feelings. In contrast, neither justice information provided the day (Study 2) or week (Study 3) after a PC breach successfully moderated the PC breach-violation feelings relationship. The current paper underscores the importance of being informationally just in close temporal proximity to a PC breach in line with resolution velocity as an indicator of the effectiveness of the recovery process. We discuss theoretical and practical implications of these findings.

Keywords

psychological contract, violation feelings, informational justice, time, timing

Employees often encounter disappointing events at work that they believe are unjust. Many such events stem from a breach of the employee's psychological contract (PC). The PC is an individual's collection of beliefs about what resources and experiences the employee and organization are obligated to provide one another in their exchange relationship (e.g., [Coyle-Shapiro et al., 2019](#); [Rousseau, 1989](#); [Rousseau et al., 2018](#)). For example, an employee may believe that the organization is obligated to provide a safe work environment and a competitive salary in exchange for an employee's hard work and loyalty. As such, the PC serves to guide perceptions and behaviors in the employee-employer exchange relationship. Perceptions of PC breach, a 'disruption' to the employment relationship ([Rousseau et al., 2018](#)), arise when an employee observes a failure on the part of the organization to provide the experiences and resources that the employee believes the organization is obligated to provide in exchange for their work contributions (e.g., [Coyle-Shapiro et al., 2019](#); [Morrison & Robinson, 1997](#)). This perceived discrepancy between employee beliefs about organizational obligations and actual employee experiences can trigger violation feelings which, in turn, are associated with a host of negative attitudes and behaviors that have detrimental consequences for both employees and employers. Meta-analytic evidence indicates that violation feelings associated with PC breach trigger reduced job satisfaction, organizational trust, organizational commitment, performance, and extra-role behavior and to increased turnover intentions and actual turnover (e.g., [Zhao et al., 2007](#)). Although incidents of PC breach often stem from misunderstandings between employees and employers about obligations ([Morrison & Robinson, 1997](#); [Payne et al., 2015](#)), more often organizations find themselves in situations wherein strained resources interfere with the organization's ability to deliver on its obligations. Given the impact of

violation feelings on employee attitudes and behaviors, and ultimately on organizational effectiveness, it is crucial for employers to understand how to prevent or, at minimum, buffer violation feelings.

A longstanding finding in the justice literature indicates that employers can prevent or mitigate negative reactions to unjust organizational events by providing employees with explanatory information; that is by providing informational justice (e.g., Colquitt, 2001; Colquitt & Rodell, 2015; Shin et al., 2015). Theoretically speaking, to ensure effectiveness, such information should be specific to the employee and situation, truthful, reasonable, justifiable, and provided in a timely manner (Colquitt, 2001; Colquitt & Rodell, 2015). However, ‘timeliness’ can be subjective. Researchers have advised organizations to inform employees about decisions that affect them as soon as possible; otherwise, employees may rely on informal information (e.g., rumors) that may be inaccurate, potentially intensifying negative feelings and distrust of management (Bordia et al., 2006). Moreover, the timeliness of providing informational justice could be viewed as a form of overall organizational justice, i.e., the overall sense of organisational fairness. Existing models suggest a harmful impact of not informing employees about decisions that affect them in a timely manner. Both Tyler and Blader (2003) in their Group Engagement Model of Procedural Justice and Restubog and colleagues (2008) in their application of the Group Value Model emphasise the importance of the quality of treatment of employees, politeness, and dignity in social interactions. Being rapidly informed of important matters that affect employees may be regarded as a form of respectful interaction and politeness, whereas neglecting to inform employees in a timely manner may—following the assumptions of the Group Engagement Model—negatively affect employees’ identity judgements and attitudes towards the organisation. The Group Value Model (Restubog et al., 2008) further reflects on employees’ expectations of organisational relationships, in which trust can be of critical importance. Providing informational justice too late may leave employees feeling undervalued, as this might be experienced as a lack of fair and respectful treatment on behalf of one’s organization.

However, although the importance of timeliness in delivering informational justice seems evident, it remains unclear whether timely communication reflects the provision of information within a few hours, days, or weeks following a critical incident such as a perceived PC breach. Indeed, only relatively recently have organizational scholars begun to recognize the significant effects of objective and subjective time in organizational contexts (e.g., Griep et al., 2021; Roe, 2008; Shipp & Cole, 2014). Nonetheless, by identifying the dynamic features of PC breach perceptions and informational justice reactions, and by exploring the temporal relations among those

features, we are able to offer a more comprehensive understanding of the role of time in PC processes and repair in the aftermath of PC breach as proposed by the Post-Violation Model (Tomprou et al., 2015). As such, an important question arises: “*When should organizations provide explanatory information to employees in their efforts to prevent or mitigate negative affective reactions such as violation feelings?*”

In this 3-study paper, we tackle this issue by drawing on recent theoretical advancements on the Post-Violation Model (Tomprou et al., 2015) and established empirical findings (e.g., Johnson et al., 2013; Tomlinson et al., 2004). According to the Post-Violation Model (Tomprou et al., 2015), effective recovery following a perceived PC breach requires that the discrepancy between obligations and actual experiences be reduced (e.g., through remedies and/or changes in perceptions) and that feelings of violation be minimized. In line with self-regulation theory and research (e.g., Carver & Scheier, 2001; Lord et al., 2010), this recovery process is iterative, and its success depends on several factors including organizational responsiveness. Responsiveness can take the form of organizational repair efforts (e.g., fulfilling the breached obligation) and organizational acknowledgment of the PC breach. Acknowledgment may include sincere apologies, plausible denials, and credible explanations (Tomprou et al., 2015). According to the Post-Violation Model, such messages motivate the employee to either accept the situation as the new status quo or to positively reinterpret the PC breach by reducing the organization’s perceived responsibility. Thus, as a form of organizational acknowledgement, the provision of informational justice following a perceived PC breach should serve to reduce violation feelings.

Tomprou et al. (2015) also argued that the speed at which organizational responses occur impacts the effectiveness of post-violation recovery. *Resolution velocity* refers to the perceived speed of progress toward resolution of the PC breach. As in self-regulation research (e.g., Carver et al., 1996; Johnson et al., 2013), resolution velocity serves as an indicator of the effectiveness of the recovery process, with faster resolution efforts being related to more positive post-violation outcomes. Fast delivery of informational justice following PC breach signals that the organization is aware of its wrongdoing and cares about the exchange relationship (Tomlinson et al., 2004). Employees are likely to believe that a PC breach can be resolved, if informational justice is provided in close temporal proximity to the actual PC breach event; resulting in reduced violation feelings (Gillespie & Dietz, 2009; Tomlinson et al., 2004). Similarly, prompt—compared to delayed—organizational responsiveness is associated with greater distress reduction in the trust repair process (Gillespie & Dietz, 2009). Therefore, we predicted that informational justice that is provided promptly following a PC breach

would be more effective at reducing violation feelings than informational justice provided at later times. We conducted three studies to assess the moderating role of informational justice on the relationship between PC breach and violation feelings, with each study reflecting a different speed of informational justice delivery ranging from within the same day, from one day to the next day, and from one week to the next week. By gradually increasing the length of the time lag, we adhere to recent recommendations in the literature made by a group of 34 PC researchers (Griep et al., 2019), to capture the rate of change in PC breach reactions over short-term (defined as minutes to hours in their call) and long-term (defined as days to weeks in their call) time lags. Following the above, we hypothesize the following:

