

**PSYCHOLOGICAL CONTRACT BREACH, ORGANIZATIONAL
TRUST AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR
OF HOTEL INDUSTRY IN TAIWAN**

Chu-Mei Liu¹ Chien-Jung Huang^{2§}, Kai-Ping Huang³ and Kuang-Jung Chen⁴

¹ Graduate Institute & Department of International Business,
Tamkang University, Taiwan

² Department of Marketing and Distribution Management,
Chihlee Institute of Technology, Taiwan, ROC.

³ Department of Business Administration, National Yunlin
University of Science and Technology, Taiwan, ROC

⁴ Department of Business Administration,
Chihlee Institute of Technology, Taiwan

§ Corresponding Author Email: dearjohn0213@gmail.com

ABSTRACT

This study intended to explore the relationships among psychological contract breach, organizational trust, and organizational citizenship behavior (OCB) of the employees in hotel industry. Questionnaire survey was used and the findings are: Psychological contract breach has significant negative influence on organizational trust and OCB. Organizational trust has a significant positive effect on OCB, and organizational trust is a mediator.

KEYWORDS

Hotel industry, Psychological contract breach, Organizational trust, Organizational citizenship behavior.

1. INTRODUCTION

The operating and number of sales are continuing to increase in Taiwan hotel industry because the raise of national living standard, the rising and flourishing of transnational investment and international trade, and the continued opening up of mainland China tourists policy. However, the hotel industry has a lot of characteristics of human resources management, including long working hours and complicated working environment, poor personnel system, personnel training and other difficulties. One of the most crucial of the critical success factor in this industry is all personnel centripetal forces (Wang et al., 2011). Therefore, the operation of the hotel industry towards information technology, but it still relies on the human to complete tasks and face customers directly at the same time. It needs to spend more time and effort in order to build good human resources management system and provide the satisfactory atmosphere, because "human" is a great asset to the hotel industry, and the key factor of enterprises to enhance their competitive advantage.

In order to enhance organizational effectiveness, according to the views of organizational citizenship behaviors (Organ, 1988), inspired staff spontaneous acts of help to achieve the ideal confines may be worth exploring the question. Podsakoff, Ahearne and MacKenzie (1997) found that organizational citizenship has a great effect on reach the goals of the organization. Organ (1988) also believed that organizational citizenship behavior allocates the organization of financial and human resources more efficient. Although organizational citizenship behavior is not within norms and the role prescribed by the statement of work, not included in the formal reward system, it is conducive to the organizational operation and to improve organizational effectiveness.

However, the traditional lifetime employment relations are gradually disintegrate, the relationship between the organization and employees will no longer be based on increasingly robust labor law, which is different from the past and are determined by the formal contract stipulates--salaries, welfares, working hours, leave of absence, work rules, bonuses and dividend. It even involves an unspeakable psychological contract. Since the staffs enter the enterprises that moment, they form the psychological contract with the organization. The psychological contract is a recessive contract between organizations and employees. When opposite party reimbursed has violates in the economical or the psychological expectation, then they have the behavior which corresponds to present (Robinson & Rousseau, 1994). Therefore, it has increased attention and became a main task in the relations between 21st century employees and organizations (Raja, Johns, and Ntalianis, 2004).

In addition, Morrison and Robinson (1997) found that if staffs highly trust the organization, the less response on the organization breaks the psychological contract. Moreover, the implicit psychological contract, the trust of employees to the organization and the willing of staffs to take initiatives on beneficial organizational citizen behavior, is also an important indicator to determine whether the organization has the human resource superiority. Most of time, trust is a mediator in many studies (Konovsky and Pugh, 1994; Robinson, 1996; Podsakoff, Mackenzie, and Boomer, 1999; Dirks, 2000; Ferres, Connell, and Travaglione, 2004; Gould-Williams, 2004). Therefore, the study is from the perspective of organizational trust to understand the relations between psychological contract breach, organizational trust and organizational citizen behavior. At the same time, we adopt the employee of tourist hotel industry in Taiwan as sample expecting some contributions in practical and academic researches. The primary purpose of this paper is to investigate the mutual relations and affects between psychological contract breach, organizations trust and organizational citizenship behavior, and a better understanding the intermediary role of organizations trust.

