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PERCEPTIONS OF ORGANISATIONAL JUSTICE:

its effects on the attitudes and behaviours of employees

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Coimbra, 2017

I dedicate this work

In memory of my dear Father,

to my daughters, Maria, Margarida and Matilde,

and to my husband

ACKNOWLEDGEMENT

ABSTRACT

The perception of organisational justice is dominant in people's lives and organisations as well as being a predictor of workers and organisations' success. Indeed, the relevant attitudes and behaviours at work depend, essentially, on judgments about organisational fairness or unfairness. In this study, we will seek to better understand this impact, directly or indirectly, on behaviours and attitudes.

Empirical research has examined the data from a questionnaire administered to a sample of 407 employees belonging to various public and private organisations in Portugal.

Structural equation modelling (SEM) was used to test the hypotheses and multi-group analysis to identify how perceptions of organisational support, psychological contract violation, burnout and satisfaction with management may impact these relationships.

The main findings are as follows: (a) Perception of organisational justice (POJ) has a positive impact on Perception of organisational support (POS), Psychological Contract (PC), Affective commitment (AC), Leader-member exchange (LMX) and on Individual performance (IP), (b) POS has a positive impact on POJ, (c) POJ mediates the relationship between POS and IP, (d) POS is a moderating variable in the relationship between POJ and PC and between POJ and IP, (e) Psychological contract violation (PCV) moderate the relationship between POS and POJ and between POJ and IP, and (f) Satisfaction with Management (SOM) moderate the relationship between PC and Burnout (BUR) and between LMX and AC.

The overall results of this study are of much interest to managers as they provide a more comprehensive understanding of the organisational aspects, with a focus on the organisational justice, affecting employee attitudes and behaviours. According to these results, it is possible to design Human Resources Management (HRM) strategies and policies leading to organisational success. With this knowledge, organisations should invest in leaders who believe in the transparency of processes, the need for good quality interpersonal relationships, good communication, and the importance of attending the

socio-emotional needs of employees. Preventing the emergence of burnout will give effectiveness and predictability to HRM practices.

The originality of this study lies in the integration of various constructs, with a focus on the organisational justice, and relationships of mediation and moderation in a single study, to provide a model that depicts a critical chain of effects. Besides this contributes for the state of the art. This research studies the perception of organisational support as antecedent of the organization justice and still appeals to the necessity to contextualize the research studies since, in an economical and financial crisis situation and/or in a peripheral economy, same variables behave differently and even antagonistically to what is described in the literature.

Keywords: Perception of organisational justice, organisational support, psychological contract, affective commitment, leader-member exchange, satisfaction with management, happiness, burnout, individual performance.

RESUMO

A perceção da justiça organizacional é dominante quer na vida das pessoas quer na vida das organizações e é preditor do sucesso individual e das organizações. De facto, as atitudes e os comportamentos, relevantes no trabalho dependem, essencialmente, de julgamentos sobre justiça organizacional ou injustiça. Nesta investigação, procuramos compreender melhor este impacto, direta ou indiretamente, nos comportamentos e atitudes dos trabalhadores

Nesta investigação empírica, os dados foram recolhidos através de um questionário criado para o efeito e aplicado a uma amostra de 407 colaboradores pertencentes a várias organizações portuguesas quer públicas quer privadas.

Para testar as hipóteses recorrermos à modelagem de equações estruturais e à analise multi grupos para identificar como a perceção do suporte organizacional, a violação do contrato psicológico, o burnout e a satisfação com a gestão podem afetar essas relações.

As principais conclusões são as seguintes: (a) a perceção da justiça organizacional (POJ) tem um impacto positivo sobre a perceção do suporte organizacional (POS), no contrato psicológico (PC), no empenhamento afetivo (AC), na relação líder-liderado (LMX) e no desempenho individual (IP), (b) POS tem um positivo impacto na PJO, (c) POJ medeia a relação entre POS e IP, (d) POS é uma variável moderadora na relação entre POJ e PC e entre POJ e IP, (e) o PCV modera a relação entre POS e POJ e entre POJ e IP e (f) SOM modera a relação entre PC e Burnout (BUR) e entre LMX e AC.

Os resultados globais deste estudo são de grande interesse para os gestores, uma vez que proporcionam uma compreensão mais abrangente dos aspetos organizacionais, com foco na justiça organizacional, que afetam as atitudes e comportamentos dos colaboradores.

Com base nestes resultados, é possível projetar estratégias e políticas de Gestão de Recursos Humanos (GRH) que conduzam ao sucesso organizacional. Estes resultados são indicadores que as organizações devem investir em líderes que acreditam na transparência dos processos, que fomentam relacionamentos interpessoais de boa qualidade, uma boa

comunicação e ainda que se preocupem e procurem satisfazer às necessidades sócio emocionais dos colaboradores.

Para a eficácia e previsibilidade das práticas de GRH as organizações devem eliminar ou reduzir o burnout organizacional.

A originalidade deste estudo reside na integração de várias construtos com foco na justiça organizacional, e nas relações de mediação e moderação num único estudo, fornecendo um modelo que retrata uma cadeia de efeitos críticos. Para além deste contributo para o estado da arte, esta pesquisa estuda a perceção do suporte organizacional como antecedente da justiça organizacional e ainda chama a atenção para a necessidade de se contextualizar as investigações uma vez que em situações de crise económica e financeira e/ou numa economia periférica, algumas variáveis comportam-se de forma diferente e até antagónica ao que habitualmente encontramos descrito na literatura.

Palavras-chave: Perceção da justiça organizacional, apoio organizacional, contrato psicológico, compromisso afetivo, relação líder-liderado, satisfação com a gestão, felicidade, burnout, desempenho individual.

LIST OF ABBREVIATIONS

AC	Affective commitment
AVE	Average variance extracted
BUR	Burnout
CFA	Confirmatory factor analysis
CR or C.R.	Composite reliability
DP	Depersonalization
EE	Emotional Exhaustion
EPC	Expected parameter change
HAP	Happiness
HRM	Human Resources Management
HYPOT. or H	Hypotheses
IP	Individual performance
LMX	Leader-member exchange
MBI – GS	Maslach Burnout Inventory – General Survey
MLE	Maximum likelihood estimation
M.I.	modification indices
Organis	Organisational
P	p –value
PC	Psychological contract
PCV	Psychological contract violation
POJ	Perveived/perception of organisational justice
POS	Perceived/perception of organisational support
RMSEA	Root Mean Square Error of Approximation
RPA	Reduced personal Accomplishment
SD	Standard deviation
SMC	Square multiple correlations
SEM	Structural equation modelling
SOM	Satisfaction with organisational management

LIST OF FIGURES

SUMMARY

PART I

INTRODUCTION

Scholars and human resources managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades. This relationship is even more important today as the need for people and organizations to become more competitive and successful has grown. Consequently, it is necessary to identify and understand the factors affecting this relationship (Bakhshi et al., 2009).

The organisational justice can play a very important role in these relationships (Epitropaki, 2012). Indeed, there are many research studies concerning the impact of justice on organisational variables, which considered that organisational justice is a predictor of employee attitudes and behaviours. In fact, the organisational justice is an essential component and predictor of successful organizations (Naeem et al., 2014).

The description of fairness in the workplace is considered as organisational justice (Rastgar et al., 2012). The study of fairness in psychology started with Adams's work on equity theory (Cohen-Charash & Spector, 2001) and has received great attention from researchers and schools (Bakhshi et al., 2009; Cohen-Charash & Spector, 2001).

Equity Theory emphasized the distributive fairness, which considers perceptions of outcome fairness like salaries and other rewards received as promotions, recognition. Adams (1965) argued that individuals assess fairness by comparing the ratio of their inputs (such as effort or time) to their outcomes (such as pay or status) relative to that of comparable others. If an individual perceives his ratio of inputs to outcomes to be equal to the ratio of inputs to outcomes of comparable others, individuals would feel equitably treated and satisfied. If the ratios are perceived to be unequal, the individuals would perceive inequity and as a result become less satisfied (Zhang & Agarwal, 2009).

Following the inability of this theory and others distributive justice models to completely explain and predict peoples' reactions to perceived injustice, the focus of research shifted to procedural justice (Cohen-Charash & Spector, 2001). The procedural

justice is the fairness of the process by which outcomes were arrived at, which is the perceived fairness of the procedures used in the decision-making process (Greenberg, 1990; Cohen-Charash & Spector, 2001). People perceived fairness when they had the opportunity to influence the process that led to outcomes decisions (Thibaut and Walker, 1978).

Withal the work of Bies and Moag (1986), an additional conceptualization of interactional justice emerged having been its focus on the interpersonal side of organisational practices, namely, interpersonal treatment and communication by management/leader to employees (Bies & Moag, 1986; Cohen-Charash & Spector, 2001). Whether people involved are treated with sensitivity, dignity and respect (Rastgar & Pourebrahim, 2013) when procedures are implemented (Bakhshi et al, 2009).

There are authors who question whether organisational justice has two or three dimensions. The distinction between distributive and procedural justice was supported but there is less agreement about the distinction between procedural and interactional justice (Cohen-Charash & Spector, 2001).

However, studies in the organisational justice area have identified three dimensions of organisational justice (Cohen-Charash & Spector, 2001; Tekleab et al., 2005; Bakhshi et al., 2009; Zhang & Agarwal, 2009), and as such, we will consider the three dimensions.

Also, and independently, if it is two or three dimensions of organisational justice, the organisational justice, is influenced by outcomes one receives from the organisational (fairness or unfairness) and organisational practices (procedures and quality of interactions).

The perception of organisational justice constitutes an important heuristic in organisational decision-making as research relates to various work outcomes (Tekleab et al., 2005; Bakhshi et al., 2009; Zhang & Agarwal, 2009; Rastgar & Pourebrahimi, 2013). Moreover, the important reasoning of justice theories is that justice perceptions are the important determinants of individuals 'reactions to their decisions (Comgoz & Karapinar, 2011; Rastgar & Pourebrahimi, 2013) and according to Rawls (1971) justice is the primary virtue of social organization. Thus, distributive justice is predicted to be related mainly to

cognitive, affective, and behavioural reactions to outcomes as anger, happiness, performance or withdrawal (Adams, 1965; Cohen-Charash & Spector, 2001). The procedural justice is predicted to cognitive, affective, and behavioural reactions as organization commitment (Cohen-Charash & Spector, 2001).

This differs from predictions made for distributive justice, which emphasize outcome-focused, rather than organization-focused reactions (Cropanzano & Folfer, 1991; Cohen-Charash & Spector, 2001). The interactional justice is determined by the interpersonal behaviour of management's representatives. When an employee perceived interactional injustice, is predicted to negatively react toward supervisor rather than negatively react towards the organization as a whole as is predicted by procedural justice models or towards the specific outcomes as is predicted by distributive justice theory.

Thus, in this research, we intend to study the impact of the perception of organisational justice and how organisational practices and their perceptions can affect the perception of justice.

In order to better understand the impact of organisational justice, we have tested a network of relationships with potential antecedents (influence on justice perceptions) and/or consequents (outcomes of justice organisational) as perception of organisational support (Campbell, et al., 2013; Ahmed & Nawaz, 2015), perception of contract violation (Rousseau, 1995; Butt, 2014), leader-member exchange (Rastgar & Pourebrahimi, 2013; Jacobs & Belschak, 2014), satisfaction with organisational management (Morrison & Robinson, 1997) , happiness (McMahon, 2006; Forghani et al., 2013), burnout (Moliner et al., 2005), affective commitment (Chang, 2002, Turgut et al., 2012) and individual performance (Adams, 1965; Cohen-Charash & Spector, 2001). We considered mediating and moderating role of same variables under study.

Thus, based on Global Model, a questionnaire was developed to test the proposed research model, hypotheses and four models were tested which gave rise to four articles (papers). From one paper to the other, we increased the number of study variables and considered mediating and moderating role of same variables under study until we reach the final model proposed.

OBJECTIVES AND RELEVANCE OF THE RESEARCH

After a brief analysis of the theme of organisational justice, and due to its complexity and importance, both to the organizations and to those who work in them, and the idea that relationship between organizations and their employees is even more important today for organisational and personal success (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013). We wanted to take this opportunity and create an integrative and complex model that can contribute to a better understanding of its impact on organizations and employees.

According to Rego et al. (2011), to build a stronger science of organisational behaviour, more theoretical and empirical efforts must be made to identify sources of the fruitful association between healthy organizations and healthy individuals. In the same orientation, this research contributes toward a better understanding of the impacts of several organisational variables that affect organizations and individuals and relations between both. To ensure a better understanding of these relationships and to enrich the comprehension of the interactions resulting from human resources management (HRM) policies and decisions, we introduced the role of psychological contract violation, burnout, perception of organisational support and satisfaction with organisational management as a moderating variable and perception of organisational justice as a mediating variable of some of these relationships.

Therefore, the originality of this research lies in the integration of several important variables and relationships in a single study to provide a model that depicts a critical chain of effects. Thus, based on this knowledge, it is possible to design HRM strategies and policies that have a positive impact on employee behaviours and attitude, leading to organisational and personal success. Besides, it contributes to the state of the art; this research studies the perception of organisational support as an antecedent of the organization justice.

THESIS STRUCTURE

This thesis is organized into three parts: the first part presents the background and theoretical framework, comprising this introductory, the literature review about organisational justice, objectives and relevance of the research, method, discusses sample, the procedures related to date collections, how all the variables are operationalized and investigation strategy.

The second part of this thesis is related to the empirical studies. Four studies are presented, where several hypotheses that will serve as a structure to work are raised, justified and tested.

Finally, the third part presents the main findings and conclusions, implications for management and limitations and recommendations for future research.

In general, we will try understanding how the perception of organisational justice can affect employees' attitudes and behaviours and their relationship with the organization where they work.

Thus, the following research problem was defined:

What is the impact of the perception of organisational justice on the attitudes and behaviours of employees?

CHAPTER 1 - THEORETICAL FRAMEWORK

Scholars and human resources managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades, namely, the study of perceived organisational justice (POJ) has received great attention from researchers and scholars (Bakhshi et al., 2009).

According to Naeem et al. (2014), organisational justice is an essential component and predictor of successful organizations. For researchers, an organization that is fair and just in its procedures, politics, interactions and distribution systems, employees of that organization give a better response to the organization with their positive behaviours and productivity (Naeem et al., 2014). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations based on the degree of organisational justice they perceive to exist, and through such evaluation, they decide to be more or less involved or to be part of the organization or not. Organisational justice is a clear indicator of whether employees are respected by an organization and hence the amount of pride they feel in being part of it.

Further, Rego (2000) argued that relevant attitudes and behaviors at work depend, essentially, on judgments about organisational fairness or unfairness. Effectiveness, efficiency, profit, market are insignificant in the life of organizations.

So, the idea that justice can play an important role in promoting the efficient functioning of organizations is not surprising (Epitropaki, 2012).

1.1 Concept of organisational justice

The description of fairness in the workplace is considered as organisational justice (Rastgar et al., 2012).

The study of fairness in psychology started with Adams's work on equity theory and has been proliferating in recent years (Cohen-Charash & Spector, 2001).

Equity Theory emphasized the perceived fairness of outcomes (Distributive fairness). Following the inability of this theory and others distributive justice models to

completely explain and predict peoples' reactions to perceived injustice, the focus of research shifted to procedural justice (Cohen-Charash & Spector, 2001).

The study of procedural justice (fairness of the process by which outcomes were arrived at) expanded the study of distributive justice, once findings showed that the distribution of rewards was not always as important as the process by which they were allocated (Cohen-Charash & Spector, 2001). Withal the work of Bies and Moag (1986), an additional conceptualization of interactional justice emerged having been its focus on the interpersonal side of organisational practices, namely, interpersonal treatment and communication by management/leader to employees. (Bies & Moag, 1986; Cohen-Charash & Spector, 2001).

According to Cohen-Charash and Spector (2001), the distinction between distributive and procedural justice was supported (e.g Alexandre & Ruderman, 1987; Folger & Konovyky, 1989; Gilliland, 1994; Swwney & McFarlin, 1993) but there is less agreement about the distinction between procedural and interactional justice. Cohen-Charash and Spector (2001) argued that some researchers supporting this distinction as Colquitt (1999), Cropanzano and Prehar (1999) and Tyler and Bies (1990) and some questioning it as Byrne and Cropanzano (1999) and Tyler and Bies (1990) (Cohen-Charash & Spector, 2001).

However, studies in the organisational justice area have identified three dimensions of organisational justice (Cohen-Charash & Spector, 2001; Tekleab et al., 2005; Bakhshi, et al., 2009; Zhang & Agarwal, 2009).

Independently, if it is two or three dimensions of organisational justice, POJ constitutes an important heuristic in organisational decision-making as research relates to various work outcomes (Tekleab et al., 2005; Bakhshi et al., 2009; Zhang & Agarwal, 2009; Rastgar & Pourebrahimi, 2013). Moreover, the important reasoning of justice theories is that justice perceptions are the important determinants of individuals 'reactions to their decisions (Comgoz & Karapinar, 2011; Rastgar & Pourebrahimi, 2013) and according to Rawls (1971) justice is the primary virtue of a social organization.

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1.1.1 Distributive justice

Before 1975, the study of justice was primarily with distributive justice. Much of this research was derived from initial work conducted by Adams (1965), who used a social exchange theory framework to evaluate fairness (Bakhshi et al., 2009).

Research on distributive justice is rooted in Adam's (1965) equity theory, which argues that individuals assess fairness by comparing the ratio of their inputs to their outcomes relative to that of comparable others. As Distributive justice deals with the perceived fairness of outcomes, it has the potential to have strong implications in the organisational context (Cohen-Charash & Spector, 2001). Distributive justice refers to the perception of fairness relating to the results or outcomes of allocation (Zhang & Agarwal, 2009). Further, Adams (1965) conceptualized fairness by stating that employees determine whether they have been treated fairly at work by comparing their own payoff ratio of outcomes (such as pay or status) to inputs (such as effort or time) to the ratio co-workers. Thus, if an individual perceives his/her ratio of inputs to outcomes to be equal to the ratio of inputs to outcomes of a comparative other, the individual would feel equitably treated and satisfied. If the ratios are perceived to be unequal, the individual would perceive inequity and as a result become less satisfied (Zhang & Agarwal, 2009).

Examples of distributive justice include promotions, pay, recognition, equipment, or any other job-related resources that assist employees in job tasks or maintaining overall well-being (Campbell et al., 2013).

Due to its focus on outcomes, distributive justice is predicted to be related mainly to cognitive, affective, and behavioural reactions to particular outcomes: experience, anger, happiness, pride, or guilt, cognitions (e.g., cognitively distort inputs and outcomes of him/her or of the other), performance or withdrawal (Adams, 1965; Cohen-Charash & Spector, 2001).

1.1.2 Procedural justice

As the research in social psychology shifted from emphasizing purely the results of rewards allocation (Distributive Justice) to emphasing the process by which allocations were made appears the procedural justice.

The concept of procedural justice was introduced by Thibaut and Walker (1975). Their work focused primarily on disputant reactions to legal procedures. Posteriorly, Leventhal and colleagues (1980) can be credited for extending the notion of procedural justice into nonlegal contexts such as organisational settings (Leventhal, 1980; Leventhal et al., 1980).

According to Lind and Tyler (1988), procedural justice or procedural fairness refer to the perceived fairness of the procedures by which outcomes are determined. Thibaut and Walker (1978) suggested that people perceived fairness when they had the opportunity to influence the process that led to outcome decisions. According Leventhal (1980) there are six rules which, when followed, yield to procedures that are considered to be fairer than otherwise would have been the case: (1) the consistency rule, stating that allocation procedures should be consistent across personal and over time; (2) the bias-suppression rule, stating that personal self-interests of decision-makers should be prevented from operating during the allocation process; (3) the accuracy rule, referring to the goodness of the information used in the allocation process; (4) the correctability rule, dealing with the existence of opportunities to change an unfair decisions; (5) the representativeness rule, stating that the need, value, and outlooks of all the parties affected by the allocation process should be represented in the process; and (6) the ethicality rule, according to which the allocation process must be compatible with fundamental, moral and ethical values of the perceived.

Organisational procedures represent the way the organization allocates resources. Thus, procedural justice refers to the process used to distributive resources (Campbell et al., 2013).

This is why procedural justice is predicted to be related to cognitive, affective, and behavioral reactions towards the organization, such as organization commitment (Cohen-Charash & Spector, 2001). Therefore, when a process leading to a certain outcome

is perceived to be unfair, the person's reactions are predicted to be directed at the whole organization, rather than at his/her tasks or the specific outcome in question. This differs from predictions made for distributive justice, which emphasize outcome-focused, rather than organization-focused reactions (Cropanzano & Folfer, 1991; Cohen-Charash & Spector, 2001).

1.1.3 Interactional justice

Bies and Moag (1986) introduced the most recent advance in the justice literature by focusing attention on the importance of quality of the interpersonal people receive when procedures are implemented (Bakhshi et al., 2009).

Interactional justice, an extension of procedural justice, pertains to the human side of organisational practices, that is, the way management/leader or those controlling rewards and resources are behaving towards the recipient of justice (Cohen-Charash & Spector, 2001).

Thus, interactional justice refers to the degree of sincerity, respectfulness, and consistency present in interactions between employees and management (Campbell et al., 2013), relates to the aspects of the communication process between the source and the recipient of justice (Bies & Moag, 1986; Cohen-Charash & Spector, 2001).

Interactional justice is determined by the interpersonal behaviour of management's representatives, thus, is considered, to be related to cognitive, affective, and behavioural reactions towards these representatives, direct supervisor or source of justice (Bies & Moag, 1986; Cohen-Charash & Spector, 2001).

Therefore, when an employee perceived interactional injustice, is predicted to negatively react toward supervisor rather than negatively react towards the organization as a whole, as is predicted by procedural justice models, or towards the specific outcomes, as is predicted by distributive justice theory.

When interactional injustice is perceived to be an integral part of the formal procedure, the person will infer procedural injustice (Bies & Moag, 1986; Cohen-Charash & Spector, 2001).

Table 1- Synthesis of dimensions Justice and their description

Type	Name	Description
Procedural	Process Control	Procedures provide opportunities for voice
	Decision Control	Procedures provide influence over outcomes
	Consistency	Procedures are consistent across persons and time
	Bias Suppression	
	Accuracy	Procedures are neutral and unbiased
	Correctability	Procedures are based on accurate information
	Representativeness	Procedures offer opportunities for appeals of outcomes
	Ethicality	Procedures take into account concerns of subgroups
		Procedures uphold standards of morality
Distributive	Equity	Outcomes are allocated according to contributions
	Equality	Outcomes are allocated equally
	Need	Outcomes are allocated according to need
Interpersonal	Respect	Enactment of procedures are sincere and polite
	Propriety	Enactment of procedures refrain from improper remarks
	Truthfulness	Explanations about procedures are honest
	Justification	Explanations about procedures are thorough

Adapted from Colquitt & Rodell, Chapter 8, p. 189

1.2 Correlates of organisational justice: Influence on justice perceptions

Perception of organisational justice is influenced by the outcomes one receives from the organization (for example, pay, status, recognition) and organisational practices (procedures and quality of interactions). Summarising, only those variables that will be studied.

1.2.1 Organisational Outcomes

Justice perceptions can be based on the organization's adherence to the distributive rules (Equity outcomes are allocated according to contributions, equality outcomes are allocated equally, need outcomes are allocated according to need) as well as by the valence of outcomes (Cohen-Charash & Spector, 2001). As was already mentioned, research on distributive justice is rooted in Adam's (1965) equity theory, which argues that individuals access fairness by comparing the ratio of their inputs to their outcomes relatively comparable to others. If an individual perceives his ratio of inputs to outcomes to be equal to the ratio of inputs to outcomes of a comparative other, that individual would feel equitably treated and satisfied. If the ratio is perceived to be unequal, the individual would perceive inequity and as a result become less satisfied (Cohen-Charash & Spector, 2001; Zhang & Agarwal, 2009).

Thus, justice is at least in part determined by the perceptions of outcomes as positive or negative to the perceiver (Greenberg, 1994; Cohen-Charash & Spector, 2001).

1.2.2 Organisational Practices

According to Leventhal (1980) and Thibaut and Walker (1975), the perception of organisational justice, also depend, on the organization's adherence to procedural justice rules. In other words, a procedure that allows participants to have a voice will be considered fairer than a procedure that prohibits participants from having their say. Interactional justice is perceived based on the quality of treatment and the explanation one receives from organisational authorities (Bies & Moag, 1986). Thus, given the same outcomes and procedures, when one is treated with dignity and respect, interactional justice should be higher than one that is treated rudely and with disrespect (Cohen-Charash & Spector, 2001).

Furthermore, Folger and Cropanzano (1998), and Greenberg (2004), for example, note that individuals are much more tolerant in the face of unfavourable outcomes when someone provides them with justifications for those outcomes. This process is easier in the presence of good organisational support that makes people feel they are respected and

valued, and that their organization shows interest in them. Campbell et al. (2013) observe that fair procedures increase trust and confidence in the way rewards are distributed in the future.

1.3 Correlates of organisational justice: Outcomes of justice perceptions

Besides the correlates of organisational justice that influence the perception of justice as Organisational Outcomes and organisational practices, there is still the need to consider the correlates of organisational justice that are outcomes of justice perceptions.

The main outcomes of justice and the most desired by organizations, too, are work related as Work Performance (Lind & Tyler, 1988; Cohen-Charash & Spector, 2001), Happiness (Rego et al.,2011), Burnout (Moliner et al., 2005)

However, there are other outcomes such as Leader-member exchange (Colquitt & Shaw, 2005), Perception of organisational support (Campbell et al, 2013), Psychological Contract/ psychological contract violation (Butt, 2014), Affective Commitment (Turgut et al., 2012), and Satisfaction with Organisational Management (Churchil et al., 1974), that are facilitators/inhibitors of the perception of justice, which mediates the relationship between the perception of justice and the outcomes related to work. Next, each of them will be developed.

Work Performance

Equity theory provides specific information regarding the negative impact of perceived injustice on performance (Adams, 1965; Cohen-Charash & Spector, 2001). Thus, when an employee perceives distributive injustice can alter the quality or quantity of work to restore justice.

Withal few exceptions, procedural justice models did not follow with concrete predictions regarding the relationship between procedural justice and performance but rather focused on the influence of procedural justice on attitudes and quality of work life (Lind & Tyler, 1988; Cohen-Charash & Spector, 2001). Therefore, procedural justice may affect performance through its effects on attitude and this attitudes can affect performance.

However, and according to Cohen-Charash and Spector, 2001, some justice studies as Cropanzano and Prehar (1999) and Masterson et al. (2000) relied on social exchange theory to predict relations between perceived procedural fairness and work performance. Social exchange views organizations as arenas for long-term, mutual social transactions between the employees and the organization (Cohen-Charash & Spector, 2001).

Justice is considerate to be an input of the organization to the exchange relationship and can come from either (1) the organization or (2) the direct supervisor (Masterson, et al., 2000; Cohen-Charash & Spector, 2001).

Thus, to the extent work performance is influenced by relationships between the employee and the organization, it should be related to procedural justice. To the extent that work performance is influenced by the relationship between the employee and supervisor, it should be related to interactional justice.

Happiness (HAP)

Happiness or psychological well-being has attracted the attention of philosophers since the dawn of written history but has only recently come to the fore in psychological research as opposed to the previously dominant disease model that disproportionately directed attention to illness, depression, burnout and similar negative experiences and outcomes (McMahon, 2006). Happiness refers to the degree in which an employee evaluates the quality of his/her life positively (Forghani et al., 2013).

Regarding the past studies in POJ and HAP, the researchers conclude through these studies that there is a significant positive relationship between perceived organisational justice and the employees' happiness. Therefore, the managers can improve perceived organisational justice and thereby increase employees' happiness through examining the effective factors on the perceived organisational justice.

We also know that employees with higher levels of psychological well-being tend to be less prone to stress symptoms, bigger affective commitment (Rego et al.,2011), higher perception of PC (Chambel & Oliveira-Cruz, 2010) and to be more productive (Wright & Cropanzano,2004; Rego, 2009; Atkinson & Hall, 2011).

Burnout (BUR)

Burnout has become an endemic problem today (Simba et al., 2014). It is described as a state of physical and mental exhaustion whose cause is closely linked to professional life (Simba et al., 2014; Piccoli & Witte, 2015) and is typically understood to be a three-dimensional construct consisting of three components – emotional exhaustion (EE), depersonalization (DP), and reduced personal accomplishment (RPA) (Maslach & Schaufeli, 1993; Simba et al., 2014). Emotional exhaustion describes the over solicitation or the depletion of the emotional, moral and psychological resources (Simba et al., 2014). Depersonalization refers to the dehumanization of one person/group by another. It results in a disconnection, or 'emotional dryness', an outcome similar to cynicism (suggested by Maslach) about the 'raison d'être' for professional activity (Almeida, 2013). RPA reflects the feeling of incapacity to do a good job and embodies a sense of frustration, devaluation, guilt, demotivation at work, and a wish to change the job (Almeida, 2013). It refers to a decrease in belief about job competence and productivity (Siu et al., 2014; Simba et al., 2014; Kar & Suar, 2014).

Organisational justice has emerged as a new psychosocial predictor of health at work. Evidence suggests that employees who perceive organisational injustice experience negative feelings and mental distress (Moliner et al., 2005). According to Moliner and colleagues (2005), research examining the relationship between organisational justice and employee health suggests that fairness informs employees about their positive or negative positions within the organization. It is assumed that employees who perceive themselves as subjected to unjust outcomes or procedures may experience strain or stress (Moliner et al., 2005).

Leader-member exchange (LMX)

Exchange Theory refers that employees tend to assign human-like characteristics to their organizations (Eisenberger et al., 1986). Epitropaki (2012) argues that the supervisor is the central agent in the employee/organization relationship. According to Colquitt and Shaw (2005), organisational justice can also be approached considering the procedures taken by an agent (leader, supervisors). Furthermore, Jacobs and Belschak (2014) observe that both organization and supervision it provides might be responsible for

the use of fair procedures. Jacobs and Belschak (2014) also report that unfair supervisor behaviour (in terms of unfair outcomes, unfair procedures, and/or unfair interpersonal behaviours) encourages retaliatory actions from employees as a means of punishing those responsible and restoring justice.

Moreover, according to social exchange theory, only when individuals attribute justice to leaders it will contribute to LMX (Rastgar & Pourebrahimi, 2013). LMX is comprised of the interrelated dimensions as respect, trust, and mutual obligation (Gerstner & Day (1997).

Perception of organisational support (POS)

The study of POS and POJ appears in the work of Homans (1961), which specifically focuses on Exchange Theory. POS refers to employees' global perceptions of the value accorded by their organizations to their contributions, and the degree of concern expressed by those organizations for the well-being of their employees (Tokmark et al., 2012; Beheshtifar & Herat, 2013).

Campbell et al. (2013) show that procedural justice is connected to POS as it can contribute to employee well-being. According to Ahmed and Nawaz (2015), POS is believed to be an exchange between organization and employees, and justice is a way through which organizations can express their commitment toward employees, which fosters the feelings of support from the organization.

Given this situation, it can be understood that the degree to which individuals identify with their organizations is crucial to the quality of the relationship between them and their employers (Epitropaki, 2012).

On the other hand, Rhoades and Eisenberger (2002) observe that the support employees receive is a key construct in the justice literature. More specifically, researchers argue that the employees' perceptions of justice may depend upon the way they are valued by the organization.

It becomes evident that perceptions of organisational justice can have effects on perceptions of organisational support and, the opposite also seems to be true.

The Psychological Contract/ psychological contract violation (PC/PCV)

The origins of the psychological contract date back to the writings of Argyris (1960) and Schein (1980). PC can be defined as a set of individual beliefs or perceptions regarding reciprocal obligations between the employee and the organization (Butt, 2014)

According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. The employee's perception that the organization has failed to fulfil one or more obligations relating to the psychological contract represents the cognitive aspect of violation – a mental calculation of what the employee has received relative to what was promised. However, there is also an emotional state that accompanies violation as a sense of injustice (Butt, 2014).

Affective Commitment (AC)

Possibly, AC is the most studied component of organisational commitment (Meyer et. al, 2002; Rego et.al., 2011). AC is an attachment characterized by involvement and identification with the organization (Allen & Meyer, 2000; Rego et al., 2011).

There are various factors that affect the commitment today. One of these factors is, without a doubt, POJ of the workers. The individuals with a higher POJ have more job satisfaction, higher performance, which leads to less resignation and consequently, they have a higher commitment to their institutions (Bakashi et al., 2009).

Furthermore, Cohen and Spector (2001) have claimed there is a relationship between distributive justice and organisational commitment. According to Turgut and colleagues (2012) and Chang (2002) had also found positive and significant connections between organisational commitment and distributive and procedural justice. Thus, the employees' perceptions of the fairness of the organizations they work leads to an increase in their job commitment (Turgut et al., 2012).

Satisfaction with organisational management (SOM)

SOM is identified as one of the items of Job Satisfaction (the organization's politics and management). Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) on their jobs (Churchil et al., 1974).

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We believe that SOM is a very important indicator for managers/organizations, not only because it's one of job satisfaction's dimension, but also because it's related to member's satisfaction to the organization, management quality, POS, POJ and LMX. Furthermore, the employee's appraisal of management quality has impact on their behaviors and attitudes, can rebate or stimulate negative/positive effects of POJ, PC/PCV (Morrison & Robinson, 1997), AC (Zhao et al., 2007; Zhang & Feng, 2011), LMX (Ariani, 2012) and Burnout (BUR) (Zhang & Feng, 2011).