Hypothesis 1. *Informational justice moderates the positive relationship between PC breach and violation feelings in the short term (within the same day, hypothesis 1a), but not in the longer term (from day-to-day, hypothesis 1b or from week-to-week, hypothesis 1c), in such a way that the positive relationship between PC breach and violation feelings (within the same day) will be less positive when informational justice is high.*

Method Study I

Procedure and Participants

We approached managers from a wide range of industries (i.e., health services, professional services, education, construction, manufacturing, wholesale and retail trade, information technology, leisure and hospitality, public administration, food and drink, and transportation) with whom the authors already had a pre-existing relationship, to gauge their interest in participating in our repeated measurement study. Managers who indicated that their organization was interested in participating in our study were requested to forward a personal email to their employees with the request to take part in our study. In doing so, we reached 158 North American respondents, of whom 76 respondents completed multiple prompts per day study (response rate = 48.10%). Specifically, we asked respondents to complete a survey in the morning (between 10–11AM)¹ and a survey in the afternoon (between 3PM–4PM) for five consecutive workdays. Because we collected multiple surveys from the same respondents, our analytic interest was in the number of completed ‘observations’ rather than the number of ‘respondents’, resulting in effective sample sizes of 226 observations. Respondents were, on average, 46.82 years old ($SD = 15.19$), 76.30% were female, 85.60% obtained a higher educational degree, and the average tenure was 9.64 years ($SD = 10.27$).

Respondents came from the following industries (top five presented here): health services (25%), manufacturing (19.74%), education (17.11%), information technology (15.79%), public administration (13.16%).

A substantial benefit of the analytical approach we used in all three studies (see section “Analyses”) is its ability to handle missing data between different observations (Ployhart et al., 2002). As such, we followed recent recommendations by other papers with longitudinal data (see Griep et al., 2021; Hülsheger et al., 2021) to not remove respondents due to missing data because patterns of missing data rarely happen at random and the maximum likelihood estimator is able to properly deal with said missing data (see for example Raudenbush & Bryk, 2002; Singer & Willett, 2003; Wang et al., 2017). In other words, every respondent with at least one completed repeated measurement survey was included in the analysis. In all three studies, the sample sizes exceed the minimum required sample sizes needed to make accurate estimates of standard errors in multilevel research (Maas & Hox, 2005). Moreover, Hox and Maas (2002) as well as Paccagnella (2011) demonstrated that only a small sample size at level 2 (meaning a sample of 50 or less) leads to biased estimates of the second-level standard errors. In all the other simulated conditions the estimates of both the regression coefficients, the variance components and the standard errors are unbiased and accurate. All three studies were approved by the Ethics Committee Social Science (approval number: ECSW-LT-2022-9-21-42470).

Measures

PC breach was measured using the five items by Robinson and Morrison (2000). This measure assessed employees’ perceptions of how well their PC had been fulfilled or breached by their organizations. Measuring perceived PC breach as a global perception is consistent with existing conceptualizations of PC breach as an overall evaluation of how well one’s PC has been fulfilled or breached by one’s employer (Rousseau, 1989). The items were adapted in such a way that they referred to the time frame respondents were supposed to report about and used the past tense. The items were as followed: (1) In the morning half of the day, almost all of the promises made by my employer have been kept so far (reversed), (2) In the morning half of the day, I felt that my employer has come through in fulfilling the promises made to me (reversed), (3) In the morning half of the day, my employer has done an excellent job in fulfilling its promises to me (reversed), (4) In the morning half of the day, I have not received everything promised to me in exchange for my contributions, and (5) In the morning half of the day, my employer has broken many of its obligations to me even though I’ve upheld my side of the deal.

Respondents rated their agreement with each item on a 5-point Likert scale ranging from (1) “strongly disagree” to (5) “strongly agree”. The level-specific within- ($\omega = .81$) and between-person ($\omega = .93$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Violation feelings were measured using the four items by Robinson and Morrison (2000). The items were adapted in such a way that they referred to the time frame respondents were supposed to report about and used the past tense. The items were as followed: (1) In the afternoon half of the day, I felt a great deal of anger toward my organization, (2) In the afternoon half of the day, I felt betrayed by my organization, (3) In the afternoon half of the day, I felt that my organization has violated the contract between us, and (4) In the afternoon half of the day, I felt extremely frustrated by how I have been treated by my organization. Respondents rated their agreement with each item on a 5-point Likert scale ranging from (1) “strongly disagree” to (5) “strongly agree”. The level-specific within- ($\omega = .84$) and between-person ($\omega = .95$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Informational justice was measured using the five items by Colquitt (2001). The items were adapted in such a way that they referred to the time frame respondents were supposed to report about, used the past tense, and specifically referenced PC breach as the source of information given the scope of this study. The items were thus as followed: (1) In the morning half of the day, has he/she been candid in his/her communications with you regarding the unmet promises to you, (2) In the morning half of the day, has he/she explained the procedures regarding the unmet promises thoroughly, (3) In the morning half of the day, were his/her explanations regarding the procedures regarding the unmet promises reasonable, (4) In the morning half of the day, had he/she communicated details regarding the unmet promises in a timely manner, and (5) In the morning half of the day, did he/she seemed to tailor his/her communications to your specific needs regarding the unmet promises. Respondents rated their agreement with each item on a 5-point Likert scale ranging from (1) “strongly disagree” to (5) “strongly agree”. The level-specific within- ($\omega = .81$) and between-person ($\omega = .97$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Analyses

We started by estimating Intraclass Correlation Coefficients (ICCs) of PC breach, violation feelings, and informational justice because our data had a nested structure (i.e., prompts nested within individuals). Upon examining 2-level ICCs, we noticed that the largest proportion of the variance in these variables (.66, .79, and .64) could be attributed to within-person differences.

Hence, we estimated a 2-level time-lagged moderated regression model that partitions within- and between-subject variance using Mplus version 7.4 (Hox, 2010; Muthén & Muthén, 2013). In this 2-level time-lagged moderated regression model, the moderation effects were tested by including an interaction effect between PC breach (Time X) and informational justice (Time X) when determining the moderating informational justice (Time X) on the relationship between PC breach (Time X) and violation feelings (Time X + 1). To interpret this moderation, we relied on the Johnson-Neyman technique (Preacher et al., 2006) instead of the traditional simple slope method. The Johnson-Neyman technique identifies the full range of the moderator for which the interaction is significant, instead of selecting arbitrary conditional values (i.e., traditionally $-1SD$, mean, $+1SD$); informational justice moderates the relationship between PC breach and violation feelings for all values of informational justice where the 95% confidence bands do not include zero. While the upper line in a Johnson-Neyman plot indicates the upper region boundaries of significance (the higher 2.5%), the lower line indicates the lower region boundaries of significance (the lower 2.5%). The magnitude of the interaction is depicted by the narrowness of the confidence bands (Preacher et al., 2006). The middle line indicates the direction (i.e., positive or negative) of the relationship. Moreover, we have also included a simple slope depiction of low ($-1SD$), medium (mean), and high ($+1SD$) levels of informational justice.

Method Study 2

Procedure and Participants

Using the same procedures described in Study 1, we reached 141 North American respondents who did not take part in Study 1, of whom 70 respondents completed the daily diary study (response rate = 49.65%). Specifically, we asked respondents to complete a single survey at the end of their workday (between 4PM and 11PM) for five consecutive workdays. As in Study 1, due to the nested nature of our data, our effective sample sizes had 213 observations; exceeding the minimum required sample sizes needed to make accurate estimates of standard errors in multilevel research (Maas & Hox, 2005). Our respondents were, on average, 39.60 years old ($SD = 12.41$), 51.50% were female, 89.40% obtained a higher educational degree, and the average tenure was 13.06 years ($SD = 13.30$). Respondents came from the following industries (top five presented here): health services (25.71%), manufacturing (21.43%), education (17.14%), information technology (15.71%), public administration (12.86%).