2. LITERATURE

Organizational citizenship behavior concept is originally from Barnard (1938). He believes the success of an organization depends on the cooperation between members. If the organization wants to have performance, workers should mutual cooperate, but such behavior cannot fully control by formal organizations or solicit by informal system. The earliest mentioned OCB scholar was Katz (1964). The behavior beyond role is spontaneous, cooperation, innovation, respect system, self-training and good deportment. He believes if the organization only pays attention to the maintenance behavior which is

an absence from work or duty and desertion as well as requiring employees to reach organizational performance by obedience that will be only a fragile social system. Organ (1988) pointed out that any organization system cannot be perfectly design. If the organization only depends upon the staff intra-role, it may be difficult to effectively achieve organizational goals. It should rely on staffs actively perform some acts other than requested behaviors in order to make up the insufficiency of role definition and to accelerate and complete organizational goals. This viewpoint conforms to the social exchange theory (Blau, 1964; Engels, 1980).

Psychological Contract is a mutual expectation between individual staffs and their working companies (Brooks, 1999). Therefore, scholars defined psychological contract as an incentive that staffs can provide to the organization. It is also an overall expectation about what kind of contribution they can bring to their organization (Moorhead and Griffin, 1998; Millward and Brewerton, 2000). The psychological contract stresses the duty that one should do to another party. It is an individual unilaterally cognition, usually those obligations will not appear in any formal written document and is unable to restrain any party in the relations (Schein, 1980). That is the psychological contract not only has the nature of expectations but also the voluntary commitment and the reciprocal benefit. Staff will pivot the organization whether implement the organizations should do the obligations, such as providing staff job security, reasonable salary, as well as a safe working environment; then as a response to the organization that employees should do the extent of the obligation, such as increasing their loyalty and working diligently. When the organization or staff aware that the other side cannot fulfill their obligations or responsibilities, psychological contract will be violated, and the psychological contract breaches of staff attitudes and behavior will have a negative impact (Robinson, Kratz, and Rousseau, 1994). Some studies also found increasing of employees' turnover, diminishing of job performance and reducing organizational citizenship behavior all related with psychological contract breach (Robinson and Rousseau, 1994; Robinson and Morrison, 1995; Robinson, 1996).

Robinson and Rousseau (1994), aiming on graduated MBA newly entering the company to survey, discovered 54.8% respondents felt the psychological contract breach, simultaneously it also showed a negative correlation between employees' trust, job and organization satisfaction, self-perpetuation and the psychological contract breach; but a positive correlation with turnover. Therefore, the development of human resources management can reduce personnel costs, improve efficiency in the use of human resources and enhance organization's application of flexible human resources, but staffs may feel the organization violated the psychological contract (Turnley and Feldman, 1998; Robinson and Morrison, 2000), resulting a significant decline in the sense of employee trust (Pearce, 1993; Tsui, Pearce, Porter, and Hite, 1995). Robinson (1996) also believes that psychological contract breach will affect the trust of staffs to the organization. Therefore, we propose hypothesis 1:

H1: The psychological contract breach will negative affect the trust of employees to the organization.

Van, Graham, and Dienesch (1994) divided antecedent variables of organizational citizenship behavior into three types: individual factor, perceived situational factor

and position factor to show the organizational citizenship behavior by permeating the relationship of organization's psychology contract. Robinson (1996) and Hui, Lee, and Rousseau (2004) also think that the reason of staffs showing organizational citizenship behavior is because they define the employment as a social exchange relationship. Therefore, when employees perceive the psychological contract breach, they will restrain their organizational citizenship behaviors and reduce their contributions to the organization. Morrison and Robinson (1997) use empirical practice to prove that the harm of psychological contract breach to the organization is deeper than not meet employee expectations and it will have strong and hazardous results. When staffs perceive their employers violate promise, they will retain their own contributions to the organization. Therefore, we propose hypothesis 2:

H2: The psychological contract breach of employees will have a negative impact on their organizational citizenship behavior to the organization.