Based on the literature, the research model is:
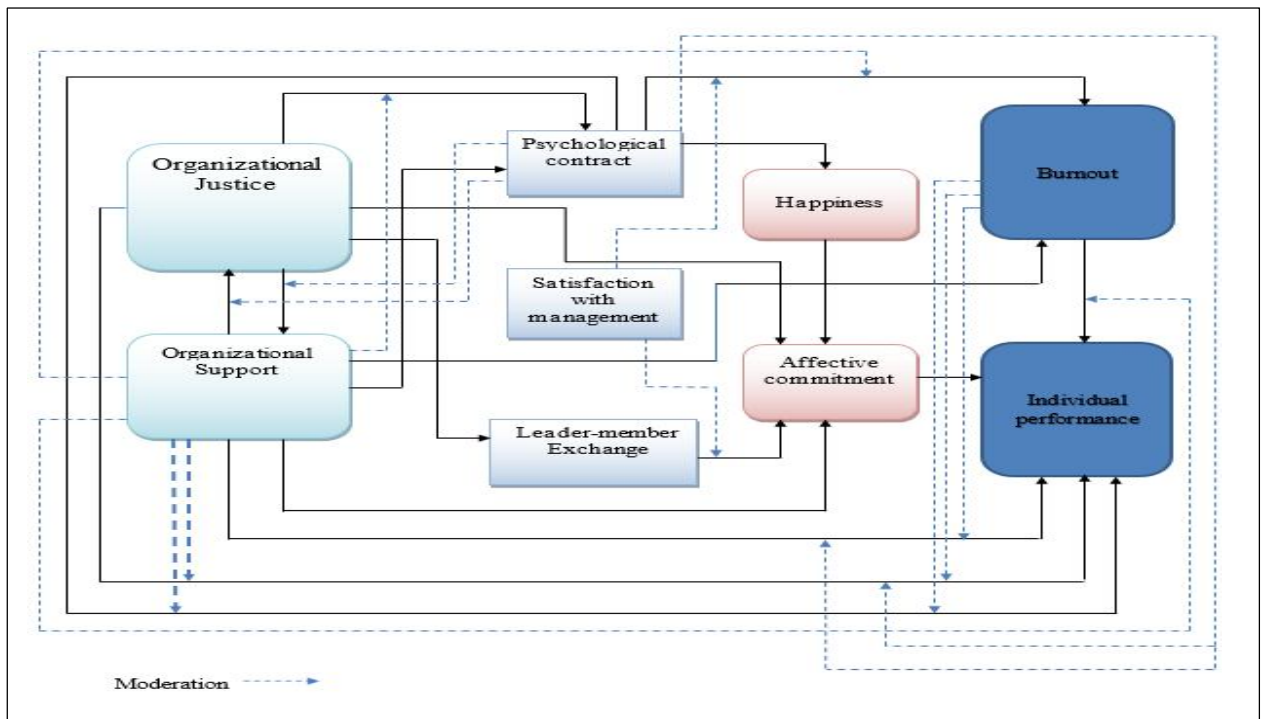
Figure 1 - Global Model

CHAPTER 2 – INVESTIGATION STRATEGY AND METHODOLOGY

After the theme has been defined, the literature review finished and presented the conceptual model, it is given the moment to define the investigation strategy and the type of research

A cause-and-effect model can explain the perception of organisational justice. In addition, other more specific research hypotheses derived from these main hypotheses are presented in the studies, when applicable.

Concerning research strategy, the quantitative approach is used. A quantitative research usually consists of drawing a sample from the population of interest, measuring behaviour and characteristics of that sample, and attempting to construct generalizations regarding the research findings (Wilson, 2010). In this sense, the quantitative approach involves the use of quantifiable data.

2.1 Investigation strategy

Based on Global Model, four models were developed and tested, which gave rise to four articles (papers). In this research was studied the outcomes of perceived organisational justice. This Thesis comprises four interrelated empirical studies.

From one paper to the other, we increased the number of study variables and we considered the mediating and moderating role of some variables under study. In view of the research questions and the multiple objectives,

The purpose of the first paper was to identify the impact of perceived organisational justice (POJ) and perceived organisational support (POS) on the individual performance (IP) of employees, directly or by the mediation of perceived organisational justice (POJ), considering the moderating role of psychological contract violation (PCV).
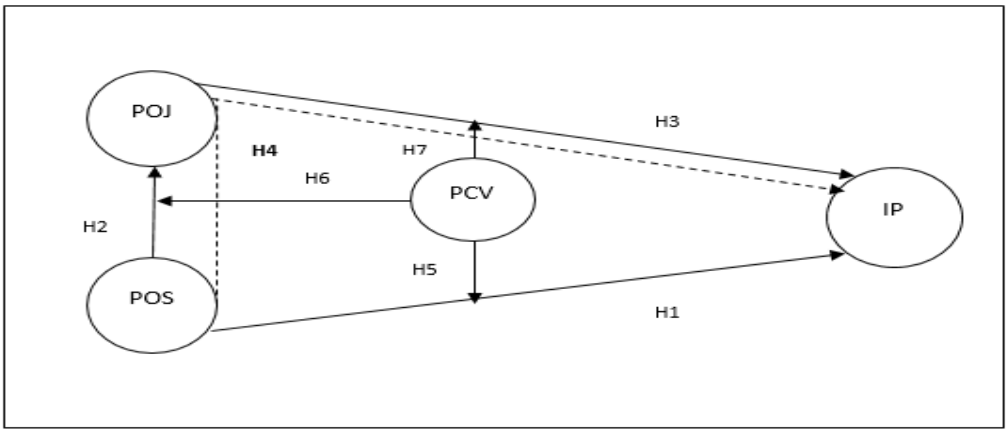
Figure 2 - Conceptual Model of first paper   Moderation ---->

In the second paper, the purpose was to identify the impact of perceived organisational justice (POJ), perceived organisational support (POS), and the psychological contract (PC) on the employee's individual performance (IP), considering the moderating role of Burnout (BUR) was analysed.
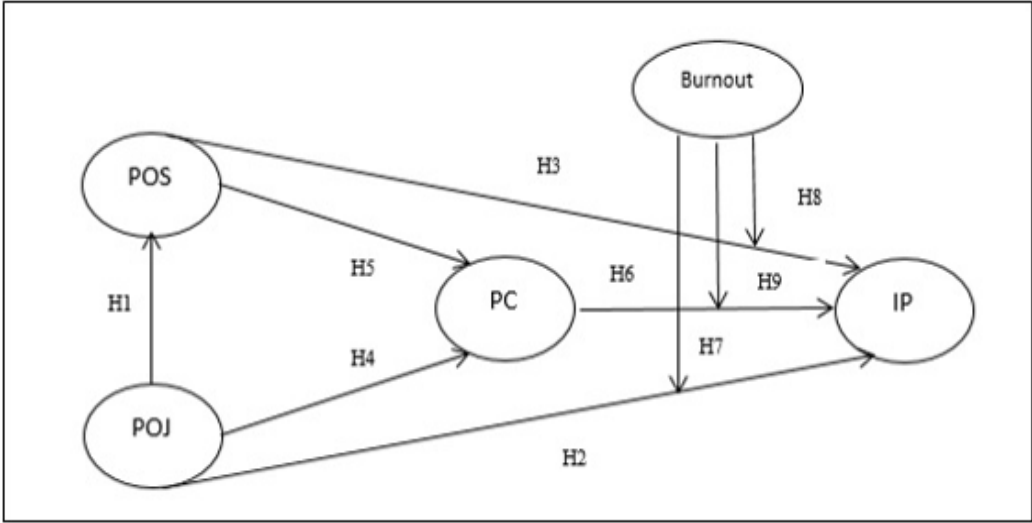
Figure 3 – Conceptual Model of second paper

In third paper, the purpose was to identify the impact of perceived organisational justice (POJ), the psychological contract (PC), and burnout (BUR) on the employee's

individual performance (IP), considering the moderating role of perceived organisational support (POS) was analysed.
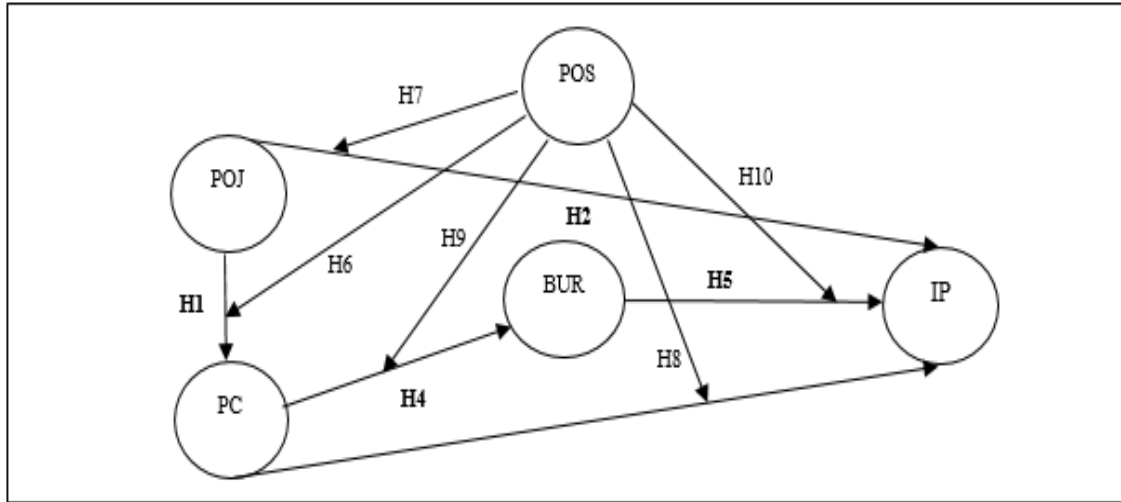
Figure 4 – Conceptual Model of third paper

Ultimately, in fourth paper, the purpose was to identify the impact of perceived organisational justice on perceived organisational support (POS), on psychological contract (PC), on affective commitment (AC), and on the leader-member exchange (LMX). Was also analysed the impact of perceived organisational support (POS) on psychological contract (PC), on affective commitment (AC), on burnout (BUR) and on leader-member exchange (LMX), the impact of psychological contract on burnout and on happiness (HAP), the impact of happiness on affective commitment and on individual performance (IP) and, finally, the impact of affective commitment on individual performance.

The moderating role of satisfaction with organisational management (SOM) was analyzed in relationships between psychological contract and burnout and between leader-member exchange and affective commitment.
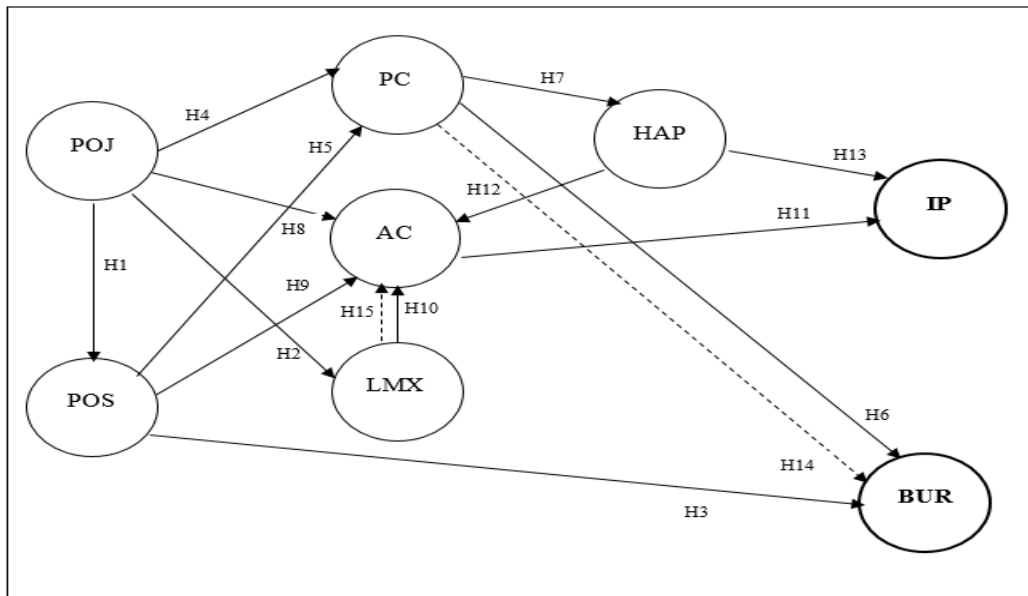
Figure 1- Conceptual model   Moderation - - - - ▶

Figure 4 – Conceptual Model of fourth paper

As we can see, the four models are complementary of each other and aim to deepen the understanding of the justice' phenomenon and their relationships with their outcomes. The introduced variables were based on the revision of literature and they seemed to have a bigger importance and with a bigger impact on the relevant attitudes and behaviours at work. The initially proposed model corresponds to the sum of the four models.

In the revision of the literature, POJ appears as an antecedent of POS. However, having in consideration that employees tend to assign human-like characteristics to their organizations and the individuals interpret the treatment they receive from the organization via their superiors, made us think that POS could also be an antecedent of POJ. For this reason, we have tested this hypothesis.

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2.2 The research instrument, measures, sample and data collection

2.2.1 The research instrument

The use of survey research is consistent with the study's objective. With a survey, the researcher can gather and describe data and information on specific aspects of a given population in a quantitative manner (Fowler Jr, 2009). According to Pinsonneault and Kraemer (1993), a survey is a mean for gathering information about characteristics, actions, or opinions of a group of people, usually based on structured questionnaires. In this study, data collection process is based on a self-administered questionnaire.

The development process of the research instrument comprised three phases. The first phase was based on the Systematic Literature Review reported. In the second phase, the measures were created and adapting scales that had already been validated in other research studies. Such adaption included changing vocabulary to be more appropriate and hence more easily understood by respondents. In the third phase, a group of 15 people, including researchers (2) and workers (12), submitted the remaining set of measures to content validation. Based on their suggestions, adaptations were made.

The final questionnaire was obtained, which is attached.

2.2.2 Measures

As already mentioned the measures were created after reviewing the literature in the field and adapting scales that had already been validated in other research studies. Such adaption included changing vocabulary to be more appropriate and hence more easily understood by respondents.

Perception of organisational Justice was measured with Rupp and Cropanzano (2002) Multifoci Justice Questionnaire. The scale has seventeen items, of which five measure distributive justice, four measure procedural justice, and eight measure interactional justice.

Variable	Author	Dimensions/Items	
Perception of Organisational Justice (POJ)	Rupp and Cropanzano (2002) Multifoci Justice Questionnaire.	Distributive justice	1 - I can say that I'm fairly rewarded for my organization. 2 - Globally, people are rewarded fairly. 3 - My organization ensures that people get what they deserve. 4 - In this organization, there is no relation between the rewards people receive and what they deserve. 5 - In my organization, most people are entitled to much more than they receive from the organization."
		Procedural justice	6 - I can count on my organization to have fair policies. 7 - In my organization, the rules and regulations are very fair. 8 - We do not have fair policies in my organization 9 - The procedures that the organization uses to make decisions are not fair.
		Interactional justice.	10 - The organization always gives me a feedback, no matter if the result is good or bad. 11 - The representatives of the organization, not including my supervisor, always gave me what I deserved. 12 - I am always informed about what happens in my organization and why it happened. 13 - Although right or wrong, my organization always explains their decisions. 14 - The decisions taken in my organization are always "very clear" and the knowledge of all. 15 - My organization treats me with dignity and respect. 16 - I feel that my organization has a high respect for me. 17 - My organization is not interested in my performance.

Table 2 – Measures of perception of organisational justice

The constructs utilized a 7-point Likert-type format (1=strongly disagree; 2= Moderately disagree; 3= Disagree somewhat; 4= Neither agree nor disagree; 5= Agree somewhat; 6= Agree and 7= Strongly agree.

Perception of organisational Support was measured based according to Eisenberger et al., (1986). The scale has eight items. Were used:

Variable	Authors	Items
Perception of Organisational Support (POS)	Eisenberger et al., (1986)	1- The organization values my contribution to its well-being. 2 - The organization does not appreciate any extra effort I made. 3 - The organization would ignore any complaint from me. 4 - The organization really cares about my well-being. 5 - Even if I did the best job possible, the organization would fail to notice. 6 - The organization cares about my general satisfaction at work. 7 - The organization shows little concern for me. 8 - The organization takes pride in my accomplishment at work.

Table 3 – Measures of Perception of organisational support

The constructs utilized a 7-point Likert-type format (1=strongly disagree; 2= Moderately disagree; 3= Disagree somewhat; 4= Neither agree nor disagree; 5= Agree somewhat; 6= Agree and 7= Strongly agree.

Psychological Contract was measured according to the Robinson & Rousseau (1994). The scale has five items.

Variable	Authors	Items
Psychological Contract (PC)	Robinson & Rousseau (1994)	1- I feel my employer has accomplished the promises he made me when he hired me. 2- I didn't receive everything I was promised for my contributions.

		3 - Almost all the promises made by my employer during the recruitment process have been maintained so far.
		4 - So far, my employer has done an excellent job of keeping his promises.
		5 - My employer has broken many of the promises you made to me even though I have done my part.

Table 4 – Measures of Psychological Contract

The constructs utilized a 7-point Likert-type format (1=strongly disagree; 2= Moderately disagree; 3= Disagree somewhat; 4= Neither agree nor disagree; 5= Agree somewhat; 6= Agree and 7= Strongly agree.

Leader-Member Exchange was measure according to the Graen & Uhl-Bien's (1995). The scale has seven items.

Variable	Authors	Items
Leader-Member Exchange (LMX)	Graen & Uhl-Bien's (1995)	1 - My supervisor is satisfied with my work. 2 - My supervisor understands my work problems and needs. 3 - My supervisor knows how good I am at my job. 4 - My supervisor is willing to use her/his power to help me solve work problems 5 - I have a good working relationship with my supervisor. 6 - My supervisor is willing to help me at work when I really need it. 7 - I have enough confidence in my supervisor that I would defend and justify his/her decision if he/she is not present.

Table 5 – Measures of Leader-Member Exchange

The constructs utilized a 5-point Likert-type format (1=strongly disagree; 2= disagree; 3= Neither agree nor disagree; 4= Agree and 5= Strongly agree.

Affective Commitment was measure according Allen & Meyer (1990). The scale has five items.

Variable	Authores	Items
Affective Commitment (AC)	Allen & Meyer (1990)	1- am very happy being a member of this organization. 2 - I really care about the fate of my organization. 3- I have a strong bond of sympathy for this organization. 4 - I feel that there is a strong affective connection between me and my organization. 5 - I feel like 'part of the family' at my organization".

Table 6 – Measures of Affective Commitment

The constructs utilized a 7-point Likert-type format (1=strongly disagree; 2= Moderately disagree; 3= Disagree somewhat; 4= Neither agree nor disagree; 5= Agree somewhat; 6= Agree and 7= Strongly agree.

Happiness was measured according to Rego et al. (2007) fifteen items scale representing five dimensions: (1) Anxiety/comfort; (2) Pleasure; (3) Enthusiasm; (4) Force and 5) Serenity. It was asked "state how you have felt in the last 3 months regarding your organization".

Variable	Authors	Dimensions/Items	
Happiness (HAP)	Rego et al. (2007)	Anxiety/ comfort	1 - Anxious 2 - Worried 3 – Tense
		Pleasure	4 - Happy, 5 - Cheerful 6 - Depressed;
		Enthusiasm	7 - Enthusiastic 8 - Motived 9 – Optimist
		Force.	10 - Active 11 - Alert 12 - Full of energy
		Serenity	13 - At ease, 14 - Aggressive 15 – Angry

Table 7 – Measures of Happiness

The construct utilized a 7-point Likert, where 1= Never; 2= Almost never; 3= Rarely; 4= Sometimes; 5= Usually; 6= Almost always and 7= Always.

Satisfaction with Management was measured using Churchil et al. (1974). The scale has a five-item scale.

Variable	Authors	Items
Satisfaction with Management (SOM)	Churchil et al. (1974)	1 - This organization is appropriately managed. 2 - Management hears our suggestions or complaints. 3 - The people who work in the organization receive a good help from the management. 4 - The management of this organization act correctly. 5 - I have confidence in the fairness and honesty of the organization's management".

Table 8 – Measures of Satisfaction with Management

The constructs utilized a 7-point Likert-type format (1=strongly disagree; 2= Moderately disagree; 3= Disagree somewhat; 4= Neither agree nor disagree; 5= Agree somewhat; 6= Agree and 7= Strongly agree.

Burnout was measured according to the Maslach Burnout Inventory-General Survey (MBI-GS). The scale has 16 items, representing three dimensions. The first dimension, exhaustion, is measured with six items. The second dimension, cynicism, is measured with four items and the third dimension, professional efficacy, is measured with six items.

Variable	Authors		Dimensions/Items
Burnout (BUR)	Maslach; et al, (2001)	Exhaustion	1 - I feel burned out from my work. 2 - I feel emotionally exhausted with my work. 3 - I feel tired in the morning and I need to go to work. 4 - Working all day is a reason for tension for me. 5 - I just want to do my job and not be disturbed. 6 - I feel finished because of my job".

		Cynicism	7 - I have become less enthusiastic about my work. 8 - I have been less interested in my work since I assumed this function. 9 - I am more disbelieving about the contribution of my work 10 - I doubt the importance of my work".
		Professional efficacy	11 - I feel like I am making an effective contribution to this organization. 12 - I feel enthusiastic when I do something in my work. 13 - In my opinion, I am good at my job. 14 - I do a lot of valuable things in my job. 15 - I can solve problems that arise in my work. 16 - I feel confident that I am efficient and able to make things happen.

Table 9– Measures of Burnout

The constructs utilized a 7-point Likert-type format (1=never; 2= Sometimes a year; 3=Once a month; 4= A few times a month; 5= Once a week; 6= A few times a week and to 7=every day).

Finally, Individual Performance was measured according to the Organisational Efficiency questionnaire (Mott, 1972). The scale has ten items, representing three dimensions. The dimension of quality and quantity includes three items, to measure flexibility contains three items, and that to measure adaptability contains four items.

Variable	Author	Dimensions/Items	
Individual Performance (IP)	Mott (1972)	Quality and Quantity	1 - Which of the following options best describes the way your supervisor classified you in the last performance evaluation. 2 - How can your level of production, in quantity, compare with the productivity levels of your colleagues. 3 - How can the quality of your work compare to your colleagues.

		Flexibility	4 - How can the quality of your work compare with that of your colleagues in a situation of relative emergency. 5 - How do you classify yourself, comparing to your colleagues, adapting yourself to changes at work. 6 - How do you respond to situations of relative emergency (such as crises, short deadlines, unexpected personal issues, resource breakdown, problems, etc.) compared to your colleagues.
		Adaptability	7 - How quickly are you in adapting to changes at work when compared to your colleagues. 8 - What is the efficiency level of your work compared to your colleagues? In other words, to what extent do you adequately use available resources (money, people, equipment, etc.). 9 - In comparison to your colleagues, how do you assess your capabilities to prevent or minimize potential problems before they occur. 10 - Compared to your colleagues, how effective are you at adapting to changes in work.

Table 10– Measures of Individual performance

The construct utilized a 5–point Likert-type format (1=below average; 2= In average; 30 Above average; 4- Very good and 5=excellent).

A confirmatory factor analysis was used to evaluate the psychometric properties of the scales and of the measurement model, using AMOS 21 and 22.

After an exploratory factor analysis, followed by a confirmatory factor analysis, the dimensions of individual performance were turned into a single variable. The dimensions of justice and dimensions of happiness were turned into a second order variable because the second order model presented has better fits than the first order model.

All the scales had values above 0.7 in the composite reliability (CR) and above 0.60 in the average variance extracted (AVE), as recommended by Hair et al. (2005).

Discriminant validity is evidenced by the fact that all correlations between the constructs are significantly smaller than 1 and the squared correlations calculated for each pair of constructs is always smaller than the variance extracted for correspondent constructs (Shiu et al., 2011), thereby confirming the discriminant validity.

2.2.3 Sample and Data Collection

A questionnaire was developed to test the proposed research model and hypotheses. Between May and July 2014, 100 small and medium companies were contacted by e-mail and/or by telephone to secure permission to distribute the questionnaires to their employees.

We adopted a sample of cross-sectional workers and no individual sector provided more than 10% of responses. In total, 800 people were contacted of whom 429 agreed to participate.

Of the 429 questionnaires collected, 407 were validated for use, the other 22 being rejected for inconsistency/incompleteness.

The characterization of the sample was made according to our parameters: gender, age, the level of education, occupation, salary and organisational tenure.

Of the 407 respondents, 258 were female corresponding to 63.3% and 149 were male corresponding to 36.7 % of the sample.

According to the age, 9 of the respondents (2.6 %) were between the ages of 21 and 24 years old, 170 of the respondents (49%) were between 25 and 39 years old, 154 of the respondents (43.2 %) were between 40 and 55 years old and 14 of the respondents (5.2 %) were above the age of 55 years old. The younger of the respondents had 21 years old and the old had 66 years old.

Regarding the level of education, 5 of the respondents (1.3 %) had primary school education only, 56 of the respondents (13.8 %) had a second and third level of primary school, 140 of the respondents (34.4 %) had high school certificate, 162 of the respondents (40.5 %) had a university degree (licentiate /graduate degrees), 37 of the respondents (9.3

%) had master's or PhD degrees and 3 (0.7 %) of the respondents did not answer this question. comparable

In occupation terms, 19 of the respondents (4.9 %) were directors/managers, 53 of the respondents (13.6 %) were service managers, 158 of the respondents (40.5 %) were technical workers/official, 66 of the respondents (16.9 %) were operators and the last 111 of the respondents (24.1 %) indicated another occupation.

In terms of a monthly pay, 51 of the respondents (12.5 %) earned less than €500, 191 of the respondents (47.4 %) earned between €501 and €1,000, 111 of the respondents (27.2 %) earned between €1001 and €1500 and 54 of the respondents earned above €1501. Only one respondent indicated a salary above €5001 and 16 of the respondents between €2001 and €5000.

Regarding the organisational tenure, 24 of the respondents (17 %) was inferior to 2 years, 75 of the respondents (20.6 %) was between 2 and 5 years, 71 of the respondents (19.5 %) was between 6 and 10 years and 237 of the respondents (42.8 %) had worked for their employer for more than 10 years (referenced in table 11).

As we can verify, our sample is representative of the Portuguese population relatively to the available statistical data, either in gender, age and the other indicators.

Gender	Male	37.7%
	Female	63.3%
Age	>25	2.6%
	[25,39]	49%
	[40,55]	43.2%
	>55	5.2%
Level of education	Primary school education only	1.3%
	Second and third level of primary school	13.8%
	High school certificate	34.4%
	University degree (licentiate/graduate)	40.5%
	Master's or PhD degree	9.3%

	Directors/Managers	4.9%
	Service managers	13.6%
Occupation	Technical workers/official	40.5%
	Operators	16.9%
	Other occupations	24.1%
	<€500	12.5%
	[501,1000]	47.4%
Salary	[1001,1500]	27.2%
	> 1501	12.9%
	< 2	17%
	[2;5]	20.6%
Organisational tenure	[6,10]	19.5%
	> 10	42.8%

Table 11 – Sample

2.3 Confirmatory factor analysis (CFA)

The confirmatory factor analysis (CFA) is appropriate when an underlying latent factor structure is assumed. According Byrne (2010), based on theory, empirical research, or both, a researcher can postulate relations between the observed variables and the underlying factor structure, and then this hypothesized structure is tested.

The CFA is classified as a SEM technique. In this context, it is essentially used with the purpose to evaluate how well a theoretical measurement model fits data from a given covariance matrix or correlation matrix. Confirmative in nature, it seeks to determine the extent to which the postulated structure is consistent with the sample data in the analysis (Crisci, 2012). Several authors have explored the fundamentals of Structural Equation Modelling (SEM) techniques and presented formal demonstrations (Hair *et al.*, 2014).

An important consideration in using SEM is related to the modelling strategy. Usually, three distinct alternatives in the application of structural equation modelling are referred. Are they: (1). confirmatory strategy, (2) competing model strategy, and (3) model development strategy (Hair *et al.*, 2014). In this research, confirmatory modelling strategy and model development strategy are considered. The confirmatory strategy is based on the specification of a model of interrelationships and its assessment on how well it fits the data. Already, in the model development strategy, the theory provides a starting point for the development of a theoretically justified model that can be empirically supported (Hair *et al.*, 2014).

A fundamental difference between SEM and other multivariate techniques is a covariance structure and analysis technique rather than a variance analysis technique (Hair *et al.*, 2014). Accordingly, it is focused on explaining the covariation among the observed variables. For this purpose, either the covariance matrix or correlation matrix can be used as input for model estimation. In our research, the analyses are based on the covariance matrix, which is the conventional alternative in Social Sciences (Byrne, 2010). The CFA models are estimated with the software IBM AMOS, version 21 and version 22.

In working with SEM, an important initial caveat is the problem of identification. This issue is directly associated with the transposition of the variance-covariance matrix of observed variables into the model parameters under study (Byrne, 2010). In this respect, if a unique solution can be found, the model is considered to be just-identified (the number of data variances and covariances equals the number of parameters to be estimated). If the number of estimated parameters is less than the number of data variances and covariances observed (the sample moments), the model is considered overidentified. Alternatively, if there are more parameters to be estimated than sample moments, the model cannot be identified, and thus it cannot be evaluated empirically (Marôco, 2010; Hair *et al.*, 2014). The following equation for degrees of freedom illustrates this comparison, also referred to as t-rule. The number of degrees of freedom shall be ≥ zero:

$$df = v(v+1)/2 - t$$

df = degrees of freedom

v = number of observed variables for the latent construct

t = number of estimate parameters

According to Kline (2011), two general requirements for identifying any structural equation model. Are they: (1) the model degrees of freedom (df) must be at least zero; (2) every latent variable (including the residuals) must be assigned a scale (usually by constraining one factor-loading parameter in each congeneric set of loadings and the residuals to 1).

However, these requirements are considered necessary but insufficient for identification. The particularities of the model structure may impose additional requirements with regard to the number of degrees of freedom (Kline, 2011). Byrne (2010) exemplifies with the case of hierarchical models, in which there is the need for checking the identification status of the higher order portion of the model. In short, the aim in SEM is to specify a model that meets the criterion of overidentification, to allow for testing for model rejection, thereby rendering it of scientific use (Byrne, 2010).

2.4 Model estimation

The maximum likelihood estimation – MLE method is used. This method has been the most used in SEM analysis and may provide more efficient and unbiased estimates under the assumption of normality and sufficient sample size (Byrne, 2010; Hair *et al.*, 2014; Marôco, 2010; Kline, 2011). The objective with the MLE is to reproduce the covariance matrix of the observed variables by means of the model parameters. The use of the MLE in SEM is based on some assumptions (Kline, 2011):

a) Independence of the scores (i.e. data is collected from distinct cases or subjects);
b) Independence of the exogenous variables and error terms;
c) Multivariate normality; and
d) Correct specification of the model.

Usually, survey data are not of continuous nature and may do not present multivariate normal distribution (Byrne, 2010; Marôco, 2010; Kline, 2011). It is important to mention that the principle of MLE states that the desired probability distribution is the one that makes the observed data ''most likely'', which means that the researcher must seek the value of the parameter vector that maximizes the likelihood function. Once sample data have been collected and the likelihood function of a model is determined, it is possible to make statistical inferences about the population based on the probability distribution that underlies the data (Myung, 2003). However, empirical studies and simulations have demonstrated that MLE may provide reliable estimates even in the case where the normality assumption is not assured (Hair *et al.*, 2014; Byrne, 2010; Marôco, 2010).

Generally, the effects of non-normality in the maximum likelihood estimates will depend on the extent to which sample data departs from the normal distribution (Hair *et al.*, 2014).

There has been an intense debate on the applicability of the maximum likelihood method for estimating data originated from surveys. The key point is that this type of data usually does not present normal distribution, thus it should not be suitable for the MLE method (Byrne, 2010; Marôco, 2010; Kline, 2011).

However, studies have suggested these alternative methods, such as the asymptotic distribution free and weighted least squares, only will produce adequate results with samples of greater size (Marôco, 2010).

On the other hand, empirical studies and simulations have demonstrated that MLE seems to provide reliable estimates even in the case where the normality assumption is not assured (Marôco, 2010; Byrne, 2010; Hair *et al.*, 2014).

Authors agree that the maximum likelihood estimates may be robust against violation of the normality assumption when the skewness and kurtosis of the observed variables are not excessive, and the sample size is sufficient (Marôco, 2010; Kline, 2011).

Moreover, for analysis with usual sample size (as the case of this present study), the estimates obtained by alternative methods are worse than those obtained by MLE (Marôco, 2010).

About sample size, samples as big as 200 observations have been considered adequate for MLE. However, samples should be bigger in the cases of more complex models and when there is evidence of problems with the model specification (Hair *et al*., 2014). In this present study, our sample has 407 observations; the conclusion is that it has sufficient sample size for using this estimation method (Hair et al., 2014; Kline, 2011).

Concerning the assumption of normality, univariate skewness and kurtosis are used for assessing univariate normality. About these measures, absolute values higher than 3 for skewness and 10 for kurtosis might indicate a severe violation of the univariate normality assumption (Kline, 2011). Other authors suggest that biased results might be obtained from values higher than two and seven for skewness and kurtosis, respectively (Marôco, 2010). For the sake of parsimony, the more conservative limits are considered for the data analyses.

