

Behavioural Mechanism of Overseas Employees in Chinese Transnational Enterprises When Their Psychological Contract Being Breached

Yong Zhao, Chunming Qu, Xinyi Zuo, Bin Ma*

Research Centre of Urban Management Anhui Jianzhu University, Hefei 230601 China

*Corresponding Author.

Abstract:

Using 795 employees working in 11 Chinese transnational enterprises in South Africa and Zimbabwe as a sample, this article studied the behavioural mechanism when their psychological contract being breached. Results revealed that psychological contract breach not only had significant influence on employees' exit, voice, loyalty, and neglect behavior directly, but also had indirect effect on their behaviors through job satisfaction. However, the disagreement with other researches was that psychological contract breach exerted its influence on voice behavior totally through the mediation of job satisfaction. Discussion and explanation were given sufficiently. Managerial Implications of the study for Chinese transnational enterprises were discussed. .

Keywords: *Psychological contract breach; EVLN behavior model; Influence mechanism; Overseas employee; Chinese transnational enterprise*

I. INTRODUCTION

As more and more Chinese enterprises go abroad, the number of overseas branches and dispatched employees of Chinese enterprises has risen. The history of transnational operation of Chinese enterprises is relatively short, and their management experiences, especially in the aspect of management of their overseas employees are inadequate. This has become the bottleneck and restrained the development of Chinese transnational enterprises. How to effectively manage the overseas employees is the problem that Chinese transnational enterprises urgently need to solve.

Psychological contract is the latest and most-frontier research perspective for enterprises to encourage employees and build good employment relationship. In recent 30 years, due to the impact of global economic integration, the uncertainty of enterprise's external environment is being increased gradually. This makes it more difficult for organizations to fulfil its responsibilities towards their employees [1-2]. The psychological contract breach (PCB) often occurs. Employees would exit, voice, loyalty, or neglect when they were less satisfied for the exchange relationship with their work or organization [3]. Rusbult et al developed a model named EVLN as a relatively mature analytical framework for employees' behaviour. [4-6]. Some scholars introduced this model into the research of PCB, and found that employees would take corresponding behaviour response when they perceived the organization did not fulfil its responsibilities. With the deepening of researches on PCB, scholars also found some factors, e.g., job satisfaction, employees' personality, etc. playing mediating and adjusting role between PCB and employees' behaviour. Although researchers and managers had some recognition of the acting mechanism of PCB on employees' behaviour response, systematic researches on this field are scarce, not even on overseas employees of Chinese transnational enterprises. This paper takes overseas employees of Chinese transnational enterprises as a sample to study the influence mechanism of PCB on employees' behaviour.

II. LITERATURE BACKGROUND AND HYPOTHESES

2.1 Direct influences of PCB on employees' behavior

In western literature, employees would have more exit, voice and neglect but less loyalty behaviours when their psychological contract being breached. This was supported by many empirical studies[7-10].But some studies with oriental employees as samples were conflict with those western studies. Bai Yanli found, although PCB as a whole had no effect on voice behaviour significantly, the breach dimension of transaction effected significantly on exit, loyalty and neglect behaviour of employees in Chinese enterprises, and the dimension of development only had effect on exit behaviour significantly[11].Wei Feng studied the influence of PCB on the behavior of Managers in Chinese enterprises, and the results showed that PCB had a negative impact on employee voice behavior and employee neglect. That is, the higher the degree of psychological contract breach perceived by employees, the less voice and neglect behaviors are[12].

Zhang and Zhao[13] divided employees' PCB into relational contract breach (RCB), transaction contract breach (TCB) and development contract breach (DCB), and found that PCB did not have significant influence on exit behaviour, but RCB had negative influence on voice behaviour significantly, DCB and TCB both had negative influence on loyalty behaviour

significantly. The study also found that RCB had no significant influence on loyalty behaviour, and TCB had significant positive influence on neglect behaviour. This paper agrees with the conclusions above and proposes the following hypotheses:

H1: PCB has significant influence on employees' exit, voice, neglect, and loyalty behaviour. Specifically, PCB has significant positive influence on employees' exit behaviour (H1a); PCB has significant negative influence on employees' voice behaviour (H1b); PCB has significant negative influence on employees' loyalty behaviour (H1c); PCB has significant positive influence on employees' neglect behaviour (H1d).

2.2 Mediating effects on the relationship between PCB and employees' EVLN behavior

Psychological contract is based on social exchange theory, principle of reciprocity, theory of fairness and theory of cognitive dissonance. From viewpoint of psychological contract formation, psychological contract has two sources. One is the explicit or implicit commitment of organization agents; another is employees' understanding of the organizational culture and general practices[14-15]. Employees tend to interpret the psychological contract by the way more favourable to them. Job satisfaction is the most important variable in organizational behaviour field, and usually is named as 'Grail' by researchers[16]. Psychological contract is the result of exchange between individuals and the organization, whereas job satisfaction is a kind of emotional experience of the work and activities related to the work[17]. Psychological contract exists as the intrinsic cause of job satisfaction, fulfillment or violation of employees' psychological contract by the organization is an important factor that influences employees' job satisfaction[18-21]. The influence of PCB on job satisfaction has been empirically tested by scholars both at home and abroad. In previous studies, scholars have verified that PCB reduced employees' job satisfaction[22-25]. Thus, the hypothesis is proposed below:

H2: PCB has significant negative influence on job satisfaction, that is, PCB causes reduction of employees' job satisfaction significantly.