Measures

PC breach was measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past day” instead of “In the morning half of the day”. The level-specific within- ($\omega = .73$) and between-person ($\omega = .97$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Violation feelings were measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past day” instead of “In the afternoon half of the day”. The level-specific within- ($\omega = .87$) and between-person ($\omega = .99$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Informational justice was measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past day” instead of “In the morning half of the day”. The level-specific within- ($\omega = .83$) and between-person ($\omega = .99$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Analyses

As in Study 1, we started by estimating Intraclass Correlation Coefficients (ICCs) of PC breach, violation feelings, and informational justice because our data had a nested structure (i.e., daily surveys nested within individuals). Upon examining 2-level ICCs, we noticed that the largest proportion of the variance in these variables (.68, .82, and .69) could be attributed to within-person differences. Hence, we used the same analytical approach as described in Study 1.

Method Study 3

Procedure and Participants

Using the same procedures described in Study 1, we reached 189 North American respondents who did not take part in Study 1, of whom 70 respondents completed the weekly diary study (response rate = 37.04%). Specifically, we asked respondents to complete a single survey at the end of their work week (between Friday 11AM and Sunday 11AM) for five consecutive weeks. As in Study 1, due to the nested nature of our data, our effective sample sizes had 344 observations; exceeding the minimum required sample sizes needed to make accurate estimates of standard errors in multilevel research (Maas & Hox, 2005). Our respondents were, on

average, 38.53 years old ($SD = 12.05$), 48.20% were female, 92.30% obtained a higher educational degree, and the average tenure was 13.12 years ($SD = 12.93$). Respondents came from the following industries (top five presented here): health services (24.29%), manufacturing (20%), education (18.57%), information technology (15.71%), public administration (14.29%).

Measures

PC breach was measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past week” instead of “In the morning half of the day”. The level-specific within- ($\omega = .89$) and between-person ($\omega = .96$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Violation feelings were measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past week” instead of “In the afternoon half of the day”. The level-specific within- ($\omega = .89$) and between-person ($\omega = .96$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Informational justice was measured using the same items and response scales as in Study 1, with the exception that we now referred to “In the past week” instead of “In the morning half of the day”. The level-specific within- ($\omega = .83$) and between-person ($\omega = .99$) omega reliability (Geldhof et al., 2014) was significant and thus satisfactory.

Analyses

As in Study 1, we started by estimating Intraclass Correlation Coefficients (ICCs) of PC breach, violation feelings, and informational justice because our data had a nested structure (i.e., daily surveys nested within individuals). Upon examining 2-level ICCs, we noticed that the largest proportion of the variance in these variables (.75, .83, and .71) could be attributed to within-person differences. Hence, we used the same analytical approach as described in Study 1.

Results Study I

Descriptive Results

Table 1 (top part) provides an overview of the means, standard deviations, and zero-order (i.e., between-person) correlations.

Table 1. Means, Standard Deviations, and Zero-Order Correlations Among the Focal Variables (Study 1/Study 2/Study 3).

	M	SD	1.	2.	3.
Study 1					
1. PC breach	1.69	.68	—		
2. Violation feelings	1.44	.70	.64***	—	
3. Informational justice	3.86	.95	-.52***	-.55***	—
Study 2					
1. PC breach	1.75	.73	—		
2. Violation feelings	1.49	.77	.73***	—	
3. Informational justice	3.65	1.07	-.50***	-.51***	—
Study 3					
1. PC breach	2.00	1.12	—		
2. Violation feelings	1.84	.99	.77***	—	
3. Informational justice	3.46	.98	-.31***	-.38***	—

Note. *: $p < .05$. **: $p < .01$. ***: $p < .001$; Means, standard deviations and zero-order correlations are presented for each of the three studies.

Measurement Model

We conducted a multilevel confirmatory factor analysis to determine whether perceptions of PC breach, violation feelings and informational justice can be empirically distinguished from each other. We used [Hu and Bentler's \(1995\)](#) conventional standards to assess model fit: Root Mean Square Error of Approximation ($.05 < \text{RMSEA} \leq .08$: reasonable fit; $0 \leq \text{RMSEA} \leq .05$: close fit), Standardized Root Mean Square Residual ($.05 < \text{SRMR} \leq .08$: reasonable fit; $0 \leq \text{SRMR} \leq .05$: close fit), the Comparative Fit Index ($.90 \leq \text{CFI} < .95$: good fit; $.95 \leq \text{CFI} \leq 1.00$: excellent fit), and the Tucker-Lewis Index ($.90 \leq \text{TLI} < .95$: good fit; $.95 \leq \text{TLI} \leq 1.00$: excellent fit). Our results showed that the hypothesized model (Model 1), in which each construct loaded onto a separate latent factor had an excellent fit: $\chi(51) = 89.64, p < .001, \text{CFI} = .97, \text{TLI} = .96, \text{RMSEA} = .06, \text{SRMR}_{\text{within}} = .05$. We compared this 3-factor structure to an alternative 2-factor structure (combined PC breach and violation feelings into one latent variable; Model 2), another alternative 2-factor structure (combined PC breach and informational justice into one latent variable; Model 3), another alternative 2-factor structure (combined violation feelings and informational justice into one latent variable; Model 4), and an alternative 1-factor structure (combined all variables into a single latent variable; Model 5). We found that Model 1 fit the data significantly better than Model 2 ($\Delta \chi^2(2) = 96.36, p < .001, \text{CFI} = .90, \text{TLI} = .88, \text{RMSEA} = .11, \text{SRMR}_{\text{within}} = .08$), Model 3 ($\Delta \chi^2$

(2) = 113.94, $p < .001$, CFI = .87, TLI = .84, RMSEA = .11, SRMR_{within} = .10), Model 4 ($\Delta \chi^2$ (2) = 478.71, $p < .001$, CFI = .61, TLI = .52, RMSEA = .19, SRMR_{within} = .12), and Model 5 ($\Delta \chi^2$ (3) = 552.56, $p < .001$, CFI = .55, TLI = .45, RMSEA = .20, SRMR_{within} = .13).

Hypothesis Testing

We found that PC breach was positively related to violation feelings within the same day (estimate = .786; SE = .043; $p < .001$). Moreover, we found that informational justice was positively related to violation feelings within the same day (estimate = .217; SE = .051; $p < .001$). Finally, and pivotal to this study, we found that informational justice moderated the positive relationship between PC breach and violation feelings within the same day (estimate = $-.460$; SE = .151; $p < .001$, supporting hypothesis 1a). These findings support our prediction that informational justice moderates the positive relationship between PC breach and violation feelings in the short term (from one prompt to the next prompt within the same day). [Figure 1](#) provides a graphical representation of the standardized results whereas [Table 2](#) provides an overview of the standardized regression results.

To further probe the significant moderating effect of informational justice, [Figure 2](#) shows the plotted confidence bands for the moderating role of informational justice (Time X) on the relationship between PC breach (Time X) and violation feelings (Time X + 1). The simple slopes of this relationship were significant inside the -1.16 and $.83$ region; implying that the effect of PC breach on violation feelings was only significant under informational justice values smaller than $.83$ (less than the lowest possible observable value of 1.00 of informational justice). In other words, the effect of PC breach on violation feelings was non-significant as of the lowest possible observable informational justice value. In simple slope terms, this means that for low ($t = .42$, $p = .676$), medium ($t = .20$, $p = .845$) and high levels ($t = .07$, $p = .942$) of informational justice, there no longer exists a positive relationship between PC breach and violation feelings, demonstrating the mitigating effect of informational justice in close temporal proximity to PC breach.