The standardized Mardia's coefficient is used for assessing multivariate normality (Byrne, 2010). In using this measure, values greater than five would suggest precaution Concerning the results of the tests based on the chi-squared distribution (Byrne, 2010). However, it is to be noted that any decision for excluding observations from a sample should not be justified only in the interest of improving the statistics, but also it should be grounded on theoretical and practical reasons (Byrne, 2010).

Mahalanobis' distance is used for identification of multivariate outliers, i.e. cases differing in great extent to the others in the sample. The squared Mahalanobis' distance (D^2) measures the distance (based in standard deviation units) between a set of scores for one case and the sample means for all variables (centroids) (Byrne, 2010). Usually, an outlier will present a D^2 value that stands distinctively apart from all the other values. The greater is this statistic, the more significant is the specific case for the multivariate normality deviation. Thus, in excluding the case, it is expected to reduce the degree of deviation. On the other hand, excluding cases based on this statistic value will also result in loss of information. In this sense, any decision for excluding observations must consider this trade-off and additional references from the literature (Byrne, 2010). Particularly, Hair *et al*. (2014) recommendation of using the ratio (D^2/df) for practical interpretation is used along with the univariate methods. Based on a more conservative approach, the ratio value of 2.5 is considered to designate possible outliers.

2.5 Model assessment

The primary interest in SEM is evaluating the extent to which a hypothesized model adequately explains sample data. For this purpose, there are different and complementary approaches for assessing a model´s goodness of fit. Several goodness-of-fit statistics were developed, mostly concerned with the estimation process of yielding parameter values such that the discrepancy between the sample covariance matrix and the population covariance matrix implied by the model is minimized.

According to Marôco (2012), three groups of measures should be considered:

1. Measures based on the chi-square distribution test;
2. Empirical or approximate goodness-of-fit indexes;
3. Analyses of the residuals, parameters estimate, and individual reliability of the measurement items.

Based on the chi-square distribution test, low statistic values that result in p-values higher than 0.05 will indicate that the covariance matrices are not statistically different, thus suggesting an excellent degree of model fit to the data. Notwithstanding, for sample size greater than 200 observations and models with an expressive number of variables, this test is considered very sensitive to deviations from multivariate normality and may present a tendency of inaccurately rejecting models (Hair *et al*., 2014; Byrne, 2010). Accordingly, using the ratio of the chi-square statistic against the degrees of freedom is considered more appropriate. Based on this statistic, ratio values lower than 5 may indicate an acceptable goodness of fit (Hair *et al*., 2014; Byrne, 2010; Kline, 2011).

About the empirical or approximate goodness-of-fit indexes, contrasting to the chi-square test, their outcomes are not pointing to a dichotomous decision to reject or retain a null hypothesis. Instead, they are intended to provide a continuous measure of model data correspondence (Kline, 2011). Usually, their values are standardized ranging from 0 to 1 where a value of 1 will indicate the best fit. Three categories of approximate fit indexes are considered: (1) absolute fit indexes; (2) incremental or comparative fit indexes, and (3) parsimony-adjusted fit indexes.

According to the absolute fit indexes can be interpreted as the proportion of the covariances in the sample data matrix that is explained by the model. However, it is to be noted that explaining a high proportion of the sample covariances does not by itself indicate the model is adequate, as adding parameters to the point where no degrees of freedom remain will result in just-identified models that will perfectly explain the observed covariances (Kline 2011).

The incremental or comparative fit indexes are indicative of the relative improvement in model goodness of fit compared with a statistical baseline model.

About the parsimony-adjusted fit indexes, these measures comprise a built-in correction for model complexity. This correction is related to the model´s degrees of freedom. Hence, as more parsimonious models have higher degrees of freedom, given two models with a similar fit, a parsimony-adjusted index would favour the simpler model (Kline, 2011).

Regarding the analysis of the residuals, it is related to the difference between a model implied correlation and an observed (sample) correlation (they are the standardized covariance residuals between the observed and predicted covariances). Kline (2011) refers to a practical rule that residuals with absolute values greater than 0.1 may suggest potential problems of model specification. A more usual approach to the analysis of the residuals is based on the standardized residuals, which is the ratio of a covariance residual over its standard error. In sufficiently large samples, this ratio is interpreted as a z test of whether the population covariance residual is zero. Hence, if this test is statistically significant, then the hypothesis that the corresponding population covariance residual is zero is rejected. Standardized residuals greater than 2.58 are worthy of concern, as they suggest the residual is statistically significant at 0.05 level (Byrne, 2010).

Concerning model specification, it is common practice to produce modifications in the model by deleting parameters that are not significant and adding parameters that improve model fit (Hair *et al.*, 2014; Byrne, 2010). Evidence of misfit in this regard may be captured by the modification indices (M.I.) provided by the AMOS software. The M.I. can be conceptualized as a $\chi 2$ statistic with one degree of freedom (Byrne, 2010). Specifically, the M.I. value represents the expected drop in overall $\chi 2$ value if the parameter were to be freely estimated. Associated with each M.I., there is the expected

parameter change (EPC) value, which represents the predicted estimated change, in either a positive or negative direction, for each fixed parameter in the model (Byrne, 2010). Those modifications, however, should always be supported by theoretical and practical background. Otherwise, they might be associated only with sample characteristics, and these efforts can lead to inappropriate and nonreplicable models (Hair et al., 2014).

Finally, about parameter estimate and item reliability, the interpretation of the standardized factor loadings (also called standardized regression weights) is the same as any coefficient in a regression model. Thus, the factor loadings shall be statistically significant and a measure of the explained variance is obtained by the squared factor loading, the squared multiple correlations (SMC), also referred to as R^2. According to the literature, the higher is the SMC value, the higher is the proportion of explained variance (Kline, 2011).

2.6 Construct validity and reliability

Construct validity is defined as the extent to which the operational definition of a variable reflects the theoretical meaning of this variable (i.e. whether the observed variables measure the conceptual variable or construct it is designed to measure) (Cozby & Bates, 2012). Usually, it involves four basic criteria: face validity, content validity, convergent validity, and discriminant validity (Cozby and Bates, 2012). Additionally, nomological validity is particularly relevant for confirmatory approaches such as the use of SEM analysis (Hamann *et al.*, 2013).

Once the construct operationalization is based on well-recognized industry practices, face validity and content validity are assumed beforehand. Face validity is related to the extent to which a given observed variable appears to be an adequate measure of the construct (Cozby & Bates, 2012). Content validity is related to the extent to which the observed variables is perceived as adequately covering the construct they are designated to measure (Cozby & Bates, 2012).

Concerning construct reliability, in addition to the Cronbach's alpha coefficient, the composite reliability (CR) is also used as an indicator of reliability and internal

consistency of the measurement items representing a latent construct. This measure provides the total amount of scale score variance that is accounted for by all underlying factors (i.e. excluding the variance attributed to the error) (Fornell & Larcker, 1981). It ranges from 0 to 1, with higher values indicating the high composite reliability of the overall scale. Usually, values greater than 0.7 are considered to provide an acceptable degree of reliability. The composite reliability (CR) is obtained according to this equation.

$$CR = \frac{(\sum_{i=1}^{n} L_i)^2}{(\sum_{i=1}^{n} L_i)^2 + (\sum_{i=1}^{n} e_i)}$$

L_i represents the standardized factor loading for item i and e_i represents the respective error variance for the specific item. This error variance is estimated based on the standardized loading (+) as $e_i = 1 - L_i^2$

The construct validity is related to the extent to which a set of measurement items represents the latent construct they are designed to measure (Hair *et al.*, 2014). It is a broad term for the procedures used to measure a given construct and can comprise different forms of validity (Goodwin & Goodwin, 2012). Evidence of construct validity is necessary for providing confidence that measures taken from a sample represent the actual true score for the population (Hair *et al.*, 2014).

Within SEM applications, as the case of confirmatory factor analysis, the assessment of convergent validity and discriminant validity is particularly emphasized (Marôco, 2010; Hair *et al.*, 2014). The convergent validity is indicative that the items measuring a specific construct share a high proportion of variance in common (Hair *et al.*, 2014). In other words, it is related to the degree to which these items are reflecting a given construct. Conversely, discriminant (or divergent validity) demonstrates that a given construct is different from other constructs that might be present in the study (Goodwin & Goodwin, 2012).

Consistent with the literature (Fornell & Larcker, 1981), the convergent validity is assessed based on the size of the factor loadings and using the average variance extracted (AVE) measure. Thus, all factor loadings should be statistically significant and higher than 0.5 in terms of standardized estimates (Hair *et al.*, 2014). About the AVE measure, it

indicates the amount of variance captured by a construct in relation to the variance due to random measurement error. This measure is calculated with this equation:

$$AVE = \frac{\sum_i^n = 1 \, L_i^2}{n}$$

With, L_i is the standardized factor loading for item *i and n* represents the number of items. Accordingly, for *n* items, the AVE is the total of all squared standardized factor loadings divided by the number of items measuring the construct. Based on the literature, AVE values higher than 0.5 may suggest adequate convergence (Fornell & Larcker, 1981).

Concerning to discriminant validity, it may be assumed when a given construct (ξ_j) accounts for more variance in its associated measurement items than it shares with other constructs in the model (Fornell & Larcker, 1981). In this sense, to satisfy this requirement, the square root of the AVE for each construct $\sqrt{AVE\xi i}$ must be compared with the correlations with the other constructs in the model (Φ_{ij}). Discriminant validity shall be assumed when the square root of the AVE for a given construct is greater than all the correlations of this construct with other constructs in the measurement model (Fornell & Larcker, 1981), as follow:

$$\sqrt{AVE\xi_j} \geq \Phi_{ij}, \forall \, i \neq j$$

Another relevant form of construct validity to be assessed is the nomological validity. It assesses whether a construct relates to other constructs in the way that is expected, based on theory (Hair *et al*., 2014). In this study, at examining the measurement model, it is expected significant factor loadings from the latent constructs towards their measurement items. Moreover, some significant covariances among the service quality factors are plausible, once the passenger is likely to present a consistent level of expectation and a similar pattern for evaluating the services and facilities (Collier & Bienstock, 2009).

2.7 Common Method Variance

Finally, as sample data are originated from surveys, there is the need for assessing the problem of common method variance. It is related to the amount of variance that may be attributed to the measurement method, rather than to the constructs the measures are assumed to reflect. Hence, it is a potential problem in survey data and can lead to misleading conclusions (Podsakoff *et al*., 2003). Based on Podsakoff *et al.* (2003), the existence of common method bias was assessed using two approaches, the Harman's single factor test and the common latent factor approach.

According to the Harman's test, the full set of variables used in the study is considered for exploratory factor analysis. The results may suggest a significant amount of common method variance in two cases: (1) when a single factor emerges from the factor analysis, or (2) when one factor accounts for the majority of the variance explained (Podsakoff *et al*., 2003).

The common latent factor test is based on the CFA technique. This second approach to the problem of common method variance is more stringent (Podsakoff *et al*., 2003). For this procedure, a factor is included in the CFA model with all the variables linked to it with factor loadings constrained to one. If there is the situation where the common method variance is largely responsible for the relationship among the variables, this model should fit the data well and some original factor loadings will present loss of statistical significance.

Provided with these references, the following sequence related to the research procedures is followed:

a) Data inspection about missing values and missing value treatment;

b) Assessment of sampling adequacy for factor analysis using KMO coefficient and Barlett's test of sphericity;

c) Testing for the construct unidimensionality by within-scale exploratory factor analysis;

d) Scale reliability and item reliability assessment by Cronbach's alpha and item-to-total correlation;

e) Univariate normality assessment by Skewness and Kurtosis;

f) Multivariate normality assessment by Mardia's coefficient;

g) Multivariate outlier identification by Mahalanobis' squared distance;

h) Assessment of the measurement model by confirmatory factor analysis;

i) Evaluation of the model´s goodness-of-fit;

j) Construct validity and reliability assessment; and

k) Common method variance assessment.

To minimize the risk of common method variance, we used some procedural methods proposed by Podsakoff et al. (2003): (a) all respondents were guaranteed anonymity and confidentiality of the information collected, and assured that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) there was no use of scales with bipolar numerical values and verbal designations were given for the mid-points of the scales; (d) the questionnaire was divided into several sections with a brief explanation of what causes people to think in different ways about themselves in their relationships with their supervisors, and their organization, thereby reducing the risk of common method bias (Brewerton and Millward, 2001). A single factor test was also performed (Harman, 1967). A principal component analysis (unrotated solution) of all the items revealed 19 factors with values above 1. They accounted for 72% of the total variance, the first of which explained only 21% of the variance, suggesting that there were no problems with the common method variance.

However, we also used a marker variable (Lindell and Whitney, 2001), 'purchase behaviour' in the statistical analysis. No correlation was found with any of the variables in the model.

All the methods used show that there were no problems with common method variance.

PART II

CHAPTER 3 - EMPIRICAL STUDIES

3.1 STUDY 1

THE IMPACT OF PERCEPTIONS OF JUSTICE AND ORGANISATIONAL SUPPORT ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF PSYCHOLOGICAL CONTRACT VIOLATION IN THE PORTUGUESE CONTEXT

ABSTRACT

The purpose of this research is to identify the impact of perceived organisational justice (POJ) and perceived organisational support (POS) on the individual performance (IP) of employees, directly or by the mediation of POJ, considering the moderating role of psychological contract violation (PCV). The study uses a structured questionnaire to gather data from a cross–sectional sample of 407 employees. Structural Equation Modelling (SEM) is used to test the proposed hypotheses, and a multi-group analysis is conducted to identify how the perception of the PCV can impact on the suggested relations. Based on our results we can affirm that POJ mediates the relationship between POS and individual performance. However, the impact of POS on performance is not significant. It was also possible to conclude that the perception of the PCV moderates the relation between POS and IP and that this is mediated by POJ.This research contributes to a better understanding of the impacts of perceived organisational support, introducing the role of POJ and PCV as mediating and moderating variables, respectively. The global results may inform strategies to secure positive human resources management (HRM) outcomes. The limitations are the use of self-reposting date. This research is original in order these concepts and relationships of

mediation and moderation are presented in a single study and provides a model that depicts a chain of important effects.

3.1.1 INTRODUCTION

Scholars and human resources managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades. This relationship is even more important today as the need for people and organizations to become more competitive and successful has grown (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013). Consequently, it is necessary to identify and understand the factors affecting this relationship (Aggarwal & Bhargava, 2010).

The idea that justice can play an important role in promoting the efficient functioning of organizations is not surprising (Epitropaki, 2012). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations based on the degree of organisational justice they perceive to exist, and through such evaluation, they decide to be, more or less, involved or to be part of the organization or not. Organisational justice is a clear indicator of whether employees are respected by an organization and hence the amount of pride they feel in being part of it.

Given this, it can be understood that the degree to which individuals identify with their organizations is crucial to the quality of the relationship between them and their employers (Epitropaki, 2012). And logically, therefore, a relationship between perceived organisational justice (POJ) and individual performance (IP) is both an expected (Earley& Lind, 1987; Colquitt et al., 2001; Bakhshi, 2009), and an important one. Indeed, the impacts on employee performance and consequently on achieving the organization's goals have already been established (Yu &Frenkel, 2013).

Together with organisational justice, positive employer-employee relationships are essential for success. This overall interaction assumes the idea of exchange between employees and organizations in the expectation of mutual benefit. Perceived organisational support (POS) concerns employees' perceptions of how the organization values their contributions and provides for their well-being (Beheshtifar & Herat, 2013). Such perceptions are based on the frequency, intensity, and sincerity of the organization's manifestations of approval via compliments, and material and social rewards for the effort made. Another relevant aspect is the sense of obligation and emotional commitment that POS can promote in employees, with the objective of helping organizations to reach their goals (Aggarwal & Bhargava, 2010).

More recently, research has focused on another issue of the employee/company relationship – the psychological contract (PC). In a working relationship, an employee expects the organization to reward him/her in keeping what was promised, that is, relational incentives (opportunity to develop skills) and transactional incentives (competitive salary). All these promises generate employee perceptions of the PC (Coyle-Shapiro & Kessler, 2000).

According to Aggarwal and Bhargava (2010), when employees believe that their organization has not fulfilled its contractual obligations, a psychological contract violation (PCV) occurs and this leads to negative behaviour such as loss of confidence (Robinson, 1996; Deery et al., 2006), dissatisfaction at work (Tekleab et al., 2005; Montes & Irving, 2008), increase in turnover intentions (Guzzo et al., 1994), and absenteeism (Deery et al., 2006).

The purpose of this study is to identify the impact of the POS on employee performance, mediated by POJ. This mediation is a new idea and contributes to the literature since this relationship can be seen as an indirect one, and a good relationship and level of support between supervisors and workers may lead to improved perceptions of justice, and thus, to increased performance (Rhoades and Eisenberger,2002; Jacobs & Belschak, 2014). PCV is taken as a moderating variable, which facilitates the understanding of these relationships. These variables have been chosen for their importance and because the literature suggests they play important roles, although little work has been done to test their impact (Epitropaki, 2012; Beheshtifar& Herat, 2013). In this study, we aim to identify how POS and POJ interact in the context of the PC, and how they influence employee performance such that organisational success is promoted.

On study has considered POJ as a mediator of the relationship between POS and IP, and simultaneously taken PCV as moderator of the relationships between (1) POS and IP, (2) POS and POJ, (3) POJ and IP. Therefore, the originality of this study lies in integrating these concepts and relationships of mediation and moderation in a single study to provide a model that depicts a chain of important effects.

The rest of the paper is structured as follows: Section 2 - Research background and hypothesis development presents the literature review and key issues related to the research context, and then formulates the research hypotheses; Section 3 - Method

discusses the sample, the procedures related to data collection, and how all the variables are operationalized; Section 4 - Findings and Discussion presents and discusses the main results, and Section 5 - Conclusion indicates the contributions to the literature, the implications for management, aspects of the limitations of the study and recommendations for future research.

3.1.2 RESEARCH BACKGROUND AND HYPOTHESES DEVELOPMENT

Perceived organisational support (POS) and Perceived organisational justice (POJ)

The study of POS and POJ appears in the work of Homans (1961), which specifically focuses on Exchange Theory.

POS refers to employees' global perceptions of the value accorded by their organizations to their contributions, and the degree of concern expressed by those organizations for the well-being of their employees. Several studies have been conducted which have helped to develop Organisational Support Theory (Tokmark et al., 2012; Beheshtifar & Herat, 2013).

This theory holds that employees tend to assign human-like characteristics to their organizations (Eisenberger et al., 1986). Epitropaki (2012) argues that the supervisor is the central agent in the employee/organization relationship. The personification of the organization is assisted by the organization's legal, moral, and financial responsibility for the actions of its agents. Individuals interpret the treatment they receive from the organization via their superiors, and this translates into a feeling about the degree of power which they feel is exerted upon them (Aselage & Eisenberger, 2003).

Social exchange suggests a relationship with the objective of maximizing resources. In the organisational context, it means the exchange of commitment and loyalty by employees for tangible benefits (e.g. salary, promotions) and socio-emotional benefits (e.g. respect, recognition) given by the organization (Eisenberger et al., 1986; Tokmark et al., 2012). Employees who identify highly with their organizations are more likely to reach and overcome organisational goals (Edward & Peccei, 2010; Frenkel & Yu, 2011; Aqeel & Ahmed, 2014). Indeed, Aqeel and Ahmed (2014) observe that high levels of POS create

feelings of obligation within employees, who will work with their 'heart', to improve their performance such that organisational goals are met.

Hence, POS should reinforce individuals' beliefs that their organizations' recognition of them, and the rewards they provide, are permanent and not temporary (Eisenberger et al., 1986; Rhoades & Eisenberger, 2001; Weng & McElroy, 2012; Robbins et al., 2012; Campbell et al., 2013). The sincerity of the organization in its assessment of employee performance may also contribute to a higher POS (Eisenberger & Stinglhamber, 2011).

According to Goulder (1960), reciprocity is a social norm, defined as exchanges between two mutually dependent units, characterized as one helping the other, which is eventually able to repay the benefit. The interaction between worker and organization is not that different, since the latter has moral, legal, and financial obligations to the employee, and expects good performance, commitment, and loyalty, among other behaviours, from him/her. The PC between the employee and the organization establishes such expected exchanges. This contract serves to influence attitudes and behaviours. Employees' expectations of their success depend not only on their skills but also on the organization's intentions (Chongxin & Frenkel, 2013).

In interpersonal relationships, morality, equity, impartiality, and honesty are all connected to the concept of organisational justice. Rastgar et al. (2012) state that discretionary and unequal decisions may affect organisational justice.

There are three dimensions to the Organisational Justice concept: Distributive justice, which considers perceptions of outcome fairness (Adams, 1965), like salaries and other rewards received as a result of performance evaluations; Procedural justice, which is the perceived fairness of the procedures used in the decision-making process (Greenberg 1990, p. 402); Interactional justice, which is based on the perceived fairness of the interpersonal treatment received, that is to say, whether people involved are treated with sensitivity, dignity, and respect (Rastgar & Pourebrahimi, 2013).

There are several approaches to organisational justice, especially to procedural justice. Basically, we can find two models that try to explain the procedural effects. Thibaut and Walker (1975) suggest in their model that the effects of procedural justice are

determined by self-interest (Dulebohn & Ferris, 1999). The group-value model considers that people value their long-term relationships within groups and hence ascribe importance to the procedures that promote group cohesion. Essentially, the notion that individuals are sensitive to long-term social relationships, underpins the model (Konovsky, 2000).

The model has practical implications for the organisational context. Folger and Cropanzano (1998), and Greenberg (2004), for example, note that individuals are much more tolerant in the face of unfavourable outcomes when someone justifies those outcomes. This process is easier when there is a good organisational support that makes people feel they are respected and valued, and that their organization shows interest in them. Campbell et al. (2013) observe that fair procedures increase trust and confidence in the way rewards will be distributed in the future.

Bies and Moag (1986) also suggest that procedural justice influences organisational outcomes, namely organisational commitment and turnover intentions. Specifically, there is an impact on satisfaction and confidence if the decisions made by the organization are seen to be fair. Campbell et al. (2013) show that procedural justice is connected to POS as it can contribute to employee well-being, but they find no connection between distributive justice and POS.

An important outcome of the justice theories is that justice perceptions are critical determinants of individuals' reactions to organisational decisions (Comgoz & Karapinar, 2011).

The impact of POS and POJ on IP it's well grounded in the literature (Tamayo & Tróccoli, 2002; Assmar et al., 2005; Tekleab & Chiaburu, 2010; Cropanzano, 2011; Tokmark et al., 2012; Butt, 2014 and among others). To understand these relations, we must first understand if we are looking at direct or indirect effects, namely, to understand if the relation between POS and IP is direct and/or mediated by POJ.

Organisational environments characterized by low PCV seem to contribute to the creation of contexts that increase the impact of the relationships alluded to (Coyle-Shapiro & Kessler, 2000; Kickul et al, 2002; Teklead et al., 2005; Restubog et al., 2008; Suazo &Turnley, 2010; Aggarwal& Bhargava, 2010; Epitropaki, 2012). It is therefore relevant to

understand if PCV plays a moderating role in the relationships between POS and IP, between POS and POJ and even between POJ and IP.

3.1.2.1 Hypotheses development

3.1.2.1.1 The impact of the perception of organisational support on employee performance

The relationship between employee and organization presumes an exchange relationship in which both are seeking mutual benefits. Employees enter organizations with certain expectations such as job satisfaction, rewards and organisational support to perform their work (Tamayo & Tróccoli, 2002), and organizations in turn require employees to meet objectives.

Research has introduced and empirically tested several important dimensions that may occur in exchange relationships between individuals and organizations, thus: the PC (Rousseau, 1995; Coyle-Shapiro and Conway, 2005; Tekleab et al., 2005); POS (Eisenberger et al., 1986; Campbell et al., 2013); trust in the organization (Robinson, 1996); Leader – Member exchange (LMX) (Graen & Scandura, 1987); trust in the supervisor (Tekleab & Chiaburu, 2010; Muneer et al., 2014), organisational commitment and job satisfaction (Beheshtifar & Herat, 2013; Campbell et al., 2013; Lamm, et al., 2015).

Tekleab and Chiaburu (2010) argue that exchange relationships between organization/supervisor are important for work outcomes and impact substantially on employee performance. Employees enjoying positive exchange relationships with their organization are more satisfied at work and tend to stay with the organization longer, increasing their performance at the same time (Cropanzano, 2011; Tokmark et al., 2012).

Indeed, several researchers have found that POS is positively related to work performance, creativity, citizenship behaviours, job satisfaction, organisational commitment and innovation (see for example, Bakhshi et al., 2009; Tokmark, et al., 2012; Chongxin & Frenkel, 2013; Beheshtifar& Herat, 2013; Basak et al., 2013), and negatively related to turnover (Basak et al., 2013). In this latter connection, Gomes et al., (2010)

conclude that there is a negative relationship between satisfaction, human resources management (HRM) practices, and turnover intentions. This shows that POS influences positively the relationship between employees and the organization, thereby reducing turnover and improving work conditions and employees' life quality.

Consequently, the proposed hypothesis is:

H1: POS has a positive impact on IP

3.1.2.1.2 Justice and Perceived Support

Rhoades and Eisenberger (2002) note that the support employees receive is a key construct in the justice literature. More specifically, they argue that the employees' perceptions of justice may depend on the way they are valued by the organization.

Organisational justice researchers argue that different dimensions of justice are related to perceptions of organisational support (Jacobs & Belschak, 2014). For example, distributive justice shows the organization's concern for the employee's welfare and therefore affects the perception of being supported. Furthermore, all positive activities that might benefit employees may be taken as evidence that the organization cares about them. Such activities cover the different forms of justice and act as an antecedent to POS (Rhoades and Eisenberger, 2002). Both the organization and the supervision it provides might be seen as responsible for the use of fair procedures (Jacobs & Belschak, 2014).

Consequently, the proposed hypothesis is:

H2: POS has a positive impact on POJ

3.1.2.1.3 Perception of organisational justice and employee performance

There are many research studies concerning the impact of justice on organisational variables -such as job satisfaction, organisational commitment, citizenship behaviour, communication, turnover intentions and trust (Colquitt et al., 2001; Caetano & Vala, 1999; Konovsky & Cropanzano, 1991; Cropanzano & Greenberg, 1997; Zhang &

Agarwal, 2009; Lv et al., 2012; Lamm et al., 2015). When individuals feel they are exposed to injustice absenteeism and turnover increase (Caetano & Vala, 1999), and retaliation against the organization in the form of theft and/or sabotage, may ensue (Cropanzano & Greenberg, 1997).

Organisational justice and corporate social responsibility (CSR) both focus on justice, individual rights, and decisions based more on morality than on benefits (Rupp et al., 2011). Both concepts are related to the way employees are treated. Tziner et al., (2011) found a positive relationship between employees' CSR perceptions and their POJ. In addition, Al-Zu'bi (2010) concludes that job satisfaction depends directly on the perceptions of all dimensions of organisational justice, which may overlap with CSR practices. Other authors feel that only distributive justice relates to job satisfaction (e.g. Hartman et al., 1999; Butt, 2014), and then with individual productivity.

All these results lead to better performance, supporting the social exchange theory. Basically, POJ is a predictor of employee attitudes and behaviours (Assmar et al., 2005), with any perceived unfairness having the potential to cause poor quality and productivity at work, high staff turnover, and absenteeism.

Consequently, the proposed hypothesis is:

H3: POJ has a positive impact on IP

3.1.2.1.4 The mediating role of Perceived Organisational Justice

Bostanci (2013) found a significant and positive relationship between teachers' perceived organisational support and their distributive, procedural and interactional justice perceptions. Jacobs and Belschak (2014) observe that both the organization and the supervision it provides might be responsible for the use of fair procedures. For example, the performance appraisal interview is an important managerial practice that triggers justice perceptions. Indeed, even though appraisals represent short, single events in the magnitude of daily interactions at the workplace they nonetheless seem to have a huge impact on employees (Jacobs & Belschak, 2014).

Researchers also report that unfair supervisor behaviour (in terms of unfair outcomes, unfair procedures, and/or unfair interpersonal behaviours) encourages retaliatory actions from employees as a means of punishing those responsible and restoring justice (Jacobs & Belschak, 2014).

In a crisis scenario, such as the one we are experiencing, the risk of unfair treatment and the emergence of a general perception of lack of justice may well arise. Consequently, the overall perceptions of organisational justice may impact on the way people perceive the organisational support afforded to them, and on their individual performance.

Furthermore, POS should contribute to overall job satisfaction by meeting socio-emotional needs, thereby increasing performance-reward expectancies. High-perceived organisational support leads to better organisational justice perceptions and creates an obligation to employees. Employees may feel a duty to be more committed and perform better to support organisational goals.

Consequently, the proposed hypothesis is:

H4: POJ mediates the relationship between POS and IP

3.1.2.1.5 The moderating role of Psychological Contract Violation (PCV)

Most studies concerning the PC have focused on the effects of PCV on employee attitudes and behaviours (see, for example, Kickul et. al, 2002). PCV can reduce the levels of confidence at work, leading individuals to put their individual interests above those of the organization (Cassar & Briner, 2011).

Chrobot-Mason (2003), Tekleab and colleagues (2005), and Turnley and Feldman (2000) all undertook studies that show the PC to be a predictor of positive organisational outcomes. When individuals feel that the organization is meeting its obligations, they tend to create emotional connections, repaying the organization with citizenship behaviours, such as increasing job satisfaction and affective commitment, and reducing turnover reduction. Other studies have also reported a connection between the execution of PC and

job satisfaction (see, for example, Coyle-Shapiro and Conway, 2005; Chrobot-Mason, 2003; Tekleab et al., 2005; Turnley and Feldman, 2000; Tekleab and Chiaburu, 2010).

When PCV occurs, trust is negatively affected and co-operation and performance decrease. Suazo and Turnley (2010) note that when this happens there are negative results such as poorer employee performance. Epitropaki (2012) argues that PCV is a critical variable in the relationships between employees and the organization, generating negative feelings that impact upon organisational survival.

The potential predictors of PCV can be found in the leader-member exchange, and the levels of perceived justice and researchers have recently started to analyse the mediator and moderator effects of these variables. In this respect, Restubog et al. (2008) found trust to be a mediator of the relationship between PCV and POS (Suazo & Turnley, 2010), and Epitropaki (2012) identified the employee perception that the supervisor functions as the main agent in the establishment and maintenance of the PC.

POS has been analysed not only as an antecedent (Dulac et al., 2008) but also as an outcome of the PC (Coyle-Shapiro & Kessler, 2000; Aggarwal & Bhargava, 2010). The research suggests that employee perceptions of the degree of compliance by the organization with the PC also influence the perceptions of POS, that is to say, a high level of perceived PC compliance leads to a high level of POS. In this way, one can see a mirror of the exchange relationships between employees and organization.

Consequently, the proposed hypothesis is:

H5: PCV is a moderating variable in the relationship between POS and IP

POJ is frequently presented as an antecedent of POS (Tekleab et al., 2005; Zhang et al., 2012; Bostanci, 2013). At the same time, PCV may be linked to the chain of relationships between procedural justice, POS, and employee reactions (Tekleab et al., 2005). Furthermore, Cropanzano et al. (2003) have noticed the positive effect of experienced organisational justice on the development of a closer, higher-quality social exchange relationship over time (Tekleab et al., 2005). According to them, procedural justice is an important antecedent of a high-quality employee-organization relationship, which has important consequences for both parties given its impact on employee attitudes and behaviours.

In addition, in the POS theory, it is what is delivered to an employee rather than what is promised that determines the strength of the socio-emotional bond. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as having fulfilled their obligations to them, which is the exact opposite to contract violation (Tekleab et al., 2005).

Consequently, the proposed hypothesis is:

H6: PCV is a moderating variable in the relationship between POS and POJ

According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. Even when there is a PCV, if the procedures are fair, the employee still perceives him/herself to be an organization member. Kickul et al., (2002) noticed that if the organization does not offer a promised competitive salary, this will have a negative influence on employee performance when there is high procedural justice.

Consequently, the proposed hypothesis is:

H7: PCV is a moderating variable of the relationship between POJ and IP

In this study, we try to determine whether PCV is a moderating variable in the relationship between POS, POJ, and performance. We can find evidence of this in the literature, shown as a decline in employee confidence (Robinson, 1996; Deery et al., 2006; Zhao et al., 2007; Jafri, 2012), and in the perception of procedural justice (Turnley & Feldman, 2000), in the presence of PCV.

3.1.3 METHOD

The research model presents the set of hypotheses. Given that confidence is affected when PCV occurs, the quality of communication, co-operation, performance, and decision taking all decrease (Robinson, 1995), PCV is considered as a moderating variable.

Consequently, two groups are created to consider the impact of a PCV: a group with minor perceptions of PCV (n=219), and a group with higher perceptions of PCV (n=188). The proposed hypotheses are analysed overall and, also, according to each group, to test the impacts of PCV on the proposed relationships between POS, POJ, and individual performance (Eisenberg et al., 1990; Aqeel & Ahmed, 2014).