In studies on organizational psychology, job satisfaction was not only the result of employees' individual subjective evaluation on their working conditions, but also the reason of employees' numerous organizational behaviour. Therefore, job satisfaction is one of most common concept in organizational behaviour studies. A lot of researches on the relationship between job satisfaction and employees' behaviour have proved that low job satisfaction would cause increase of employees' passive and destructive behaviour, and decrease of positive and constructive behaviour[26]. That means,

H3: Job satisfaction has significant influence on employees' exit, voice, loyalty, and neglect behaviour. However, the influences of job satisfaction on the four behaviour are different.

Low job satisfaction results of higher intent to quit and exit, often being late and absent[27-30]. Also low job satisfaction causes employees to violate the laws or organizational rules and regulations, such as procrastination, pretending sickness, damaging equipment, complaint, and disobeying orders[31-33]. Therefore, the hypothesis is proposed below:

H3a: job satisfaction has significant negative correlation with employees' exit and neglect behaviour, the higher the job satisfaction, the lower the exit and neglect behaviour.

High job satisfaction can increase employees' positive and constructive behaviour, such as giving work advice (voice behaviour)[34]. Although researchers have not established direct relationship between job satisfaction and employees' loyalty behaviour, relationships between job satisfaction and a series of constructive organizational behaviour, such as organizational commitment, organizational citizenship behaviour etc. have been verified. High job satisfaction would enhance employees' organizational citizenship behaviour[35-39], pro-social behaviour[40], and innovation behaviour[41-42]. High job satisfaction brings about loyalty[43], whereas low job satisfaction results in low organizational commitment[44-45]. The following hypotheses are given below:

H3b: job satisfaction has significant positive correlation with employees' voice behaviour, the higher the job satisfaction, the more the voice behaviour.

H3c: job satisfaction has significant positive correlation with employees' loyalty behaviour, the higher the job satisfaction, the more the loyalty behaviour.

According to hypotheses above, a theoretical model on relationships between PCB and employees' behaviour is obtained (as shown in Fig. 1).

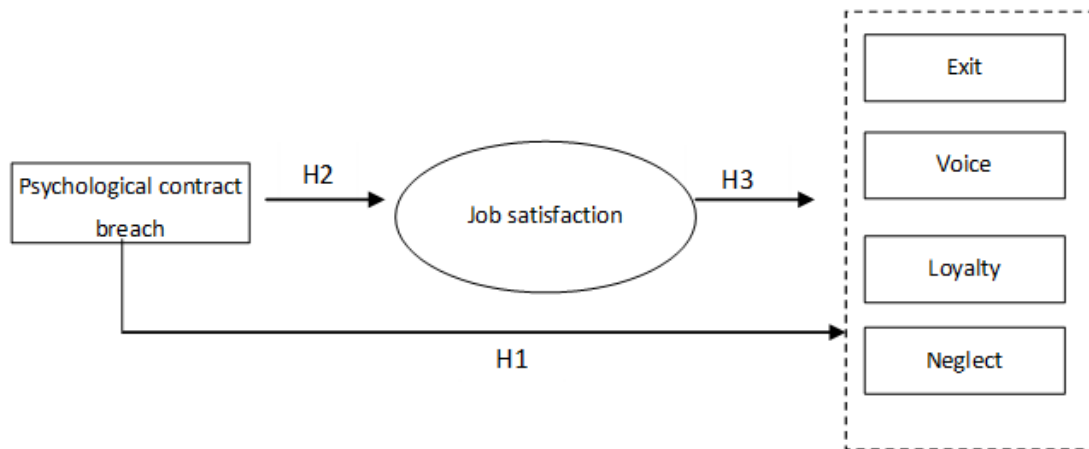


Fig. 1. Theoretical model of influences of PCB on employees' behaviour

III. METHOD

3.1 Participants

800 participants coming from 11 Chinese companies in South Africa and Zimbabwe were surveyed. The questionnaires were distributed through the human resource departments of enterprises. By rejecting 5 questionnaires with much information loss and obvious information distortion and finally 795 effective questionnaires were accepted, with effective response rate of 99.4%. Among these samples, 91.3% were males, 81.5% were married, and 76.4% of employees fell within the range of 26-45 years old, and 50.6% of employees had the education background of senior high school and below.

3.2 Measures

3.2.1 EVLN Behaviour

The questionnaire developed by Rusbult et al[46] was adopted. The EVLN scale had 20 items. 'I often wanted to quit my job' is one of the items. Alpha reliability coefficients were .82, .87, .90 and .83, for exit, voice, loyalty, and neglect respectively.

3.2.2 Psychological Contract Breach

The questionnaires of Zhang & Zhao[47] was adopted using three items to directly measure the employees' perceived psychological contract breach. 'The organization has so far done a great job of fulfilling its commitments to me' is one of the items. Alpha reliability coefficients were .84.

3.2.3 Job Satisfaction

The questionnaire of job satisfaction used in this study was developed by Zhao[48]. The questionnaire consisted of 6 questions, including such six aspects of job as of position, salary, colleagues, superior leaders, training and promotion. One of the items is 'I was satisfied with my salary.' Alpha reliability coefficients were .91

All items above were measured using a 5-point, Likert-type scale ranging from 'strongly disagree' to 'strongly agree.'

3.3 Procedures

3.3.1 Analysis on direct influences of PCB on employees' EVLN behaviour

Means, standard deviations and correlations among variables were shown in Table I. It

proved that correlations between PCB and employees' four behaviour were significant.

It was relatively tedious to adopt the conventional linear regression to analyze employees' behavioural responses to PCB, for there were four dependent variables in the models. Structural equation model (SEM) is suitable to analyze relations among multiple variables synchronously, and relations in the model are clearer. In this study, SEM was adopted and AMOS8.0 was employed to verify the paths from PCB to EVLN behaviour respectively.

