

# Psychological Contract Breach and its Impact on Organizational and Interpersonal Deviance: The Moderating Role of Organizational Trust in Trinidad



DOI: 10.26573/2025.19.1.1  
Volume 19, Number 1  
January 2025, pp. 1-19

Amanda Charles  
Riann Singh  
Shalini Ramdeo  
Michelle Samaroo-David  
The University of the West Indies  
(riann.singh@uwi.edu)  
(shalini.ramdeo@uwi.edu)  
(michelle.samaroo-david@uwi.edu)

*Psychological contract breaches continue to persist within the contemporary workplace. However, research is limited in how such breaches impact destructive workplace behaviors. This study uses a quantitative survey design, with a sample of employees across the major financial institutions in Trinidad to test the relationships between perceived breaches, organizational deviance and interpersonal deviance. The results suggest that a positive relationship exists between perceived breaches and organizational deviance, but there was no significant relationship with interpersonal deviance. Notably, organizational trust moderated both relationships. To manage destructive organizational deviance, managers should therefore minimize perceived breaches and build organizational trust.*

**Keywords:** Psychological Contract Breach; Organizational Deviance; Interpersonal Deviance; Organizational Trust.

## 1. Introduction

Counter-productive work behaviors are pervasive within the contemporary workplace, imposing significant economic costs that continue to undermine the goals and effectiveness of organizations (Luo et al. 2025). These voluntary employee behaviors are harmful to the workplace, with potentially destructive outcomes (Spector & Fox, 2005). For instance, recent research conducted by the Association of Certified Fraud Examiners (2024) revealed that businesses and organizations worldwide lose an estimated five percent of their revenue to occupational fraud each year, for an estimated total of US\$5 trillion lost globally on an annual basis. Moreover, the banking and financial services industry has accounted for the largest segment of such fraudulent cases (16.8%) because of theft committed internally by employees (Howald et al., 2018). However, such deviant work behaviors are not limited to any one industry (Abas et al., 2024). In fact, research conducted by Kessler International in 2013 revealed that an estimated 95% of all organizations have experienced stealing activities from their employees (Hollinger, 2018). In fact, employee theft costs businesses billions every year and data from 2025 paints a complex picture. To assess the scale and scope of workplace theft in 2025, Business.com surveyed workers across the

United States and found that 67% of employees have committed at least one type of theft at their current job, and 41% have stolen from their employers in more ways than one (Brooks, 2025). Studies have also shown that employees who engage in deliberate time wasting or stealing acts result in disastrous consequences for organizations. Such acts of counter productive work behaviors, which are classified as forms of workplace deviance, are associated with exorbitant direct and indirect costs (Marasi, Cox & Bennett, 2016). Meta-analytic evidence demonstrates that deviance can lead to destructive impacts on a range of organizational and personal phenomena (Berry et al., 2007; Mackey et al., 2021; Pletzer et al., 2023; Bagdi et al., 2025).

Workplace deviance describes employees' voluntary behaviors which breaks organizational norms and therefore threatens the well-being of organizations and/or their members (Robinson & Bennett, 1995). Such deviant behaviors in the organization are classified as one aspect of counterproductive work behavior, which has been further examined under a wide spectrum of terms such as workplace incivility (Sayers et al., 2011), workplace aggression (Barling, Dupré & Kelloway, 2009) and workplace harassment (Low, 2012). While there are variations in the terminology, these behaviors collectively highlight the shared theme of engaging in deliberate harmful acts that can be targeted towards the organization itself or individual employees of the organization (Robinson & Bennett, 1995; Singh, 2020; Mackey et al., 2021; Singh & Ali, 2024). Consequently, Bennett and Robinson (2000) describe workplace deviance as behaviors which can harm organizations (referred to as organizational deviance) and behaviors which can harm workers (also known as interpersonal deviance). Collectively therefore, organizational deviance and interpersonal deviance constitutes workplace deviance.