The following research model shows the hypotheses and the impact of PCV:
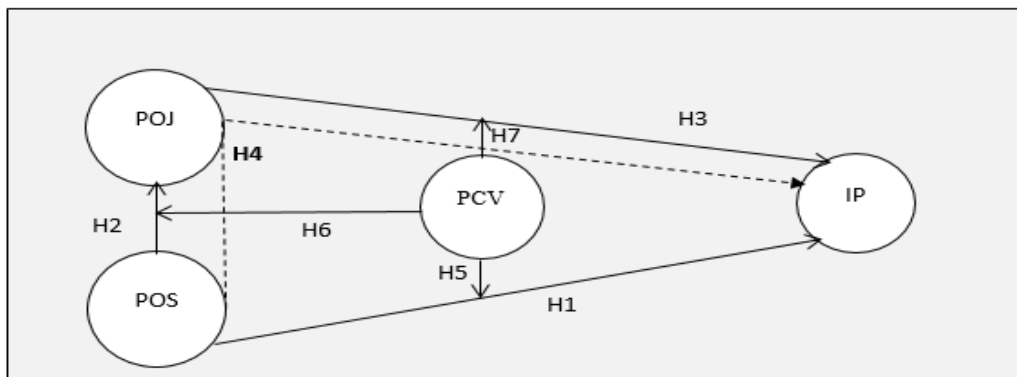
Figure 1– Conceptual model

Moderation ------▶

3.1.3.1 Sample and Data Collection

A questionnaire was developed to test the proposed research model and hypotheses. Between May and July 2014, 100 small and medium companies were contacted by e-mail and/or by telephone to secure permission to distribute the questionnaires to their employees. We adopted a sample of cross-sectional workers and no individual sector provided more than 10% of responses. In total, 800 people were contacted of whom 429 agreed to participate. Of the 429 questionnaires collected, 407 were validated for use, the other 22 being rejected for inconsistency/incompleteness.

Of the 407 respondents, 63.3% were female and 49% were between 25 and 39 years old. Regarding the level of education, 40.5% had a university degree (licentiate /graduate degrees). In occupation terms, 40.5% were technical workers/official. In terms of monthly payments, 47. 4% earned between €501 and €1,000 and 42.8% of the sample had worked for their employer for more than 10 years. (see Table 1).

Gender	Male	37.7%
	Female	63.3%
Age	>25	2.6%
	[25,39]	49%
	[40,55]	43.2%
	>55	5.2%
Level of education	Primary school education only	1.3%
	Second and third level of primary school	13.8%
	High school certificate	34.4%
	University degree (licentiate/graduate)	40.5%
	Master's or PhD degree	9.3%
Occupation	Directors/Managers	4.9%
	Service managers	13.6%
	Technical workers/official	40.5%
	Operators	16.9%
	Other occupations	24.1%
Salary	<€500	12.5%
	[501,1000]	47.4%
	[1001,1500]	27.2%
	> 1501	12.9%
Organisational tenure	< 2	17%
	[2;5]	20.6%
	[6,10]	19.5%
	> 10	42.8%

Table 1: Sample

3.1.3.2 Measures

The measures were created after reviewing the literature in the field and adapting scales that had already been validated in other research studies. Such adaption included changing vocabulary to be more appropriate and hence more easily understood by respondents.

Perceived organisational justice was measured with the Rupp and Cropanzano (2002) Multifoci Justice Questionnaire. The scale has 17 items, of which five measure distributive justice, four measure procedural justice, and eight measure interactional justice. We used items like: "In general, I can say I'm fairly rewarded by my organisation"; "I can count on my organization to have fair policies"; "The organization always gives me a feedback, not matter if the result is good or bad".

Perceived organisational support was measured based according to Eisenberger et al., (1986). Eight items were used, for example: "The organization shows little concern for me"; "The organization does not appreciate any extra effort I make".

Psychological contract violation was measured according to the Robinson and Rousseau (1994) scale which has five items such as: "I feel my employer has fulfilled the promises he made me when he hired me"; "I didn't receive everything I was promised for my contributions".

Individual performance was measured according to the Organisational Efficiency questionnaire (Mott, 1972). The scale has ten items, representing three dimensions. The dimension of quality and quantity includes three items, the one measuring flexibility contains three items, and the one measuring adaptability contains four items. After an exploratory factor analysis, followed by a confirmatory factor analysis, only one dimension was extracted. Items like: "Which of the following options best describes the way your supervisor classified you in the last performance evaluation"; "How do you classify yourself, compared with your colleagues, at adapting to changes at work", were used.

All the constructs utilized a 7-point Likert-type format (1=strongly disagree to 7=strongly agree), except the construct of IP, which was measured with a 5–point Likert-type format (1=below average to 5=excellent).

Confirmatory factor analysis was used to evaluate the psychometric properties of the scales and the measurement model, using AMOS 21. The final model shows a good fit (IFI=0.942; TLI=0.931; CFI=0.942; RMSEA= 0.072; CMIN/DF= 3.116; GFI= 0.885). The three dimensions of organisational justice showed high correlations. The dimensions of justice were turned into a second order variable and the dimensions of individual performance into a single variable. All the scales had values above 0.7 in the composite reliability (CR) and above 0.60 in the average variance extracted (AVE), as recommended by Hair et al., (2005).

Discriminant validity is evidenced by the fact that all correlations between the constructs are significantly smaller than 1 and the squared correlations calculated for each pair of constructs is always smaller than the variance extracted for correspondent

constructs (Fornell and Larker, 1981; Shiu et al., 2011), thereby confirming the discriminant validity.

	MEAN	SD	1	2	3	4	CR	AVE
1.Organisational Tenure	10.99	8.87	-	-	-	-	-	-
2. POJ	4.09	0.69	-0.06	**(0.90)**	-	-	0.94	0.66
3. POS	4.30	0.58	-0.07	0.62**	**(0.85)**	-	0.87	0.64
4. IP	3.10	0.80	0.11*	0.18**	0.08	**(0.94)**	0.90	0.66

Table 2: Means, Standard Deviations, Square Correlations, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted.
**P<0,01*p<0,05. The numbers in parentheses on the diagonal represent Cronbach's alphas

3.1.3.3 Common Method Variance

To minimize the risk of common method variance we used some procedural methods proposed by Podsakoff et al., (2003): (a) all respondents were guaranteed anonymity and confidentiality of the information collected, and assured that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) there was no use of scales with bipolar numerical values and verbal designations were given for the mid-points of the scales; (d) the questionnaire was divided into several sections with a brief explanation of what causes people to think in different ways about themselves in their relationships with their supervisors, and their organization, thereby reducing the risk of common method bias (Brewerton & Millward, 2001). A single factor test was also performed (Harman, 1967). A principal component analysis (unrotated solution) of all the items revealed 19 factors with values above 1. They accounted for 72% of the total variance, the first of which explained only 21% of the variance, suggesting that there were no problems with the common method variance. However, we also used a marker variable (Lindell and Whitney, 2001), 'purchase behaviour' in the statistical analysis. No correlation was found with any of the variables in the model.

All the methods used show that there were no problems with common method variance.

3.1.4 FINDINGS AND DISCUSSION

Amos 21.0 was used to perform a confirmatory factor analysis and structural equation modelling to test the hypotheses. The final model shows a good fit (IFI=0.938; TLI=0.926; CFI=0.938; RMSEA=0.51; CMIN/DF=2.071; GFI=0.938). A multi-group analysis was performed to identify the differences between situations of more or less serious psychological contract breach. Therefore, the first group, with major psychological contract breach, was composed of 219 respondents, while the second group, with minor psychological contract breach, was composed of 188. Table 3 presents the results:

3.1.4.1 Findings

H	RELATIONS		GLOBAL (N=407)			H	HIGHER PCV (N=219)			LOWER PCV (N=188)			CONCLUSION
			SRW	C.R.	P	H	SRW	C.R.	P	SRW	C.R.	P	
H1	IP<--POS		-.003	-.605	.545	H5	-.012	-0.151	.880	-.072	-.903	.366	H1 not supported H5 not supported
H2	POJ<--POS		.200	3.401	***	H6	-.175	-2.167	.030	.228	2.697	.007	H2 supported H6 supported
H3	IP<--POJ		.185	3.052	.002	H7	.164	2.063	.039	.263	2.984	.003	H3 supported H7 supported
H4	Without Mediation	IP<-POS	.003	.064	.949								H4 supported

Table 3: Standardized Regression: Summary

The results presented in Table 2 show the relationships between the variables of the model and the introduction of PCV as a moderating variable. Multi-group Moderation Tests were carried out to the conclusion that the two groups are different ($\chi2$=14.1; DF=2; p≤0.05).

POS does not have an impact on individual employee performance, so H1 is not supported (SRW= -.003; p ≥0.05). Although the coefficients are different, the introduction of PCV does not lead to significantly different results for the two groups (SRW=-.012; p ≥0.05 with higher PCV and SRW= -.903; p ≥0.05 with lower PCV), so H5 is not supported.

There is a positive relationship between POS and POJ, thus supporting H2 (SRW= 0.200; p ≤0.05).

There is a positive relationship between POJ and IP (SRW = .185; p ≤0.05), which means that when the perception of organisational justice increases, the individual performance also increases, thus supporting H3.

There is a positive relationship between POS and IP (without mediation; SRW= .003; p ≥0.05). These results suggest that POJ mediates the relationship between POS and IP. Consequently, the proposed hypothesis H4 is supported.

There is a positive relation between POS and POJ (SRW= .200; p ≤0.05). However, if a violation of PC is not perceived, POS has a positive impact on POJ (SRW = .228; p ≤0.05), and if the opposite happens, POS has a negative impact on POJ (SRW =.-.175; p ≤0.05), so H6 is supported.

When the violation of the PC is higher, the relationship between POJ and IP decreases (SRW = .164; p ≤0.05) and it increases when there is no violation (SRW = .263; p ≤0.05), thus H7 is supported.

3.1.4.2 Discussion

POS and IP. The moderating role of PCV

POS does not have an impact on individual employee performance, so H1 is not supported. Although the coefficients are different, the introduction of PCV does not lead to significantly different results for the two groups, so H5 is not supported. Even if there is a relationship between these variables in the hypotheses, as supported by the studies by Teklead et al., (2005), Bakhshi et al., (2009), Basak et al., (2013), Teklead and Chiaburu, (2010), Cropazano, (2011), Tokmark et al., (2012), Zhang et al., (2012), Bostanci, (2013),

Chongxin and Frenkel, (2013) among others, our results do not support it. This could be explained by the financial and economic crisis currently experienced by the country, and the belief that recognition and reward for performance is unlikely to occur in the in the foreseeable future. At the same time, attempts to keep the job may overlap these judgements.

Weng and McElroy (2012) argue that POS should reinforce the belief that recognition and reward for performance are not a casual event, but something that will happen in the future. For the same reason, employee contributions cannot be perceived as honest and voluntary; they simply meet the requirements of labour law. According to Eisenberger et al., (1986), Rhoades et al. (2001), and Tokmark et al. (2012), the lack of hope concerning the possibility of performance exceeding the standards will help to understand these results. Tekleab and Chiaburo (2010) suggest that positive exchange relationships between the employee, the organization, and supervisor are important predictors of performance. In fact, it was expected that both POS and the PC had a positive impact on IP.

However, given the actual context in which, employees work, they (the employees) may not see these exchange relations as favourable and hence do not respond positively to the organization.

These results are a significant novelty in our study. In this scenario of economic and financial crisis, POS and the PC can be more important. POS increases POJ and the PC increases feelings and attitudes that may predict performance.

POS and POJ

There is a positive relationship between POS and POJ, thus supporting H2. As stated in our hypothesis, a relationship between these variables is supported by the research of Rhoades and Eiserberger (2002), Jacobs and Besschak (2014), and our results support it. According to the literature, several attitudes/behaviours are related to the way people perceive justice, and whether managers treat them with politeness and dignity is an important determinant of such attitudes (Tokmark et al., 2012). Employee participation in internal processes increases the perception of procedural justice, because it creates fair results and gives employees a feeling of control with respect to which results are actually

desired (Konovsky, 2000). Thibaut and Walker (1975) reinforce this idea, recognizing that people are worried not only about results but also about the fairness of the processes inherent to securing good individual performance. The results show that individuals prefer long-term relationships and the sense of belonging to the group. Our sample presents a set of employees who have been with their companies for a long time, a factor that may boost this sense of group affiliation. Folger and Cropanzano (1998) mention the importance of the persuasive aspects of communication and of personal relationships that are not imposed by procedures. Folger and Konovsky (1989) argue that when performance is evaluated fairly, employees tend to show higher job satisfaction, loyalty, and trust regardless of the rise in salary or perceived justice. Hence, when a salary rise is seen as unfair (distributive justice) but there is justice in the processes, the effects are less negative than if there is a perception of simultaneous distributive and procedural injustice. Thus, in the presence of POS, employees devalue organisational attitudes and behaviours regarded as unfair. Consequently, H2 is supported.

POJ and IP

There is a positive relationship between POJ and IP, which means that when the perception of organisational justice increases, the individual performance also increases, thus supporting H3. According to our hypothesis, the research of Cropanzano and Greenberg, (1997), Caetano and Vala, (1999), Tziner et al., (2011) supports a relationship between these variables and our results support it.

The equity equation says that the two coefficients ('the person' and 'the other') must have equal weight. When the weights are different, there is inequity (Adams, 1995), and this may adversely affect individual performance (Greenberg, 2004), thereby increasing turnover or making it difficult for the organization to persuade employees to work overtime and, indeed, creating other problems. The opposite can also happen, according to Tyler et al. (1996). When individuals feel respected and have a sense of belonging to the group, they tend to improve their commitment and citizenship, which then has a positive impact on performance. A fair relationship entails positive consequences for the group. In an organisational environment perceived as fair with respect to salaries,

processes and interpersonal treatment received, employees tend to respond positively to the organization by showing commitment and other positive behaviours, thus increasing IP. Consequently, the results support H3.

The mediating role of POJ between POS and IP

Looking at the role of POJ in the relationship between POS and IP, the results of the mediation tests show: (i) POS predicts 20 % of POJ (β= 0.20; P <0.001), which satisfies the first condition for mediation; (ii) POJ predicts 19 % of IP (β= 0.19; P <0.005), thus the findings support the second condition for mediation. (iii) Additionally, the relationship between POS and IP is always non-significant, which shows that the relationship is not direct. These results suggest that POJ mediates the relationship between POS and IP. When POS is high, individuals are less susceptible to injustice and the reaction is less negative, with less impact on performance.

In addition to the three conditions for mediation listed, the test proposed by MacKinnon et al., (2002) was performed. Each unstandardized estimate corresponding to a mediating relationship was divided by the respective standard error and the results were always above 1.96 (first relationship - POS and POJ: 0.144/0.042=3.428; second relationship - POJ and IP: 0.188/0.053=3.547). Thus, the mediating effects are significant.

Folger (1993) asserted that interactional justice can interact with satisfaction. This means that when the results are not favourable and there is inappropriate behaviour, individuals feel resentful of the decision maker. However, if the decision maker treats individuals with dignity and respect, giving them reasonable explanations for their decisions, there is no such resentment. Staley et al., (2003) note that procedural or interactional justice interacts with distributive justice to minimize the negative effects of distributive injustice on the overall organisational results. POS is better understood when organizations recognize and reward employees' performance, appreciate their contributions, involve them in decisions, and care about their well-being. Such behaviour eventually leads to higher performance (Eisenberger & Stinglhamber, 2011; Campbell et al., 2013; Aqeel& Ahmed, 2014). When employees feel respected and their contributions

are valued by the organization, the perceptions of justice tend to increase. In fact, POJ may depend on the way employees are valued by the organization. In the presence of POS and POJ, employees tend to reciprocate, thus increasing IP. Consequently, hypothesis H4 is supported.

The moderating role of PCV in the relationship between POS and POJ

There is a positive relation between POS and POJ. However, if a violation of the PC is not perceived, POS has a positive impact on POJ, and if the opposite happens, POS has a negative impact on POJ. According to Coyle-Shapiro and Kessler (2000), and Aggarwal and Bhargava (2010), good perceptions of psychological contract compliance result in higher perceptions of POS which show the quality of the exchange relationships between employees and the organization. These results are also supported by the cognition theory (Staley et al., 2003), suggesting that the PC may moderate this relationship, therefore supporting H6.

The moderating role of PCV in the relationship between POJ and IP

In the presence of a higher violation of the PC, the relationship between POJ and IP decreases, and it increases when there is no violation. According to H3, POJ has a positive impact on IP. However, this impact tends to increase if perceptions of PC increase as well, therefore supporting the idea that PCV moderates this relationship. According to Robinson (1995) and Suazo and Turley (2010), PCV is associated with a large range of negative results (lack of trust, communication, and co-operation, among others) which negatively affect the organisational and individual performance, thus supporting H7.

PCV seems to have a significant moderating impact on the proposed relationships, a result which was also confirmed by multi-group moderation tests.

In fact, when employees perceive an organisational environment in which the rules are complied with and there is not PCV, their attitudinal responses are greater

involvement, commitment, motivation and satisfaction, increasing their willingness to perform better

.

3.1.5 CONCLUSIONS AND CONTRIBUTION

3.1.5.1 Conclusions

From this research, we can conclude that there is a positive relationship between POJ and IP and between POS and POJ. Furthermore, POJ mediates the relationship between POS and IP. It is also possible to conclude that PCV has a significant moderating effect on the proposed relationships between POS and POJ, between POJ and IP, and between POS and IP-mediated by POJ. However, POS does not have a positive impact on IP and PCV does not have a moderating effect on that relationship (see Table 2).

3.1.5.2 Contributions

This research contributes towards a better understanding of the impacts of perceived organisational justice and perceived organisational support on individual performance and introduces POJ as a mediator of the relationship between POS and IP. To ensure a better understanding of these relationships and to enrich the comprehension of the interactions resulting from HRM policies and decisions, we introduced the role of PCV as a moderating variable. Consequently, the analyses were performed within a context that had specific boundaries.

Therefore, the originality of this study lies in the integration of these concepts and relationships of mediation and moderation in a single study, to provide a model that depicts a critical chain of effects, using cross-sectional data. Considering the impacts of perceived organisational justice and perceived organisational support on individual performance, our study suggests that when organizations respect and support their employees this can produce practical outcomes by fostering HRM effectiveness

3.1.5.3 Implications for Management

The overall results of this study are of much interest to managers, as they provide a more comprehensive understanding of the organisational aspects affecting employee attitudes and behaviour. They allow managers to appreciate how POS and POJ affect employee attitudes and behaviour and how PCV can negatively affect the exchange relationships between employees and organizations. With this knowledge, organizations should see how to invest in leaders who believe in the transparency of processes, the need for good quality interpersonal relationships, good communication, and the importance of attending the socio-emotional needs of employees. Given such leadership, employees will respond to organisational imperatives positively, thereby improving their individual performance.

The results show that when managers explain the reasoning behind their decisions, employees are more tolerant to unfavourable outcomes. The same happens even when employees do not perceive any violation of the psychological contract. When employees know the processes involved in decision making, take part in those processes, and perceive their contributions to be valued and rewarded, perceptions of distributive injustice have a less negative influence on their behaviour. On the other hand, when the psychological contract is fulfilled, trust in managers and in the organization increases too, creating in employees a sense of obligation to contribute towards the effort to meet organisational objectives. These results indicate that it is possible to design HRM strategies and policies that impact on IP and lead to organisational success.

3.1.6.4 Limitations and Recommendations for Future Research

This investigation faces some methodological limitations, giving rise to new opportunities for future study. In subsequent research, data could be collected in ways other than through self-report mechanisms or the use of dyads so that information is gathered from different sources and the common method variance problems are avoided (Podsakoff et al., 2003). More relevance could then be accorded to the data. Furthermore, when causal relationships are to be explored, longitudinal data is useful in helping to

understand the causality issues. This naturally gives an opportunity for additional research in this field. Other variables like affective commitment might show significant effects as moderators of these relationships. At the same time, it would also be interesting to replicate the survey in an economic and financial growth scenario.

We believe this study has contributed to the inclusion of such questions in new research and helped to secure a better integration of these concepts in the management literature. It has assisted in the effort to improve the constructs involved and hence clarified the need for greater acknowledgement of the importance of the relationships discussed within organisational settings.

3.2 STUDY 2

THE EFFECTS OF JUSTICE, ORGANISATIONAL SUPPORT AND THE PSYCHOLOGICAL CONTRACT ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF BURNOUT

ABSTRACT

The purpose of this research is to identify the impact of perceived organisational justice (POJ), perceived organisational support (POS), and the psychological contract (PC) on the employee's individual performance (IP). The moderating role of Burnout will be analysed.

The study uses a structured questionnaire to gather data from a cross–sectional sample of 407 employees. Structural Equation Modelling (SEM) is used to test the proposed hypotheses and a multi-group analysis is conducted to identify how Burnout can impact on the suggested relationships.

The results show that POJ has a positive impact on IP. When we introduced the PC, it was possible to better understand how POJ and POS impact on IP. It was also possible to conclude that Burnout moderates the suggested relationships.

This research contributes to the knowledge about the impacts of POJ, POS and the PC, introducing the role of Burnout as a moderating variable in the relationships between organizations and employees. The global results of this study contribute to a better understanding of behaviours and attitudes of employees and managers and may inform strategies to reinforce positive company and employee outcomes.

Burnout is an emerging problem increasing the difficulties in establishing Human Resources Management policies, since it may prevent those policies from achieving their intentions. The main contribution of this investigation is the introduction of the moderating role of burnout and its effects.

Keywords: Perceived organisational justice; perceived organisational support; psychological contract; burnout, individual performance.

3.2.1 INTRODUCTION

Scholars and human resources managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades. Nowadays, this relationship is even more important as the need for people and organizations to become more competitive and successful has grown (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013; Rastgar & Pourebrahimi, 2013). Consequently, it is necessary to identify and understand the factors affecting this relationship (Aggarwal & Bhargava, 2010).

The idea that justice may play an important role in promoting the efficient functioning of organizations is not surprising (Epitropaki, 2012; Rastgar & Pourebrahimi, 2013). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations on the degree of organisational justice they perceive to exist, and through such evaluation, they decide to be more or less involved or to be or not to be part of the organization. Organisational justice is a clear indicator of whether employees are respected by an organization and hence, the amount of pride they feel in being part of it (Bakhshi et al., 2009; Epitropaki 2012).

Together with organisational justice, positive employer-employee relationships are essential for success. This overall interaction assumes the idea of exchange between employees and organizations in the expectation of mutual benefit (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013; Shan et al., 2015; Zhang & Agarwal, 2009). Perceived organisational support (POS) refers to employees' perceptions of how the organization values their contributions and provides for their well-being (Beheshtifar & Herat, 2013). Such perceptions are based on the frequency, intensity, and sincerity of the organisational manifestations of approval via compliments, and material and social rewards for the effort made. Another relevant aspect refers to the sense of obligation and emotional commitment that POS can promote within employees, with the objective of helping organizations to reach their goals (Aggarwal & Bhargava, 2010) through higher performance (Armeli, et al., 1998; Arshadi & Hayavi, 2013).

More recently, the investigation has focused on another issue of the employee/company relationship – the psychological contract (PC) (Coyle-Shapiro &

Kessler, 2000). In a working relationship, an employee expects the organization to reward him/her according to what was promised, namely, relational incentives (opportunity to develop skills) and transactional incentives (competitive salary). All these promises generate employee perceptions of the PC (Coyle-Shapiro & Kessler, 2000).

According to Aggarwal and Bhargava (2010), when employees believe that their organization has not fulfilled its contractual obligations, a psychological contract violation (PCV) occurs. This leads to negative behaviours such as loss of confidence (Deery et al., 2006; Robinson, 1996), dissatisfaction at work (Montes & Irving, 2008; Tekleab et al., 2005), increase in turnover intentions (Guzzo et al., 1994), and absenteeism (Deery et al., 2006), among others.

Furthermore, in the current economic climate characterized by instability in employment conditions, the nature of relationships between employee and organization has changed and job insecurity perceptions have increased (Almeida, 2013; Piccoli & Witte, 2015). On the individual level, job insecurity has been related to a variety of negative outcomes (Piccoli & Witte, 2015), and increased levels of emotional exhaustion (burnout) that represents important costs for organizations (Campbell et al., 2013; Piccoli & Witte, 2015).

Burnout has become an endemic problem today (Simba et al., 2014). It is described as a state of physical and mental exhaustion whose cause is closely linked to professional life (Campbell et al., 2013; Piccoli & Witte, 2015; Simba et al., 2014). This physical and mental exhaustion is likely to induce limitations and behaviours that may affect workers' reactions and their individual performance (Campbell et al., 2013; Piccoli & Witte, 2015; Simba et al., 2014). Burnout creates an individual context that may introduce different outcomes for the same situations and may cause numerous problems for persons afflicted by it, as well as for organizations.

The purpose of this study is to identify the impact of POJ, POS and the PC on employee performance, and understand the moderating role of burnout. The choice of these variables is related to their importance and to the fact that the literature suggests they play important roles, although little investigation has been undertaken to test their impact (Beheshtifar & Herat, 2013 Epitropaki, 2012). In this study, we aim to identify how POS, POJ and the PC interact in the context of the burnout, and how they influence employee

performance, such that organisational success is promoted. With this knowledge, organizations and managers must wager in the transparency of processes, good communication, quality interpersonal relationships, and organisational support, and they must and avoid burnout.

The paper is structured as follows: (i) the Introduction presents the topic being investigated, the study's objectives, and its structure; (ii) the Research background and hypothesis development presents the literature review and key issues related to the research context, and then formulates the research hypotheses; (iii) the Method section discusses the sample, the procedures related to data collection, and how all the variables are operationalized; (iv) the Findings and Discussion section presents the main results and discusses these, and (v) the Contributions sections highlights the study's contributions to the literature, the implications for management, details of the study's limitations, and recommendations for future investigation.

3.2.2 RESEARCH BACKGROUND AND HYPOTHESES DEVELOPMENT

3.2.2.1 Perceived Organisational Justice (POJ) and Perceived Organisational Support (POS)

The study of POS and POJ appears in the work of Homans (1961), which specifically focuses on Exchange Theory. POS refers to employees' global perceptions of the value accorded by their organizations to their contributions, and the degree of concern expressed by those organizations for the well-being of their employees. Several studies have been performed which have helped to develop Organisational Support Theory (Ahmed & Nawaz, 2015; Beheshtifar & Herat, 2013; Tokmark et al., 2012).

Adams (1965) proposes an Organisational Justice concept based on three dimensions: **distributive** justice considers perceptions of outcomes fairness (salary); **procedural** justice - fairness of the procedures used in the decision-making process (Greenberg, 1990), and **interactional justice** - fairness of the interpersonal treatment received, when people are treated with sensitivity, dignity and respect (Rastgar & Pourebrahimi, 2013).

Organisational justice researchers argue that different dimensions of justice are related to POS (Jacobs & Belschak, 2014). For example, distributive justice shows the organization's concern for the employee's welfare and, therefore, affects the perception of being supported. Furthermore, all positive activities that might benefit employees may be taken as evidence that the organization cares about them (Rhoades & Eisenberger, 2002).

Campbell et al., (2013) show that procedural justice is connected to POS as it can contribute to employee well-being. According to Ahmed and Nawaz (2015), POS is believed to be an exchange between organization and employees, and justice is a way through which organizations can express their commitment toward employees, which fosters the feelings of support from the organization.

Given this situation, it can be understood that the degree to which individuals identify with their organizations is crucial to the quality of the relationship between them and their employers (Epitropaki, 2012). And logically, therefore, a relationship between perceived organisational justice (POJ) and individual performance (IP) is both expected (Bakhshi, 2009; Colquitt et al., 2001; Earley & Lind, 1987), and an important one. Indeed, the impacts on employee performance, and consequently on achieving the organisational goals, have already been established (Yu & Frenkel, 2013).

Rhoades and Eisenberger (2002) observed that the support employees receive is a key construct in the justice literature. More specifically, researchers argue that the employees' perceptions of justice may depend upon the way they are valued by the organization. Ahmed and Nawaz (2015) concluded that justice is a strong predictor of POS. Therefore, if an organization wants to have satisfied, committed, and engaged employees (outcomes of POS), they should offer justice in the workplace.

Consequently, the following hypothesis is proposed:

H1: POJ has a positive impact on POS

There are many research studies concerning the impact of justice on organisational variables such as job satisfaction, organisational commitment, citizenship behaviour, communication, turnover intentions, and trust (Caetano & Vala, 1999; Colquitt et al., 2001; Cropanzano & Greenberg, 1997; Konovsky & Cropanzano, 1991; Lamm et al., 2015; Lv et al., 2012; Zhang & Agarwal, 2009). When individuals feel they are

exposed to injustice, absenteeism and turnover increase (Caetano & Vala, 1999), and retaliation against the organization in the form of robbery and/or sabotage may arise (Cropanzano & Greenberg, 1997). Consequently, justice versus injustice may affect performance.

Bies and Moag (1986) also suggest that procedural justice influences organisational outcomes, namely organisational commitment and turnover intentions. Specifically, there is an impact on satisfaction and confidence if the decisions made by the organization are seen to be fair.

For employees, the perception of justice is an important factor affecting their judgments about their organizations and that affects their intentions to leave the organization and seek other employment (Rastgar & Pourebrahimi, 2013). Al-Zu'bi (2010) concludes that job satisfaction depends directly on the perceptions of all dimensions of organisational justice, which may overlap with corporate social responsibility (CSR) practices. To other authors, only distributive justice relates to job satisfaction (e.g. Research Butt, 2014; Hartman et al., 1999) and then with individual productivity.

According to Shan et al., (2015), organisational justice has been studied in the context of job performance and it is proved that when employees are underpaid, they decrease their level of performance whereas when they are overpaid they work harder to enhance their individual performance. All these results show how organisational justice leads to better performance, supporting the social exchange theory. Basically, POJ is a predictor of employees' attitudes and behaviours (Assmar et al., (2005), with any perceived unfairness having the potential to cause poor quality and productivity at work, high staff turnover, and absenteeism. Authors such as Aryee et al., (2004), Earley and Lind (1987), Konovsky, and Cropanzano (1991) have concluded that POJ has a positive impact on IP.

Consequently, the following hypothesis is proposed:

H2: POJ has a positive impact on IP

Organisational support theory holds that POS meets employees' emotional needs and facilitates the emotional attachment to the organization, fostering affective commitment (Arshadi & Hayavi, 2013; Eisenberger et al., 2004). On the other hand, when

employees perceive organisational support, based on norms of reciprocity, they tend to exhibit behaviours that are beneficial to the organization. Furthermore, POS should increase the performance of standard job activities that are favourable to the organization (Arshadi & Hayavi, 2013, Rhoades & Eisenberger, 2002).

Tekleab and Chiaburu (2010) argue that exchange relations between the organization/supervisor and employees are important for work outcomes, impacting substantially on employee performance. Employees with positive exchange relations with their organization are more satisfied at work and tend to remain longer in the organization, increasing their performance at the same time (Cropanzano, 2011; Tokmark et al., 2012).

Indeed, several researchers have identified that POS is positively related to work performance, creativity, citizenship behaviours, job satisfaction, organisational commitment and innovation (see for example, Bakhshi et al., 2009; Basak et al., 2013; Beheshtifar & Herat, 2013; Chongxin & Frenkel, 2013; Tokmark et al., 2012) and negatively related to turnover (Basak et al., 2013). This shows that POS influences positively, the relationship between employees and the organization, thereby reducing turnover, and improving both work conditions and employees' life quality.

Ahmed and Nawaz (2015) suggest a strong relation between POS and employee engagement, job satisfaction, and organisational commitment. It is possible to conclude that an organization where employees feel supported makes them reciprocate favourably, by offering attitudinal and behavioural outcomes like job satisfaction, psychological congruence with the organization and its goals, and psychological and mental attachment with the organization (Ahmed & Nawaz, 2015). Additionally, according to Aqeel and Ahmed (2014), high levels of POS create feelings of obligation within employees, who will work with their 'heart', to improve their performance so that organisational goals are met. They argue that these results depict the significant role of support that motivates employees to work beyond their tasks and usual performance and to stay with the organization for a long time (low turnover intentions). Thus, it is inferred that POS works as a strong mechanism through which employees' attitudinal and behavioural outcomes can be controlled and used for organisational success through high employee individual performance (Ahmed & Nawaz, 2015; Tekleab & Chiaburu, 2010). Therefore, a positive relationship between POS and IP is expected, according to past investigations.

Consequently, the proposed hypothesis is:

H3: POS has a positive impact on IP

3.2.2.2 The Psychological Contract (PC)

The origins of the psychological contract date back to the writings of Argyris (1960) and Schein (1980). The PC can be defined as a set of individual beliefs or perceptions regarding reciprocal obligations between the employee and the organization (Butt, 2014). Some of these obligations are documented in the written formal contract of employment, but largely they are implicit and not openly discussed. For example, the employee has expectations in the areas of promotion, pay, job security, career development, and support with personal problems. In return, the employer expects the employee to be willing to work extra hours, to be loyal, and to protect company information (Butt, 2014), among others.

According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. Even when there is a perception of a contract violation (PCV), if the procedures are fair, the employee still perceives him/herself to be an organisational member.

Epitropaki (2012) suggests that potential predictors of PC can be found in the leader-member exchange and in the levels of perceived justice (Epitropaki, 2012). Additionally, violation of the psychological contract occurs when one party perceives that the other has failed to fulfil its obligations or promises. The employee's perception that the organization has failed to fulfil one or more obligations relating to the psychological contract represents the cognitive aspect of violation – a mental calculation of what the employee has received relative to what was promised. However, there is also an emotional state that accompanies violation as a sense of injustice (Butt, 2014).

Accordingly, Aggarwal & Bhargava (2010), Butt (2014), Dulac et al., (2008), Epitropaki (2012) and Rousseau (1995) show that there is a relationship between POS, POJ and the PC.