From the perspective of organizational citizenship behavior, only under the foundation of the organization trust, organizational members believe after their diligently efforts that they can obtain coordinated feedback from the organization or superintendent, thus a better will to perform organizational citizenship behavior (Deluga, 1994). When organizational members fully trust the organization or superintendents, they might actively take some extra works or responsibilities (outer-role behavior) other than their own duties (inter-role behavior) (Yukl, 2002). Therefore, organizational trust is an important effective variable that organizational members devote on showing organizational citizenship behavior (Podsakoff, MacKenzie, Moorman, and Williams, 1990). McAllister (1995), Morrison and Robinson (1997) also believe the trust atmosphere within the organization will enhance the will of staffs to engage organizational citizenship behavior. Therefore, we propose hypothesis 3:

H3: When staffs trust the organization, it will positively affect their organizational citizenship behavior to the organization.

Eisenberger and Fasolo (1990) believe when employees feel the organization takes account of their contribution and care their welfare, they will bechance trust and mentally repayment, and then to show the voluntary action to help organizational growth. The study of Robinson (1996) also found that trust is a mediator variable among psychological contract breach, performance and organizational citizenship behavior which is when psychological contract is broken, it will damage two kinds of trust condition: honesty judgment and good faith, and finally lower staffs' contribution. To the organizational citizenship behavior, Organ (1988) refers to this is that employees are willing to contribute in excess of their original contractual obligations and they can freely decide to engage or retain these citizenship behaviors. When staffs feel the organization take their contributions seriously and concern their benefits, they will trust and repay with spontaneous actions to help the organization whereas they can retain these citizenship behaviors. Therefore, we propose hypothesis 4:

H4: The organizational trust of employees has a significant mediator effect between psychological contract breach and organizational citizenship behavior.

3. METHODOLOGY

Variable Measurement

In order to attain certain standard in the validity and reliability of this study questionnaire, we sort out relevant literatures, understand their definitions, refer to the used scales of past scholars, at the same time interview experts to know the characteristic of hotel industry, and then realign the scales. To be directed against accomplished questionnaires, three hotel management and human resource specialized researchers have discussed the content of diversified measurement tools, amended to suit the needs of this paper and then researchers have interviewed three domestic specialists who have more than five years working experience in hotel management, asked them to respond the questionnaire and adjust it in order to confirm, renew and revise the original questionnaire. After that, we invite three human resource researchers double check each item's face validity word by word. This procedure mainly identifies whether the process of writing is clear, definite and easy to understand or the item and operational definition are consistency, the content of questionnaire clearly shows the meaning of construct, as well as it needs add or reduce items in accordance with theories. Finally, we invite three specialists with more than five years hotel management working experience and three researchers who are professional in hotel management and human research to overall evaluate the appropriateness of items. Chen, Farh, and MacMillan (1993) pointed out the importance of applying all types of experts. This study simultaneously adopts the opinion of more than five years of work experience in hotel management experts (internal experts) and management scholars (external experts) to confirm the questionnaire procedure that could enhance the reliability and validity of items causing the questionnaire suits for the study of settings to use.

Before sending out the formal questionnaire, researchers pretest 40 employees of two hotels in order to revise the sentence of not fluency and unclear definition. From the result of 29 valid responds, we found each variable's Cronbach's α ranged from 0.71 to 0.90 which is higher than 0.7. Therefore, we aimed at the staff's reflection of partial items to revise the fluency of sentence and unclear definition, then sending out the questionnaire. The following are the illustration of the scale of variable measurement.

1. Psychological Contract Breach

This study uses the drop height research method of psychology contract (Lester, Claire, and Kickul, 2001) to measure the expected content of staffs' psychology contract and the differential degree of staffs believing the fulfill of the organization as the basis of measurement. [1] means actualize is less than expectancy which is the stronger degree of psychology contract breach; [5] means actualize is more than expectancy which is the weaker degree of psychology contract breach. We simultaneously refer to the scale of Kickul and Lester (2001) as the measurement, after the factor analysis 19 items are divided four dimensions that is (1) Autonomous control: At work, employees can participate in making decisions, have freedoms in creative space, enhance responsibilities, regarding in resources, equipments, and the development of new technologies can also be provided opportunities by the enterprise. (2) Organizational reward: Employees obtain flexible work and guarantee, compensation and safety working environment. (3) Organizational allowance: Staffs gain welfares in pension, tuition subsidization, vacation, and health attention from work. (4) Training development: Staffs

acquire professional training, personal growth chance, career planning and coaching, and job guidance at work. After testing the internal consistency each dimension is above 0.76, showing it is pretty high and the validity is fairly well.