TABLE I. Results of correlation analysis

| | Mean | Std. Deviation | 1 | 2 | 3 | 4 | 5 |
|------------|--------|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. Exit | 1.8294 | .69413 | | | | | |
| 2. Voice | 3.4701 | .75578 | -.284 ^(**) | | | | |
| 3. Loyalty | 4.0332 | .76361 | -.446 ^(**) | .393 ^(**) | | | |
| 4. Neglect | 1.5926 | .64446 | .325 ^(**) | -.299 ^(**) | -.443 ^(**) | | |
| 5. JS | 4.1907 | .79472 | -.410 ^(**) | .419 ^(**) | .703 ^(**) | -.371 ^(**) | |
| 6. PCB | 3.2517 | .73077 | .477 ^(**) | -.236 ^(**) | -.385 ^(**) | .317 ^(**) | -.389 ^(**) |

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

First, according to aforesaid hypotheses, model 1 was established, which included four paths from PCB to exit, voice, loyalty and neglect behaviour respectively. The test results of main parameters of model 1 were shown in Table II. By reference to the advice on correction proposed after test of model 1, pair-wise correlations between the residual differences of such four behaviour variables as exit, voice, loyalty and neglect behaviour were allowed, the path from PCB to voice was deleted, because the coefficient of the path was not significant. Then model 2 was constructed.

According to Wen et al[49], it can be clearly seen that model 1 was not good. Model 2 showed better fitness than model 1.

TABLE II. Results of structural equation analyses of direct influences

| | χ^2/df | <i>p</i> | GFI | RMR | RMSEA | TLI | CFI |
|---------|-------------|----------|-------|-------|-------|-------|-------|
| Model 1 | 50.655 | 0.000 | 0.639 | 0.152 | 0.471 | 0.318 | 0.506 |
| Model 2 | 2.209 | 0.063 | 0.981 | 0.032 | 0.060 | 0.977 | 0.998 |

As shown in model 2, the ratio of Chi-square to degree of freedom was 2.209, which was less than 3. The test indicated that the difference between the observed data and the theoretical model was no significant($p=0.063$). Index GFI, TLI and CFI were all bigger than 0.90, the

approximation error square root (RMSEA) was is close to the critical level of 0.05. All the indicators showed that the observed data was better fitting with model 2. Therefore, model 2 was acceptable. Fig. 2 showed the complete standard solution of model 2.

As seeing from Figure 2, hypothesis 1a was supported. PCB had significant positive influence on employees' exit behaviour. The higher the degree of PCB, the stronger the employees' exit behaviour. The influence of PCB on employees' voice behaviour was not significant, hypothesis 1b was not supported. PCB had significant negative influence on employees' loyalty behaviour, hypothesis 1c is supported, the higher of PCB, the lower the degree of employees' loyalty. Hypothesis 1d was also supported, PCB had positive influence on employees' neglect behaviour significantly, the higher the degree of PCB, the more the employees' neglect behaviour.

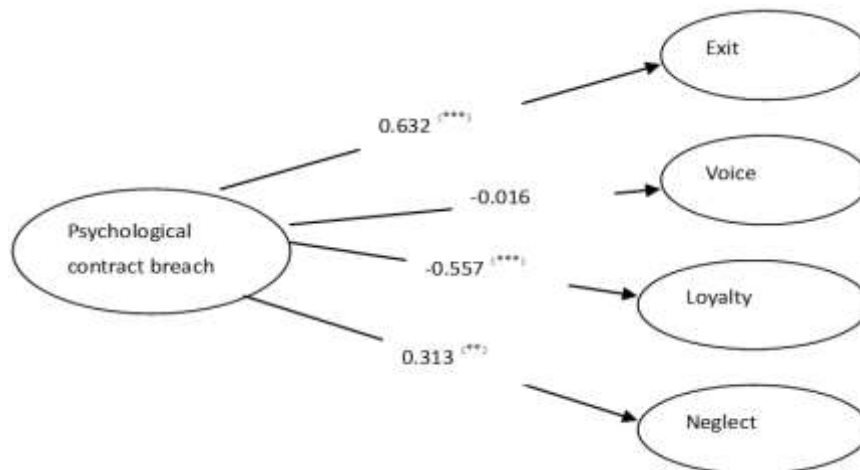


Fig. 2. Standardized solution of the corrected model for influences of PCB on EVLN behaviour

3.3.2 Mediation function in the relationship between PCB and EVLN behaviour

Whether a factor is a mediating variable or not must meet the following three conditions: (1) the independent variable and mediating variable are significantly correlated with the dependent variable respectively; (2) the independent variable is significantly correlated with the mediating variable; (3) after the mediating variable is admitted to the model, if the significance of correlation between the independent variable and dependent variable becomes lower, the variable acts as a partial mediator; if the correlation between the independent variable and dependent variable becomes no more significant, this variable plays mediating role totally[50].

As Table I shown, job satisfaction was significantly correlated with PCB, job satisfaction and PCB was also significantly correlated with employees' four behaviour respectively.

Therefore, job satisfaction met the first two demands as a mediating variable. After the mediating variables are admitted to the model, the change in the level of significance between the independent variable and dependent variable is generally tested by linear regression. Considering the dependent variables in the models had multiple dimensions, it was relatively tedious to adopt the conventional linear regression. Thus, this study adopted SEM to verify the mediating effect of job satisfaction in the influences of PCB on exit, voice, loyalty and neglect (EVLN) behaviour.