Consequently, the following hypothesis is proposed:

H4: POJ has a positive impact on the PC

POS theory suggests that it is what is delivered to an employee rather than what is promised, that determines the strength of the socio-emotional bonds. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as having fulfilled their obligations to them, demonstrating the exact opposite in the case of contract violation (Tekleab et al., 2005).

POS is analysed as an antecedent of PC (Coyle-Shapiro & Kessler, 2000; Dulac et al., 2008). According to Rousseau (1995), the psychological contract theory implies that the POS will influence the contract, so there is a positive reciprocal relationship between POS and the fulfilment of the psychological contract. Supportive relationships with the employee tend to raise the benefit of the doubt when assessing the degree of perceived fulfilment of promises (Aselage & Eisenberger, 2003). Accordingly, POS can create a predisposition to positively evaluate the fulfilment of obligations by the employer (Aselage & Eisenberger, 2003; Coyle-Shapiro & Kessler, 2000). According to Teklead et al. (2005), POS has a negative effect on the PCV, suggesting that POS predicts the fulfilment of the psychological contract.

Consequently, the following hypothesis is proposed:

H5: POS has a positive impact on the PC

Fulfilment of the PC can increase the levels of confidence at work, leading individuals to put the organization's interests above their individual interests (Cassar & Briner, 2011).

Chrobot-Mason (2003), Tekleab et al. (2005), and Turnley and Feldman

 (2000) all undertook studies that show PC to be a predictor of positive organisational outcomes. When individuals feel the organization is meeting its obligations, they tend to create emotional connections, repaying the organization with citizenship behaviours, such as increasing job satisfaction and affective commitment, and reducing turnover.

In the presence of a PC breach, trust is negatively affected and co-operation and performance decrease. Suazo and Turnley (2010) note that when this happens, there are negative results such as reduced employee performance. Epitropaki (2012) argues that PCV is a critical variable in the relationships between employees and the organization, originating negative feelings that impact upon organisational survival. Chao et al. (2011), Johnson & O'Leary-Kelly (2003) and Robinson (1996) have argued that a positive relationship exists between the PC and IP.

Consequently, the following hypothesis is proposed:

H6: The PC has a positive impact on IP

3.2.2.3 Burnout as a moderating variable

Burnout is a chronic state of exhaustion, depersonalization, and diminished accomplishment, which can negatively affect physical and psychological health (Campbell et al., 2013). Additionally, the concept of job burnout has been used to explain employees' chronic and cumulative job stress in the workplace (Choi et al., 2012).

According to Jamil et al. (2013), burnout is an important work-related outcome, which is defined as emotional, mental, and physical exhaustion stemming from workplace stressors. Burnout is more than stress; it is a prolonged exposure to stress (Jamil et al., 2013). Important, typical antecedents of burnout include factors such as lack of social support, lack of feedback, lack of participation in decision-making, lack of organisational trust, lack of mutual working relationships and work overload (Jamil et al., 2013). Piccoli and Witte (2015) highlighted the importance of the quality of the relationships with the organization in explaining burnout. When examined as an antecedent, burnout has been commonly linked to absenteeism, job performance, and turnover (Jamil et al., 2013).

Besides its impacts on employees, burnout may also affect outcomes that may interest managers, including reduced organisational commitment and increased turnover (Campbell et al., 2013; Kar & Suar, 2014), reduced job satisfaction, increased absence, impaired objective performance, and more counterproductive work behaviours (Siu et al., 2013). Consequently, the effects on individual performance are substantial (Chen et al., 2012; Kar & Suar, 2014; Piccoli & Witte, 2015).

As a basic stress dimension of burnout, emotional exhaustion refers to "feelings of being overextended and depleted of one's emotional and physical resources" (Choi et al., 2012). Emotionally exhausted individuals experience emotional drain and a lack of energy. This physical and mental exhaustion is likely to induce a state of confusion and difficulty in understanding organisational signs and measures, and thereby limit worker outcomes, seen namely in their performance (Choi et al., 2012). Apparently, burnout may moderate the relationships between the perceptions of organisational practices and decisions, like justice, support, and the PC, and the worker's individual performance.

Kroon et al. (2009) observe that that people's overall assessment of organisational justice contributes to reducing stress. Indeed, Schminke et al. (2000) showed the importance of justice in the prevention of burnout, and as a valuable resource in coping with uncertainty and stress. Especially, the perception of the legitimacy of procedures in the organization has structural effects on decreasing stress levels. Elçi et al. (2015), Kroon et al. (2009), and Lambert et al. (2010) concluded that employees may experience more procedural justice as a consequence of lower levels of burnout. Accordingly, burnout may moderate the relationship between POJ and IP.

Consequently, and considering H2, the following hypothesis is proposed:

H7: Burnout is a moderating variable in the relationship between POJ and IP

There is abundant empirical evidence that POS is related to less perceived stress and burnout (Campbell et al., 2013; Chen et al., 2012; Twigg & Kang, 2011). At the same time, employees can withstand great amounts of stress if they feel their work is valued and appreciated by others (Brown, 2007). Therefore, the relationship between POS and IP may be moderated by burnout due to the different worker perceptions of the support they receive.

Consequently, and considering H3, the proposed hypothesis is:

H8: Burnout is a moderating variable in the relationship between POS and IP

Maslach et al. (2001) suggest that PCV can act as a stressor for individuals because it disrupts norms of reciprocity and increases gaps between individuals and their

environments. Jamil et al. (2013) and Piccoli and Witte (2015) suggest that PCV is likely to generate burnout destroying the beliefs of reciprocity which are critical for maintaining the employee's well-being. On another hand, the fulfilment of the promises acts as a social support through an enduring relationship with the organization that can help buffer burnout (Brown, 2007).

Furthermore, according to Chambel and Oliveira-Cruz (2010), a breach of the psychological contract has an effect on well-being and consequently on burnout levels, on engagement and on productivity. Hence, and considering H6, the following hypothesis is proposed:

H9: Burnout is a moderating variable in the relationship between the PC and IP

3.2.2.4 Conceptual Model

The model in Figure 1 presents the set of proposed hypotheses. Burnout moderates the relationships between the perceptions of organisational decisions and practices and IP. Consequently, two groups are created to consider the impact of the Burnout: a group with minor perceptions of burnout, and a group with higher perceptions of burnout. The proposed hypotheses are analysed globally but also according to each group, to test the impacts of Burnout on the proposed relationships between POS, POJ, PC and IP (Eisenberg et al., 1990; Aqeel & Ahmed, 2014; Piccoli & Witte, 2015).
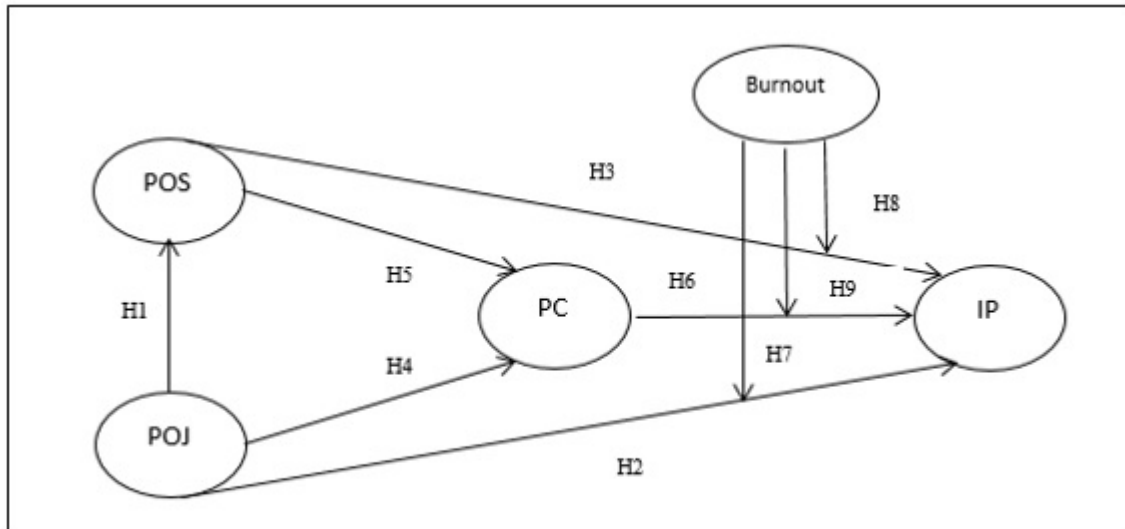
Figure 1: Conceptual model

3.2.3 METHOD

3.2.3.1 Sample and Data Collection

A questionnaire was developed to test the proposed research model and hypotheses. Between May and July 2014, 100 organizations were contacted, by e-mail and/or by telephone to secure permission to distribute the questionnaires among their employees. In total, 800 people were contacted and 429 agreed to participate. Of the 429 questionnaires collected, 407 were validated for use, the other 22 being rejected on the grounds of inconsistency/incompleteness.

Of the 407 respondents, 63.3% were female and 37.7% male, 2.6% were below 25 years old, 49% between 25 and 39 years, 43.2% between 40 and 55 years, and 5.2% more than 55 years old. With regard to the level of education, 1.3% had primary school education only, 13.8% had the second and third level of primary school, 34.4% had the high school certificate, 40.5% had a university degree (bachelor/graduation), and 9.3% had a Master's or PhD degree. In functional terms, 4.9% were directors/managers, 13.6% were service managers, 40.5% were technicians, 16.9% were operators, and 24.1% had other occupations. In respect of salary, 12.5% earned less than 500 €, 47. 4% earned from 501 € to 1,000 €, 27.2% earned between 1,001 € and 1,500 €, and the remaining 12.9% earned

above 1,500 € Regarding their tenure, 17% of the sample had below 2 years, 20.6% between 2 and 5 years, 19.5% between 6 and 10 years, and 42.8% more than 10 years.

3.2.3.2 Measures

The measures were designed after reviewing the literature in the field and adapting scales that had already been validated in other investigations. Such adaption included changing vocabulary to be more appropriate, and hence, more perceptible to respondents.

Perceived organisational justice was measured with the Rupp and Cropanzano (2002) "Multi-Foci Justice Questionnaire". The scale has 17 items, five of which measure distributive justice, four measure procedural justice, and eight measure interactional justice. We used items like: "I can count on my organization to have fair policies"; "The organization always gives me feedback, no matter if the result is good or bad".

Perceived organisational support was measured based according to Eisenberger et al., (1968). Eight items were used, like: "The organization shows little concern for me" or "The organization does not appreciate any extra effort I made".

The psychological contract was measured according to the Robinson and Rousseau (1994) scale which has five items such as: "I feel my employer has accomplished the promises he made me when he hired me" or "I didn't receive everything I was promised for my contributions".

Burnout was measured according to the Maslach Burnout Inventory-General Survey (MBI-GS). The scale has 16 items. Exhaustion is measured with six items, including "I feel burned out from my work". Cynicism is measured with four items like: "I have become less enthusiastic about my work". Finally, professional efficacy is also measured with six items, including "I feel like I am making an effective contribution to what this organization does" and "In my opinion, I am good at my job".

Individual performance was measured according to the Organisational Efficiency questionnaire (Mott, 1972). The scale has ten items, representing three dimensions. The dimension of quality and quantity includes three items, flexibility contains three and

adaptability contains four items. After an exploratory factor analysis, followed by a confirmatory factor analysis, only one dimension was extracted. Items like: "Which of the following options best describes the way your supervisor classified you in the last performance evaluation?" and "How do you classify yourself, comparing to your colleagues, adapting yourself to changes at work?" were used.

A confirmatory factor analysis was used to evaluate the psychometric properties of the scales and of the measurement model, using AMOS 21. The final model shows a good fit (IFI=0.971; TLI=0.965; CFI=0.971; RMSEA= 0.053; CMIN/DF= 2.126; GFI= 0.971). The three dimensions of organisational justice showed high correlations. Consequently, they were transformed into a second order variable and the dimensions of individual performance into a single variable. All the scales presented values above 0.7 in the composite reliability (CR) and above 0.60 in the average variance extracted (AVE), as recommended by Hair et al. (2005).

Discriminant validity is evidenced by the fact that all correlations between the constructs are significantly smaller than 1 and the squared correlations calculated for each pair of constructs is always smaller than the variance extracted for correspondent constructs (Fornell and Larker, 1981; Shiu et al., 2011), thereby confirming the discriminant validity.

Table 1: Means, Standard Deviations, Square Correlations, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted

	Mean	SD	1	2	3	4	5	CR	AVE
1.Organisational Tenure	10.99	8.87	-						
2. POJ	4.09	0.97	-.061	**(0.90)**	-			0.79	0.67
3. POS	4.30	1.00	-.076	.629**	**(0.85)**	-		0.90	0.70
4. PC	4.28	1.17	.141**	.593**	.611**	**(0.85)**	-	0.95	0.87
5. IP	3.10	0.80	.118*	0.181**	0.086	.053	**(0.94)**	0.92	0.67

**P<0,01 *p<0,05   The numbers in parentheses on the diagonal represent Cronbach's alphas

3.2.3.3 Common Method Variance

To minimize the risk of common method variance we used some procedural methods proposed by Podsakoff et al., (2003): (a) the respondents were guaranteed anonymity and confidentiality of the information collected and assured that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) there was no use of scales with bipolar numerical values and verbal designations were given for the mid-points of the scales; (d) the questionnaire was divided into several sections with a brief explanation of each one, thereby reducing the risk of common method bias (Brewerton & Millward, 2001). A single factor test was also performed (Harman, 1967). A principal component analysis (unrotated solution) of all the items revealed 19 factors with values above 1. They accounted for 72% of the total variance, the first of which explained only 21% of the variance, suggesting that there were no problems with the common method variance. However, we also used a Marker Variable (Lindell and Whitney, 2001), 'purchase behaviour' in the statistical analysis. It has been found that there is no correlation with any of the variables in the model. All methods used show that there are no problems with common method variance.

3.2.4 FINDINGS AND DISCUSSION

Amos 21.0 was used to perform a confirmatory factor analysis and structural equation modelling to test the proposed hypotheses. The final model shows a good fit (IFI=0.971; TLI=0.965; CFI=0.971; RMSEA=0.53; CMIN/DF=2.126; GFI=0.925). Two groups were created for burnout levels. The first group, with lower burnout levels, was composed of 234 respondents, while the second group, with higher burnout levels, was composed of 173 respondents. A multi-group analysis was performed to identify the differences between the two groups.

Table 2 presents the final results:

Table 2: Standartd Regression: Summary

H	Relations	GLOBAL (n=407)			H	Lower Burnout (n=234)			Higher Burnout (n=173)			Conclusion
		SRW	C.R.	P		SRW	C.R.	P	SRW	C.R.	P	
H1	POS<---POJ	.745	4.603	***								H1 supported
H2	IP<---POJ	.276	2.196	.014	H7	.010	.648	.259	.391	2.027	.021	H2 supported H7 supported
H3	IP<---POS	.002	.022	.492	H8	.055	.448	.327	-.015	-.114	.454	H3 not supported H8 not supported
H4	PC<---POJ	.507	3.885	***								H4 supported
H5	PC<---POS	.227	3.085	.001								H5 supported
H6	IP<---PC	-.124	-1.597	.055	H9	.045	.401	.344	-.209	-1.943	.026	H6 not supported H9 supported

The global results presented in Table 2 show the relationships between the variables of the model and the introduction of burnout as a moderating variable. Multi-group Moderation Tests were carried out, comparing the fully constrained and the unconstrained model, concluding that the two groups are different ($\Delta\chi2=37.89$; $\Delta DF=20$; $P\leq0.01$).

There is a positive relationship between POJ and POS, which means that when the perception of organisational justice increases, POS increases, thus supporting H1 ($P\leq0.05$). According to the literature, justice is a strong predictor of POS (Ahmed & Nawaz, 2015). More specifically, researchers argue that the employees' perceptions of justice may depend upon the way they are valued by the organization (Rhoades & Eisenberger, 2002). Our results reinforce the conclusions of previous research.

There is a positive relationship between POJ and IP (P≤0.05), which means that when the perception of organisational justice increases, the individual performance also increases, thus supporting H2. The equity equation says that the two coefficients ('the person' and 'the other') must have equal weight. When the weights are different, there is inequity (Adams, 1995) and this may affect individual performance (Greenberg, 2004), thereby increasing turnover or making it difficult for the organization to persuade employees to work overtime, among others. According to Tyler et al. (1996), when individuals feel respected and have a sense of belonging to the group, they tend to improve their commitment and citizenship, which then has a positive impact on performance. A fair relationship brings positive consequences to the group. Consequently, the results presented support H2.

POS does not have an impact on employees' individual performance, so H3 is not supported (P ≥0.05). This result might be explained by the financial, economic crisis currently experienced by the country, and the belief that recognition and reward for performance is unlikely to occur in the short term, or even in the future. At the same time, the attempts to maintain the job may overlap these judgements. Organizations simply meet the requirements of work legislation. According to Eisenberger et al. (1986), Rhoades et al. (2001), and Tokmark et al. (2012), the lack of hope concerning the possibility of performance above the standards will help in understanding these results. Tekleab and Chiaburo (2010) suggest that positive exchange relations between employees, the organization and supervisor are important predictors of performance. However, due to the actual context in which, employees work, they may not consider these exchange relations as favourable, and hence, do not respond positively to the organization.

There is a positive relationship between POJ and the PC (P≤0.05). According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. Even when there is PCV, if the procedures are fair, the employee still perceives him/herself to be an organisational member. Kickul et al. (2002) noticed that if the organization does offer a promised and competitive salary, this will have a positive influence on the employees' performance. Consequently, H4 is supported.

There is a positive relationship between POS and the PC (P≤0.05), which means that when POS increases, PC also increases, thus supporting H5. According to Dulac et al.

(2008), POS is an antecedent of PC. Furthermore, in POS theory, it is what is delivered to an employee rather than what is promised, that determines the strength of the socio-emotional bond. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or an unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as having fulfilled their obligations to them (Tekleab et al., 2005).

PC does not have a significant impact on IP, so H6 is not marginally supported (P=0.055). In a crisis situation, organizations were forced to reduced benefits and compensations. Investments in training and opportunities for growth and development are lower. Accordingly, the situation may be seen as a contract breach or the breaches may be seen as due to the crisis and not the company. Rousseau (1995) suggested that contract breaches might occur because circumstances outside the organization's control prevent organizations from fulfilling their obligations. Perhaps this situation is creating some indulgence among employees.

There is a positive relationship between POJ and IP (P≤0.05). However, in the presence of higher burnout, POJ increases the positive impact on IP. The effects of burnout may be massive and the presence of fairness may be crucial to deliver hope and trust to employees, having a positive impact on performance. In the presence of burnout, the companies' attempts to stimulate and treat their employees fairly may be particularly rewarding. They may help employees deal with their difficulties, with higher effects on performance (Kar & Suar, 2014; Piccoli & Witte, 2015). According to Maslach and Leiter (1999), equity and fairness are very important to an employee's intra-psychic balance and result in the perception of being recognized and valued in work. Further, the perception of the rightfulness of procedures in the organization has structural effects seen in decreased levels of stress or in helping people to deal better with it (Schminke et al., 2000). Consequently, the proposed hypothesis H7 is supported.

POS does not have an impact on employees' individual performance and the suggestion that it does is, therefore, not supported. The introduction of burnout does not show any influence on this relationship and the impacts remain insignificant (P ≥0.05).

However, in the presence of lower burnout, POS has a positive impact on IP and the sign changes when burnout increases. This result might be explained by the second component of burnout – cynicism (depersonalized phase). Cynicism is also characterized as a mechanism whereby one protects oneself by having, or reacting to circumstances with a negative attitude (Maslach and Leiter, 1997). The situation may even deteriorate to the point where employees no longer care about their work or organization, thus becoming callous and cynical (Campbell et al., 2013; Maslach & Leiter, 1997). Simba et al. (2014) observed that organisational cynism is associated with many negative and undesirable outcomes such as lower levels of satisfaction, commitment and lower levels of organisational citizenships behaviours. In this situation, employees do not value POS. However, the proposed hypothesis H8 is not supported.

The impact of the PC on IP is not marginally significant. However, in the presence of lower burnout, the PC has a positive (but not significant) impact on IP while in the presence of higher burnout, that impact is negative and significant. Burnout has potentially massive effects on employees that may destroy companies' attempts to motivate them, and fulfil their promises and obligations. When burnout is present, the human resources policies may not be well understood or understood at all. The destructive effects of burnout may eclipse the positive effects of company policies. Consequently, the proposed hypothesis H9 is supported as burnout is shown to moderate the relationship between the PC and IP.

Burnout seems to have a significant moderating impact on the proposed relationships, a result which was also confirmed by multi-group moderation tests. Burnout creates a specific context in which these relationships were investigated. Its presence affects the nature and intensity of the proposed relationships, impacting on the success of the human resources policies.

3.2.5 CONTRIBUTIONS, IMPLICATIONS FOR MANAGEMENT, LIMITATIONS AND RECOMMENDATIONS FOR FUTURE INVESTIGATION

3.2.5.1 Contributions

This research contributes to a better understanding of the impacts of perceived organisational justice, perceived organisational support, and the psychological contract on individual performance. The investigation also contributes to a better appreciation of the possible results of HRM actions upon employee attitudes and behaviours. Additionally, to assure improved comprehension of these relationships and the interactions resulting from the HRM policies, we introduced the role of burnout as a moderating variable. Consequently, the analyses were performed within a specific context defined by employees' burnout levels. Burnout is an emerging problem increasing the difficulties of establishing HRM policies, since its presence may negatively influence the expected effects of them. This investigation tests the proposed relationships and the impacts of specific HRM measures according to the intensity of burnout across employees. The results show how burnout can change the intensity and direction of the impacts of the HRM actions. These are relevant results both for academia and for practitioners.

3.2.5.2 Implications for Management

The overall results of this study are quite interesting for managers, as they provide a more comprehensive understanding of the organisational aspects affecting employee attitudes and behaviours. They allow managers to appreciate how POS, the PC, and POJ affect employees' attitudes and behaviours, and how Burnout can negatively influence the exchange relations between employees and organizations. With this knowledge, organizations should invest in leaders who believe in the transparency of processes, the need for good interpersonal relationships, good communication, and the importance of attending to the socio-emotional needs of employees. If this approach is followed, employees will respond to organisational imperatives positively, thereby improving their individual performance.

The damaging effects of burnout create a specific context where the overall HRM policies are less effective or even may produce the opposite impacts. Preventing the emergence of burnout will give effectiveness and predictability to HRM practices.

3.2.5.3 Limitations and Recommendations for Future Research

This investigation faces some methodological limitations, giving rise to new opportunities for future research. Future investigations may use data collected in ways other than self-report evaluations, or use dyads, in order to gather information from different sources and avoid the common method variance problems (Podsakoff et al., 2003). Furthermore, when causal relationships are to be explored, longitudinal data is useful in helping to understand the causality issues. Naturally, this gives an opportunity for additional research in this field. Other variables like affective commitment, may present significant effects as a moderator of these relationships. At the same time, it would also be interesting to replicate the survey in an economic and financial growth scenario.

We believe this study has contributed to the inclusion of such questions in future research and helped assure a better integration of these concepts in the human resources management literature.

3.3 STUDY 3

THE IMPACT OF PERCEIVED ORGANISATIONAL JUSTICE, PSYCHOLOGICAL CONTRACT, AND THE BURNOUT ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF ORGANISATIONAL SUPPORT, IN THE PORTUGUESE CONTEXT

ABSTRACT

Purpose: To identify the impact of perceived organisational justice (POJ), the psychological contract (PC), and burnout (BUR) on the employee's individual performance (IP). The moderating role of perceived organisational support (POS) is analyzed.

Methodology: The study uses a structured questionnaire to gather data from a cross–sectional sample of 407 employees. Structural Equation Modelling (SEM) is used to test the proposed hypotheses, and a multi-group analysis is conducted to find how the perception of the PCV can impact on the suggested relationships.

Findings: POJ has a positive impact on the PC and on IP. However, the impact of the PC and the first two dimensions of BUR on IP are not significant. POS moderates some of the suggested relationships.

Implications: contributes to the knowledge about the combined impact of POJ, the PC and BUR, introducing the role of POS as a moderating variable in the relationships between organizations and employees. The global results may inform strategies to secure positive human resource management (HRM) outcomes.

Originality: This research is original in order these concepts and relationships of mediation and moderation are presented in a single study providing a model that depicts a chain of important effects.

Keywords: Perceived organisational justice; psychological contract; burnout; perceived organisational support; individual performance.

3.3.1 INTRODUCTION

Scholars and human resource managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades. Nowadays, this relationship is even more important as the need for people and organizations to become more competitive and successful has grown (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013; Rastgar & Pourebrahimi, 2013). Consequently, it is necessary to identify and understand the factors affecting this relationship (Aggarwal & Bhargava, 2010).

The idea that justice may play an important role in promoting the efficient functioning of organizations is not surprising (Epitropaki, 2012; Rastgar & Pourebrahimi, 2013). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations on the degree of organisational justice they perceive to exist, and through such evaluation, they decide to be more or less involved or to be or not to be part of the organization. Organisational justice is a clear indicator of whether employees are respected by an organization and hence, the amount of pride they feel in being part of it (Bakhshi et al., 2009; Epitropaki, 2012).

Together with organisational justice, positive employer-employee relationships are essential for success. This overall interaction assumes the idea of exchange between employees and organizations in the expectation of mutual benefit (Zhang & Agarwal, 2009; Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013; Shan et al., 2015).

More recently, the investigation has focused on another issue of the employee/company relationship – the psychological contract (PC) (Coyle-Shapiro & Kessler, 2000). In a working relationship, an employee expects the organization to reward him/her according to what was promised, namely, relational incentives (e.g., opportunity to develop skills) and transactional incentives (e.g., competitive salary). All these promises generate employee perceptions of the PC (Coyle-Shapiro & Kessler, 2000).

According to Aggarwal and Bhargava (2010), when employees believe their organization has not fulfilled its contractual obligations, a psychological contract violation

(PCV) occurs. This situation leads to negative behaviors such as loss of confidence (Robinson, 1996; Deery et al., 2006), dissatisfaction at work (Tekleab et al., 2005; Montes & Irving, 2008), increase in turnover intentions (Guzzo et al., 1994), and absenteeism (Deery et al., 2006), among others.

In the current economic climate characterized by instability in employment conditions, the nature of relationships between employee and organization has changed and job insecurity perceptions have increased (Almeida, 2013; Piccoli & Witte, 2015). On the individual level, job insecurity has been related to a variety of negative outcomes (Piccoli & Witte, 2015), and increased levels of emotional exhaustion (burnout) that represent important costs for organizations (Campbell et al., 2013; Piccoli & Witte, 2015).

Burnout has become an endemic problem today (Simba et al., 2014). It is described as a state of physical and mental exhaustion whose cause is closely linked to professional life (Campbell et al., 2013; Simba et al., 2014; Piccoli & Witte, 2015). This physical and mental exhaustion is likely to induce limitations and behaviours that may affect workers' reactions and their individual performance (Campbell et al., 2013; Simba et al., 2014; Piccoli & Witte, 2015).

Burnout creates an individual context that may introduce different outcomes for the same situations and may cause numerous problems for people afflicted by it, as well as for organizations.

The purpose of this study is to identify the impact of POJ, the PC and BUR on IP, and to understand the moderating role of POS. The choice of these variables is related to their importance and to the fact that the literature suggests they play important roles, although little investigation has been undertaken to test their impact (Epitropaki, 2012; Beheshtifar & Herat, 2013). In the study, we aim to identify how POJ, the PC and the BUR interact in the context of lower/higher POS, and how they influence employee performance, to boost organisational success. The effects of these variables associated with a context influenced by organisational support are original and relevant. It presents a scenario that facilitates the understanding of the combined effect of three important variables (studied separately, but not at the same time). With this knowledge, organizations

and managers must wager in the transparency of processes, good communication, quality interpersonal relationships, and organisational support, and they must avoid burnout.

3.3.2 RESEARCH BACKGROUND AND HYPOTHESES DEVELOPMENT

Social exchange theory suggests a two-sided approach based on a rewarding process that may shape relationships, namely, between organizations and their employees. In the organisational context, it means the exchange of workers' commitment and loyalty for tangible benefits (e.g. salary, promotions) and socio-emotional benefits (e.g. respect, recognition) given by the organization (Eisenberger et al., 1986; Tokmark et al., 2012). Employees who identify highly with their organizations are more likely to contribute to reach and achieve organisational goals (Edward & Peccei, 2010; Frenkel & Yu, 2011; Aqeel & Ahmed, 2014). Accordingly, the study of POJ appears in the work of Homans (1961), which specifically focuses on Exchange Theory and the PC sets the relationship between organizations and their workers based on reciprocal obligations.

Adams (1965) proposes an Organisational Justice concept based on three dimensions: **distributive** justice considers perceptions of outcomes fairness (salary); **procedural** justice relates to the fairness of the procedures used in the decision-making process (Greenberg, 1990), and **interactional justice** refers to the fairness of the interpersonal treatment received, when people are treated with sensitivity, dignity and respect (Rastgar & Pourebrahimi, 2013).

Organisational justice and corporate social responsibility (CSR) both focus on justice, on individual rights, and on decisions based rather on morality than on benefits (Rupp et al., 2011). Both concepts are related to the way employees are treated. Tziner et al. (2011) found a positive relationship between employees' CSR perceptions and their POJ. Al-Zu'bi (2010) concludes that job satisfaction depends directly on the perceptions of all dimensions of organisational justice which may overlap with CSR practices. To other authors, only distributive justice relates to job satisfaction (e.g. Hartman et al., 1999; Butt, 2014), and then with individual productivity.

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All these results lead to better performance, supporting the social exchange theory. Basically, POJ is a predictor of employees' attitudes and behaviours (Assmar et al., 2005), with any perceived unfairness having the potential to cause poor quality and productivity at work, high staff turnover, and absenteeism.

The origins of the psychological contract date back to the writings of Argyris (1960) and Schein (1980). The PC can be defined as a set of individual beliefs or perceptions regarding reciprocal obligations between the employee and the organization (Butt, 2014). Some of these obligations are documented in the written formal contract of employment, but largely they are implicit and not openly discussed. For example, the employee has expectations in the areas of promotion, pay, job security, career development, and support with personal problems. In return, the employer expects the employee to be willing to work extra hours, to be loyal, and to protect company information (Butt, 2014), among others.

Most studies concerning the PC have focused on the effects of PCV on employee attitudes and behaviours (see, for example, Kickul et al., 2002). PCV can reduce the levels of confidence at work, leading individuals to put their individual interests above those of the organization (Cassar & Briner, 2011). Chrobot-Mason (2003), Tekleab et al. (2005), and Turnley and Feldman (2000) all undertook studies that demonstrate the PC to be a predictor of positive organisational outcomes. When individuals feel that the organization is meeting its obligations, they tend to create emotional connections, repaying the organization with citizenship behaviours, such as increasing job satisfaction and affective commitment, both of which reduce turnover. Other studies have also concluded a connection between PC and job satisfaction (see, for example, Coyle-Shapiro & Conway, 2005; Chrobot-Mason, 2003; Tekleab et al., 2005; Turnley & Feldman, 2000; Tekleab & Chiaburu, 2010).

When PCV occurs, trust is negatively affected, and co-operation and performance decrease. Suazo and Turnley (2010) note that when this happens, there are negative results such as reduced employee performance. Epitropaki (2012) argues that PCV is a critical

variable in the relationships between employees and the organization, originating negative feelings that impact upon organisational survival.

3.3.2.1 Perceived Organisational Justice and the Psychological Contract

Epitropaki (2012) suggests that perceived justice is a potential predictor of PC. Cassar and Buttigieg (2015) also suggest that perceived justice can act as a regulating mechanism for specific decisions and interactions, which may influence the onset of PCV.

According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. Even when there is PCV, if the procedures are fair, the employee still perceives him/herself as being an organisational member. Therefore, individuals who are given more truthful and specific information (procedural justice) are more likely to have a sense of interactional justice and because of this, they are less likely to keep monitoring their organization for possible breaches (Rousseau, 1995; Cassar & Buttigieg, 2015).

Consequently, the following hypothesis is proposed:

H1: POJ has a positive impact on PC

Perceived Organisational Justice and Individual Performance

There are many research studies concerning the impact of justice on organisational variables such as job satisfaction, organisational commitment, citizenship behaviour, communication, turnover intentions, and trust (Colquitt et al., 2001; Caetano & Vala, 1999; Konovsky & Cropanzano, 1991; Cropanzano & Greenberg, 1997; Zhang & Agarwal, 2009; Lv et al., 2012; Lamm et al., 2015). When individuals feel they are exposed to injustice, absenteeism and turnover increase (Caetano & Vala, 1999), and retaliation against the organization in the form of robbery and/or sabotage may arise (Cropanzano & Greenberg, 1997). Consequently, injustice may affect performance.

Bies and Moag (1986) also suggest that procedural justice influences organisational outcomes, namely organisational commitment and turnover intentions.

Specifically, there is an impact on satisfaction and confidence if the decisions made by the organization are seen to be fair.

For employees, the perception of justice is an important factor affecting their judgements about their organizations, and those judgements affect their intentions to either remain with the organization, or leave it and seek other employment (Rastgar & Pourebrahimi, 2013). Al-Zu'bi (2010) concludes that job satisfaction depends directly on the perceptions of all dimensions of organisational justice, which may overlap with CSR practices. Other scholars believe that only distributive justice relates to job satisfaction (e.g. Hartman et al., 1999 and Butt, 2014), and then to individual productivity.