2. Organizational Trust

Scholars develop many different scales of trust measurements; however, they are not fully fit into the goal of organizational trust in this study. Therefore, the paper refers to the definition of Selim & Jason (1998) and believes the degree of employees to organizational trust is that, after overall evaluation of the organization, staffs identify themselves with organizational policy and simultaneously cannot monitoring the organization, they are willing to expose themselves in an easy to get hurt situation.

3. Organizational Citizenship Behavior

The scale of organizational citizenship behavior mainly refers to the measurement model of Organ (1988) and Podsakoff et al. (1990), according to the practical development of hotel industry and there are 22 items. From the validity analysis, Cronbach's α is 0.88, showing the inter consistency is high and the validity is fairly well.

Sample and data collection

To make a meaningful comparative analysis, the sample of this study focuses on the employees who have one year or above working experience in the domestic hotel, excluding superintendent and executives. In order to avoid a single region and cause the issue of external validity, this paper, according to the Hotel Guide of the Republic of China 2004 version published by the Bureau of Tourism, aimed on the hotel of north, central, south, east region which has more than 200 rooms in Taiwan, issued invitations and then contacted the head of human resource department by telephone, totally 23 hotels agreed to cooperate that was 7 of northern, 5 of central, 7 of southern and 4 of eastern hotels.

The questionnaire adopted self-administered survey, each company received 30 questionnaires, and it was completed voluntarily by respondents then sealed it back or sent back by original hotel disseminator. There were totally 690 questionnaires issued, returned 415 questionnaires, and deleted 37 incomplete or invalid questionnaires, and there were 378 validly questionnaires.

Common method variance control

When the inductive measuring from the same source dependent and independent variables, it is very easy to have a common method variance (CMV), study results will lead to additive bias because the linear mixed to create a false major role. (Podsakoff and Organ, 1986; Podsakoff *et al.*, 2003). In empirical research, CMV has been found to cause inflation (Williams *et al.*, 1989) or deflation (Ganster *et al.*, 1983) on the strength of the correlation of variables (Peng, Kao, & Lin, 2006). As a result of our study data are from staffs' self-report of hotel so there is a doubt of CMV in the study design.

It includes advanced protection and post-test control CMV (Peng et al., 2006). There are two ways to deal with ahead of protection, insulation data collection and questionnaire design. We used the program structure variable severity measurement tool, the questionnaire (As mentioned above, the measuring operation variable definitions and explanations) and carefully consider the wording in order to reduce the CMV and avoid

interrupting the respondents. Otherwise, we used a post hoc analysis of Harman's single factor (Podsakoff and Organ, 1986) to test the CMV problem. When only a single factor explains the limited variance explained by a factor does not show the percentage of aggregation of the appearance, the result of determination is no distortion from the same data source. According to this logic result, only a single factor of the maximum variance of 11.23%, showing: In this study, CMV is insignificant

4. RESULT

Sample characteristics

Returned valid questionnaires are female (68.3%) more than the male (31.7%), mostly range from 21 to 25 years old (25.5%), next are 26 to 30 years old (24.8%), the age of above 41 are the least (4.8%) which is matched the trend of hotel hiring with young employees. Next, in the average monthly income, the highest percentage is NTD 20,000 to 30,000 (58.7%), followed by below NTD 20,000 (20.5%). As for the working experience in the hotel industry, the top one is 1 to 3 years (37.6%), followed by the 9 ~ 11 years (20.9%), 3 to 5 years accounted for 18.5%, and 5 to 7 years accounted for 13.1%. To the education degree, junior college is most (55.5%), followed by high school (24.8%), the university is accounted for 10.6%, which means that the educational background of the staff in the hotel industry has gradually enhanced the trend.

Verified dimensions

To verify the study hypotheses, the paper mainly adopts multi-regression analysis. Because the multiple regression analysis must examine whether the independent variables exist collinear, this can be valued by tolerance or the variance inflation factors (VIF), as the assessment criteria. The tolerance value is greater (range between 0 and 1) or VIF is smaller (generally should less than 10) shows the collinear is less significant. The results of multiple regression analysis demonstrate there is no existing collinear in this study.

1. Psychology Contract Breach and Organizational Trust

From Table 1, we know each dimensions of psychological contract breaches and organizational trust attain significant negative correlations. The regression coefficients are separately: Autonomous control (-0.29, $p < 0.01$); organizational reward (-0.27, $p < 0.01$); organizational allowance (-0.25, $p < 0.01$), as well as training development (-0.30, $p < 0.01$). That is, when the higher cognition of employees' psychological contract breaches degree, employees have less trust to their organization which verifies hypothesis 1.