The psychological contract is an increasingly relevant concept used by researchers in efforts to understand the employee-employer relationship (Conway & Briner, 2005; Shi et al., 2025). The psychological contract is described as an employee's belief about the terms of the reciprocal exchange agreement within their employment relationship (Rousseau, 1989). Therefore, the parties share some set of reciprocal responsibilities on the foundation that a consideration is presented in return for a promise made. Since psychological contracts signify ways in which people infer promises, individuals who are in the same employment relationship can have altered understandings in relation to specific terms of the psychological contract. Consequently, psychological contract breach emerges when one party in an exchange relationship (e.g. the employment relationship between employees and employers) perceives that another has failed to uphold promised obligations (Robinson & Rousseau, 1994). Jensen, Opland and Ryan (2010) found that employees' perception of psychological contract breach is related to counterproductive workplace activities such as undermining or threatening co-workers and spending less time doing work or not engaging in any work. Balgoun, Oluyemi and Afolabi (2018) also found a significant relationship between psychological contract breach and deviance in the workplace as employees may engage in deviant activities in efforts to re-establish equilibrium in the exchange relationship when they perceive breach. Even so, while emerging studies have suggested a link between perceived psychological contract breach and workplace deviance, limited research have examined the impact of perceived breach on organizational deviance and interpersonal deviance respectively, through a disaggregated conceptualization (Mackey et al., 2021).

Limited research has also explored the impact of moderating variables such as perceived organizational trust on psychological contract breach-deviance relationships. Organizational trust, like perceived psychological contracts, is based on the expectations and the perceptions of employees that the organization through its actions, will be favorable, and will support their interests (Robinson, 1994). Cook and Wall (1980) describe perceived trust as the willingness of employees to be confident in the words and actions of their employers/organizations (Jena, Pradhan & Panigrahy, 2018; Jena & Pradhan, 2017). Levels of trust are therefore likely to shape employee perceptions about the exchange agreement they establish with the organization (Jones et al., 2023). Resultantly, organizational trust is likely to shape the relationship between perceived psychological contract breaches and deviant work behaviors and may be worthy of exploration.

Against this background, the current study makes two important contributions to the extant literature. First, we examine the breach-deviance relationship, expanding beyond previous investigations of the “target similarity effect”. This emphasizes that employees generally respond to their social exchange relationships encountered in the work environment by ‘targeting’ their responses or actions towards the main individual(s) in the exchange relationship in efforts to reinstate equilibrium (Conway et al., 2014). More specifically, this study examines the perceived psychological contract – organizational deviance, and the perceived psychological contract – interpersonal deviance relationships, by probing potentially differential impacts of perceived breaches on the different dimensions of workplace deviance beyond this ‘effect’. Secondly, this study answers the call by researchers to examine the role of moderators on the psychological contract breach - workplace deviance relationship (Ishaq & Shamsher, 2016), by evaluating the role of perceived organizational trust.

## **2. Literature Review and Hypothesis Formulation**

### **2.1 Psychological Contract Breach, Social Exchange, and Reactance Theories**

The evolution of the psychological contract is commonly linked to Argyris’ (1960) primary work, as he initially applied this form of contract in an organizational context. Argyris postulated that once employees perceive that their employer has an interest in developing employees, in exchange, these employees will also have esteem for developing the organization (Conway & Briner, 2005). The psychological contract is explained by Rousseau and Wade-Benzoni (1994) as the beliefs developed by individuals about promises made and relied upon between parties to exchange relationships in the workplace (that is, employee and employer). Psychological contract breach can be viewed as the inverse of completion and is also considered to have subjective features like the psychological contract (Conway & Briner, 2005). Since psychological contracts signify ways in which people infer promises, individuals who are in the same employment relationship can have altered understandings in relation to specific conditions of the psychological contract (Rousseau, 1989). Thus, psychological contract breach is described as the cognition of employees that their organization has failed to fulfill its obligations within the psychological contract in a satisfactory manner proportionate to their contributions (Morrison & Robinson, 1997; Topa et al., 2022).