According to Shan et al. (2015), organisational justice has been studied in the context of job performance; it is found that when employees are underpaid, they decrease their level of performance whereas when they are overpaid they work harder to enhance their individual contribution. All these results show how organisational justice leads to better performance, supporting the social exchange theory. Basically, POJ is a predictor of employees' attitudes and behaviours (Assmar et al., 2005), with any perceived unfairness having the potential to cause poor quality and productivity at work, high staff turnover, and absenteeism. Authors such as Earley and Lind (1987), Konovsky and Cropanzano (1991), and Aryee et al., (2004), have concluded that POJ has a positive impact on IP.

Consequently, the following hypothesis is proposed:
H2: POJ has a positive impact on IP

Psychological Contract and Individual Performance

Fulfilment of the PC can increase the levels of confidence at work, leading individuals to put the organization's interests above their own personal ones (Cassar & Briner, 2011).

Chrobot-Mason (2003), Tekleab et al. (2005), and Turnley and Feldman (2000) all undertook studies that show PC to be a predictor of positive organisational outcomes. When individuals feel the organization is meeting its obligations, they tend to create

emotional connections, repaying the organization with citizenship behaviours, such as increased job satisfaction and affective commitment, and reduced turnover.

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In the presence of a PC breach, trust is negatively affected and co-operation and performance decrease. Suazo and Turnley (2010) note that when this happens, there are negative results such as reduced employee performance. Epitropaki (2012) argues that PCV is a critical variable in the relationships between employees and the organization, originating negative feelings that impact upon organisational survival. Robinson (1996), Johnson & O'Leary-Kelly (2003), and Chao et al., (2011) have argued that a positive relationship exists between the PC and IP. Furthermore, according to Chambel and Oliveira-Cruz (2010), a breach of the psychological contract has an effect on engagement and on productivity.

Consequently, the following hypothesis is proposed:

H3: The PC has a positive impact on IP

3.3.2.2 Burnout, Psychological Contract and Individual Performance

Burnout is a chronic state of exhaustion, depersonalization, and diminished accomplishment, which can negatively affect physical and psychological health (Campbell et al., 2013). Additionally, the concept of job burnout has been used to explain employees' chronic and cumulative job stress in the workplace (Choi et al., 2012).

Burnout is a prominent problem that is plaguing organizations today (Simba et al., 2014) and is typically understood to be a three-dimensional construct consisting of three components – emotional exhaustion (EE), depersonalization (DP), and reduced personal accomplishment (RPA) (Maslach & Schaufeli, 1993; Simba et al., 2014). Emotional exhaustion describes the over solicitation or the depletion of the emotional, moral and psychological resources (Simba et al., 2014). Depersonalization refers to the dehumanization of one person/group by another. It results in a disconnection, or 'emotional dryness', an outcome similar to cynicism (suggested by Maslach) about the 'raison d'être' for professional activity (Almeida, 2013). RPA reflects the feeling of incapacity to do a good job and embodies a sense of frustration, devaluation, guilt, demotivation at work, and a wish to change the job (Almeida, 2013). It refers to a decrease in belief about job competence and productivity (Siu et al., 2014; Simba et al., 2014; Kar & Suar, 2014).

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According to Jamil et al., (2013), burnout is an important work-related outcome, which is defined as emotional, mental, and physical exhaustion stemming from workplace stressors. Burnout is more than stress; it is a prolonged exposure to stress (Jamil et al., 2013). Important and typical antecedents of burnout include factors such as lack of social support, lack of feedback, lack of participation in decision-making, lack of organisational trust, lack of mutual working relationships, and work overload (Jamil et al., 2013), and PCV (Maslach et al., 2001).

Piccoli and Witte (2015) highlighted the importance of the quality of the relationships with the organization in explaining burnout. When examined as an antecedent, burnout has been commonly linked to absenteeism, job performance, and turnover (Jamil et al., 2013).

Besides its impacts on employees, burnout may also affect outcomes that may interest managers, including reduced organisational commitment and increased turnover (Campbell et al., 2013; Kar & Suar, 2014), reduced job satisfaction, increased absence, impaired objective performance, and more counterproductive work behaviors (Siu et al., 2013). Consequently, the effects on individual performance are substantial (Chen et al., 2012; Kar & Suar, 2014; Piccoli & Witte, 2015).

Maslach et al. (2001) suggest that PCV can act as a stressor for individuals because it disrupts norms of reciprocity and increases gaps between individuals and their environments. Jamil et al., (2013) and Piccoli and Witte (2015) suggest that PCV is likely to generate burnout, destroying the beliefs of reciprocity which are critical for maintaining the employee's well-being. On another hand, the fulfilment of the promises acts as a social support through an enduring relationship with the organization that can help buffer burnout (Brown, 2007).

Furthermore, according to Chambel and Oliveira-Cruz (2010), a breach of the psychological contract has an effect on well-being, and consequently on burnout levels. Hence, PC can reduce burnout.

The following hypotheses are thus developed:

H4: The PC has a negative impact on Burnout

H4~a)~: The PC has a negative impact on EE
H4~b)~: The PC has a negative impact on DP
H4~c)~: The PC has a negative impact on RPA

According to Siu et al., (2014), several researchers such as Bakker et al.,(2008), Maslach et al., (2001) and Banks et al., (2012), note that burnout may reduce individual performance at an organisational level. Particularly, EE has been linked with reduced job satisfaction and organisational commitment, increased absence, and impaired objective performance (Siu et al., 2014). Consequently, the effects on individual performance are substantial (Chen et al., 2012; Kar & Suar, 2014; Piccoli & Witte, 2015).

The following hypotheses are therefore proposed:

H5: Burnout has a negative impact on IP
   H5~a)~: EE has a negative impact on IP

Depersonalization includes rigid, disinterested and apathetic employee attitudes and behaviours towards the feelings of people whom employees serve. In this scenario, employees attempt to alleviate the emotional baggage they carry by minimizing relations with people they meet through work and by perceiving them as objects. Eventually, they turn into bureaucrats who only act within rigid rules. Employees who suffer from depersonalization ignore others' demands, may be condescending or rude and fail to offer help. They are characterized by distance, lack of interest, hostile behaviour and negative reactions (Arabaci, 2010). From this, it can be suggested that such employees fail to give their best and start to do only what is necessary to keep their jobs.

Consequently, the following hypothesis is proposed:

H5~b)~: DP has a negative impact on IP

Reduced personal accomplishment occurs when employees begin to develop negative thoughts about themselves and others. These employees feel unable to solve problems, perceive themselves as 'unsuccessful', have low morale, conflict with other

individuals, have reduced motivation for work, and are unable to cope with problems (Maslach & Jackson, 1981; Arabaci, 2010). If employees do not receive recognition for their work and perceive their success to be unappreciated, they start to display symptoms of stress and depression. Likewise, if they believe that they will not be able to bring about any change through what they do, they stop making an effort altogether (Maslach & Jackson, 1981; Arabaci, 2010), and their feelings of job involvement and productivity (Kar & Suar, 2014; Simba et al., 2014; Siu et al., 2014) decrease.

Consequently, the following hypothesis is proposed:

H5$_{c)}$: RPA has a negative impact on IP

3.3.2.3 The moderating role of Perceived Organisational Support

The study of POS initially appears in the work of Homans (1961), but several studies have since been developed in the field of Organisational Support Theory (Tokmark et al., 2012; Beheshtifar & Herat, 2013). This theory holds that employees tend to assign human-like characteristics to their organizations (Eisenberger et al., 1986). Epitropaki (2012) argues that the supervisor is the central agent in the employee/organization relationship. The personification of the organization is assisted by the organization's legal, moral, and financial responsibility for the actions of its agents. Individuals interpret the treatment they receive from the organization via their superiors, and this translates into a feeling concerning the degree of power which they feel is exerted upon them (Aselage & Eisenberger, 2003).

POS refers to employees' perceptions of how the organization values their contributions and provides for their well-being (Tokmark et al., 2012; Beheshtifar & Herat, 2013). Such perceptions are based on the frequency, intensity, and sincerity of the organisational manifestations of approval via compliments, and material and social rewards for the effort made. Another relevant aspect refers to the sense of obligation and emotional commitment that POS can promote within employees, with the objective of helping organizations to reach their goals (Aggarwal & Bhargava, 2010) through higher performance (Armeli et al., 1998; Arshadi & Hayavi, 2013).

Aqeel and Ahmed (2014) observe that high levels of POS create feelings of obligation within employees, who will work with their 'heart', to improve their performance such that organisational goals are met.

Folger and Cropanzano (1998) asserted that interactional justice can interact with satisfaction. This means that when the results are not favourable and there are inappropriate behaviours, individuals become resentful of the decision-maker. If, however, the decision-maker treats individuals with dignity and respect, giving them adequate explanations about their decisions, there is no such resentment. POS is better understood when organizations recognize and reward employees' performance, appreciate their contributions, involve them in decisions, and care about their well-being. Such behaviours eventually lead to higher performance (Eisenberger & Stinglhamber, 2011; Campbell et al., 2013; Aqeel & Ahmed, 2014).

Epitropaki (2012) suggests that potential predictors of PC can be found in the levels of perceived justice. Additionally, violation of the psychological contract occurs when one party perceives that the other has failed to fulfil its obligations or promises. The employee's perception that the organization has failed to fulfil one or more obligations relating to the PC represents the cognitive aspect of violation – a mental calculation of what the employee has received relative to what was promised. However, there is also an emotional state that accompanies violation as a sense of injustice (Butt, 2014). Accordingly, Rousseau (1995), Butt (2004), Dulac et al., (2008), Aggarwal and Bhargava (2010), and Epitropaki (2012) show that there is a relationship between POS and the PC.

In a crisis scenario such as the one in which we live, the risk of unfair treatment and the emergence of a general perception of lack of justice may well arise. Consequently, the overall perceptions of organisational justice may impact on the way people perceive the organisational support afforded to them, and on their individual performance.

Furthermore, POS should contribute to overall job satisfaction by meeting socio-emotional needs, thereby increasing performance-reward expectancies. High POS leads to better organisational justice perceptions and creates an obligation to employees.

Employees may feel a duty to be more committed and demonstrate better performance to support organisational goals.

Consequently, the following hypothesis is proposed:

H6: POS moderates the relationship between POJ and the PC

Rhoades and Eisenberger (2002) observed that the support employees receive is a key construct in the justice literature. More specifically, researchers argue that the employees' perceptions of justice may depend upon the way they are valued by the organization.

Organisational justice researchers argue that different dimensions of justice are related to perceptions of organisational support (Jacobs & Belschak, 2014). For example, distributive justice shows the organization's concern for the employee's welfare and, therefore, affects the perception of being supported. Furthermore, all positive activities that might benefit employees may be taken as evidence that the organization cares about them. Such activities cover the different forms of justice and act as an antecedent to POS (Rhoades & Eisenberger, 2002).

Both the organization and the supervision it provides might be seen as responsible for the use of fair procedures (Jacobs & Belschak, 2014).

Consequently, the following hypothesis is proposed:

H7: POS moderates the relationship between POJ and IP

POS theory suggests that it is what is delivered to an employee rather than what is promised, that determines the strength of the socio-emotional bonds. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as

having fulfilled their obligations to them, demonstrating the exact opposite in the case of contract violation (Tekleab et al., 2005).

According to Rousseau (1995), the psychological contract theory implies that the POS will influence the contract, so there is a positive reciprocal relationship between POS and the fulfilment of the PC. Supportive relationships with the employee tend to raise the benefit of the doubt when assessing the degree of perceived fulfilment of promises (Aselage & Eisenberger, 2003). Accordingly, POS can create a predisposition to positively evaluate the fulfilment of obligations by the employer (Coyle-Shapiro & Kessler, 2000; Aselage & Eisenberger, 2003). According to Teklead et al., (2005), POS has a negative effect on the PCV, suggesting that POS predicts the fulfilment of the PC.

Consequently, the following hypothesis is proposed:

H8: POS moderates the relationship between the PC and IP

POS has been analysed not only as an antecedent (Dulac et al., 2008) but also as an outcome of the PC (Coyle-Shapiro & Kessler, 2000; Aggarwal & Bhargava, 2010). The research suggests that employees' perceptions of the degree of compliance by the organization with the PC, also condition their perceptions of POS, that is to say, a high level of perceived PC compliance leads to a high level of POS. In this way, one can see a mirror of the relations exchange between employees and organization.

According to the conservation of resources theory, when individuals perceive a threat or an actual loss of resources or fail to receive sufficient return on their investments of resource, they experience stress (Campbell et al., 2013). POS is a key factor that can be used to reduce or avoid burnout and its outcomes (Campbell et al., 2013).

Consequently, and considering H4, the following hypotheses are proposed:

H9: POS moderates the relationship between the PC and Burnout

   H9$_{a)}$: POS moderates the relationship between the PC and EE

   H9$_{b)}$: POS moderates the relationship between the PC and DP

   H9$_{c)}$: POS moderates the relationship between the PC and RPA

There is abundant empirical evidence that POS is related to less perceived stress and burnout (Twigg & Kang, 2011; Chen et al., 2012; Campbell et al., 2013). At the same time, employees can withstand great amounts of stress if they feel their work is valued and appreciated by others (Brown, 2007), and productivity may be less affected. Therefore, POS may moderate the relationship between burnout and IP.

Consequently, and considering H5, the following hypotheses are proposed:

H10: POS moderates the relationship between BUR and IP

H10$_{a)}$: POS moderates the relationship between EE and IP

H10$_{b)}$: POS moderates the relationship between DP and IP

H10$_{c)}$: POS moderates the relationship between RPA and IP

3.3.3 CONCEPTUAL MODEL

The model in Figure 1 presents the set of proposed hypotheses. POS moderates the relationships between the perceptions of organisational decisions (POJ, PC) and IP, between the PC and the three dimensions of burnout, between the three dimensions of burnout and IP, and, finally between the POJ and PC.

Consequently, two groups are created to consider the impact of the POS: a group with lower perceptions of POS and a group with higher perceptions of POS. The proposed hypotheses are analysed globally but also according to each group, to test the impacts of POS on the proposed relationships (Coyle-Shapiro & Kessler, 2000; Brown, 2007; Dulac et al., 2008; Aggarwal & Bhargava, 2010; Twigg & Kang, 2011; Chen et al., 2012; Campbell et al., 2013).
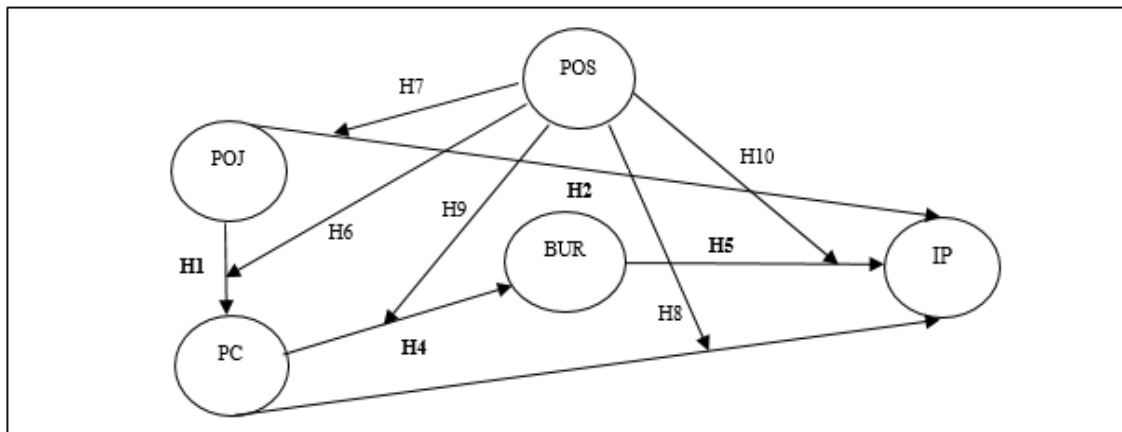
Figure 1– Conceptual model

3.3.4 METHOD

3.3.4.1 Sample and Data Collection

A questionnaire was developed to test the proposed research model and hypotheses. Between May and July 2014, 100, small and medium companies, were contacted, by e-mail and/or by telephone to secure permission to distribute the questionnaires among their employees. We adopted a sample of cross-sectional workers and no individual sector provided more than 10% of responses. In total, 800 people were contacted as a result, and of these, 429 agreed to participate. Of the 429 questionnaires collected, 407 were validated for use, the others 22 being rejected for inconsistency/incompleteness.

Of the 407 respondents, 63.3% were female and 49% between 25 and 39 years old. About the level of education, 40.5% had a university degree (bachelor/graduation), In occupation terms, 40.5% were technicians. In respect of salary, 47. 4% earned from 501 € to 1,000 Regarding their organisational tenure, 42.8% of the sample had more than 10 years. (see Table 1).

Gender	Male	37.7 %
	Female	63.3 %
Age	> 25	2.6 %
	[25,39]	49 %
	[40,55]	43.2 %
	> 55	5.2 %
Level of education	Primary school education only	1.3 %
	Second and third level of primary school	13.8 %
	High school certificate	34.4 %
	University degree (bachelor/graduation)	40.5 %
	Master's or PhD degree	9.3 %
Occupation	Directors/Managers	4.9 %
	Service managers	13.6 %
	Technicians,	40.5 %
	Operators	16.9 %
	Other occupations	24.1 %
Salary	< 500 €	12.5 %
	[501,1000]	47.4 %
	[1001,1500]	27.2 %
	> 1501	12.9 %

Organisational tenure	< 2	17 %
	[2;5]	20.6 %
	[6,10]	19,5 %
	> 10	42.8 %

Table 1: Sample

3.3.4 2 Measures

The measures were designed after reviewing the literature in the field and adapting scales that had already been validated in other investigations. Such adaption included changing vocabulary to be more appropriate, and hence, more perceptible to respondents.

Perceived organisational justice was measured with the Rupp & Cropanzano, (2002) "Multi-Foci Justice Questionnaire".

Perceived organisational support was measured based on Eisenberger et al., (1968).

The psychological contract was measured according to the Robinson & Rousseau (1994).

Burnout was measured according to the Maslach Burnout Inventory-General Survey (MBI-GS).

Individual performance was measured according to the Organisational Efficiency questionnaire (Mott, 1972).

A confirmatory factor analysis was used to evaluate the psychometric properties of the scales and of the measurement model, using AMOS 21. The final model shows a good fit (IFI=0.950; TLI=0.944; CFI=0.949; RMSEA= 0.048; CMIN/DF= 1.943; GFI= 0.884).

The three dimensions of organisational justice showed high correlations. Consequently, they were transformed into a second order variable and the dimensions of

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individual performance into a single variable. All the scales presented values above 0.7 in the composite reliability (CR) and above 0.50 in the average variance extracted (AVE), as recommended by Hair et al. (2005).

Discriminant validity is evidenced by the fact that all correlations between the constructs are significantly smaller than 1 and the squared correlations calculated for each pair of constructs is always smaller than the variance extracted for correspondent constructs (Fornell & Larker, 1981; Shiu et al., 2011), thereby confirming the discriminant validity.

Table 2: Means, Standard Deviations, Square Correlations, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted.

	Mean	SD	1	2	3	4	5	6	7	CR	AVE
1.Organisational Tenure	10.99	8.87	-							-	-
2. PC	4.28	1.17	.141	(0.85)						0.95	0.88
3. POJ	4.09	0.90	.061	.68***	(0.90)					0.93	0.63
4. EE	3.36	1.27	.047	-.29***	-.263	(0.86)				0.90	0.62
5. DP	2.42	1.29	.024	-.33***	-.364	0.773	(0.86)			0.89	0.61
6. RPA	2.27	1.02	.067	-.22***	-.310	.152	.358	(0.87)		0.91	0.62
7. IP	3.10	0.80	.118	.084	.189*	.007	-.084	-.34***	(0.94)	0.96	0.64

**P<0,01   *p<0,05   The numbers in parentheses on the diagonal represent Cronbach's alphas

3.3.4.3 Common Method Variance

To minimize the risk of common method variance we used some procedural methods proposed by Podsakoff et al.,(2003): (a) the respondents were guaranteed anonymity and confidentiality of the information collected and assured that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) there was no use of scales with bipolar numerical values and verbal designations were given for the mid-points of the scales; (d) the questionnaire was divided into several sections with a brief explanation of each one, thereby reducing the risk of common method bias (Brewerton & Millward, 2001). A single factor test was also performed (Harman,

1967). A principal component analysis (unrotated solution) of all the items revealed 19 factors with values above 1. They accounted for 72% of the total variance, the first of which explained only 21% of the variance, suggesting that there were no problems with the common method variance. However, we also used a Marker Variable (Lindell and Whitney, 2001), 'purchase behaviour' and no correlation with any of the variables in the model was found.

3.3.5 FINDINGS AND DISCUSSION

Amos 21.0 was used to perform confirmatory factor analysis, and structural equation modelling was used to test the proposed hypotheses. The final model shows a good fit (IFI=0.95;   TLI=0.944; CFI=0.949; RMSEA=0.048; CMIN/DF=1.943; GFI=0.88). Two groups were created for the perception of the organisational support levels. The first group, with lower POS levels, was composed of 242 respondents, while the second group, with higher POS levels, was composed of 165 respondents. A multi-group analysis was performed to identify the differences between the two groups. Table 3 presents the final results:

Table 3: Standardized Regression: Summary

H	Relations	GLOBAL (n=407)			H	Lower POS (n=242)			Higher POS (n=165)			Conclusion
		SRW	C.R.	P		SRW	C.R.	P	SRW	C.R.	P	
H1	PC<--POJ	.691	10.758	***	**H6**	.674	8.236	***	.658	5.907	***	H1 supported H6 supported
H2	IP<--POJ	.162	1.875	.030	**H7**	.012	2.096	.018	.226	.090	0.04	H2 supported H7 supported
H3	IP<--PC	-.083	-.974	.165	**H8**	-.132	1,316	.094	.081	0.576	.282	H3 not supported H8 not supported
H4$_{a)}$	EE<--PC	-.324	-6.077	***	**H9$_{a)}$**	-,209	-3,011	***	-.463	-5.560	***	H4$_{a)}$ supported H9$_{a)}$ supported
H4$_{b)}$	PD<--PC	-.373	-7.024	***	**H9$_{b)}$**	-,254	-3,636	***	-.476	-5.745	***	H4$_{b)}$ supported H9$_{b)}$ supported
H4$_{c)}$	RPA<--PC	-.236	-4.309	***	**H9$_{c)}$**	-.139	-1.970	.024	-.330	-3.699	***	H4$_{c)}$ supported H9$_{c)}$ supported
H5$_{a)}$	IP<--EE	.066	1.180	.119	**H10$_{a)}$**	-.054	-.801	.211	.244	2.503	***	H5$_{a)}$ not supported H10$_{a)}$ supported
H5$_{b)}$	IP<--DP	-.004	-.076	.470	**H10$_{b)}$**	-.123	1.761	.039	.142	1.482	***	H5$_{b)}$ not supported H10$_{b)}$ supported
H5$_{c)}$	IP<--RPA	-.333	-5.553	***	**H10$_{c)}$**	-.364	-4.808	***	-.248	-2.620	***	H5$_{c)}$ supported H10$_{c)}$ supported

The global results presented in Table 3 show the relationships between the variables of the model and the introduction of POS as a moderating variable. Multi-group Moderation Tests were carried out, comparing the fully constrained and the unconstrained model, concluding that the two groups are different ($\chi2=90,41$ DF=31; P≤0,01).

There is a positive relationship between POJ and PC (P≤0.05). According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations.

Even when there is PCV, if the procedures are fair, the employee still perceives him/herself to be an organisational member. Kickul et al. (2002) noticed that if the organization does offer a promised and competitive salary, this will have a positive influence on employees' performance. Consequently, H1 is supported.

There is a positive relationship between POJ and IP ($P \leq 0.05$), which means that when the perception of organisational justice increases, so too does an individual performance, thus supporting H2. The equity equation says that the two coefficients ('the person' and 'the other') must have equal weight. When the weights are different, there is inequity (Adams, 1995) and this may affect individual performance (Greenberg, 2004), thereby increasing turnover or making it difficult for the organization to persuade employees to work overtime, among other things. According to Tyler et al., (1996), when individuals feel respected and have a sense of belonging to the group, they tend to improve their commitment and citizenship, which then has a positive impact on performance. A fair relationship brings positive consequences to the group. Consequently, the results presented support H2.

The PC does not have a significant impact on IP, so H3 is not supported ($P \geq 0.05$). In a crisis situation, organizations seem compelled to reduce benefits and compensations. Additionally, investments in training and opportunities for growth and development are lower. Accordingly, the situation may be seen as a contract breach; however, such breaches may be accepted as due to the crisis and not the company. Rousseau (1995) suggested that contract breaches might occur because circumstances outside the organization's control prevent the organization from fulfilling its obligations. It is possible, therefore, that employees appreciate such constants and do not become antagonistic to the organization.

There is a negative impact between EE and PC ($P \leq 0.05$), between PD and PC ($P \leq 0.05$), and between RPA and PC ($P \leq 0.05$). Consequently, the results presented support H4$_{a)}$, H4$_{b)}$ and H4$_{c)}$. Brown (2007) argues that the fulfilment of the promises is conducive towards the formation of an enduring relationship with the organization, and that this is helpful in cushioning the effects of burnout. On another hand, PCV can as a stressor for individuals because it disrupts norms of reciprocity and increases gaps between individuals

and their environments (Maslach et al. 2001). Jamil et al. (2013) and Piccoli and Witte (2015) suggest that PCV is likely to generate burnout, destroying the beliefs of reciprocity which are critical for maintaining the employee's well-being (Chambel & Oliveira-Cruz, 2010).

EE and PD do not impact on IP ($P \geq 0.05$), thus H5$_{a)}$ and H5$_{b)}$ are not supported. According to Siu et al., (2014), EE has been linked with reduced job satisfaction and organisational commitment, increased absence and impaired objective performance, and PD is characterized by distance, lack of interest, hostile behaviour and negative reactions (Maslach & Leiter, 1997; Arabaci, 2010). This result might be explained by the fact that EE and PD are related to the financial and economic crisis currently experienced by the country. Organizations simply meet the requirements of work legislation. However, due to the actual context in which employees' work, they do not respond negatively to the organization, and hence, their IP is not affected.

There is a negative relationship between RPA and IP ($P \leq 0.05$), which means that when the RPA increases, the individual performance also decreases, thus supporting H5$_{c)}$. According to Maslach and Jackson (1981), and Arabaci (2010), if employees display symptoms of burnout, they have reduced motivation for work and they stop making an effort altogether, hence decreasing their feelings of job competence and productivity (Kar & Suar, 2014; Simba et al., 2014; Siu et al., 2014). In the presence of higher POS, the relationship between RPA and IP decreases, and increases when there is lower POS.

Looking at the role of POS in the relationship between POJ and the PC, it is apparent that in the presence of lower POS, POJ increases the positive impact on PC. These results show that POJ is more important when employees do not perceive there to be organisational support. Basically, POJ is a predictor of employees' attitudes and behaviours (Assmar et al., 2005). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations on the degree of organisational justice they perceive to exist, and through such evaluation, they decide to be more or less involved or to be or not to be part of the organization (Bakhshi et al., 2009; Epitropaki, 2012). Consequently, H6 is supported ($P \leq 0.05$).

There is a positive relationship between POJ and IP (P≤0.05). However, in the presence of higher POS, POJ increases the positive impact on IP, thus supporting H7. According to Rhoades and Eisenberger (2002), the support employees receive is a key construct in the justice literature. The authors argue that the employees' perceptions of justice may depend upon the way they are valued by the organization. Both the organization and the supervision it provides might be seen as responsible for the use of fair procedures (Jacobs & Belschak, 2014).

The relationship between the PC and IP is not significant (P≥0.05). With the introduction of POS, the impacts remain insignificant (P≥0.05). However, in the presence of higher POS, the PC has a positive impact on IP, and in the presence of lower POS, the PC has a negative impact on IP. According to Dulac et al., (2008), POS is an antecedent of the PC. Furthermore, in POS theory, it is what is delivered to an employee rather than what is promised, that determines the strength of the socio-emotional bond. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or an unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as having fulfilled their obligations to them (Tekleab et al., 2005). However, the proposed hypothesis H8 is not supported even if the relationship between the PC and IP changes in nature in the presence of POS.

POS is a moderating variable in the relationship between the PC and EE (P≤0.05), between the PC and DP (P≤0.05), and between the PC and RPA (P≤0.05). Consequently, the hypotheses H9$_{a)}$, H9$_{b)}$ and H9$_{c)}$ are supported. In the presence of high POS, the PC reduces the negative impact on EE, PD and RPA. Indeed, POS has been analysed as an antecedent of the PC (Dulac et al., 2008). The research suggests that employees' perceptions of the degree of PC compliance by the organization, is influenced by their perceptions of POS, that is to say, a high level of perceived POS leads to a high level of PC compliance. In this way, one can see a mirror of the relations exchange between employees and organizations (Coyle-Shapiro & Kessler, 2000; Dulac et al., 2008; Aggarwal & Bhargava, 2010).

In respect of the role of POS in the relationships between EE and IP, and between DP and IP, in the presence of lower POS, EE has a negative (but not significant) impact on IP while in the presence of higher POS, that impact is positive and significant. In the presence of lower POS, DP has a negative and significant impact on IP while in the presence of higher POS, that impact is positive and significant. According to the literature, POS may help in the control of stress and burnout (Twigg & Kang, 2011; Chen et al., 2012; Campbell et al., 2013). Employees can withstand great amounts of stress if they feel their work is valued and appreciated by others (Brown, 2007). Consequently, the proposed hypotheses $H10_{a)}$ and $H10_{b)}$ are supported as POS is shown to moderate the relationship between EE and IP, and between DP and IP.

In the presence of lower POS, RPA has a more negative impact on IP than in the presence of higher POS. According to $H5_{c)}$, RPA has a negative impact on IP. However, this impact tends to decrease if perceptions of POS increase as well; therefore, supporting the idea that POS moderates this relationship. There is abundant empirical evidence that POS is related to less perceived stress and burnout (Twigg & Kang, 2011; Chen et al., 2012; Campbell et al., 2013), therefore supporting $H10_{c)}$ ($P \leq 0.05$). POS seems to have a significant moderating impact on the proposed relationships, a result that was also achieved by multi-group moderation tests.

3.3.6 CONTRIBUTIONS, IMPLICATIONS FOR MANAGEMENT, LIMITATIONS, AND RECOMMENDATIONS FOR FUTURE INVESTIGATION

3.3.6.1 Contributions

This research contributes to a better understanding of the impacts of perceived organisational justice, the psychological contract, and burnout on individual performance. Considering the impacts of perceived organisational justice, burnout, and the psychological contract on individual performance, our study suggests that when organizations respect and support their employees they do produce practical outcomes, fostering human resources management effectiveness. The combined effects of these variables associated with a context influenced by the organisational support are original and relevant since these important variables have always been studied separately and never considered in

combination. Therefore, the originality of this study is based on the integration of these concepts and relationships within a single study, providing a model that depicts a critical chain of effects, using cross-sectional data.

The investigation also contributes to a better appreciation of the possible results of HRM actions upon employee attitudes and behaviours. Additionally, to assure improved comprehension of these relationships and the interactions resulting from the HRM policies, we introduced the role of POS as a moderating variable. Consequently, the analyses were performed within a specific context defined by employees' POS levels. This investigation tests the proposed relationships and the impacts of specific HRM measures according to the intensity of POS across employees. The results show how POS can change the intensity and direction of the impacts of the HRM actions. These are relevant results for both academia and practitioners.

3.3.6.2 Implications for Management

The overall results of this study are interesting for managers as they provide a more comprehensive understanding of the organisational aspects affecting employee attitudes and behaviours. They allow managers to appreciate how Burnout, the PC, and POJ affect employees' attitudes and behaviours, and how POS can positively influence the exchange relations between employees and organizations.

The damaging effects of burnout create a specific context where the overall HRM policies are less effective or may even produce the opposite impacts. Preventing the emergence of burnout will give effectiveness and predictability to HRM practices. POS has a significant moderating impact on the proposed relationships and can reduce the negative aspects and reinforce the positive aspects.

With this knowledge, organizations should invest in leaders who believe in the transparency of processes, the need for good interpersonal relationships, good communication, and the importance of attending to the socio-emotional needs of employees. If this approach is followed, employees will respond to organisational imperatives positively, thereby improving their individual performance.

3.3.6.3 Limitations and Recommendations for Future Research

This investigation faces some methodological limitations, giving rise to new opportunities for future research. Future investigations may use data collected in ways other than self-report evaluations, or use dyads, in order to gather information from different sources.

Furthermore, when causal relationships are to be explored, longitudinal data is useful in helping to understand the causality issues. Naturally, this gives an opportunity for additional research in this field. Other variables like affective commitment, may present significant effects as a moderator of these relationships. The relationship between POJ and Burnout must also be studied. At the same time, it would be interesting to replicate the survey in an economic and financial growth scenario. We believe this study will encourage the inclusion of such questions in future research, and help assure a better integration of these concepts in the human resources management literature.

3.4 STUDY 4

THE IMPACT OF PERCEIVED ORGANISATIONAL JUSTICE AND SUPPORT ON EMPLOYEE PERFORMANCE: THE MODERATING ROLE OF SATISFACTION WITH MANAGEMENT IN THE PORTUGUESE CONTEXT

ABSTRACT

Purpose: To identify the impact of perceived organisational justice (POJ) and perceived organisational support (POS), and burnout (BUR) on the employee's individual performance (IP), considering the moderating role of satisfaction with organisational management (SOM).