Table 1: The Multi-regression Analysis of Psychology Contract Breach and Organizational Trust

		Dependent Variable: Organizational Trust			
		β value	T value	p value	VIF
Independent Variables	Autonomous Control	-0.29**	-4.24	0.00	1.27
	Organizational Reward	-0.27**	-4.37	0.00	1.36
	Organizational Allowance	-0.25**	-4.46	0.01	1.32
	Training Development	-0.30**	-4.75	0.00	1.30
R ² =0.41; Adjusted R ² =0.38; F value =20.31***					

** $p < 0.01$, *** $p < 0.001$

2. Psychology Contract Breach and Organizational Citizenship Behavior

From model 1 of Table 2, we know each dimensions of psychological contract breaches and organizational citizenship behavior attain significant negative correlations. The regression coefficients are separately: Autonomous control (-0.28, $p < 0.01$); organizational reward (-0.21, $p < 0.01$); organizational allowance (-0.17, $p < 0.01$), as well as training development (-0.20, $p < 0.01$). That is, when the higher cognition of employees' psychological contract breaches degree to the organization, employees will restrain their organizational citizenship behavior which supports hypothesis 2.

Table 2:
The Multi-regression Analysis of Psychology Contract Breach,
Organizational Trust and Organizational Citizenship Behavior

Variables	Model 1	Model 2	Model 3	Model 4
Autonomous Control	-0.28**			
Organizational Reward	-0.21**			
Organizational Allowance	-0.17**			
Training Development	-0.20**			
Psychology Contract Breach		-0.18**		-0.13*
Organizational Trust			0.17**	0.11*
R ²	0.43	0.45	0.48	0.49
Adjusted R ²	0.39	0.40	0.43	0.43
F value	16.16***	18.38***	19.53***	20.99***

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

3. Organizational Trust and Organizational Citizenship Behavior

From model 3 of Table 2, we know organizational trust and organizational citizenship behavior attain significant positive correlations. The regression coefficients is 0.17, $p < 0.01$. That is, when the higher organizational trust of employees to the organization, employees are more likely to have organizational citizenship behavior, thus verifies hypothesis 3.

4. The mediating effect of Organizational Trust

The study adopts the suggestion of Baron and Kenny (1986) using multi-regression analysis to demonstrate the mediator effect of organizational trust. From the Model 4 of Table 2, we know the regression coefficient β of psychological contract breaches reduces from - 0.18 to - 0.13, but still significant, showing a partial mediator effect. Therefore, the verified result of hypothesis 4 is that the organizational trust of employees will have a partial mediator effect between psychological contract breaches and organizational citizenship behavior.

5. DISCUSSION AND SUGGESTIONS

Discussion and finding

From the returned valid questionnaires, we found about half of hotel employees concentrated in the age 21 to 30 years old, showing cooperating the rising and flourishing of international tourism market, industry employment has been on the trend of hiring younger staffs. After all, the younger behalf of human represent the vigor and vitality,

and the personnel cost is also more cost-effective than three high-class employees (high position, high salary and high seniority), in the interests of consumers concerning their rights to gradually reduce profits, the younger organizational members seems are the industry's choice.

According to the research purpose, hypotheses and the result of comprehensive empirical analysis, the discussion and finding of this are as follows: First, from the verified result of Hypothesis 1, we find the psychology contract breaches of employees will negative affect their trust to the organization. It also matches with the studies of Rousseau (1989), Robinson (1996), Morrison and Robinson (1997) and other scholars. Therefore, the higher gap of staffs' psychological contract is, the lower trust of employees to the organization.

Second, according to the verified result of Hypothesis 2, it shows when staffs perceive the organization violates psychology contract, they may inhibit their organizational citizenship behavior and reduce their contributions to the organization. Robinson and Morrison (1995, 2000) using the empirical practices to prove that the staffs' reaction is stronger and more harmful to the organization when employees believe the contract is violated but not attaining their expectations. Therefore, when staffs perceive their employers violate the commitment of incentives, they may retain their contribution to the organization. However, they will not because this reason to affect their cooperation between colleagues, as well as having the attitude to be scrupulous in separating from the public from private interests, which can be verified from insignificant between various dimensions of psychological contract breaches and colleagues' assistance, and partial significant between psychological contract breaches and organizational public welfare.