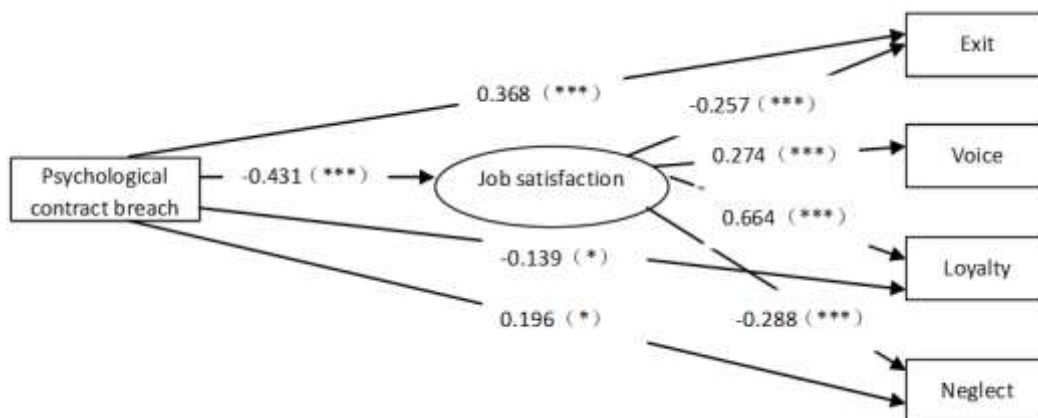
First, model 1 was built by taking job satisfaction as a full mediating variable. In model 1, the paths from PCB to job satisfaction, then to EVLN behaviour respectively were built. According to the advice on correction in the preliminary test of the model, correlations of residual difference between job satisfaction and employees' EVLN behaviour respectively were permitted. Then the corrected model 1 was tested again. Table 3 showed that only values of GFI and CFI reached the reasonable range demands. Therefore, this model was not ideal.

Second, the direct paths from PCB to EVLN behaviour respectively were overlaid on model 1 to construct model 2. After preliminary test of model 2, correlations between residual differences of result variables respectively were built according to the advice on model correction. Then the corrected model was tested again. The values of fitting indexes in model 2 all reached the reasonable range. That was to say, model 2 was acceptable.

TABLE III. Results of structural equation analyses of mediation influences

| | χ^2/df | p | GFI | RMR | RMSEA | TLI | CFI |
|---------|-------------|-------|-------|-------|-------|-------|-------|
| Model 1 | 5.833 | 0.000 | 0.958 | 0.054 | 0.103 | 0.897 | 0.939 |
| Model 2 | 2.262 | 0.079 | 0.997 | 0.017 | 0.044 | 0.989 | 0.998 |
| Model 3 | 1.557 | 0.156 | 0.999 | 0.012 | 0.026 | 0.997 | 0.998 |

Although model 2 was acceptable, the analysis results of standardized regression coefficients, namely path coefficients showed that the direct influence of job satisfaction on the relationship between PCB and voice behaviour did not reach the level of 0.05. Therefore, this path in model 2 was deleted and model 3 was obtained. According to the test results of model 3, all the fit indexes reached the ideal values. By comprehensively comparing the indexes of three models, it was found that model 2 and model 3 were better than model 1. Model 1 was rejected due to poor degree of fitting. By comparing model 2 with model 3, the fitness of the latter was better (See Table III). Therefore, model 2 was rejected and model 3 was accepted finally.



(Note: ***: significance level <0.001, *: significance level <0.05)

Fig. 3. Optimum path model among PCB, job satisfaction and EVLN behavior

Specific paths among the independent variables, mediating variable and dependent variables of the optimum fitting model (model 3) were constructed in Fig. 3. It can be intuitively seen that PCB had significant negative influence on job satisfaction. That was, the higher the degree of PCB, the lower the job satisfaction. Job satisfaction only played full mediating role in the relationship between PCB and voice behaviour, and played part of mediating role in relationships between PCB and other three behaviour.

Table IV gave the standardized regression coefficients, critical ratios and their significance levels in model 3. PCB had significant negative influence on job satisfaction, had significant positive influences on both exit and neglect behaviour, and had significant negative effects on both voice and loyalty behaviour. Job satisfaction had significant negative influences on both exit and neglect behaviour, and had significant positive influences on both voice and loyalty behaviour.

TABLE IV. Standardized regression coefficients, critical ratios and significance levels in the optimum model

| Path relation | Standardized regression coefficient | Critical ratio | Significance level |
|--------------------------|-------------------------------------|----------------|--------------------|
| PCB → job satisfaction | -0.431 | 8.30 | *** |
| PCB → exit | 0.368 | 8.26 | *** |
| PCB → voice | -0.073 | 1.41 | ---- |
| PCB → loyalty | -0.139 | 5.19 | * |
| PCB → neglect | 0.196 | 6.24 | * |
| Job satisfaction → exit | -0.257 | 7.46 | *** |
| Job satisfaction → voice | 0.274 | 7.38 | *** |

| | | | |
|----------------------------|--------|-------|-----|
| Job satisfaction → loyalty | 0.664 | 11.21 | *** |
| Job satisfaction → neglect | -0.288 | 7.52 | *** |

Note: Maximum likelihood (ML) is adopted for the model to conduct regression coefficient estimation, significance level*: P<0.05, ***: p<0.001.

β_2 was the standardized regression coefficient of the mediating variable, ‘job satisfaction,’ to each behaviour variable. β_1 was the standardized regression coefficient of PCB to job satisfaction. The product of β_1 and β_2 was the value of indirect influence of PCB on the behaviour through the mediating variable. β_3 was the value of direct influence of PCB on the behaviour. The sum of β_3 and $\beta_1\beta_2$ was the total influence effect.