Methodology: A structured questionnaire was used in the present study to gather data from a cross–sectional sample of 407 employees. SEM was used to test the proposed hypotheses, and a multi-group analysis was conducted to find how the perception SOM can impact on the suggested relationships.

Findings: POJ and POS have a positive impact on psychological contract (PC) and affective commitment (AC). Happiness and AC have a positive impact on IP and PC has a negative impact on the BUR. It was also possible to conclude that SOM moderates the relationships between PC and BUR, and between leader-member exchange (LMX) and AC.

Implications: Better understanding and integration of these concepts with a relationship of moderation in a single study, providing a model that depicts a chain of important effects that may inform strategies to secure positive human resources management outcomes.

Limitations: Use of self-report data.

Originality: Integration of these concepts and relations of moderation in a single study, providing a model that depicts a chain of important effects.

KEYWORDS*:* organisational justice, organisational support, psychological contract, happiness, Leader-member exchange, affective commitment, individual performance, burnout, satisfaction with management.

3.4.1 INTRODUCTION

Scholars and human resources managers (Aggarwal & Bhargava, 2010) have investigated the relationship between organizations and their employees for decades. This relationship is even more important today as the need for people and organizations to become more competitive and successful has grown (Aggarwal & Bhargava, 2010; Beheshtifar & Herat, 2013). Consequently, it is necessary to identify and understand the factors affecting this relationship (Aggarwal & Bhargava, 2010).

The idea that justice can play an important role in promoting the efficient functioning of organizations is not surprising (Epitropaki, 2012). Indeed, Epitropaki (2012) has observed that employees evaluate their organizations based on the degree of perceived organisational justice, and through such evaluation, they decide to be more or less involved or to be part of the organization or not. Organisational justice is a clear indicator of whether employees are respected by an organization and hence the amount of pride they feel in being part of it.

Together with organisational justice, positive employer-employee relationships are essential for success. This overall interaction assumes the idea of exchange between employees and organizations in the expectation of mutual benefit. Perceived Organisational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being. (Beheshtifar & Herat, 2013). Such perceptions are based on the frequency, intensity and sincerity of the organization's manifestations of approval via compliments, material and social rewards for the effort they made. Another relevant aspect is the sense of obligation and emotional commitment that POS can promote in employees with the objective of helping organizations to reach their goals (Aggarwal & Bhargava, 2010). Positive employer-employee relationships were shown to be crucial in order to create an internal climate favourable to several work-related outcomes, like individual productivity.

On the contrary, in the current economic climate characterized by instability in employment conditions, the nature of relationships between employee and organization has

changed and job insecurity perceptions have increased (Almeida, 2013; Piccoli & Witte, 2015). On the individual level, job insecurity has been related to a variety of negative outcomes (Piccoli & Witte, 2015) and increased levels of emotional exhaustion (burnout) that represent important costs for organizations (Campbell et al., 2013; Piccoli &Witte, 2015).

Burnout has become an endemic problem today (Simba et al., 2014). It is described as a state of physical and mental exhaustion whose cause is closely linked to professional life (Simba et al., 2014; Piccoli & Witte, 2015). This physical and mental exhaustion is likely to induce limitations and behaviours that may affect workers' reactions and their individual performance (Simba et al., 2014; Piccoli & Witte, 2015). Burnout creates an individual context that may introduce different outcomes for the same situations and may cause numerous problems for people afflicted by it as well as for organizations.

These relationships depend on a chain of effects where we can find the psychological contract (PC), happiness or affective commitment. In a working relationship, an employee expects the organization to reward him/her, keeping what was promised, that is, relational incentives (opportunity to develop skills) and transactional incentives (competitive salary). All these promises generate employee perceptions of the PC (Coyle-Shapiro & Kessler, 2000). According to Aggarwal and Bhargava (2010), when employees believe that their organization has not fulfilled its contractual obligations, a psychological contract violation (PCV) occurs. This situation leads to negative behaviours such as loss of confidence (Robinson, 1996; Deery et al., 2006), dissatisfaction at work (Tekleab et al., 2005), unhappiness (Robinson, 1996; Coyle-Shapiro & Kessler, 2000) increase in turnover intentions (Guzzo et al., 1994), and absenteeism (Deery et al., 2006).

Happiness or psychological well-being has attracted the attention of philosophers since the dawn of written history but has only recently come to the fore in psychological research as opposed to the previously dominant disease model that disproportionately directed attention to illness, depression, burnout and similar negative experiences and outcomes (McMahon, 2006).

Employees with higher levels of psychological well-being tend to be less prone to stress symptoms and more productive (Wright & Cropanzano, 2004; Rego, 2009; Atkinson & Hall, 2011). Further, considering that AC is an affective-based bond to the organization, HAP at work is possibly a good predictor of this attitude (Fisher, 2002, Rego et al., 2011).

HAP at work may lead individuals to experience work as meaningful (Wright & Cropanzano, 2004; Rego et al.,2011), thus assuming work as a mission rather than a "job", turning to a bigger commitment which improves organisational performance (Rego et al.,2011).

The purpose of this study is to identify the impact of POJ and POS on IP and on BUR and to understand the moderating role of SOM. The choice of these variables is related to their importance and to the fact that the literature suggests they play important roles. In the present study, we aim to identify how PC and the LMX interact in the context of lower/higher SOM, and how they influence AC and BUR to boost organisational success and the employees' well-being and satisfaction. The effects of these variables associated with a context influenced by satisfaction with management are original and relevant. It presents a scenario that facilitates the understanding of the combined effect of three important variables (studied separately, but not at the same time**). With this knowledge, organizations and managers can make a difference: successful companies with happy, productive and accomplished workers or the reverse.

3.4.2. RESEARCH BACKGROUND AND HYPOTHESES DEVELOPMENT

3.4.2.1 Organisational Justice and Organisational Support

The study of POS and POJ appears in the work of Homans (1961), which specifically focuses on Exchange Theory. POS refers to employees' global perceptions of the value accorded by their organizations to their contributions, and the degree of concern expressed by those organizations for the well-being of their employees. Several studies have been performed and have helped to develop Organisational Support Theory (Beheshtifar & Herat, 2013; Ahmed & Nawaz, 2015).

Organisational justice researchers argue that different dimensions of justice are related to POS (Jacobs & Belschak, 2014). For example, distributive justice shows the organization's concern for the employee's welfare and, therefore, affects the perception of being supported. Furthermore, all positive activities that might benefit employees may be taken as evidence that the organization cares about them (Rhoades & Eisenberger, 2002). Campbell et al. (2013) show that procedural justice is connected to POS as it can contribute to employee well-being. According to Ahmed and Nawaz (2015), POS is believed to be an exchange between organization and employees, and justice is a way through which organizations can express their commitment toward employees, which fosters the feelings of support from the organization.

Given this situation, it can be understood that the extent to which individuals identify themselves with their organizations is crucial to the quality of the relationship between them and their employers (Epitropaki, 2012). Therefore, logically, a relationship between POJ and IP is both expected (Earley & Lind, 1987; Colquitt et al., 2001; Bakhshi, 2009), and an important one. Indeed, the impacts on employee performance, and consequently on achieving the organisational goals, have already been established (Yu & Frenkel, 2013).

Rhoades and Eisenberger (2002) observed that the support employees receive is a key construct in the justice literature. More specifically, researchers argue that the employees' perceptions of justice may depend upon the way they are valued by the organization. Ahmed and Nawaz (2015) concluded that justice is a strong predictor of POS. Therefore, if an organization wants to have satisfied, committed, and engaged employees (outcomes of POS), it should offer justice in the workplace.

Consequently, the following hypothesis is proposed:

H1: POJ has a positive impact on POS

Exchange Theory refers that employees tend to assign human-like characteristics to their organizations (Eisenberger et al., 1986). Epitropaki (2012) argues that the supervisor is the central agent in the employee/organization relationship. The

personification of the organization is assisted by the organization's legal, moral, and financial responsibility for the actions of its agents. Individuals interpret the treatment they receive from the organization via their superiors, and this translates into a feeling about the degree of power which they feel is exerted upon them (Aselage & Eisenberger, 2003). According to Colquitt and Shaw (2005), organisational justice can also be approached considering the procedures taken by an agent (leader, supervisors). Furthermore, Jacobs and Belschak (2014) observed that both organization and the supervision it provides might be responsible for the use of fair procedures. Jacobs and Belschak (2014) also report that unfair supervisor behaviour (in terms of unfair outcomes, unfair procedures, and/or unfair interpersonal behaviours) encourages retaliatory actions from employees as a means of punishing those responsible and restoring justices.

Moreover, the three dimensions of organisational justice, procedural, interactive, and distributive, have been studied with respect to LMX. According to social exchange theory, only when individuals attribute justice to leaders will it contribute to LMX.

This reasoning implies that interactional and distributive justice are the relevant currencies for LMX relationships. Interactional justice refers to the fairness of interpersonal communication and is strongly related to LMX (Cohen-Charash & Spector, 2001). Distributive justice, or reward fairness, should also be related to LMX when leaders control rewards. Some studies have reported nonsignificant relationships, possibly because their focus was on rewards beyond leader control (Rastgar & Pourebrahimi, 2013).

Added, Leader-member exchange theory represents a theoretical approach to understand leaderships at work (Ariani, 2012). LMX theory suggests that exchanges take place between supervisors and subordinates. From theses exchanges, supervisors develop relationships of different qualities with their subordinates (Ariani, 2012). Gerstner and Day (1997) argued that LMX is comprised of the interrelated dimensions as respect, trust, and mutual obligation.

Consequently, the following hypothesis is proposed:

H2: POJ has a positive impact on LMX

Burnout is typically understood to be a three-dimensional construct consisting of three components – emotional exhaustion (EE), depersonalization (DP), and reduced personal accomplishment (RPA) (Maslach & Schaufeli, 1993; Simba et al., 2014). Emotional exhaustion describes the over solicitation or the depletion of the emotional, moral and psychological resources (Simba et al., 2014). Depersonalization refers to the dehumanization of one person/group by another.

It results in a disconnection, or 'emotional dryness', an outcome similar to cynicism (suggested by Maslach) about the 'raison d'être' for professional activity (Almeida, 2013). RPA reflects the feeling of incapacity to do a good job and embodies a sense of frustration, devaluation, guilt, demotivation at work, and a wish to change jobs (Almeida, 2013). It refers to a decrease in belief about job competence and productivity (Siu et al., 2014; Simba et al., 2014).

There is abundant empirical evidence that POS is related to less perceived stress and burnout (Twigg & Kang, 2011; Chen et al., 2012; Campbell et al., 2013). At the same time, employees can withstand great amounts of stress if they feel their work is valued and appreciated by others (Brown, 2007), and productivity may be less affected.

According to the conservation of resources theory, when individuals perceive a threat or an actual loss of resources or fail to receive sufficient return on their investments of resources, they experience stress (Campbell et al., 2013). POS is a key factor that can be used to reduce or avoid burnout and its outcomes (Campbell et al., 2013).

Consequently, the following hypotheses are proposed:

H3: POS has a negative impact on BUR

H3$_{a)}$: POS has a negative impact on EE
H3$_{b)}$: POS has a negative impact on DP
H3$_{c)}$: POS has a negative impact on RPA

3.4.2.2. POJ, POS and PC

Most studies concerning the PC have focused on the effects of PCV on employee attitudes and behaviours (Kickul et. al, 2002).

According to Aggarwal and Bhargava (2010), when employees believe that their organization has not fulfilled its contractual obligations, a psychological contract violation occurs (PCV). This situation leads to negative behaviours such as loss of confidence (Robinson, 1996; Deery et al., 2006), dissatisfaction at work (Tekleab et al., 2005), unhappiness (Robinson, 1996; Coyle-Shapiro & Kessler, 2000) increase in turnover intentions (Guzzo et al., 1994), and absenteeism (Deery et al., 2006).

Epitropaki (2012) suggests that perceived justice is a potential predictor of PC. Cassar and Buttigieg (2015) also suggest that perceived justice can act as a regulating mechanism for specific decisions and interactions, which may influence the onset of PCV.

According to Rousseau (1995), fair procedures should reduce adverse reactions to perceived violations. Even when there is PCV, if the procedures are fair, the employee still perceives him/herself as being an organisational member. Therefore, individuals who are given more truthful and specific information (procedural justice) are more likely to have a sense of interactional justice and because of this, they are less likely to keep monitoring their organization for possible breaches (Rousseau, 1995; Cassar & Buttigieg, 2015).

Consequently, the following hypothesis is proposed:

H4: POJ has a positive impact on PC

POS theory suggests that it is what is delivered to an employee rather than what is promised, that determines the strength of the socio-emotional bonds. This is what makes employees less likely to notice minor contract breaches (discrepancies between what was promised and delivered). In this case, employees are more willing to forgive a breach or perceive it as a temporary or unimportant occurrence, rather than a fully-fledged violation. Overall then, employees with high POS are expected to perceive their organizations as

having fulfilled their obligations towards them, demonstrating the exact opposite in case of contract violation (Tekleab et al., 2005).

POS is analysed as an antecedent of PC (Coyle-Shapiro & Kessler, 2000; Dulac et al., 2008). According to Rousseau (1995), the psychological contract theory implies that the POS will influence the contract, so there is a positive reciprocal relationship between POS and the fulfilment of the psychological contract. Supportive relationships with the employee tend to raise the benefit of the doubt when assessing the degree of perceived fulfilment of promises (Aselage & Eisenberger, 2003). Accordingly, POS can create a predisposition to positively evaluate the fulfilment of obligations by the employer (Coyle-Shapiro & Kessler, 2000; Aselage & Eisenberger, 2003). According to Teklead et al. (2005), POS has a negative effect on the PCV, suggesting that POS predicts the fulfilment of the psychological contract.

Consequently, the following hypothesis is proposed:
H5: POS has a positive impact on PC

Maslach et al. (2001) suggest that PCV can act as a stressor for individuals because it disrupts norms of reciprocity and increases gaps between individuals and their environments. Piccoli and Witte (2015), reinforce this idea, suggesting that PCV is likely to generate burnout, destroying the beliefs of reciprocity that are critical for maintaining the employee's well-being. PCV can reduce the levels of confidence at work (Cassar & Briner, 2011) and is a critical variable in the relationships between employees and the organization. Thus, we believe they are stressful factors.

On the other hand, the fulfilment of the promises acts as a social support through an enduring relationship with the organization that can help buffer burnout (Brown, 2007). Hence, PC can reduce burnout.

Consequently, the following hypotheses are proposed:

H6: The PC has a negative impact on Burnout

Being the burnout measured by three components:

H6$_{a)}$: PC has a negative impact on EE

H6$_{b)}$: PC has a negative impact on DP

H6$_{c)}$: PC has a negative impact on RPA

Furthermore, according to Chambel and Oliveira-Cruz (2010), a breach of the psychological contract promotes levels of burnout that affect people's happiness. On the other hand, PCV reduces job engagement. Indeed, engagement implying a high level of energy and involvement with work is dependent on the resources the individual obtains in the work context (Chambel & Oliveira-Cruz, 2010) namely, the resources that have a high potential for the promotion of HAP at work (Chambel & Oliveira-Cruz, 2010).

Consequently, the following hypothesis is proposed:

H7: The PC has a positive impact on HAP

3.4.2.3 The impacts on AC

Possibly, AC is the most studied component of organisational commitment (Meyer et. al, 2002; Rego et al. 2011). AC is an attachment characterised by involvement and identification with the organisation (Allen & Meyer, 2000; Rego et al., 2011). Studying the AC antecedents is very important because affective-committed individuals tend to perform their jobs better and be more productive (Allen & Meyer, 2000; Rego et al., 2011).

There are many research studies concerning the impact of justice on organisational variables such as job satisfaction, organisational commitment, citizenship behaviour, communication, turnover intentions, and trust (Colquitt et al., 2001; Konovsky & Cropanzano, 1991; Cropanzano & Greenberg, 1997; Zhang & Agarwal, 2009). Moreover, according to Casimir et al. (2014), numerous factors can facilitate the development of an emotional bond with an organisation, they argue that procedural and distributive justice positively affect organisational commitment. Bies and Moag (1986) also suggest that procedural justice influences organisational outcomes, namely organisational commitment and turnover intentions.

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Consequently, the following hypothesis is proposed:

H7: POJ has a positive impact on AC

Several researchers have identified that POS is positively related to organisational commitment and innovation (see, for example, Bakhshi et al., 2009; Beheshtifar & Herat, 2013).

Ahmed and Nawaz (2015) suggest a strong relationship between POS and organisational commitment. It is possible to conclude that an organisation where employees feel supported makes them reciprocate favourably by offering attitudinal and behavioural outcomes like job satisfaction, psychological congruence with the organisation and its goals, and psychological and mental attachment with the organisation (Ahmed & Nawaz, 2015).

Consequently, the following hypothesis is proposed:

H9: POS has a positive impact on AC

Casimir et al. (2014) suggest a positive relation between LMX and AC. High-quality LMXs meet various socio-emotional needs as affiliation, esteem and emotional support of followers (Arneli et al., 1998), and result in favourable working conditions (Rhoades et al., 2001). Followers who are treated well by their leaders are likely to feel a sense of belonging to and identification with the organisation because the leader represents the organisation (Casimir et al., 2014).

Consequently, the following hypothesis is proposed:

H10: LMX has a positive impact on AC

AC is positively related to IP (Fu et al., 2009; Casimir et al.,2014). Authors argue that AC increases the willingness of employees to do their best to the growth of the organization. If there are good reasons for an employee to become emotionally attached to an organization, one of them must be the positive treatment received from one's leader

(LMX). Positive treatment is a form of social exchange and will evoke the norm of reciprocity, which ultimately will motivate one to do one's best for the organization (Casimir et al.,2014).

Employees who identify with the organization can demonstrate their allegiance to the organization by working hard and performing their jobs as best as they can. (Chiu & Francesco, 2003 Casimir et al.,2014). Thus, to strive for better performance, organizations must be able to develop their employees' AC (Rego et al., 2011)

Consequently, the following hypothesis is proposed:

H11: AC has a positive impact on the IP

3.4.2.4 The role of HAP

There is an abundant empirical evidence that HAP is a good predictor of AC (Rego et al. 2011). That is to say, if individuals experience HAP at work, they develop an affective attachment with the workplace. Employees who have positive emotions at work, may experience a pleasant and emotional association with the workplace and accumulate over time strengthened AC to the organization (Fisher, 2002; Rego et al. 2011). Positive emotions at work may also make the job intrinsically rewarding, thus promoting AC (Kuvaas, 2006; Streimikiene & Grundey, 2009; Rego et al. 2011). As suggested by the broaden-and-build model, HAP at work may lead individuals to experience work as meaningful, thus assuming work as a mission rather than a "job", which in turn makes them more affectively attached and more committed to their organizations (Rego et al. 2011).

Consequently, the following hypothesis is proposed:
H12: HAP has a positive impact on AC

More HAP at work implies more AC (Kuvaas, 2006; Rego et al. 2011) and more IP (Rego et al. 2011). According to Rego (2009) and Streimikiene and Grundey (2009), happy people are more productive workers. Happiness not only produces a quantitative

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improvement, by increasing efficiency but also a qualitative one by making better product/services (Streimikiene & Grundey, 2009).

Consequently, the following hypothesis is proposed

H13: HAP has a positive impact on IP

3.4.2.5 The moderating role of SOM

According to Churchil et al., (1974), SOM is identified as one of the items of Job Satisfaction (the organization's politics and management). Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

SOM is a very important indicator for managers/organizations, not only because it is one of job satisfaction's dimension, but also because it is related to member's satisfaction with the organization, management quality, POS and POJ. The employee's appraisal of management quality has an impact on their behaviors and attitudes, and can rebate or stimulate negative/positive effects of POJ, PC/PCV (Morrison & Robinson, 1997), AC (Zhao et al., 2007; Zhang & Feng, 2011), LMX (Ariani, 2012) and BUR (Zhang & Feng, 2011).

Indeed, and according to H6 and H10, we believe that satisfied workers with their management have positive attitudes towards the organization, increasing the perception that followers are treated well by their leaders is likely to increase their AC and creates the feeling that the organization has fulfilled its promises (PC), decreasing BUR. Thus, in this study, we try to determine whether SOM is a moderating variable in the relationship between PC/BUR and LMX/AC.

Consequently, the following hypotheses are proposed:

H14: SOM moderate the relationships between PC and BUR

H14$_{a)}$: SOM moderate the relationships between PC and EE

H14$_{b)}$: SOM moderate the relationships between PC and DP

H14$_{c)}$: SOM moderate the relationships between PC and RPA

H15: SOM moderate the relationships between LMX and AC

3.4.3 METHOD

The research model presents the set of hypotheses. Given that satisfied workers have positive attitudes (Zhao et al., 2007; Zhang & Feng, 2011; Ariani, 2012), and dissatisfied workers have negative attitudes towards the organization (Morrison & Robinson, 1997; Zhang & Feng, 2011), SOM is considered as a moderating variable.

Consequently, two groups are created to consider the impact of SOM: a group with lower SOM (n=202), and a group with higher SOM (n=205). The proposed hypotheses are analysed overall and according to each group in order to test the impacts of SOM on the proposed relationships between PC/BUR (Maslach et al.,2001; Cassar & Briner, 2011; Piccoli & Witte, 2015) and LMX/AC (Arneli *et al.*, 1998; Rhoades *et al.,* 2001 Casimir et al.,2014).

The following research model shows the hypotheses and the impact of SOM:
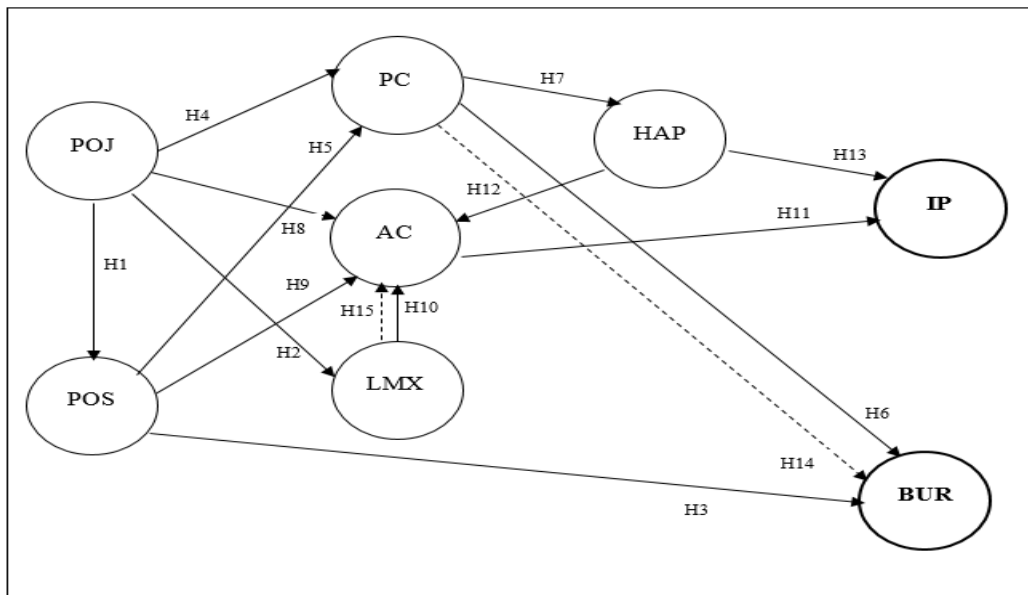
Figure 1- Conceptual model   Moderation ----▶

3.4.3.1 Sample and Data Collection

A questionnaire was developed to test the proposed research model and hypotheses. Between May and July 2014, 100 small and medium companies were contacted by e-mail and/or by telephone to secure permission to distribute the questionnaires to their employees. We adopted a sample of cross-sectional workers and no

individual sector provided more than 10% of responses. In total, 800 people were contacted of whom 429 agreed to participate. Of the 429 questionnaires collected, 407 were validated for use; the other 22 were rejected for inconsistency/incompleteness.

Of the 407 respondents, 63.3% were female and 49% were between 25 and 39 years old. Regarding the level of education, 40.5% had a university degree (licentiate /graduate degrees). In occupation terms, 40.5% were technical workers/official. In terms of monthly pay, 47.4% earned between €501 and €1,000 and 42.8% of the sample had worked for their employer for more than 10 years.

Table 1: Sample

Gender	Male	37.7%
	Female	63.3%
Age	>25	2.6%
	[25,39]	49%
	[40,55]	43.2%
	>55	5.2%
Level of education	Primary school education only	1.3%
	Second and third level of primary school	13.8%
	High school certificate	34.4%
	University degree (licentiate/graduate)	40.5%
	Master's or PhD degree	9.3%
Occupation	Directors/Managers	4.9%
	Service managers	13.6%
	Technical workers/official	40.5%
	Operators	16.9%
	Other occupations	24.1%
Salary	< €500	12.5%
	[501,1000]	47.4%
	[1001,1500]	27.2%
	> 1501	12.9%
Organisational tenure	< 2	17%
	[2;5]	20.6%
	[6,10]	19.5%
	> 10	42.8%

3.4.3.2 Measures

The measures were created after reviewing the literature in the field and adapting scales that had already been validated in other research studies. Such adaption included changing vocabulary to be more appropriate and hence more easily understood by respondents.

POJ was measured with the Rupp and Cropanzano (2002) Multifoci Justice Questionnaire. The scale has 17 items, of which five measure distributive justice, four measure procedural justice, and eight measure interactional justice. POS was measured according to Eisenberger et al. (1986) eight-item scale. PC was measured according to the Robinson and Rousseau (1994) scale that has five items. LMX was measured according to the Graen and Uhl-Bien's (1995) scale that has seven items. AC was measured according to Allen and Meyer (1990) scale which has five items. HAP was measured according to Rego et al. (2007) fifteen-item scale. SOM was measured using Churchil et al. (1974) five-item scale. BUR was measured according to the Maslach Burnout Inventory-General Survey (MBI-GS). The scale has sixteen items. Emotional exhaustion is measured with five items. Depersonalization is also measured with five items and Reduced personal accomplishment is measured with six items. Finally, IP was measured according to the Organisational Efficiency Questionnaire (Mott, 1972). The scale has ten items, representing three dimensions. The dimension of quality and quantity includes three items, the one measuring flexibility contains three items, and the one measuring adaptability contains four items.

All the constructs utilized a 7-point Likert-type format, except the construct of IP, which was measured with a 5–point Likert-type format.

A confirmatory factor analysis was used to evaluate the psychometric properties of the scales and the measurement model, using AMOS 22. The final model shows a good fit (IFI=0.917; TLI=0.907; CFI=0.917; RMSEA= 0.052; CMIN/DF= 2.110; GFI= 0.837). The three dimensions of organisational justice and the five dimensions of happiness showed high correlations. The dimensions of justice and dimensions of happiness were turned into a second order variable and the dimensions of individual performance into a single variable. All the scales had values above 0.7 in the composite reliability (CR) and

above 0.60 in the average variance extracted (AVE), as recommended by Hair et al. (2005).

Discriminant validity is evidenced by the fact that all correlations between the constructs are significantly smaller than 1 and the squared correlations calculated for each pair of constructs are always smaller than the variance extracted for correspondent constructs (Shiu et al., 2011), thereby confirming the discriminant validity.

	Mean	SD	X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	CR	AVE
Organiz. Tenure	10.99	8.87												
1.Hap	4.25	0.51	**(0,79)**										0,97	0,85
2.LMX	3.82	0.64	0,193	**(0,90)**									0,84	0,80
3.PC	4.28	1.17	0,164**	0,094	**(0,85)**								0,95	0,93
4.AC	5.29	1.10	0,320**	0,282**	0,106	**(0,86)**							0,92	0,89
5.POS	4.30	1.00	0,003	0,002	0,051*	0,000*	**(0,85)**						0,87	0,83
6.PJO	4.09	0.90	0,332	0,271**	0,438**	0,297**	0,052**	**(0,90)**					0,95	0,89
7.IP	3.10	0.80	0,026*	0,052	0,009	0,085**	0,000	0,02	**(0,94)**				0,82	0,82
8.EE	3.36	1.27	0,258	0,088	0,093**	0,076	0,017	0,057	0,000	**(0,86)**			0,83	0,79
9.DP	2.42	1.29	0,313	0,120	0,131**	0,131	0,008*	0,117	0,009	0,633	**(0,86)**		0,89	0,85
10.RPA	3.10	1.02	0,109	0,065	0,051**	0,107	0,004*	0,058	0,134	0,020	0,149	**(0,87)**	0,84	0,72

Table 2 - Means, Standard Deviations, Square Correlations, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted.

**P<0,01   *p<0,05.   The numbers in parentheses on the diagonal represent Cronbach's alphas

3.4.3.3 Common Method Variance

To minimize the risk of common method variance we used some procedural methods proposed by Podsakoff et al. (2003): (a) all respondents were guaranteed anonymity and confidentiality of the information collected, and assured that there were no right or wrong answers; (b) there was randomness in the ordering of multiple items; (c) there was no use of scales with bipolar numerical values and verbal designations were given for the mid-points of the scales; (d) the questionnaire was divided into several sections with a brief explanation of what causes people to think in different ways about themselves in their relationships with their supervisors, and their organization; thereby reducing the risk of common method bias (Brewerton & Millward, 2001). A single factor test was also performed (Harman, 1967). A principal component analysis (unrotated solution) of all the items revealed 19 factors with values above 1. They accounted for 72% of the total variance, the first of which explained only 21% of the variance, suggesting that there were no problems with the common method variance. However, we also used a marker variable (Lindell and Whitney, 2001), 'purchase behaviour' in the statistical analysis. No correlation was found with any of the variables in the model.

All the methods used show that there were no problems with common method variance.

3.4.4 FINDINGS AND DISCUSSION

Amos 22 was used to perform a confirmatory factor analysis and structural equation modelling to test the hypotheses. The final model shows a good fit (IFI=0.917; TLI=0.907; CFI=0.917; RMSEA=0.052; CMIN/DF=2.110; GFI=0.917). Two groups were created for perception of the satisfaction with management levels. The first group, with lower SOM levels was composed of 202 respondents, while the second group, with higher SOM levels, was composed of 205 respondents. A multi-group analysis was performed to identify the differences between the two groups.

Table 3 presents the final results.

Table 3: Standardized Regression: Summary

H	Relationship			SRW	C.R.	P	H	SRW	C.R.	P	SRW	C.R.	P	Conclusion
			Global (n=407)					**Lower Satisfaction (n=202)**			**Higher Satisfaction (n=205)**			
H1	POS	<--	POJ	0.211	3.593	***								H1 Supported
H2	LMX	<--	POJ	0.510	8.429	***								H2 Supported
H3a)	EE	<--	POS	-0.078	-1.454	0.073								H3a) Not supported
H3b)	DP	<--	POS	-0.027	-0.515	0.303								H3b) Not supported
H3c)	RPA	<--	POS	-0.015	-0.254	0.400								H3c) Not supported
H4	PC	<--	POJ	0.642	11.273	***								H4 Supported
H5	PC	<--	POS	0.092	2.022	0.022								H5 Supported
H6a)	EE	<--	PC	-0.132	-2.327	0.010	**H14a)**	-0.059	-0.800	0.21	-0.281	-3.525	***	H6a) Supported; H14a) Supported
H6b)	DP	<--	PC	-0.187	-3.368	***	**H14b)**	-0.119	-1.620	0.05	-0.236	-2.977	***	H6b) Supported; H14b) Supported
H6c)	RPA	<--	PC	-0.232	-4.117	***	**H14c)**	0.026	0.337	0.36	-0.102	-1.311	0.04	H6c) Supported; H14c) Supported
H7	HAP	<--	PC	0.412	-5.884	***								H7 Supported
H8	AC	<--	POJ	0.221	3.302	***								H8 Supported
H9	AC	<--	POS	-0.089	-1.803	0.036								H9 Not supported
H10	AC	<--	LMX	0.298	4.573	***	**H15**	0.356	3.531	***	0.301	2.808	***	H10 Supported; H15 Supported
H11	IP	<--	AC	0.276	3.511	***								H11 Supported
H12	AC	<--	HAP	0.376	-5.091	***								H12 Supported
H13	IP	<--	HAP	0.001	0.019	0.049								H13 Supported

The results presented in Table 3 show the relationships between the variables of the model and the introduction of SOM as a moderating variable. Multi-group Moderation Tests were carried out, to the conclusion that the two groups are different ($\chi2$=51.51; DF=43; p≤0.01).

POJ has a positive impact of POS (SRW = .211; p ≤0.05), on LMX (SRW = .0510; p ≤0.05) and, on PC (SRW = .642; p ≤0.05), and,). So, H1, H2 and H4 are supported.

POS has a positive impact on PC (SRW = .092; p ≤0.05), but has not an impact on BUR. POS/EE (SRW= -.078; p ≥0.05); POS/DP (SRW= -.027; p ≥0.05) and POS/RPA (SRW= -.015; p ≥0.05). Thus, H5 is supported and H3 is not supported.

There is a positive relationship between POJ and AC (SRW = .221; p ≤0.05), between LMX and AC (SRW = .029; p ≤0.05) and between AC and IP (SRW = .276; p ≤0.05). There is not a positive relationship between POS and AC (SRW = -.089; p ≤0.05). Consequently, H8, H10 and H11 are supported and H9 is not supported.

There is a positive relationship between HAP and AC (SRW = .037; p ≤0.05) and between HAP and IP (SRW = .001; p ≤0.05). Thus, H12 and H13 are supported.