Moreover, to the part of the organizational trust will positive affect employees' organizational citizenship behavior; this study has consistent results with visible researches (e.g., Deluga, 1994). Therefore, when staffs trust the organization more, they will take initiative actions to show a variety of organizational citizenship behavior, beside their duty (inter role), they might actively take some additional works or responsibilities (outer role) (Yukl, 2002), showing organizational trust to organizational citizenship behavior have strengthened the role.

Finally, this study verifies the organizational trust as a mediator effect by the regression analysis. Results found: staffs' organizational trust exists partial mediator effect between psychology contract breaches and organizational citizenship behavior, showing that staff believe the organization violate psychological contract, they will possibly reduce their trust of the organization, and thus impact their organizational citizenship behavior.

6. IMPLICATIONS AND SUGGESTIONS

Because of past researches on verifying the mediator effect of trust have limited discussion on the correlation of psychology contract breaches and organizational citizenship behavior but focus on superior trust. Therefore, this study uses organizational trust to know the correlation among psychology contract breaches, organizational trust and organizational citizenship behavior in order to redeem the gap of related researches.

In addition, speaking of hotel industry, the obtained conclusions from this study have a very practical implication which is that an implicit level of psychological contract between staffs and the organization will directly affect the trust of staffs to the organization and to take some initiative and beneficial organizational citizenship behaviors. At the same time, because of employees trust the organization, the degree of employees' psychological contract breaches will affect the staff to be willing to pay on own initiative for the organization by some beneficial organizational citizenship behaviors, but all of this are the main indicators to decide whether the organization have the human resource advantage or not. Below are further explanations to practical suggestion:

1. Formulating satisfactory human resource management system: From the results of this study, we know that the hotel owners should actively create a flowing communication between the organizational culture, establish hygiene and safety in the work environment, fulfill commitments which is made to employees, make best possible use of employees in the suitable position by no talent is to be wasted, meet and care the self-realization of staffs, encourage employees to develop their potential by giving them work training, help employees to draw up career planning to move up their centripetal force to the organization, enhance their trust to overall enterprise, and thus payback the organization with beneficial organizational citizenship behavior.
2. Creating an equity and justice organizational atmosphere: The exchange relationship between staffs and the enterprise is established on mutual trust. As soon as employees enhance the sense of trust of the organization, they usually return with a non-contractual nature of social exchange relationship. The non-contractual social exchange relationship is an implicit but definite psychological contract, also includes incentives of businesses to staffs and contribution of staffs to the enterprise. From the results of this study, we find out the more of employees can feel incentives which is providing from the organization, the less expectation gaps in between. Then employees will trust the organization and return with cooperation, spontaneous, self-training and other positive behavior. Therefore, we recommend hotel owners should enhance staffs' trust, stress employees' psychological contract balance, and actively establish full-blown promotion, salary and welfare systems to provide diversity and variety works, pay attention to staffs' needs and future development, giving staffs the sense of participation and respect to create an equity and justice atmosphere.
3. To take staffs' organizational citizenship behavior seriously: To make the most of staffs to organization's trust, the fall of psychological contract of staffs to the organization will affect staffs whether or not to take initiative and beneficial organizational citizenship behaviors. Therefore, we recommend hotel owners use government resources, local hotel association or institution to collaborate training programs or set up training courses such as The Chinese Fertility Centre was commissioned by Commerce Department of Board of Trade to run a series of personnel training and certification courses of service industry, thereby assist in developing employees' training and education, create a nice employment environment, enhance the rate of personnel self-perpetuation, encourage staffs to perform outer-role behavior, then enhance performance and efficiency of enterprise.

Limitations

The study is restricted in the research ground, methodology and time factors, below are some research limitations:

1. The study only discusses the correlations and effects among psychological contract breaches, organizational trust and organizational citizenship behavior; however, there are many independent variables to affect organizational citizenship behavior, and the determine dimensions of organizational trust are divergent among scholars. In this study psychological contract breaches is an independent variable and organizational trust is using a single dimension. Moreover, there are many affected mediators between psychological contract breaches and organizational citizenship behavior, but too many variables may loss the research focus, therefore, we avoid including these variables, thus oppositely the research results might be limited.
2. The survey data are self-report by hotel employees, it may cause CMV problem and the possibility to overestimate or underestimate the correlations among variables. Although, afterward we adopt scholars' suggestion using Harman's single-factor post hoc analysis to examine CMV, it is only a minimum testing, and there may still have CMV concerns.