TABLE V. Influence effects of PCB on exit, voice, loyalty and neglect behavior

| Path relation | Indirect effect ($\beta_1\beta_2$) | Direct effect (β_3) | Overall effect ($\beta_1\beta_2+\beta_3$) |
|---------------|--------------------------------------|-----------------------------|---------------------------------------------|
| PCB→ exit | 0.111 | 0.368 | 0.479 |
| PCB→ voice | -0.118 | ---- | -0.108 |
| PCB→ loyalty | -0.286 | -0.139 | -0.425 |
| PCB→ neglect | 0.124 | 0.196 | 0.320 |

Table V showed that PCB had bigger overall influence on employees’ exit and loyalty behaviour, but the directions were opposite, the higher the PCB, the stronger the exit behaviour, but the lower the loyalty behaviour. The overall influence of PCB on neglect behaviour was second strong, the higher the degree of PCB, the higher the neglect behaviour. The overall influence of PCB on voice behaviour was smallest, the higher the degree of PCB, the lower the voice behaviour.

IV. RESULTS

According to analyses above, most of hypotheses proposed in this paper were supported except H1b (See Table VI). The test results showed that PCB not only had direct influence on employees’ exit, loyalty and neglect behaviour significantly, but also had indirect influences on them through job satisfaction. However, the influence of PCB on employees’ voice behaviour was performed by the mediation of job satisfaction. The direct influence of PCB on it was not significant.

TABLE VI. Results of hypotheses test

| Hypothesis | Content | Result |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| H1 | PCB has significant influence on employees' exit, voice, neglect, and loyalty behaviour. | ----- |
| H1a | PCB has a significant positive influence on employees' exit behaviour. | Supported |
| H1b | PCB has a significant negative influence on employees' voice behaviour. | Not supported |
| H1c | PCB has a significant negative influence on employees' loyalty behaviour. | Support |
| H1d | PCB has a significant positive influence on employees' neglect behaviour. | Supported |
| H2 | PCB has a significant negative influence on job satisfaction. | Supported |
| H3 | Job satisfaction has significant influence on employees' exit, voice, neglect, and loyalty behaviour. | ----- |
| H3a | Job satisfaction has significant negative correlation with exit and neglect, the higher the job satisfaction, the lower the exit and neglect behaviours. | Supported |
| H3b | Job satisfaction has significant positive correlation with voice, the higher the job satisfaction, the more the voice behaviour. | Supported |
| H3c | Job satisfaction has significant positive correlation with loyalty, the higher the job satisfaction, the more the loyalty behaviour. | Supported |

V. DISCUSSION

In studies on PCB in western countries, the employees' PCB would cause increase of their exit, voice and neglect behaviour and decrease of loyalty behaviour was supported by many empirical studies. But some studies conflicted with each other, especially with studies taking oriental employees as samples. This manifests that the effect of PCB on western employees' behaviour is different from that on oriental employees. When taking Chinese employees as her sample, Bai Yanli found that PCB did not effected voice behaviour, TCB effected their exit, loyalty and neglect behaviour significantly, and DCB only effected employees' exit behaviour significantly[11]. Wei Feng studied the effect of PCB of managers in Chinese enterprises on their behaviour, the results showed that the RCB did effect neglect behaviour significantly, but the effect direction was negative[12]. In addition, the effect of PCB on employees' voice behaviour was also negative. That was, the higher the PCB, the less the voice behaviour. This was different from the conclusions in the most of western studies.

The present study proves that employees' psychological contract breach has positive influence on their exit behaviour, which agrees with research results of predecessors. The

relation coefficient between the PCB of Chinese managers and exit behaviour was 0.325 in Wei Feng's study[12], and that was 0.38 in Turnley & Feldman' study which taking employees of American enterprises as the sample[24]. The same relation correlation in present study was 0.497, while the sample was overseas employees in Chinese transnational enterprises. That means PCB is the important cause for employees no matter under what culture background to leave their organizations.

The implication of loyalty in this study came from Rusbult's concept, that was, passive obedience, optimistically waiting for improvement of conditions, supporting to the organization in every aspect, looking forward to performance improvement of the organization, practicing organizational citizenship behaviour[46]. The study supported that PCB had negative influence of on loyalty behaviour. This agrees with conclusions obtained by predecessors such as Turnley & Feldman[45], Bai Yanli, et al[11].

The hypothesis that PCB has positive influence on neglect behaviour was supported. This is in agreement with predecessors' research results, and enriches the empirical study of neglect behaviour. Turnley & Feldman concluded that employees experiencing psychological contract breach had less reason to continue working hard and being devoted to their organizations[24]. Robinson also found that PCB was negatively correlated with the performance of employees reported by them in workplace[1]. Employees responded to PCB with temporary absence and psychological non-participation[51]. According to Lin Zhong, et al, neglect behaviour would further evolve into exit behaviour if it was becoming more and more serious[52].