The social exchange theory (Blau, 1964) posits that when an employee perceives that there is an imbalance of obligations within employment relationships, the employee is expected to amend his or her contributions in efforts to attain balance,

which are based on the principles of reciprocity (Conway & Briner, 2005). Based on this logic, it can be theorized that an employee who perceives that their employer has breached their psychological contract is the consequence of an unsuccessful social exchange relationship (Li & Chen, 2018; Topa et al., 2022). Therefore, the employee may reciprocate or amend his or her contribution by engaging in workplace deviant behaviors. When this reciprocity rationale is combined with reactance theory (Brehm, 1966), the logic of 'reactance' to restore control or balance when breach is perceived within employment relationships through deviant behaviors, may be further understood. Reactance theory recognizes that employees perceive they have some degree of behavioral autonomy they can engage in and when actions threaten this autonomy, their motivation can be activated to restore some control (Singh, 2020). Consequently, when employees perceive that breaches threaten their behavioral freedom, they can seek to reinstate some control within the employment relationship by engaging in deviant behaviors.

### **2.1.1 The Effects of Psychological Contract Breach on Workplace Deviance (Organizational and Interpersonal)**

Workplace deviance is intentional in nature since employees either have no enthusiasm to adhere to the regulatory guidelines of the social setting or may be driven to infringe on such guidelines (Robinson & Bennett, 1995). Research has commonly recognized the conceptualization of workplace deviance into two dimensions: organizational and interpersonal deviance, which is contingent on the aim of deviant behavior (Bennett, Marasi & Locklear, 2018). The dimensions are further classified into deviant behaviors that range from minor to serious acts (Robinson & Bennett, 1995). Deviant behaviors can include the intentional defilement of formal and informal work procedures, guidelines, processes, or itemized principles in relation to job performance (Neuman & Baron, 2005).

Organizational deviance involves intentional harmful actions that are targeted towards the organization (Bennett, Marasi & Locklear, 2018). Minor occurrences of organizational deviance are described as production deviance. Such actions can include being constantly late for work, deliberately working slowly and dissipating company resources (Mackey et al., 2019). Serious occurrences of organizational deviance are defined as property deviance. This includes the sabotage of company equipment, tolerating bribes or stealing from the organization (Robinson & Bennett, 1995).

Interpersonal deviance can be described as deviant actions targeted towards other people in the organization, such as co-workers (Mackey et al., 2019). Minor occurrences of interpersonal deviant behaviors are described as political deviance and can include displaying favoritism or gossiping about work colleagues. Serious occurrences of interpersonal deviance, however, are described as personal aggression. This can include taunting or verbally abusing another co-worker or taking another employee's belongings without consent (Robinson & Bennett, 1995).

Research suggests that when employers fail to follow through on their commitment to employees, such employees can react with destructive attitudes and behaviors (Zhao et al., 2007; Ilyas et al., 2022). Previous research has examined the effect of this perceived breach (e.g. Gakovic & Tetrick, 2003; Soares & Mosquera, 2019), which aligns with the target similarity model (Conway et al., 2014), recognizing that when

organizations fail to meet the terms of their psychological agreement, they can retaliate on the organization by engaging in organizational deviance (Zacher & Rudolph, 2021). Recent research has started to suggest however, that perceived contract breach can have implications for both managers and coworkers as well (Deng et al., 2018; Ilyas et al., 2022), thereby indicating a need to disaggregate workplace deviance to explore the impact of breach on the two dimensions; not just the organization, but other employees as well. Beyond the popular idea that when employees perceive that employers have failed to uphold promises made to them, they respond by retaliating against the organization to reinstate power within employment relationships, Deng et al. (2018) assert that employees can ascribe blame to their managers and/or co-workers for breaches that are perceived due to interpersonal issues, thereby leading to interpersonal deviance as well (Abas et al., 2024; Lin & Bai, 2023). Therefore, in this study, it is suggested that employees who experience psychological contract breaches are not only inclined to participate in deviant behaviors that are directed towards the organization, but towards their managers/co-workers as well. Given this theoretical logic, the following hypotheses are postulated:

**H1:** Psychological contract breach is positively related to organizational deviance.

**H2:** Psychological contract breach is positively related to interpersonal deviance.

### **2.1.2 The Moderating Role of Organizational Trust**

Gilbert and Tang (1998) define organizational trust as feelings of assurance and vulnerability in one's employer, as there is confidence and expectation that one's employer will demonstrate authenticity and will fulfill commitments made. Trust has been recognized as a crucial concept in comprehending exchanges as it has shown to be a result of positive social exchanges in the workplace (Cropanzano & Mitchell, 2005; Guzzo et al., 2021). Robinson (1996) highlighted that trust plays an essential role in the psychological contract as unfulfilled expectations alone cannot elucidate perceived breach. Trust in the organization becomes an issue when the actions of the employer are perceived as incongruent by the employee (Deery, Iverson & Walsh, 2006). Additionally, an employee's level of trust in their employer has also been shown to impact their behavior towards the organization and their co-workers (Litzky, Eddleston & Kidder, 2006). Thus, organizational trust may be an important component in understanding breach-deviance relationships at work.

While there is little empirical evidence of organizational trust as a moderator in this relationship, research has provided support for the moderating role of trust in the association between psychological contract breach and undesirable attitudinal and behavioral outcomes. For instance, past research suggests that trust plays a moderating role in psychological contract breach and future trust, as prior trust significantly influences an employee's outlook and understanding of psychological contract breach as well as the employee's actions to his or her employer following perceived breach (Robinson, 1996). The moderating role of trust was also examined by Guest and Clinton (2011) which suggested that minimizing perceived psychological contract breach is essential, especially where organizational trust is low, if organizational commitment is to be improved. More recently, Singh (2020) examined the moderating role of trust in the embeddedness- workplace deviance relationship and found support for this relationship, indicating that employees exhibited fewer deviant behaviors when organizational trust was higher as opposed to lower.

Drawing from the social exchange theory, trust is dependent on the experiences and beliefs between the employee and the employer in the exchange relationship (Erkutlu & Chafra, 2013; Guzzo et al., 2021). Research suggests that the social exchange perspective can be applied as a theoretical base for trust in the organization as this is greatly reliant on the experiences encountered, as well as the views of each partner's character in the exchange relationship (for example, authenticity, truthfulness) (Bal, Chiaburu & Jansen, 2010). Therefore, it can be theorized that stronger levels of organizational trust will affect the strength of the association between psychological contract breach and workplace deviance (Litzky, Eddleston & Kidder, 2006; Ilyas et al., 2022). These employees will involve themselves in more positive behaviors that are valuable to their organization. In doing so, such positive work behaviors can generate stronger and closer interpersonal relationships as well, thereby reducing interpersonal deviance as well. Thus, if an employee has little trust in their employer, the relations between psychological contract breach and workplace deviance may be strengthened as the employee is more than likely to engage in negative behaviors that results in an immediate benefit for themselves and infringes others in the process due to perceived breach (Abbasi & Ismail, 2023). Organizational trust can therefore impact the 'reactance' of employees to perceived breaches by reducing organizational and interpersonal deviance when trust is higher. Based on the preceding literature, it is plausible that trust can moderate the relationship between psychological contract breach and the dimensions of workplace deviance. Given this theoretical logic, the following hypotheses are postulated:

**H3:** Organizational trust moderates the relationship between psychological contract breach and organizational deviance such that the relationship is weaker when organizational trust is higher.

**H4:** Organizational trust moderates the relationship between psychological contract breach and interpersonal deviance such that the relationship is weaker when organizational trust is higher.

### 3. Proposed Research Model

This study draws on the social exchange and reactance theories to explain the process by which psychological contract breach impacts organizational and interpersonal deviance respectively, as well as the moderating role of trust in this relationship. The research relationships explored in this study are illustrated in Figure 1.

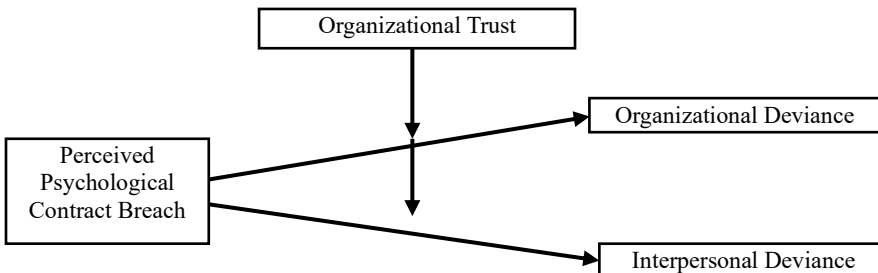


Figure 1 Research Model

## **4. Research Methodology**

### **4.1 Research Participants and Procedure**

The population consisted of frontline employees from the financial services industry in the Caribbean country of Trinidad. The financial services industry comprises of an estimated workforce of sixty-seven thousand, six hundred (67,600) employees and continues to be a major employer within the services sector. The services sector plays a major role in the national economy of Trinidad, accounting for more than fifty percent (50%) of the country's GDP as of 2023 and remains the country's largest employer (O'Neill, 2023).