Future Research

This article proposes the following suggestions for future continuous research and practical reference:

1. There are many researches on organizational citizenship behavior in the journal, but few of them use psychological contract breaches as an independent variable. We hope future researches could have further study on the two dimensions of psychology contract which is organizational psychological level or staffs/organization psychology contract. Also, there are many ways to measure organizational trust, however, we only use a single dimension in our study, and hopefully other researchers may use other measurements to do the comparison discussion.
2. In this study, the respondents are limited on full-time employees in Taiwan, but accordance with the Labor Standard Law, the use of human resource management primarily points to detachment staffs and part-time employees. Therefore, further researches could compare the different service industry style and do the comparative analysis to the full-time and not full-time employees.
3. Paper did not address the hotel industry within the (principal) staff and their personal characteristics of the different organizations, in-depth study on the psychological contract violations, organizations trust and organizational citizenship behavior and the impact on the overall difference, and her also likely to affect the outcome of the important situational variables. Therefore, researchers may try to follow-up to individual employees of their respective organizations and the different characteristics, in-depth study on the effects of the overall result of the situation.
4. This article aims at the hotel industry interior by no means (regular duty) the staff individual characteristic and the respective organization characteristic is different, thoroughly discusses it to violate, the organization to the

psychological contract trusts and organizes whole of difference and the influence the citizen behavior, however it possibly also is affects the result the important situation variable. Therefore the following researcher may attempt by the staff individual characteristic and the respective organization characteristic is different, thoroughly discusses it to situation of effect the overall result.

REFERENCES

1. Barnard, C.I. (1938). *The functions of the executive*, Cambridge, Mass.: Harvard University Press.
2. Baron, R.M. and Kenny, D.A. (1986). The moderator-mediator distinction in social psychological research: Conceptual, strategic, and statistical considerations. *J. Person. and Social Psy.*, 51, 1173-1182.
3. Blau, P.M. (1964). *Exchange and Power in Social Life*. New York: John Wiley & Sons. Brooks, L. *Organizational behavior*, London: Pitman Publishing.
4. Chen, M.J., Farh, J.L. and MacMillan, I.C. (1993). An exploration of the expertness of outside informants. *Acad. Mgmt. J.*, 36(6), 1614-1632.
5. Deluga, R.J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behavior. *J. Occup. and Organ. Psy.*, 67, 315-326.
6. Dirks, K.T. (2000). Trust in leadership and team performance: Evidence from NCCA Basketball. *J. App. Psy.*, 85(6), 1004-1012.
7. Eisenberger, R. and Fasolo, P. (1990). Perceived organizational support and employee diligence, commitment and innovation. *J. App. Psy.*, 75(1), 51-60.
8. Engels, F. (1980). Socialism: Utopian and Scientific. In L.S. Fever (ed.), *Max and Engels: Basic writings on politics and philosophy*, NY: Doubleday.
9. Ferres, N., Connell, J. and Travaglione, A. (2004). Coworker trust as a social catalyst for constructive employee attitudes. *J. Manag. Psy.*, 19(6), 608-622.
10. Gould-Williams, J. (2004). The importance of HR practices and workplace trust in achieving superior performance: A study of public-sector organizations. *Intl. J. H.R. Mgmt.*, 14(1), 28-54.
11. Hui, C., Lee, C. and Rousseau, D.M. (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. *J. App. Psy.*, 89(2), 311-321.
12. Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9, 131-146.
13. Kickul, J.I. and Lester, S.W. (2001). Broken promises: Equity sensitivity as a moderator between psychological contract breach. *J. Bus. & Psy.*, 16(2), 191-217.
14. Konovsky, M.A. and Pugh, S.D. (1994). Citizenship behavior and social exchange. *Acad. of Mgmt. J.*, 37(3), 656-669.
15. Lester, S.W., Claire, E. and Kickul, J. (2001). Psychological contracts in the 21st century: What employees value most and how well organizations are responding to these expectations. *H.R. Plann.*, 24(1), 10-21.
16. McAllister, D.J. (1995). Affect and cognition-based trust as foundations for interpersonal cooperation in organizations. *Acad. of Mgmt. J.*, 38, 24-59.
17. Moorhead, G. and Griffin, R.W. (1998). *Organizational behavior: Managing People and Organizations*. New York: Houghton Mifflin Company.