The study shows that PCB had no significant influence on employees' voice behaviour. This is not in agreement with the conclusion of Turnley & Feldman that PCB increased voice behaviour and the conclusion of Wei Feng that PCB resulted in reduction of managers' voice behaviour[34,12]. That is to say, PCB is not the antecedent variable that triggers or suppresses voice behaviour. Turnley & Feldman concluded that under the western scenario, when the degree of employees' satisfaction reduced, voice behaviour was an effective mechanism to repair the employment relationship constructively[34]. However, in the scenario of Chinese organizations, it was not the case. By the influence of traditional culture, the response of the employees in Chinese organizations was relatively complicated when they perceived the breach of their psychological contracts. Guo Xiaowei proposed that characteristics rooted in Chinese culture, such as golden-mean thinking, collectivism, power distance, long-term concept, etc. were all the important factors that influenced employees' voice behaviour[53]. The organizational environment of Chinese overseas employees is different from that of Western companies and domestic companies. In Chinese overseas enterprises, expatriates worked abroad within a certain period. When the work period was over, they would be dispatched to other

projects or called back to their home country. Therefore, the belonging of expatriates to their organization was relatively deficient. Expatriates did not want to repair their relationship with their organization through voice when they perceived the more serious failure of the organization to perform the contracts. In addition, the power distance between the subordinates and leaders in Chinese overseas enterprises was relatively long. The enterprises lacked the effective coordination mechanism for labour-capital relationship and also lacked democratic decision-making mechanism, etc., which further suppressed their voice behaviour in their organizations radically. As a result, the PCB had little influence on employees' voice behaviour. Voice behaviour may be restrained by multiple causes such as the local psychology of overseas employees, cultural scenario of the organization and personal factors, etc. PCB was not the antecedent variable of voice behaviour in overseas organizations of Chinese transnational enterprises. Therefore, the relationship between PCB and voice behaviour was different in various organizational contexts.

This study verified that the influences of PCB on employees' EVLN behaviour were mediated by job satisfaction. Job satisfaction played part of mediating role between PCB and exit, loyalty and neglect behaviour, and played a total mediating role between PCB and voice behaviour.

According to the theory of social cognition, if employees did not get timely responses and reasonable explanations, the degree of their job satisfaction would reduce when they encountered psychological contract breach. Job satisfaction was an influencing variable closely related with the choice of employees' behaviour[54]. When individuals perceived high job satisfaction, they would have a higher degree of loyalty[55]. However, when the employees' job satisfaction was low, they would not only reduce their positive work attitudes, but also produce negative work behaviour[56]. Conclusions of this study were consistent with that above.

Interestingly, psychological contract breach was not an antecedent variable of voice behaviour in this study. Namely, the negative influence of PCB on voice behaviour was not supported. Whereas job satisfaction had positive influence on voice behaviour, and played a total mediating role between PCB and voice behaviour. We also found that high job satisfaction was the antecedent variable of voice behaviour, and this agreed with the research of Shih & Chuang[57]. Duan[58] proposed that positive emotion would promote employees' voice. The voice behaviour was produced more in the relaxed organizational atmosphere. The positive organizational atmosphere was more conducive for employees to contribute their ability and wisdom to the organizations.

The mediating effect of job satisfaction was tested, which verified the previous research

conclusions of both Chinese and Western scholars. Job satisfaction was a middle variable between employees' organizational perception and their outcomes[59]. According to the expectation theory, it was supposed that work behaviour depended on employees' believes, expectations or perception. Therefore, PCB would influence employees' work attitudes, and then influence their explicit work behaviour by taking job satisfaction as the mediation variable.

VI. CONCLUSIONS

By taking expatriates of Chinese transnational enterprises as the object, the present paper studies the influence mechanism of PCB on their behaviour. The results show that the influence of PCB on employees' behaviour is definite, and identified the action mechanism of job satisfaction, which plays a mediating role in above relationships.

Results in this study are consistent with most of previous researches. The PCB has significant influences on exit behaviour and neglect behaviour positively, and has significant influence on loyalty behaviour negatively. However, for Chinese overseas employees, PCB has no significant effect on voice behavior, which indicating that the relationship between PCB and voice behavior varies with organizational background and research object.

This study also confirmed part of mediating role of job satisfaction between PCB and exit behaviour, loyalty behaviour, and neglect behaviour respectively. The total mediating role between PCB and voice behaviour was also testified. Finally, the action mechanism of influences of PCB on employees' behaviour was clarified.

This study indicated that PCB would directly affect employees' exit, loyalty and neglect behaviour on the one hand, but on the other would cause employees' disappointment and depression to their organizations by reducing employees' job satisfaction first, and finally cause them to give up loyalty to their organizations or choose turnover or job transfer. Whereas PCB did not have direct influence on employees' voice behaviour, that is to say, PCB did not directly promote or suppress employees' voice behaviour. The influence of PCB on voice was implemented through job satisfaction completely.

Taking the expatriates of China companies as the sample, this paper verifies the relationships between PCB and employees' behaviour and the action mechanism of the influence paths. The conclusions should provide possible enlightenment and advice for management expatriates in Chinese transnational enterprises.

The organizational behavior of expatriate employees in multinational enterprises is

influenced by the culture of their home country as well as the culture of the host country where they work. Therefore, the effects of two cultures should be considered in the study of the behavior of expatriate employees after their psychological contract is broken. Future research can introduce cross-cultural factors into the organizational behavior model of expatriate employees in multinational enterprises, so as to comprehend deeply and accurately anticipate their organizational behavior.

ACKNOWLEDGEMENT

This work was funded by Humanities and Social Sciences Project of Anhui Education Department (SK2019A0632; SK2019JD05).