Results Study 2

Descriptive Results

[Table 1](#) (middle part) provides an overview of the means, standard deviations, and zero-order (i.e., between-person) correlations.

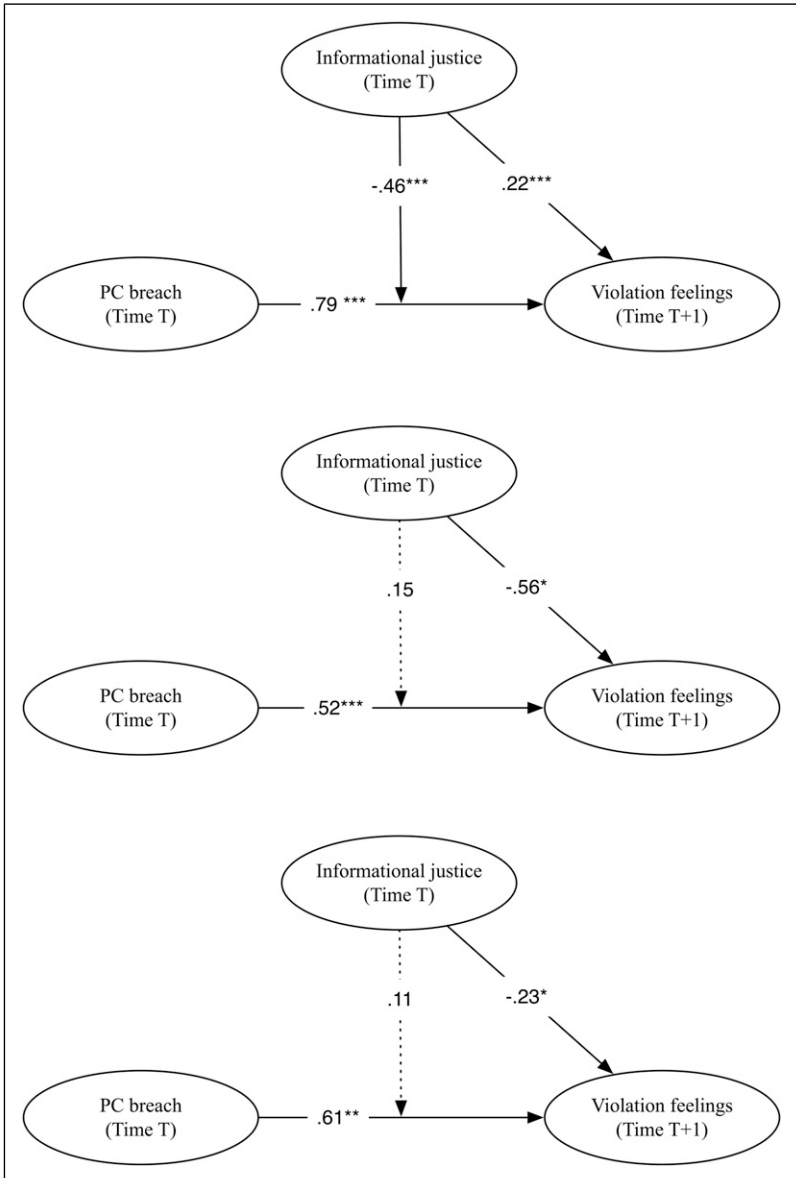


Figure 1. Standardized estimated paths in the 2-level time-lagged model for Study 1 (top figure), Study 2 (middle figure), and Study 3 (bottom figure).

Notes. *: $p < .05$. **: $p < .01$. ***: $p < .001$. Dotted lines indicate non-significant relationships. Results indicate *change* in violation feelings by controlling for the auto-correlation at the previous moment in time.

Table 2. Overview of the Regression Results (Study 1/Study 2/Study 3).

Path	Estimate	SE	p-value
Study 1			
1. PC breach - > violation feelings	.786	.043	<.001
2. Informational justice - > violation feelings	.217	.051	<.001
3. PC breach * informational justice - > violation feelings	-.460	.058	<.001
Study 2			
1. PC breach - > violation feelings	.515	.115	<.001
2. Informational justice - > violation feelings	-.561	.239	.019
3. PC breach * informational justice - > violation feelings	.151	.286	.599
Study 3			
1. PC breach - > violation feelings	.607	.184	.001
2. Informational justice - > violation feelings	-.225	.107	.035
3. PC breach * informational justice - > violation feelings	.110	.247	.657

Note. estimate = standardized effect; SE = standard error.

Measurement Model

As in Study 1, we started by conducting a multilevel confirmatory factor analysis to determine whether perceptions of PC breach, violation feelings and informational justice can be empirically distinguished from each other using [Hu and Bentler's \(1995\)](#) conventional standards to assess model fit. Our results showed that the hypothesized model (Model 1), in which each construct loaded onto a separate latent factor had an excellent fit. We compared this 3-factor structure to the same alternative models as described in Study 1 and found that Model 1 fit the data significantly better than Model 2 ($\Delta\chi^2(2) = 112.81, p < .001, CFI = .89, TLI = .87, RMSEA = .09, SRMR_{within} = .08$), Model 3 ($\Delta\chi^2(2) = 130.39, p < .001, CFI = .89, TLI = .86, RMSEA = .10, SRMR_{within} = .10$), Model 4 ($\Delta\chi^2(2) = 495.16, p < .001, CFI = .62, TLI = .53, RMSEA = .21, SRMR_{within} = .13$), and Model 5 ($\Delta\chi^2(3) = 569.01, p < .001, CFI = .57, TLI = .47, RMSEA = .22, SRMR_{within} = .13$).

Hypothesis Testing

We found (see also [Figure 1](#) and [Table 2](#)) that PC breach was positively related to violation feelings from one day to the next day (estimate = .515; SE = .115; $p < .001$). Moreover, we found that informational justice was negatively related to violation feelings from one day to the next day (estimate = $-.561$; SE = .239; $p = .019$). Finally, and pivotal to this study, we found that informational justice did not significantly moderate the relationship between PC

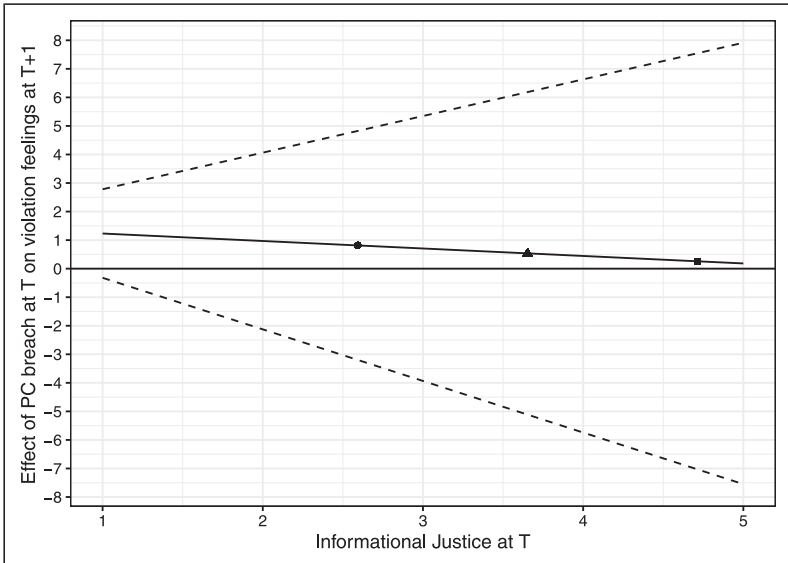


Figure 2. Johnson-Neyman plot for the 2-level moderating role of informational justice on the relationship between PC breach and violation feelings in Study 1. Informational justice significantly moderates the relationship between PCB and violation feelings as of the lowest observable value of informational justice. Note that the first symbol (circle) corresponds to low levels of informational justice ($-1SD$), the second symbol (triangle) corresponds to mean levels of informational justice (mean), and the third symbol (square) corresponds to high levels of informational justice ($+1SD$).

breach and violation feelings from one day to the next day (estimate = .151; SE = .286; $p = .599$, supporting hypothesis 1b).