18. Morrison, E.W. and Robinson, S.L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Acad. of Mgmt. Rev.*, 22, 226-256.
19. Millward, L.J. and Brewerton, P.M. (2000). Psychological contracts: Employee relations for the twenty-first century? *Intl. Rev. of Indus. and Organ. Psy.*, 15, 1-60.
20. Organ, D.W. (1988). *Organizational Citizenship Behavior: The Good Solider Syndrome*. Lexington, MA: Lexington Books.
21. Pearce, J.L. (1993). Toward an organizational behavior of contract laborers: Their psychological involvement and effects on employee co-workers. *Acad. of Mgmt. J.*, 36, 1082-1096.
22. Peng, T.K., Kao, Y.T. and Lin, C.C. (2006). Common method variance in management research: Its nature, effects, detection, and remedies. *J. Mgmt.*, 23(1), 77-98.
23. Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P. and Lee, J. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *J. App. Psy.*, 88(5), 879-903.
24. Podsakoff, P.M. and Organ, D.W. (1986). Self-reports in organizational research: Problems and prospects. *J. Mgmt.*, 12(4), 531-544.
25. Podsakoff, P.M., Ahearne, M. and MacKenzie, S.B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *J. App. Psy.*, 18(2), 262-270.
26. Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H. and Williams, M.L. (1990). Transformational leader behaviors and their effects on followers' truth in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1, 107-142.
27. Podsakoff, P.M., Mackenzie, S.B. and Boomer, W.H. (1999). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *J. Mgmt.*, 22(2), 259-298.
28. Raja, U., Johns, G. and Ntalianis, F. (2004). The impact of personality on psychological contracts. *Acad. of Mgmt. J.*, 47, 35-367.
29. Robert, D.C., Selim, S.I. and Jason, J.B. (1998). A multi-dimensional study of trust in organizations. *J. Mgmt. Issue*, 10, 303-317.
30. Robinson, S.L. (1996). Trust and breach of the psychological contract. *Admin. Sci. Quar.*, 41, 574-599.
31. Robinson, S.L., Kratz, M.S. and Rousseau, D.M. (1994). Changing obligation and the psychological contract: A longitudinal study. *Acad. Mgmt. J.*, 37, 137-152.
32. Robinson, S.L. and Morrison, E.W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *J. Organ. Behav.*, 16, 289-298.
33. Robinson, S.L. and Morrison, E.W. (2000). The development of psychological contract breach and violation: A longitudinal study. *J. Organ. Behav.*, 21, 525-546.
34. Robinson, S.L. and Rousseau, D.M. (1994). Violating the psychological contract: Not the exception but the norm. *J. Organ. Behav.*, 15, 245-259.
35. Rousseau, D.M. (1989). Psychological and implied contracts in organizations. *Employee Responsibilities and Rights Journal*, 2, 121-139.

36. Schein, E.H. (1980). *Organizational Psychology* (3rd ed.). Englewood Cliffs, N.J.: Prentice-Hall.
37. Turnley, W.H. and Feldman, D.C. (1998). Psychological contract violations during corporate restructuring. *H.R. Mgmt.*, 37, 71-83.
38. Tsui, A.S., Pearce, J.L., Porter, L.W. and Hite, P.H. (1995). Choice of employee-organization relationship: Influence of external and internal organizational factors. In Ferris, G. R. (Eds.). *Res. in Person. and H.R. Mgmt.*, 15, 1-43. Greenwich, CT: JAI Press.
39. Van, D.L., Graham, J.W. and Dienesch, R.M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Acad. of Mgmt. J.*, 37, 765-802.
40. Wang, F., Hung, C., and Li. P. P. (2011). A study on the critical success factors of ISO 22000 implementation in the hotel industry. *Pak. J. Statist.*, 27(5), 635-643.
41. Yukl, G. (2002). *Leadership in Organizations*. 5th Ed., Englewood Cliffs, NJ: Prentice-Hall.