REFERENCES

- [1] Robinson S L. Trust and breach of the psychological contract. *Administrative Science Quarterly*, Vol. 41, 1996, No.4: 574-599.
- [2] Morrison E, Robinson S. When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, Vol. 22, 1997, No. 1:226-261.
- [3] Hirschman A.O. *Exit, voice and loyalty: Responses to decline in firms, organizations, and states*. Cambridge, MA: Harvard University Press, 1970.
- [4] Rusbult C.E., Zembrodt L.M., & Gunn L.K. Exit, voice, loyalty, and neglect: Responses to dissatisfaction in romantic involvements. *Journal of Personality and Social Psychology*. Vol.43, 1982, No. 6:1230-1242.
- [5] Farrell, D. Exit, voice, loyalty, and neglect as responses to job dissatisfaction: A multidimensional scaling study. *Academy of Management Journal*, Vol.26, 1983, No. 4:596-607.
- [6] Rusbult C.E., Johnson D.J. & Morrow G.D. Determinants and consequences of exit, voice, loyalty, and neglect: Responses to dissatisfaction in adult romantic involvements. *Human Relations*, Vol.39, 1986, No.1:45-64.
- [7] Sturges, J., Conway, N., Guest, D., & Liefoghe, A. Managing the career deal: The psychological contract as a framework for understanding career management, organizational commitment and work behavior. *Journal of Organizational Behavior*, Vol.26, 2005, No.7:821-838.
- [8] Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, Vol.60, 2007, No.3:647-680.
- [9] Si, S. X., Wei, F., & Li, Y. The effect of organizational psychological contract violation on managers' exit, voice, loyalty and neglect in the Chinese context. *The International Journal of Human Resource Management*, Vol.19, 2008, No.5:932-944.
- [10] Morrison E. W. Employee voice and silence. *Annual Review of Organizational Psychology and Organizational Behaviour*, Vol.1, 2014, 1:173-197.
- [11] Bai Y. L. Study on influencing mechanism of psychological contract breach on employees' behaviours. Doctor degree dissertation of Fudan University, 2010.

- [12] Wei F., Ren Sh. G, Li Yi. Influencing mechanism of psychological contract violation and degree of satisfaction on manager's behaviour. *Journal of Management in Engineering*, Vol.22, 2008, No.2:141-143.
- [13] Zhang Sh. B., Zhao Y. Influences of psychological contract breach on overseas employees' behaviour in Chinese transnational corporations. *Journal of Chemical and Pharmaceutical Research*, Vol.6, 2014, No.7:554-561.
- [14] Guzzo R.A., Noonan K.A., & Elron E. Expatriate managers and the psychological contract. *Journal of Applied Psychology*, Vol.79, 1994, No.5:617-626.
- [15] Sims R.R. Human resource management's role in clarifying the new psychological contract. *Human Resource Management*, Vol.33, 1994, No. 3:373-382.
- [16] Staw B. M. Does happy employee is a productive worker: looking forward and retrospection. *Journal of Organizational Behaviour*, Vol.11, 2001, No.1:231-239.
- [17] Lu J., Shi K., Yang J. F. Evaluation structure and method of job satisfaction. *Human Resource Development of China*, Vol.20, 2001, No.1: 15-17.
- [18] Robinson S L, & Rousseau D M. Violating the psychological contract: Not the exception but the norm. *Journal of organizational behaviour*, Vol.15, 1994, No.3: 245-259.
- [19] Robinson S L, & Morrison E W. Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behaviour. *Journal of organizational behaviour*, Vol.16, 1995, No.3: 289-298.
- [20] Robinson S L. Trust and breach of the psychological contract. *Administrative Science Quarterly*, Vol.41, 1996, No.4: 574-599.
- [21] Turnley W.H., & Feldman D.C. Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behaviour*, Vol.21, 2000, No.5:25-42.
- [22] Gigi S., Mark A. Integrating expectations, experiences, and psychological contract violations: A longitudinal study of new professionals. *Journal of Occupational and Organizational Psychology*, Vol.77, 2004, No.8: 493-514.
- [23] Zhao H., Wayne S.J., Glibkowski B.C., & Bravo J. The impact of psychological contract breach on work-related outcomes: A met-analysis. *Personnel Psychology*, Vol.60, 2007, No.4:647-680.
- [24] Wei F., Li Y., Ren Sh. G. Influence of organizational justice and psychological contract violation on manager's behaviour. *Journal of Management Sciences in China*, 2007, Vol.10, 2007, No.6:30-40.
- [25] Yu Sh., Chen X. H. Cross-cultural comparison of employees' psychological contracts and working attitudes after violation of them in China and USA. *System Engineering*, Vol.26, 2008, No.2:53-61.
- [26] Tim Vantilborgh. Volunteers' reaction to psychological contract fulfillment in terms of exit, voice, loyalty, and neglect behaviour. *Voluntas*, Vol.26, 2015, No.3:604-628.
- [27] Muchinsky P.M., & Tuttle, J.M. Employee absenteeism: A review of the literature. *Journal of Vocational Behaviour*, Vol.10, 1979, No.4: 316-340.
- [28] Carsten J.M. & Spector P.E. Unemployment, job satisfaction, and employee turnover: A meta-analytic test of the Muchinsky model. *Journal of Applied Psychology*, Vol.72, 1987, No.9:374-381.
- [29] Judge T.A. Does affective disposition moderate the relationship between job satisfaction and voluntary turnover? *Journal of Applied Psychology*, Vol.78, 1993, No.4:395-401.