Results Study 3

Descriptive Results

Table 1 (bottom part) provides an overview of the means, standard deviations, and zero-order (i.e., between-person) correlations.

Measurement Model

As in Study 1, we started by conducting a multilevel confirmatory factor analysis to determine whether perceptions of PC breach, violation feelings and

informational justice can be empirically distinguished from each other using [Hu and Bentler's \(1995\)](#) conventional standards to assess model fit. Our results showed that the hypothesized model (Model 1), in which each construct loaded onto a separate latent factor had an excellent fit. We compared this 3-factor structure to the same alternative models as described in Study 1 and found that Model 1 fit the data significantly better than Model 2 ($\Delta \chi^2(2) = 120.51, p < .001, CFI = .85, TLI = .80, RMSEA = .10, SRMR_{within} = .05$), Model 3 ($\Delta \chi^2(2) = 201.03, p < .001, CFI = .75, TLI = .69, RMSEA = .12, SRMR_{within} = .20$), Model 4 ($\Delta \chi^2(2) = 326.58, p < .001, CFI = .61, TLI = .50, RMSEA = .15, SRMR_{within} = .20$), and Model 5 ($\Delta \chi^2(3) = 474.69, p < .001, CFI = .44, TLI = .30, RMSEA = .18, SRMR_{within} = .20$).

Hypothesis Testing

We found (see also [Figure 1](#) and [Table 2](#)) that PC breach was positively related to violation feelings from one week to the next week (estimate = .607; SE = .184; $p = .001$). Moreover, we found that informational justice was negatively related to violation feelings from one week to the next week (estimate = $-.225$; SE = .107; $p = .035$). Finally, and pivotal to this study, we found that informational justice did not significantly moderate the relationship between PC breach and violation feelings from one week to the next week (estimate = .110; SE = .247; $p = .657$, supporting hypothesis 1c).

Invariance Testing

To examine the measurement invariance for the above described theoretical CFA model (PC breach, violation feelings, and informational justice) across our three independent samples, we conducted a multi-group confirmatory factor analysis in which we examined a series of models, which successively imposed more constraints: (1) configural equivalence (same factor structure across waves), (2) metric equivalence (factor loadings constrained to be equal across waves), and (3) scalar equivalence (item intercepts constrained to be equal across waves). For model comparison, we used ΔCFI because this metric is both independent of model complexity and sample size whereas the $\Delta \chi^2$ is only independent of model complexity to evaluate invariance ([Cheung & Rensvold, 2002](#)), where a ΔCFI of less than .01 usually indicates that the constrained model should be retained (e.g., configural equivalence model should be kept relative to the metric equivalence model) and a ΔCFI improvement of .01 or more indicates that the higher equivalence model should be retained (e.g., metric equivalence model should be kept relative to the configural equivalence model). First, we found support for metric invariance

across our three samples; all proposed constructs were defined by the same set of items and constraining the factor loadings to be the same across the three samples resulted in trivial differences in model fit (CFI value improved by $\Delta\text{CFI} = .028$). Second, we also found support for scalar invariance across our three samples; item intercepts were the same across all three waves of data collection (CFI value improved by $\Delta\text{CFI} = .013$).

Sample Comparison

To rule out potential distorting effects regarding differences in sample characteristics, we compared our samples with regards to age, gender, education, tenure and sector. We found that respondents in Study 1 were significantly older, more likely to be female, and had a shorter company tenure than respondents in Study 2 and 3, whereas we found no such differences in age between Study 2 and Study 3. We found no significant differences in educational level and sector between all three studies. Regarding the significant differences in age, gender and tenure, meta-analytical evidence only supports the importance of age as a moderator of the relationship between PC breach and outcomes (see [Bal et al., 2008](#)). In other words, there is only reliable empiricable evidence that we should potentially worry about the significant differences regarding age between our three studies. However, given that meta-analytical evidence indicates that as one gets older the relationship between PC breach and negative outcomes tends to be less strong, it is more likely that our Study 1 findings present an underestimation given that age would reduce the strength of the negative relationship between PC breach and violation feelings.

Discussion

This study explores the impact of breach in the psychological contract (PC) on employees' violation feelings and the moderating role of informational justice. PC breaches lead to negative consequences, including reduced job satisfaction and increased turnover intentions. The study emphasizes the importance of timely informational justice to prevent or buffer violation feelings. Drawing on the post-violation process ([Tomprou et al., 2015](#)), it suggests that effective recovery involves minimizing the discrepancy between obligations and experiences. Hypothesizing that informational justice moderates the PC breach-violation feelings relationship, the study predicts a stronger effect within the same day. The current three study paper underscores the importance of being informationally just in close temporal proximity to a PC breach, in line with the theoretical argument of resolution

velocity as an indicator of the effectiveness of the recovery process (Carver et al., 1996; Johnson et al., 2013; Tomprou et al., 2015). This finding is of critical importance to organizational practice and extends findings in the justice and PC literatures. The benefits of informational justice are limited by the speed of organizational responses. If organizations wait too long to acknowledge and explain a PC breach, feelings of violation will persist, ultimately eliciting negative employee attitudes and behaviors.

Our findings clearly indicate the need for managers to explain the procedures, communicate with respect and dignity, and tailor their communication to the specific needs of the employee (i.e., elements of informational justice) in the immediate aftermath (i.e., within the same day) of a PC breach. By doing so, they may be able to deliver a form of justice (i.e., informational justice) that prevents further feelings of being disrespected or undervalued. Neglecting to inform employees within the same day may lead employees to experience a lack of relational trust between them and their supervisor, and lead to further experienced violation feelings in the aftermath of a PC breach (Restubog et al., 2008; Tyler & Blader, 2003). A timely message thus appears more likely to prevent perceptions of PC breach from translating into intense violation feelings, and accordingly from potentially affecting detrimental further attitudinal and behavioral reactions (e.g., Zhao et al., 2007). Specifically, when managers have breached employees' PC, they should ensure to be candid in their communication with their employees about the decision by being direct, open, and sincere in their communication. For example, managers might describe the event that happened (e.g., unable to provide a promotion), and explain the procedures that were followed clearly and in sufficient detail; all elements characterizing informational justice. By being clear about these procedures and by being objective in the way one presents this information will defuse much of the emotion and defensiveness otherwise present by the employee who perceives a PC breach (Bies & Moag, 1986; Colquitt, 2001). Moreover, managers should tailor their communication to the audience they are addressing by, among others, limit the usage of jargon and by demonstrating emphatic concern. Being informationally just is about more than simply providing the necessary relevant information but also implies being able to put yourself in the other party's shoes (e.g., be compassionate and considerate in the way you view the employee, demonstrate that you understand why (s)he might be negatively affected by the PC breach). Overall, in taking these actions, managers are signaling to their employees that they are aware of their wrongdoing, that they acknowledge the potential negative effect this may have on their employees, and that they are sufficiently concerned about the relationship with their employees; ultimately increasing employees' beliefs that the PC

breach might be resolved and thus that intense violation feelings are not required (Gillespie & Dietz, 2009; Tomlinson et al., 2004).