PC has a negative impact of BUR. PC/EE (SRW= -.132; p ≤0.05); PC/DP (SRW= -.187; p ≤0.05) and PC/RPA (SRW= -.232; p ≤0.05) and, has a positive impact on HAP (SRW= .421; p ≤0.05). So, H6 and H7 are supported.

There is a positive relation between LMX and AC (SRW = .298; p ≤0.05). However, if SOM is lower, LMX has more impact on AC (SRW = .356; p ≤0.05), and if SOM is higher, although the impact is positive, it has a less significant impact compared to the context with lower satisfaction (SRW = .301; p ≤0.05).

Looking at the moderating role of SOM, in the presence of lower SOM, PC does not have an impact on EE (SRW= -.059; p ≥0.05), and in the presence of higher SOM, PC has a negative impact on EE (SRW = -.281; p ≤0.05). The same is true on the relationship between PC and DP. In the presence of lower SOM, PC does not have an impact on DP (SRW= -.119; p ≥0.05) and, in the presence of higher SOM, PC has a negative impact on DP (SRW = -.236; p ≤0.05).

Similar to previous relationships but with coefficients with different polarity, in the presence of lower SOM, PC does not have an impact on RPA (SRW= .026 p ≥0.05) and, in the presence of higher SOM, PC has a negative impact on RPA (SRW = -.102; p ≤0.05).

SOM seems to have a significant moderating impact on the proposed relationships. Thus, H14 and H15 are supported. A result that is also confirmed by multi-group moderation tests.

According to Twigg and Kang (2011), Chen et al. (2012) and Campbell et al. (2013) POS has a negative effect on stress and burnout. Campbell et al. (2013) argued that POS is a key factor that can be used to reduce or avoid burnout. In this study, we can conclude that POS has not a negative impact on BUR, so our hypothesis is not supported.

This could be explained by the financial and economic crisis currently experienced by the country (reduced compensations and benefits, investments in training, and opportunities for growth and development are lower), by the belief that recognition and reward for performance is unlikely to occur in the foreseeable future and by the fear of losing one's job, which affected the employees' health, causing by itself stress/burnout. Campbell et al. (2013) argued that when individuals perceive a threat or an actual loss of resources or fail to receive sufficient return on their investments of resource, they experience stress. Weng and McElroy (2012) argue that POS should reinforce the belief that recognition and reward for performance are not a casual event, but something that will happen in the future.

In a crisis scenario, such as the one in which we live, the risk of unfair treatment, the perception that organizations simply meet the requirements of work legislation, organization and managers should be more attending to POJ, LMX and POS. Moreover, high levels of burnout can also complicate the work of Human Resources Management (HRM), which implies a greater investment on POJ, LMX, PC, HAP and AC.

POS has not a positive impact on AC. Ahmed and Nawaz (2015) suggest a strong relation between POS and organisational commitment. Although, in this study, we conclude that POS has a negative impact on AC, which means that individuals may not develop AC when the organization values them and treats them with respect. Cunha et al,

(2013) argued that an individual may feel the obligation of certain actions against the perceived duties that the organization has towards him and that he will fulfil them without necessarily demonstrating a strong AC. This also could be explained by the financial and economic crisis, by BUR, deception, disbelief and by no longer identifying himself/herself with the organization.

From this research, we can conclude that: (1) there is a positive relationship between POJ and POS, between POJ and PC, between POJ and LMX, between POS and PC, between POJ and AC, between LMX and AC, between HAP and AC, between HAP and IP, between AC and IP and between PC and HAP. (2) There is a negative relationship between POS and BUR, and between PC and BUR. Furthermore, (3) POS has not a positive impact on AC. It is also possible to conclude that (4) SOM has a significant moderating effect on the proposed relationships between MLX and AC and between PC and BUR.

3.4.5 CONTRIBUTIONS, IMPLICATIONS FOR MANAGEMENT AND RECOMMENDATIONS

3.4.5.1 Contributions

To build a stronger science of organisational behaviour more theoretical and empirical efforts must be made to identify sources of the fruitful association between healthy organizations and healthy individuals (Rego et al., 2011). In the same orientation, this research contributes toward a better understanding of the impacts of several organisational variables that affect organizations and individuals, and relations between both.

Literature suggests that employee's AC is crucial for promoting IP. (Rego et.al, 2011). Our study indicates that organizations and managers may promote such a bond if they invest in LMX, and employee HAP in Work. This investment in HAP at work may contribute to more IP and sustain organisational health. (Rego et. al, 2011).

To ensure a better understanding of these relationships and to enrich the comprehension of the interactions resulting from HRM policies and decisions, we introduced the role of SOM as a moderating variable. Consequently, the analyses were performed within a context that had specific boundaries.

Regarding the moderating role of SOM, if SOM is lower, LMX has more impact on AC. Thus, it is very important that organizations and managers reinforce LMX when they cannot change organization's politics and management (for example motivated by work legislation or financial and economic crisis that imposes restrictions). The same is true when we refer PC. PC does not have an impact on EE and on RPA but in the presence of higher SOM, PC has a negative impact on three dimensions of BUR. Organizations and managers should avoid job dissatisfaction or/and reinforce LMX, POS and POJ.

It is evident with the results that when managers explain the reasoning behind their decisions and when employees know the processes involved in decision-making, taking part in those processes, employees are more tolerant to unfavourable outcomes (Jacobs & Belschak, 2014), thus having a positive influence on their behaviour and perceptions. POJ contributes positively to the perception of PC, increases their AC and POS contributes positively to the reduction/elimination of BUR and increases PC. So, organizations/managers must stake in justice and support organisational.

In the same train of thought and as the employees tend to assign human-like characteristics to their organizations (Eisenberger et al., 1986), organizations/managers must stake in LMX.

Therefore, the originality of this study lies in the integration of these concepts and relationships of moderation in a single study, to provide a model that depicts a critical chain of effects, using cross-sectional data. Considering the impacts of POJ, POS, LMX, HAP, AC and PC our study suggests that when organizations respect and support their employees, where the organization's politics and management are perceived as fair, the workers are happy, they develop an affective attachment, they may produce practical outcomes by fostering HRM effectiveness.

3.4.5.2 Implications for Management

The overall results of this study are of great interest to managers, as they provide a more comprehensive understanding of the organisational aspects affecting employees' attitudes and behaviour. They allow managers to appreciate how POJ, POS, LMX, HAP and AC affect employees' attitudes and behaviour and how SOM can negatively affect the exchange relationships between employees and organizations.

With this knowledge, organizations should see how to invest in leaders who believe in the transparency of processes, the need for good quality interpersonal relationships, good communication, and the importance of attending to the socio-emotional needs of employees. In a financial and economic crisis scenario, these topics are even more important. Given such leadership, employees will respond to organisational imperatives positively, thereby improving their individual performance and decrease BUR. These results indicate that it is possible to design HRM strategies and policies that impact on IP and lead to organisational success, that is, healthy organizations and healthy individuals.

3.4.5.3 Limitations and Recommendations for Future Research

This investigation faces some methodological limitations, giving rise to new opportunities for future research. Future investigations may use data collected in ways other than self-report evaluations, or use dyads, in order to gather information from different sources. Furthermore, when causal relationships should be explored, longitudinal data is useful in helping to understand the causality issues. Naturally, this gives an opportunity for additional research in this field. Other variables like AC, may present significant effects as a moderator of these relationships. The relationship between POJ and BUR and the relationships between AC and BUR must also be studied. At the same time, it would be interesting to replicate the survey in an economic and financial growth scenario.

We believe this study will encourage the inclusion of such questions in future research, and will help assure a better integration of these concepts in the HRM literature.

PART III

CHAPTER 4

4.1 THE GENERAL FINDINGS AND CONCLUSIONS, GENERAL CONTRIBUTIONS, GENERAL IMPLICATIONS FOR MANAGEMENT AND LIMITATIONS AS WELL AS RECOMMENDATIONS FOR FUTURE RESEARCH

4.1.1 Findings and Conclusions

This study intended to investigate the impact of perception of organisational justice, directly or indirectly on behaviours and attitudes of employees.

The present study was based on a sample of 407 employees belonging to various public and private organizations in Portugal.

Amos 21/22 was used to perform a confirmatory factor analysis and structural equation modelling to test the hypotheses. The four-final model showed a good fit. Two groups were created to analyse the moderating effects.

The overall results obtained from the four studies allowed concluding that:

(1) POJ has a positive impact on POS, PC, AC, LMX and on IP;

(2) POJ mediates the relationship between POS and IP;

(3) POS has a positive impact on POJ and on PC but POS does not have an impact on employees' individual performance, AC and Burnout;

(4) POS is a moderating variable in the relationship between POJ and PC, between POJ and IP, between PC and Burnout and between burnout and IP but POS is not a moderating variable in the relationship between PC and IP;

(5) PC does not have significant impact on IP;

(6) PC has a negative impact on Burnout;

(7) PC has a positive impact on HAP.

(8) PCV moderates the relationship between POS and POJ and between POJ and IP but PCV is not a moderating variable in the relationship between POS and IP;

(9) Burnout is not a moderating variable in the relationship between POS and IP;

(10) Burnout is shown to moderate the relationship between the PC and IP and between POS and IP;

(11) EE and PD do not have impact on IP;

(12) There is a negative relationship between RPA and IP;

(13) There is a positive relationship between LMX and AC;

(14) There is a positive relationship between HAP and AC;

(15) There is a positive relationship between HAP and IP;

(16) SOM moderates the relationship between PC and Burnout and between LMX and AC.

The importance of organisational justice is evident. The results show that fair relationships entail positive consequences for the employees and organizations. Perception of Organisational Justice increases the Perception of Organisational Support, the perception of compliance with the Psychological Contract, the Affective Commitment, the Leader-Member Exchange and the Individual Performance. On the other hand, Perception of Organisational Justice may depend on the way employees are valued by the organization.

This is, in the presence of the Perception Organisational Support, organisational attitudes and behaviours are regarded as unfair and devalued by employees. In, fact, occurring Perception Organisational Support, organisational situations /attitudes/behaviours regarded as unfair are devalued by employees and in an organisational environment perceived as fair, either with respect to salaries, processes and interpersonal treatment received, employees tend to respond positively to the organization.

Some conclusions were not expected, for example, Perception of Organisational Support and Psychological Contract do not have an impact on employees' Individual Performance.

These results might be explained by the financial, economic crisis currently experienced by the country, and the belief that recognition and reward for performance is unlikely to occur in the short term or in the future. In a financial and economic crisis, organizations seem compelled to reduce benefits and compensations. Additionally, investments in training and opportunities for growth and development are lower, which can be perceived as a psychological contract violation.

However, due to the actual context in which, employees work, they (the employees) may not consider these exchange relations as favourable, and hence, do not respond positively to the organization. In this research, the Perception Organisational Support has no impact on the Individual Performance even when moderated by the Psychological Contract. However, if a violation of Psychological Contract is perceived, Perception of Organisational Support can have a greater role in the relationship between the employee and the organization.

The Psychological contract/Psychological contract violation seems to have a significant moderating impact on the relationship between Perception of Organisational Support and Perception of Organisational Justice and between Perception of Organisational Justice and Individual Performance. In other words, a good perception of the Psychological Contract compliance results in a higher perception of Perception of Organisational Support. Therefore, when employees perceive an organisational environment in which the rules complied and there is not a Psychological Contract Violation or if there are perceptions of lower Psychological Contract Violation, their (employees) attitudinal response are greater involvement, commitment, motivation, satisfaction and happiness at work, increasing their willingness to perform better. Cognition Theory (Staley et al., 2003) also supports these results.

Thus, in this scenario of economic and financial crisis, Perception of Organisational Support and Psychological Contract may be more important. Perception of Organisational Support increases, Perception of Organisational Justice, Psychological Contract increases feelings and attitudes that may predict performance. These results are a significant novelty in our study.

In this study, Perception of Organisational Support has not a positive impact of Affective Commitment, which means that individuals may not develop Affective Commitment when the organization values and treats them with respect. In addition, this could be explained by a financial and economic crisis, by Burnout, disillusion, disbelief and no longer identifying themselves with the organization.

Looking at the moderating role of Burnout, in the presence of higher Burnout, Perception of Organisational Justice increases the positive impact on Individual Performance and, in the presence of lower Burnout, the Psychological Contract has a

positive, but not a significant impact on Individual Performance but in the presence of higher Burnout, that impact is negative and significant. This means that the perception of the rightfulness of procedures in the organization has structural effects seen through the decrease of stress levels or in helping people to deal better with it. Burnout has potentially massive effects on employees that may destroy companies' attempts to motivate them and fulfil their promises and obligations.

When Burnout is present, the human resources policies may not be well understood or not understood at all. The destructive effects of Burnout may eclipse the positive effects of company policies.

The damaging effects of Burnout create a specific context where the overall HRM policies are less effective or even may produce the opposite impacts. Thus, high levels of Burnout can also complicate the work of HRM, which implies greater invest on Perception of Organisational Justice, Leader-Member Exchange, Psychological Contract, Happiness, and Affective Commitment.

To ensure a better understanding of these relationships and to enrich the comprehension of the interactions resulting from HRM policies and decisions, we introduced the role of Satisfaction with Management as a moderating variable. Consequently, the analyses were performed within a context that had specific boundaries.

Regarding the moderating role of Satisfaction with Management, if Satisfaction with Management is lower, Leader-Member Exchange has more impact on Affective Commitment. Thus, it is very important that organizations and managers reinforce Leader-Member Exchange when they cannot change organization's politics and management (for example motivated by work legislation or financial and economic crisis that imposes restrictions). The same is true when we refer to Psychological Contract. Psychological Contract does not have an impact on emotional exhaustion and on reduced personal accomplishment but in the presence of higher Satisfaction with Management, Psychological Contract has a negative impact on the three dimensions of Burnout. Organizations and managers should avoid job dissatisfaction or/and reinforce Perception of Organisational Support, Leader-Member Exchange and Perception of Organisational Justice.

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Further, Satisfaction with Management has a significant moderating impact on the proposed relationships. It can reduce the negative aspects and reinforce the positive aspects. Happy people have greater Affective Commitment and are more productive.

It is evident in the research that Perception of Organisational Justice contributes positively to the perception of Psychological Contract, increasing their Affective Commitment and increasing the Perception of Organisational Support. On the other hand, Perception of Organisational Support contributes positively to the reduction/elimination of Burnout and increases Psychological Contract. So, organizations/managers must stake in justice and in organisational support.

In the same train of thought and as the employees tend to assign human-like characteristics to their organizations, organizations/managers must have a stake in Leader-Member Exchange. Our study indicates that organizations and managers may promote such a bond if they invest in Leader-Member Exchange and employees' Happiness at work.

We know that we are present in a chain of important effects, and positive behaviors and attitudes are important as well as healthy for employees and organizations

4.1.2 Contributions

The originality of this study lies in the integration of various constructs, with a focus on the organisational justice and the relationships of mediation and moderation in a single study to provide a model that depicts a critical chain of effects, using cross-sectorial data. Moreover, the results of this study are very interesting and contribute to a better appreciation of the possible results of Human Resources Management actions upon employee's attitudes and behaviours. Besides, this contributes to the state of the art; this research studies the Perception of Organisational Support as an antecedent of the organization justice. We still need to contextualize the studies since, in an economical and financial crisis and/or in a peripheral economy, the same variables behave differently and even antagonistically from what is described in the literature.

4.1.3 The main implications for management

The overall results of this study are of much interest to managers, as they provide a more comprehensive understanding of the organisational aspects, with a focus on the organisational justice, affecting employee attitudes and behaviours.

They allow managers to appreciate how Perception of Organisational Justice, Perception of Organisational Support, Psychological Contract, Burnout, Leader-Member Exchange and Happiness affect employees' attitudes and behaviours as Affective Commitment. How Psychological contract/Psychological Contract Violation and Burnout can negatively affect the exchange relations between employees and organizations and how the Perception of Organisational Support and Satisfaction with Management can influence the exchange relations between employees and organizations.

As evidenced by the results, when managers explain the reasoning behind their decisions, employees are more tolerant in the face of unfavourable outcomes. The same happens even when employees do not perceive any Violation of the Psychological Contract. When employees know the processes involved in decision-making, take part in those processes, and perceive their contributions to be valued and rewarded, perceptions of distributive injustice have a less negative influence on their behaviours. On the other hand, when the psychological contract is accomplished, trust in managers and in the organization increases, creating a sense of obligation within employees, contributing towards the effort to meet organisational objectives. According to these results, it is possible to design HRM strategies and policies leading to organisational success.

With this knowledge, organizations should invest in leaders who believe in the transparency of processes, in the need for good quality interpersonal relationships, good communication, and the importance of attending the socio-emotional needs of employees. Preventing the emergence of Burnout will give effectiveness and predictability to HRM practices.

In an economical and financial crisis and/or in a peripheral economy, organizations, same variables may behave differently and even antagonistically from what is described in the literature such as Perception of Organisational Support and Psychological Contract do not have an impact on Individual Performance. In this way, this

research contributes to helping managers to act in Hostile/adverse scenarios. If it was already important in regular scenarios, in these cases, it is even more important for managers to bet on and guarantee the organisational justice in the reduction/elimination of the levels of Burnout and in the satisfaction with the management beyond what was already mentioned.

4.1.4 Limitations and recommendations for future research

This investigation faces some methodological limitations, giving rise to new opportunities for future research. Future investigations may use data collected in ways other than self-report evaluations, or use dyads, in order to gather information from different sources. Furthermore, when causal relationships should be explored, longitudinal data is useful in helping to understand the causality issues. Naturally, this gives an opportunity for additional research in this field. Other variables like Affective Commitment, may present significant effects as a moderator of these relationships. Many relationships need future studies. The relationship between Perception of Organisational Justice and Burnout and the relationships between Affective Commitment and Burnout must also be studied. At the same time, it would be interesting to replicate the survey in an economic and financial growth scenario.

We believe this study will encourage the inclusion of such questions in future research, and will help assure a better integration of these concepts in the HRM literature.

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APPENDIX

FACULDADE DE ECONOMIA
UNIVERSIDADE DE COIMBRA

Este questionário é <u>anónimo</u> e <u>confidencial</u>, tem como objetivo a recolha de dados para fins de investigação no âmbito de Tese de Doutoramento em Gestão de Empresas, especialização em Gestão e Pessoas, sob a orientação dos professores Doutores Neuza Ribeiro e Arnaldo Coelho.

Não há respostas certas ou erradas e se a qualquer altura considerar que não quer prosseguir, pode fazê-lo.

Quando nenhuma das respostas for exatamente aplicável, escolha a que mais se aproxima. Se quiser anular uma resposta basta colocar um círculo à volta do **X** que assinalou indevidamente respondendo depois conforme as instruções.

Agradecemos a sua colaboração na resposta deste questionário que não demora mais do que 5 a 10 minutos a preencher.
Obrigada!
Ana Virgolino

1. Indique, por favor, alguns dados da organização onde trabalha:

Setor de Atividade:

Serviços ☐   Comércio ☐   Indústria ☐

Produto ou Serviço Principal: _____

Nº de Empregados: 1 a 5 ☐   6 a 10 ☐   11 a 50 ☐   51 a 100 ☐   Mais de 100 ☐

2. A sua remuneração (vencimento) é composta por: (assinale com um X apenas uma das opções)

2.1. Remuneração base (valor fixo mensal).	1
2.2. Remuneração base e subsídio de alimentação.	2
2.3. Remuneração base e remuneração variável (p.ex. prémios, gratificações, exceto subsídio de alimentação).	3
2.4. Remuneração base, subsídio de alimentação e remuneração variável.	4
2.5. Remuneração base e benefícios (p.ex. telemóvel; carro; seguro de vida e/ou saúde, apoios à educação).	5
2.6. Remuneração base, subsídio de alimentação e benefícios.	6
2.7. Remuneração base, subsídio de alimentação, remuneração variável e benefícios.	7

3. Agora diga-nos **como encara a sua organização**, referindo em que medida as seguintes afirmações **se lhe aplicam ou não**. Utilize a seguinte escala de sete pontos, colocando à frente de cada afirmação um **X** no número correspondente à sua resposta.

A afirmação **não se aplica** rigorosamente nada a mim	Não se aplica	Aplica-se muito pouco	Aplica-se alguma coisa	Aplica-se bastante	Aplica-se muito	A afirmação **aplica-se completamente** a mim
1	2	3	4	5	6	7

3.1. Importo-me realmente com o destino da minha organização.	1	2	3	4	5	6	7
3.2. Tenho orgulho em dizer a outras pessoas que faço parte desta organização.	1	2	3	4	5	6	7
3.3. Tenho uma forte ligação de simpatia por esta organização.	1	2	3	4	5	6	7
3.4. Sinto-me "parte da família" da minha organização.	1	2	3	4	5	6	7
3.5. Sinto que existe uma forte ligação afetiva entre mim e a minha organização.	1	2	3	4	5	6	7

4. **Agora**, usando a seguinte escala de 7 pontos, refira como se tem sentido, nos últimos 3 meses, **relativamente À SUA ORGANIZAÇÃO**. Assinale com um **X** a sua resposta.

	Nunca	Quase Nunca	Raramente	Por vezes	Usualmente	Quase Sempre	Sempre
Ansioso/Inquieto	1	2	3	4	5	6	7
Deprimido/abatido	1	2	3	4	5	6	7
Feliz	1	2	3	4	5	6	7
Preocupado	1	2	3	4	5	6	7
Tenso(a)	1	2	3	4	5	6	7
Bem-disposto	1	2	3	4	5	6	7
Entusiasmado	1	2	3	4	5	6	7
Motivado	1	2	3	4	5	6	7
Otimista	1	2	3	4	5	6	7
Activo	1	2	3	4	5	6	7
Agressivo	1	2	3	4	5	6	7
Alerta	1	2	3	4	5	6	7
Cheio(a) de energia	1	2	3	4	5	6	7
Irritado	1	2	3	4	5	6	7
Molestado/incomodado	1	2	3	4	5	6	7

5. Por favor, assinale a resposta **que melhor descreve o seu trabalho**, em **comparação** com os **seus** colegas. As respostas possíveis são as seguintes (assinale com um X a sua resposta):

Abaixo da média	Na Média	Acima da Média	Muito Bom	Excelente
1	2	3	4	5

5.1. Qual das seguintes opções melhor descreve a forma como o seu superior o classificou na última avaliação de desempenho?	1	2	3	4	5
5.2. Qual é o nível de eficiência do seu trabalho em comparação com os seus colegas? Por outras palavras, até que ponto é que usa de forma adequada os recursos disponíveis (dinheiro, pessoas, equipamentos, etc.)?	1	2	3	4	5
5.3. Como se classifica, em comparação com os seus colegas, a ajustar-se a mudanças no modo de trabalho?	1	2	3	4	5
5.4.Como é que o seu nível de produção, em quantidade, se pode comparar com os níveis de produtividade dos seus colegas?	1	2	3	4	5
5.5. Em comparação com os seus colegas, como avalia as suas capacidades de impedir ou minimizar potenciais problemas antes que eles ocorram?	1	2	3	4	5
5.6. Como reage a situações de relativa emergência (como crises, prazos curtos, questões pessoais inesperadas, repartição dos recursos, problemas, etc.) em comparação com os seus colegas?	1	2	3	4	5
5.7. Como é que a qualidade do seu trabalho se pode comparar à dos seus colegas?	1	2	3	4	5
5.8. Em comparação com os seus colegas, qual é a sua eficácia em adaptar-se às mudanças no trabalho?	1	2	3	4	5
5.9. Como avalia a qualidade da sua resposta a situações de relativa emergência em comparação com os seus colegas?	1	2	3	4	5
5.10.Qual é a sua rapidez em adaptar-se às mudanças no trabalho, comparando com os seus colegas?	1	2	3	4	5

6- Indique por favor o seu grau de concordância com as seguintes afirmações, de acordo com a seguinte escala (assinale com um X a sua resposta):

Discordo Fortemente	Discordo	Não Concordo, Nem Discordo	Concordo	Concordo Fortemente
1	2	3	4	5

6.1.O meu supervisor está satisfeito com o meu trabalho.	1	2	3	4	5
6.2.O meu supervisor entende os meus problemas e necessidades de trabalho.	1	2	3	4	5
6.3.O meu supervisor sabe como é que eu sou bom no trabalho.	1	2	3	4	5
6.4.O meu supervisor está disposto a usar o seu poder para me ajudar a resolver os problemas do trabalho.	1	2	3	4	5
6.5. Eu tenho uma boa relação de trabalho com o meu supervisor.	1	2	3	4	5
6.6.O meu supervisor está disposto a ajudar-me no trabalho quando eu realmente preciso	1	2	3	4	5
6.7. Eu tenho confiança suficiente no meu supervisor para defender e justificar as suas decisões mesmo que ele não esteja presente.	1	2	3	4	5

7- Para cada afirmação, **indique por favor, o seu grau de concordância**. Utilize a seguinte escala de sete pontos, **colocando** um **X** no <u>número</u> que melhor descreve o que sente em relação à sua atual organização.

Discordo Fortemente 1	Discordo Moderadamente 2	Discordo Ligeiramente 3	Não Concordo, Nem Discordo 4	Concordo Ligeiramente 5	Concordo Moderadamente 6	Concordo Fortemente 7

	1	2	3	4	5	6	7
7.1. No conjunto, tenho que dizer que sou recompensado de forma justa pela minha organização.	1	2	3	4	5	6	7
7.2. Posso contar com a minha organização para ter políticas justas.	1	2	3	4	5	6	7
7.3. Sou sempre informado sobre o que acontece na minha organização e do porquê de ter acontecido.	1	2	3	4	5	6	7
7.4. Os representantes da organização, não incluindo o meu supervisor, sempre me deram o que merecia.	1	2	3	4	5	6	7
7.5. Independentemente do resultado ser bom ou ser mau, a organização informa-me sempre.	1	2	3	4	5	6	7
7.6. Na globalidade, as pessoas são recompensadas de forma justa pela organização.	1	2	3	4	5	6	7
7.7. Na minha organização as regras e os regulamentos são muito justos.	1	2	3	4	5	6	7
7.8. A minha organização assegura que as pessoas recebam o que merecem.	1	2	3	4	5	6	7
7.9. Não temos políticas justas na minha organização.	1	2	3	4	5	6	7
7.10. Embora certas ou erradas, a minha organização explica-me sempre as suas decisões.	1	2	3	4	5	6	7
7.11. Os procedimentos que a organização utiliza para tomar decisões não são justos.	1	2	3	4	5	6	7
7.12. As decisões tomadas na minha organização são sempre "muito claras" e do conhecimento de todos.	1	2	3	4	5	6	7
7.13. Nesta organização, não existe relação entre as recompensas que as pessoas recebem e o que merecem.	1	2	3	4	5	6	7
7.14. A minha organização trata-me com dignidade e respeito.	1	2	3	4	5	6	7
7.15. Na minha organização, a maior parte das pessoas tem direito a muito mais do que recebem da organização.	1	2	3	4	5	6	7
7.16. Sinto que a minha organização tem um elevado respeito por mim.	1	2	3	4	5	6	7
7.17. A minha organização não se interessa pelo meu desempenho.	1	2	3	4	5	6	7
7.18. Os órgãos de gestão desta organização agem corretamente.	1	2	3	4	5	6	7
7.19. Os órgãos de gestão ouvem as nossas sugestões/reclamações.	1	2	3	4	5	6	7
7.20. As pessoas que trabalham na organização recebem um bom auxílio por parte dos órgãos de gestão.	1	2	3	4	5	6	7
7.21. Esta organização é gerida de forma apropriada.	1	2	3	4	5	6	7
7.22. Eu tenho confiança na equidade e honestidade da gestão da organização.	1	2	3	4	5	6	7
7.23. Quase todas as promessas feitas pelo meu empregador durante o processo de recrutamento têm sido mantidas até agora.	1	2	3	4	5	6	7
7.24. Eu sinto que o meu empregador tem conseguido cumprir as promessas que me fez quando me contratou.	1	2	3	4	5	6	7
7.25. Até agora o meu empregador tem feito um excelente trabalho ao cumprir as suas promessas.	1	2	3	4	5	6	7
7.26. Eu não recebi tudo o que me foi prometido em troca das minhas contribuições.	1	2	3	4	5	6	7
7.27. O meu empregador tem quebrado muitas das promessas que me fez embora eu tenha feito a minha parte.	1	2	3	4	5	6	7
7.28. Existe interesse por parte da minha organização com o meu bem-estar.	1	2	3	4	5	6	7
7.29. A organização valoriza a minha contribuição para o seu sucesso.	1	2	3	4	5	6	7
7.30. Mesmo que eu faça o meu trabalho da melhor forma possível a organização não repara.	1	2	3	4	5	6	7
7.31. A organização preocupa-se com a minha satisfação geral no trabalho.	1	2	3	4	5	6	7
7.32. A organização demonstra pouca preocupação comigo.	1	2	3	4	5	6	7
7.33. A organização tem orgulho nos meus feitos no trabalho.	1	2	3	4	5	6	7
7.34. A organização não aprecia qualquer esforço extra que eu faça.	1	2	3	4	5	6	7
7.35. A organização ignora qualquer reclamação que eu faça.	1	2	3	4	5	6	7

8. Em relação **às seguintes situações**, indique por favor, **a que melhor descreve o tipo de compra que habitualmente faz**. Utilize a seguinte escala de cinco pontos, colocando um **X** no número correspondente à sua resposta.

Discordo Fortemente 1	Discordo 2	Não Concordo, Nem Discordo 3	Concordo 4	Concordo Fortemente 5

	1	2	3	4	5
8.1. Adquiro produtos de forma espontânea.	1	2	3	4	5
8.2. "Simplesmente compro ", descreve a maneira como adquiro produtos.	1	2	3	4	5
8.3. Compro produtos sem pensar.	1	2	3	4	5
8.4. Se vejo algum produto que chame a atenção compro.	1	2	3	4	5
8.5. Penso "compra agora, pensa depois".	1	2	3	4	5
8.6. Apetece-me comprar produtos no "calor do momento".	1	2	3	4	5
8.7. Compro produtos dependendo de como me sinto no momento.	1	2	3	4	5
8.8. Planeio cuidadosamente a maior parte das minhas compras.	1	2	3	4	5
8.9. Sou imprudente quando compro.	1	2	3	4	5

9- Leia, por favor, cada afirmação e pense se alguma **vez se sentiu assim em relação ao seu trabalho**. Recorrendo, à seguinte escala e, se nunca se sentiu assim assinale com um **X** o "**1**" (um). **Caso contrário, se já experimentou esse sentimento, indique quantas vezes o** sente.

	Nunca	Algumas vezes por ano	Uma vez por mês	Algumas vezes por mês	Uma vez por semana	Algumas vezes por semana	Todos os dias						
	1	2	3	4	5	6	7						
9.1. Sinto-me emocionalmente esgotado com o meu trabalho.							1	2	3	4	5	6	7
9.2. Sou menos interessado no meu trabalho desde que assumi esta função.							1	2	3	4	5	6	7
9.3. Sinto-me entusiasmado quando realizo algo no meu trabalho.							1	2	3	4	5	6	7
9.4. Sinto-me esgotado no final de um dia de trabalho.							1	2	3	4	5	6	7
9.5. Estou menos entusiasmado com o meu trabalho.							1	2	3	4	5	6	7
9.6. Realizo muitas coisas valiosas no meu trabalho.							1	2	3	4	5	6	7
9.7. Sinto-me cansado quando me levanto pela manhã e preciso encarar outro dia de trabalho.							1	2	3	4	5	6	7
9.8. Sou mais descrente sobre a contribuição do meu trabalho.							1	2	3	4	5	6	7
9.9. Posso efetivamente solucionar os problemas que surgem no meu trabalho							1	2	3	4	5	6	7
9.10. Trabalhar o dia todo é realmente motivo de tensão para mim.							1	2	3	4	5	6	7
9.11. Duvido da importância do meu trabalho.							1	2	3	4	5	6	7
9.12. Sinto que estou a dar uma contribuição efetiva para a minha organização.							1	2	3	4	5	6	7
9.13. Sinto-me acabado por causa do meu trabalho.							1	2	3	4	5	6	7
9.14. Na minha opinião sou bom naquilo que faço.							1	2	3	4	5	6	7
9.15. Só desejo fazer o meu trabalho e não ser incomodado.							1	2	3	4	5	6	7
9.16. No meu trabalho, sinto-me confiante de que sou eficiente e capaz de fazer com que as coisas aconteçam.							1	2	3	4	5	6	7

10. Agora, e para finalizar, indique por favor, alguns dados a seu respeito:

Género: Feminino ☐   Masculino ☐   Idade: ☐

Nível de Escolaridade:
1º Ciclo (1ª - 4º Ano) ☐
2º e 3º Ciclo (5º - 9º Ano) ☐
Ens.Secund. (10º -12º Ano) ☐
Curso Superior ☐
Mestrado/Doutoramento ☐

Função que desempenha na empresa
Administrador/Gerente ☐
Chefia (Departamento/ Secão/Serviço) ☐
Técnico ☐
Operador ☐
Outras Funções ☐
Indique qual? ☐

Há quanto tempo (anos) trabalha nesta Organização? ☐

Qual o seu rendimento líquido mensal?

Até 500€ ☐   De 501 a 1.000 € ☐   De 1.001 a 1.500 € ☐   De 1.501 a 2.000 € ☐   De 2.001 a 5.000 € ☐   Superior a 5.000 € ☐

MUITO OBRIGADO PELA SUA COLABORAÇÃO!