- [30] Parker L.E. When to fix it and when to leave relationship among perceived control, self-efficacy, dissent, and exit. *Journal of Applied Psychology*, Vol.78, 1993, No.11:949-959.
- [31] Keller R.T. Predicting absenteeism from prior absenteeism, attitudinal factors, and non-attitudinal factors. *Journal of Applied Psychology*, Vol.68, 1983, No.5:536-540.
- [32] Rosse J.G., & Hulin C.L. Adaption to work: An analysis of employee health, withdrawal and change. *Organizational Behaviour and Human Decision Processes*, Vol.36, 1985, No.6:324-347.
- [33] Restubog S. L. D., Bordia P., & Tang R. L. Effects of psychological contract breach on performance of IT employees: The mediating role of affective commitment. *Journal of Occupational and Organizational Psychology*, Vol.79, 2006, No.8:299-306.
- [34] Turnley W. H. & D. C. Feldman. The Impact of Psychological Contract Violations on Exit, Voice, Loyalty, and Neglect, *Human Relations*, Vol. 52, 1999, No. 2: 895–922.
- [35] Turnley W. H., Bolino M. C., Lester S. W., & Bloodgood J. M. The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviour. *Journal of Management*, Vol.29, 2003, No.2:187–206.
- [36] Organ D. W., Podsakoff P. M., & MacKenzie S. B. *Organizational Citizenship Behaviour. Its nature, antecedents, and consequences*. Sage Publications, 2006.
- [37] Restubog S. L. D., Hornsey M. J., Bordia P., & Esposito S. R. Effects of Psychological Contract Breach on Organizational Citizenship Behaviour: Insights from the Group Value Model. *Journal of Management Studies*, Vol.45, 2008, No. 8:1377–1400.
- [38] Suazo M. M. The mediating role of psychological contract violation on the relations between psychological contract breach and work-related attitudes and behaviour. *Journal of Managerial Psychology*, Vol.24, 2009, No.2:136–160.
- [39] Zhang Y., Huai M. Y., Xie Y. H. Paternalistic leadership and employee voice in China: A dual process model. *Leadership Quarterly*, Vol.26, 2015, No.1:25-36.
- [40] George J. M. Organizational spontaneity in context. *Human Performance*, Vol.10, 1997, No.10:153–170.
- [41] Eisenberger R., Fasolo P., & Davis-LaMastro V. (1990). Perceived organizational support and employee diligence, commitment and innovation. *Journal of Applied Psychology*, 75(1), 52–59.
- [42] Chen S. Y., Hou Y. H. The effects of ethical leadership, voice behaviour and climates for innovation on creativity: A moderated mediation examination. *Leadership Quarterly*, Vol.27, 2016, No.1:1-31.
- [43] Restubog S. L. D. Bordia, P. & Tang R. L. Behavioural outcomes of psychological contract breach in a non-western culture: The moderating role of equity sensitivity. *British Journal of Management*, Vol.18, 2007, No.4: 376–386.
- [44] Mobley W.H., Griffeth R.W., Hand H.H., & Meglino B.M. Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, Vol.86, 1979, No.7:493-522.
- [45] Turnley W. H., & Feldman, D. C. Psychological contract violations during corporate restructuring. *Human Resource Management*, Vol.37, 1998, No.1:71–83.
- [46] Rusbult C.E., Farrell D, Rogers, G. & Mainus, A.G. Impact of exchange variables on exit, voice, loyalty, and neglect: An integrative model of responses to declining job satisfaction. *Academy of Management Journal*, Vol.31, 1988, No.3:599-627.
- [47] Zhang Sh. B. & Zhao Y. Psychological contract dimensions of expatriate employees in Chinese transnational enterprises. *BioTechnology: An Indian Journal*, Vol.10, 2014, No.12:6484-6493.

- [48] Zhao Y. Study on structural job satisfaction and its effect on employee's turnover intention. Doctor degree dissertation of Hefei University of Technology, 2010.
- [49] Wen Zh. L., Hou J. T., Marsh Herbert. Model Test of Structural Equations: Fit index and Chi-square Criterion. *Acta Psychologica Sinica*, Vol.36, 2004, No.2:186-194.
- [50] Baron R. M., & Kenny D. A. The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, Vol.51, 1986, No.6:1173-1182.
- [51] Rusbult C.E., Zembrodt L.M. & Gunn L.K. Exit, voice, loyalty, and neglect: Responses to dissatisfaction in romantic involvements. *Journal of Personality and Social Psychology*, Vol.43, 1982, No.6:1230-1242.
- [52] Li Zh., Ju L., Chen H. J. Study on evolution of EVLN behaviour triggered by job dissatisfaction. *China Soft Science*, Vol.10, 2010, No.1:152-163.
- [53] Guo X. W. Review of studies on construct of superior-subordinate relationship in Chinese context: Concurrent discussion on local fitness of leader-subordinate exchange theory. *Nankai Business Review*, Vol.10, 2011, No.2:61-68.
- [54] Necowitz L.B., & Roznowski M. Negative affectivity and job satisfaction: Cognitive processes underlying the relationship and effects on employee behaviour. *Journal of Vocational Behaviour*, Vol.45, 1994, 2:270-294.
- [55] Elizabeth W., Morrison S., L. Robinson. When employees feel betrayed: a model of how psychological contract violation develops. *Academy of Management Review*, Vol.22, 1997, No.1:228-256.
- [56] Li R., Ling W. Q., Liu Sh. Sh. Influence of superior's improper supervision on subordinate's voice behaviour and its action mechanism. *Acta Psychologica Sinica*, Vol.41, 2009, No.12:1189-1202.
- [57] Shih C. T. & Chuang C. H. Individual differences, psychological contract breach, and organizational citizenship behaviour: A moderated mediation study. *Asia Pac Journal of Management*, Vol.30, 2013, No.1:191-210.
- [58] Duan J. Y. Study on relationship between employees' voice and silence: Perspective of nomological net. *Nankai Business Review*, Vol.15, 2012, No.4: 80-88.
- [59] Sun Y. L., Zhang L. H. Employees' behaviour choice when he is dissatisfactory with his work: Effect of economic commitment and ideal commitment. *Journal of Capital University of Economics and Business*, Vol.3, 2012, No.1:29-35.