Although our current results underwrite the importance of being informationally just in close temporal proximity of PC breach, we also found a positive direct relationship between informational justice and violation feelings within the same day whereas a negative relationship was found over days or weeks. Although the positive relationship result might seem surprising at first sight, it corresponds with Frantz and Bennigson's (2005) and Ziano and Wang's (2021) finding that, in some cases, a fast response to a transgression could be interpreted as insincere, which could result in sustained—rather than the desired decreased—negative reactions.

Limitations

Like all studies, our research has limitations that deserve further attention. First, we collected all variables at the same point in time by means of repeated self-reported surveys at different levels. This might raise concerns with common method variance (Podsakoff et al., 2012). However, due to the idiosyncratic nature of the concepts under study, we deemed employees to be the most informed source to assess their behavioral, psychological, and attitudinal experiences. Further, we reduced risks owing to common method bias by using within-day, daily, and weekly time-lags between our independent and dependent variables. In addition, we presented all scales, and items within scales, in a random order. Finally, Siemsen et al. (2010) argued that common method bias cannot distort interactions effects. Hence, the presence of a significant interaction in Study 1 helps to strengthen our argument that the observed relations are a function of the studied constructs and relationships rather than methodological artifacts.

While employing established measures to prevent PC breaches, our ability to evaluate the discrepancy between promised and delivered PC inducements remains limited. It is crucial to acknowledge this potential constraint, as prior research has indicated that individuals experienced lower feelings of violation when they perceived high promises of inducements and subsequently received commensurate levels of inducements, in contrast to those who were promised high levels but received low inducements (Montes & Irving, 2008). Considering this, we draw attention to Lambert and colleagues' (2003) work, which suggests that addressing this limitation involves separately assessing promised and delivered inducements and employing polynomial regression with response surface analysis.

Moreover, and related to the previous limitation, the type of PC (e.g., relational vs. transactional) might affect the onset of PC breach perceptions

and reactions and thus the need for informational justice to be provided in close(r) temporal proximity of the breach event. Relational PCs are relationship-oriented, subjective, flexible, long-lasting, require significant emotional investment and typically include obligations such as developmental opportunities and personal support. In contrast, transactional PCs are described as being tangible, static, short-term, with minimal emotional investment and typically include obligations related to compensation (Morrison & Robinson, 1997; Rousseau, 1995). Given the long-term nature and subjectivity inherent in relational PCs, at any given time, employees are likely to believe that these obligations will be fulfilled at some point in the future, and therefore pay little attention to the current situation. In contrast, the short-term focus and explicit nature of transactional PCs suggest that employees will monitor the current situation with expectations of near-term fulfillment. As a corollary, PC breach perceptions will surface more quickly and frequently for transactional than relational obligations and informational justice should probably be provided in even closer temporal proximity when transactional versus relational obligations are breached.

Finally, given that we used three independent samples to investigate our research question, we would like to draw attention to the fact that unobserved characteristics unique to one or more samples can introduce variability in the significance of a relationship between variables across our different studies. Differences in demographic composition, cultural nuances, and contextual factors within samples may give rise to unobserved variables that influence the relationship under investigation. These latent factors can contribute to significant findings in one study while rendering the relationship non-significant in another. Additionally, temporal changes, variations in measurement precision, sampling biases, and unaccounted variables could further amplify discrepancies in results. As a consequence, we need to exercise caution in interpreting these findings in the absence of replication and consider the potential impact of unobserved characteristics to enhance the reliability and generalizability of our outcomes across diverse contexts.

Future Research Directions

As a first suggestion for future research, we would suggest scholars to further unravel the possibility to respond *too fast* in the aftermath of a PC breach. More specifically, an important avenue for future research pertains to the nuanced role of timing, particularly in examining whether there exists an optimal pace of response to a PC breach. While the speed at which an organization is informationally just (either faster or in line with expectations an employee may have) potentially serves as an indicator of the depth of the

employer's concern, and thus mitigates the PC breach – violation feelings relationship, it is however crucial to acknowledge the dual nature of rapid responses. On one hand, swift reactions may convey a heightened commitment to resolution; on the other, they may be perceived as generic or standard, akin to off-the-shelf solutions (Frantz & Bennigson, 2005). This dichotomy highlights the need for a nuanced exploration of the subjective experiences associated with different response times. We thus state that it is essential to consider the psychological impact of rapid responses, particularly in cases where individuals might interpret a quick resolution as indicative of a generic, one-size-fits-all approach. For instance, if an employee perceives that a supposedly tailored solution (i.e., being informationally just) arrives too swiftly, suspicions may arise regarding its authenticity and customization. Analogous to the understanding that crafting personalized products demands time and attention, creating an idiosyncratic response to a PC breach may also necessitate a thoughtful and time-intensive approach (Tomprou et al., 2015). Given the growing utilization of personalized arrangements such as i-deals as a mechanism for resolving PC breach, there is a pressing need for in-depth investigations into the effects of resolution velocity and timing on one's experience and attributions (Tomprou et al., 2015). Understanding how individuals perceive and respond to varying speeds of resolution, by providing informational justice, is paramount because it sheds light on the delicate balance between demonstrating an organization's desire to restore the employee-employer relationships on the one hand and avoiding the perception of generic, rushed responses on the other hand (Tomprou et al., 2015). Future research should delve into the intricate dynamics surrounding the temporal aspects of PC breach and informational justice, offering valuable insights for organizations seeking effective and well-received strategies for addressing PC breaches.

In addition to our current findings, we recommend that future research delve into the temporal aspects of delivering interventions commonly cited in literature, such as issuing apologies or providing remedies/compensation (e.g., Achnak et al., 2021). Investigating the optimal timing for implementing these interventions is crucial for fostering and maintaining positive exchange relationships between employers and employees. A comprehensive exploration of the temporal dynamics of these interventions can enhance our understanding of how and when they are most effective in addressing issues related to PC breach, contributing valuable insights for organizational practitioners and scholars alike.

Practical Implications

From a practical point of view, our study indicates that organizations should prioritize addressing perceptions of PC breach promptly, especially within the same day. The study underscores the importance of timely responses to prevent the escalation of violation feelings among employees. That is, our study underscores the critical importance of swift and informationally just responses within the same day of a perceived PC breach. Organizations should prioritize the development of strategies and mechanisms that allow for prompt and effective communication in response to employee concerns or instances of PC breach. Recognizing that being informationally just mitigates the positive relationship between PC breach and violation feelings, organizations should focus on developing communication protocols that ensure timely delivery of information (cf. Gillespie & Dietz, 2009; Johnson et al., 2013; Tomlinson et al., 2004). This includes clear explanations, justifiable reasons, and sincere acknowledgment (Colquitt, 2001; Shin et al., 2015) to swiftly address and mitigate the impact of PC breaches. Specifically, organizations should tailor their communication practices to the temporal dynamics within the same day. This involves understanding the specific needs and expectations of employees during this short timeframe and developing communication strategies that resonate with the immediacy of the situation. Moreover, given that managers and leaders play a crucial role in delivering informational justice (Neubert et al., 2009), training programs should be implemented to enhance their skills in providing timely and effective information. This includes imparting skills in crafting clear, specific, and justifiable explanations in response to PC breaches, akin to providing guidance on the timely and effective delivery of explanations, apologies, and credible information (Kernan & Hanges, 2002) to address PC breaches. Moreover, managers/leaders and organizations should be aware that employees need for informational justice may change over time. Hence, organizations should implement feedback mechanisms allowing them to continuously improve their communication strategies. Regularly seeking feedback from employees regarding the effectiveness of informational justice practices can inform adjustments and refinements (Sherf et al., 2021), ensuring that communication remains impactful in moderating violation feelings. Moreover, by tracking response times and the quality of information provided, organizations can identify areas for improvement and ensure that being informationally just remains a key factor in mitigating the otherwise negative emotional effects of PC breach within the

same day, akin to maintaining an overall positive employee-employer exchange relationship.

Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) disclosed receipt of the following financial support for the research, authorship, and/or publication of this article: This research was supported by Social Sciences and Humanities Council of Canada (grant 435-2018-0633).

ORCID iDs

Yannick Griep  <https://orcid.org/0009-0005-3508-5635>

Johannes M. Kraak  <https://orcid.org/0000-0001-9073-4208>

Elizabeth M. Beekman  <https://orcid.org/0000-0002-4185-3160>

Data Availability Statement

The data used in this study can be found on Open Science Framework using the following <https://doi.org/10.17605/OSF.IO/PNQV5>

Note

1. The vast majority of our respondents (82.89%) started work around 8AM and had already had contact with their supervisor prior to completing the survey, making the likelihood of PC breach perceptions likely because supervisors play a critical role in the formulation and fulfillment or breach of one's psychological contract (Rousseau, 1997).

References

- Achnak, S., Schippers, A., & Vantilborgh, T. (2021). To deny, to justify, or to apologize: Do social accounts influence stress levels in the aftermath of psychological contract breach? *BMC Psychology*, 9(1), 5–18. <https://doi.org/10.1186/s40359-020-00505-2>
- Bal, P. M., De Lange, A. H., Jansen, P. G., & Van Der Velde, M. E. (2008). Psychological contract breach and job attitudes: A meta-analysis of age as a moderator. *Journal of Vocational Behavior*, 72(1), 143–158. <https://doi.org/10.1016/j.jvb.2007.10.005>.
- Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiations in organizations* (pp. 43–55). JAI Press.

- Bordia, P., Jones, E., Gallois, C., Callan, V. J., & DiFonzo, N. (2006). Management are aliens! Rumors and stress during organizational change. *Group and Organization Management, 31*(5), 601–621. <https://doi.org/10.1177/1059601106286880>
- Carver, C. S., Lawrence, J. W., & Scheier, M. F. (1996). A control-process perspective on the origins of affect. In L. L. Martin & A. Tesser (Eds.), *Striving and feeling: Interactions among goals, affect, and regulation* (pp. 11–52). Erlbaum.
- Carver, C. S., & Scheier, M. F. (2001). *On the self-regulation of behavior*. Cambridge University Press.
- Cheung, G. W., & Rensvold, R. B. (2002). Evaluating goodness-of-fit indexes for testing measurement invariance. *Structural Equation Modeling: A Multidisciplinary Journal, 9*(2), 233–255. https://doi.org/10.1207/S15328007SEM0902_5
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86*(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.425>
- Colquitt, J. A., & Rodell, J. B. (2015). Measuring justice and fairness. In R. Cropanzano & M. A. Ambrose (Eds.), *Oxford handbook of justice in the workplace* (pp. 187–202). Oxford University Press.
- Coyle-Shapiro, J. A. M., Pereira Costa, S., Doden, W., & Chang, C. (2019). Psychological contracts: Past, present, and future. *Annual Review of Organizational Psychology and Organizational Behavior, 6*(1), 145–169. <https://doi.org/10.1146/annurev-orgpsych-012218-015212>
- Frantz, C. M., & Bennis, C. (2005). Better late than early: The influence of timing on apology effectiveness. *Journal of Experimental Social Psychology, 41*(2), 201–207. <https://doi.org/10.1016/j.jesp.2004.07.007>
- Geldhof, G. J., Preacher, K. J., & Zyphur, M. J. (2014). Reliability estimation in a multilevel confirmatory factor analysis framework. *Psychological Methods, 19*(1), 72–91. <https://doi.org/10.1037/a0032138>
- Gillespie, N., & Dietz, G. (2009). Trust repair after an organization-level failure. *Academy of Management Review, 34*(1), 127–145. <https://doi.org/10.5465/amr.2009.35713319>
- Griep, Y., Cooper, C., Robinson, S., Rousseau, D. M., Hansen, S. D., Tomprou, M., & Linde, B. J. (2019). Psychological contracts: Back to the future. In Y. Griep & C. Cooper (Eds.), *Handbook of research on the psychological contract at work* (pp. 397–414). Edward Elgar Publishing.
- Griep, Y., Germeyns, L., & Kraak, J. M. (2021). Unpacking the relationship between organizational citizenship behavior and counterproductive work behavior: Moral licensing and temporal focus. *Group and Organization Management, 46*(5), 819–856. <https://doi.org/10.1177/1059601121995366>
- Hox, J. J. (2010). *Quantitative methodology series. Multilevel analysis: Techniques and applications* (2nd ed.). Routledge/Taylor and Francis Group.
- Hox, J. J., & Maas, C. J. (2002). *Sample sizes for multilevel modeling*. Utrecht University.

- Hu, L.-T., & Bentler, P. M. (1995). Evaluating model fit. In R. H. Hoyle (Ed.), *Structural equation modeling: Concepts, issues, and applications* (pp. 76–99). Sage Publications, Inc.
- Hülshager, U. R., van Gils, S., & Walkowiak, A. (2021). The regulating role of mindfulness in enacted workplace incivility: An experience sampling study. *Journal of Applied Psychology, 106*(8), 1250–1265. <https://doi.org/10.1037/apl0000824>
- Johnson, R. E., Howe, M., & Chang, C.-H. (2013). The importance of velocity or why speed may matter more than distance. *Organizational Psychology Review, 3*(1), 62–85. <https://doi.org/10.1177/2041386612463836>
- Kernan, M. C., & Hanges, P. J. (2002). Survivor reactions to reorganization: Antecedents and consequences of procedural, interpersonal, and informational justice. *Journal of Applied Psychology, 87*(5), 916–928. <https://doi.org/10.1037/0021-9010.87.5.916>
- Lambert, L. S., Edwards, J. R., & Cable, D. M. (2003). Breach and fulfillment of the psychological contract: A comparison of traditional and expanded views. *Personnel Psychology, 56*(4), 895–934. <https://doi.org/10.1111/j.1744-6570.2003.tb00244.x>
- Lord, R., Diefendorff, J., Schmidt, A., & Hall, R. (2010). Self-regulation at work. *Annual Review of Psychology, 61*, 543–568. <https://doi.org/10.1146/annurev.psych.093008.100314>
- Maas, C. J., & Hox, J. J. (2005). Sufficient sample sizes for multilevel modeling. *Methodology, 1*(3), 86–92. <https://doi.org/10.1027/1614-2241.1.3.86>
- Montes, S. D., & Irving, P. G. (2008). Disentangling the effects of promised and delivered inducements: Relational and transactional contract elements and the mediating role of trust. *Journal of Applied Psychology, 93*(6), 1367–1381. <https://doi.org/10.1037/a0012851>
- Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review, 22*(1), 226–256. <https://doi.org/10.5465/amr.1997.9707180265>
- Muthén, L. K., & Muthén, B. O. (2013). *Mplus 7.11*. Muthén and Muthén.
- Neubert, M. J., Carlson, D. S., Kacmar, K. M., Roberts, J. A., & Chonko, L. B. (2009). The virtuous influence of ethical leadership behavior: Evidence from the field. *Journal of Business Ethics, 90*(2), 157–170. <https://doi.org/10.1007/s10551-009-0037-9>
- Paccagnella, O. (2011). Sample size and accuracy of estimates in multilevel models. *Methodology, 7*(3), 111–120. <https://doi.org/10.1027/1614-2241/a000029>
- Payne, S. C., Culbertson, S. S., Lopez, Y. P., Boswell, W. R., & Barger, E. J. (2015). Contract breach as a trigger for adjustment to the psychological contract during the first year of employment. *Journal of Occupational and Organizational Psychology, 88*(1), 41–60. <https://doi.org/10.1111/joop.12077>
- Ployhart, R. E., Holtz, B. C., & Bliese, P. D. (2002). Longitudinal data analysis: Applications of random coefficient modeling to leadership research. *The Leadership Quarterly, 13*(4), 455–486. [https://doi.org/10.1016/S1048-9843\(02\)00122-4](https://doi.org/10.1016/S1048-9843(02)00122-4)

- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539–569. <https://doi.org/10.1146/annurev-psych-120710-100452>
- Preacher, K. J., Curran, P. J., & Bauer, D. J. (2006). Computational tools for probing interactions in multiple linear regression, multilevel modeling, and latent curve analysis. *Journal of Educational and Behavioral Statistics*, 31(4), 437–448. <https://doi.org/10.3102/10769986031004437>
- Raudenbush, S. W., & Bryk, A. S. (2002). *Hierarchical linear models: Applications and data analysis methods*. Sage Publications, Inc.
- Restubog, S. L. D., Hornsey, M. J., Bordia, P., & Esposito, S. R. (2008). Effects of psychological contract breach on organizational citizenship behaviour: Insights from the group value model. *Journal of Management Studies*, 45(8), 1377–1400. <https://doi.org/10.1111/j.1467-6486.2008.00792.x>
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525–546. [https://doi.org/10.1002/1099-1379\(200008\)21:5<525::aid-job40>3.0.co;2-t](https://doi.org/10.1002/1099-1379(200008)21:5<525::aid-job40>3.0.co;2-t)
- Roe, R. A. (2008). Time in Applied Psychology: The study of “what happens” rather than “what is”. *European Psychologist*, 13(1), 37–52. <https://doi.org/10.1027/1016-9040.13.1.37>
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2(2), 121–139. <https://doi.org/10.1007/BF01384942>
- Rousseau, D. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Sage publications.
- Rousseau, D. M. (1997). Organizational behavior in the new organizational era. *Annual Review of Psychology*, 48(1), 515–546. <https://doi.org/10.1146/annurev-psych.48.1.515>
- Rousseau, D. M., Hansen, S. D., & Tomprou, M. (2018). A dynamic phase model of psychological contract processes. *Journal of Organizational Behavior*, 39(9), 1081–1098. <https://doi.org/10.1002/job.2284>
- Sherf, E. N., Gajendran, R. S., & Posner, B. Z. (2021). Seeking and finding justice: Why and when managers’ feedback seeking enhances justice enactment. *Journal of Organizational Behavior*, 42(6), 741–766. <https://doi.org/10.1002/job.2481>
- Shin, J., Seo, M. G., Shapiro, D. L., & Taylor, M. S. (2015). Maintaining employees’ commitment to organizational change: The role of leaders’ informational justice and transformational leadership. *The Journal of Applied Behavioral Science*, 51(4), 501–528. <https://doi.org/10.1177/0021886315603123>
- Shipp, A. J., & Cole, M. S. (2014). Time in individual-level organizational studies: What is it, how is it used, and why isn’t it exploited more often? *Annual Review of Organizational Psychology and Organizational Behavior*, 2(1), 237–260. <https://doi.org/10.1146/annurev-orgpsych-032414-111245>

- Siemsen, E., Roth, A., & Oliveira, P. (2010). Common method bias in regression models with linear, quadratic, and interaction effects. *Organizational Research Methods, 13*(3), 456–476. <https://doi.org/10.1177/1094428109351241>
- Singer, J. D., & Willett, J. B. (2003). *Applied longitudinal data analysis: Modeling change and event occurrence*. Oxford University Press.
- Tomlinson, E. C., Dineen, B. R., & Lewicki, R. J. (2004). The road to reconciliation: Antecedents of victim willingness to reconcile following a broken promise. *Journal of Management, 30*(2), 165–187. <https://doi.org/10.1016/j.jm.2003.01.003>
- Tomprou, M., Rousseau, D. M., & Hansen, S. D. (2015). The psychological contracts of violation victims: A post-violation model. *Journal of Organizational Behavior, 36*(4), 561–581. <https://doi.org/10.1002/job.1997>
- Tyler, T. R., & Blader, S. L. (2003). The group engagement model: Procedural justice, social identity, and cooperative behavior. *Personality and Social Psychology Review: An Official Journal of the Society for Personality and Social Psychology, Inc, 7*(4), 349–361. https://doi.org/10.1207/S15327957PSPR0704_07
- Wang, M., Beal, D. J., Chan, D., Newman, D. A., Vancouver, J. B., & Vandenberg, R. J. (2017). Longitudinal research: A panel discussion on conceptual issues, research design, and statistical techniques. *Work, Aging and Retirement, 3*(1), 1–24. <https://doi.org/10.1016/j.conctc.2017.08.009>
- Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology, 60*(3), 647–680. <https://doi.org/10.1111/j.1744-6570.2007.00087.x>
- Ziano, I., & Wang, D. (2021). Slow lies: Response delays promote perceptions of insincerity. *Journal of Personality and Social Psychology, 120*(6), 1457–1479. <https://doi.org/10.1037/pspa0000250>

Submitted Date: August 31, 2022

Revisions submitted: December 22, 2023

Accepted Date: January 24, 2024

Author Biographies

Yannick Griep is an Associate Professor at the Behavioural Science Institute, Radboud University and an Extraordinary Full Professor at North-West University, Potchefstroom, South Africa. Oh, where do I begin with the thrilling tale of Dr. Griep, the undisputed guru of management academia? Born with a spreadsheet in one hand and a strategic plan in the other, Dr. Griep emerged from the womb already equipped with a PhD in Bossing People Around.

Tinne Vander Elst is an Assistant Professor at the Department of Social Psychology of Tilburg University and a senior researcher at IDEWE (a Belgian external service for prevention and protection at work). Her research interests include job insecurity and

organizational change, employee well-being, informational and procedural justice, and hybrid forms of working (e.g. home working, New Ways of Working).

Johannes M. Kraak is an Associate Professor and is a member of the Center of Excellence for Corporate Social Responsibility at Kedge Business School, France. His research focuses primarily on the exchanges between employers and employees in the wider context of the employment relationship, but he also conducts crossover studies in International Human Resource Management, International Management, Service Marketing and CSR/sustainability issues.

Samantha D. Hansen is an Associate Professor of Organizational Behaviour and HR Management in the Department of Management at University of Toronto-Scarborough, with a cross-appointment to the Organizational Behaviour and HR Management area at Rotman. Her primary research interest concerns the employee-employer relationship. This work focuses on the exchange of resources between employees and employers, including what each party promises, expects and is obligated to give to the other.

Elizabeth M. Beekman is a PhD candidate at Radboud University and the Behavioural Science Institute. Her research focuses on sustainable employability, working from home and employee health and well-being.