Emerging research suggests that the financial services industry is facing problems in managing employees effectively within developing countries' contexts, due to perceived abuses, and potential negative, reactionary employee behaviors (Gulzar et al., 2021; Singh & Ali, 2024). Consequently, a convenience sampling approach was used to target 150 frontline employees across this industry. Internal contacts and managers were used to gain access to employees within the industry for an online survey. This survey was conducted over a two-week period. Frontline employees across all levels were included (e.g., tellers, customer service representatives, cashiers, supervisors, managers).

More than seventy-four percent (>74%) of the sample were females and just over 25% were males, which is representative of the gender distribution in this sector. In terms of age, 51% of the respondents were more than 30 years old. 85% of the participants were full-time employees and 10.8% were contractual employees. 24.2% were employed for more than 10 years, 27.5% for 6 -10 years, 44.2% for 1- 5 years, and 4.2% were employed for less than 1 year. More than 79% of the sample were educated at the tertiary level (undergraduate and postgraduate). Finally, 53.3% of the study participants were customer service representatives, 21.7% were bank tellers, and the 'others' included supervisory staff and other frontline service employees.

#### **4.1.1 Measures**

Five-point Likert scales were utilized to measure the variables in this study, namely, psychological contract breach, workplace deviance (which includes interpersonal deviance and organizational deviance) and organizational trust. The scales ranged from 1= Strongly Disagree to 5= strongly Agree, such that higher scores represented greater levels of each construct.

#### **4.1.2 Psychological Contract Breach**

Robinson and Morrison's (2000) 8-item global scale were used to measure perceived psychological contract breach in this study. Two examples of sample items include: "Almost all the promises made by my employer during recruitment have been kept so far (reversed)" and "I have not received everything promised to me for my contributions".

#### **4.1.3 Workplace Deviance (Organizational and Interpersonal)**

Bennett and Robinson's (2000) 19-item scale were used to assess workplace deviance. Twelve items assessed organizational deviance, and seven items assessed interpersonal deviance. Examples include: "I have taken property from work without permission" for organizational deviance and "I have made fun of someone at work" in the case of interpersonal deviance.

4.1.4 Organizational Trust

Robinson and Rousseau’s (1994) 7-item scale were used to assess organizational trust. Sample items include: “I fully trust my employer” and “I believe my employer has high integrity”.

4.1.5 Control Variables

Two control variables were used, namely, job tenure and gender. These choices were made based on research which indicates that such factors can influence workplace deviance (Aquino et al., 2004).

4.1.6 Data Analysis Approach

Prior to the use of regression analysis to assess the research model, a four-factor measurement model was examined. This model included perceived psychological contract breach, organizational deviance, interpersonal deviance, and organizational trust. In line with Hair et al. (2006), items with weak factor loadings and standardized residual covariance estimates > 2.5 were deleted. The measurement model was acceptable as well based on the fit indices (Satorra-Bentler  $\chi^2$  (938) = 1,393.41,  $p$  < 0.01, CFI = 0.96, RMSEA = 0.058, SRMR = 0.066). Table 1 summarizes the measurement model results, indicating that the four-factor model fits the sample data best when compared to other generated models.

Table 1 Measurement Model Results

| Model                                                                                                      | Satorra-Bentler $\chi^2$ | CFI  | RMSEA | SRMR  |
|------------------------------------------------------------------------------------------------------------|--------------------------|------|-------|-------|
| 4-factor (psychological contract breach, organizational deviance, interpersonal deviance workplace stress) | (938) = 1,393.41         | 0.96 | 0.058 | 0.066 |
| 3-factor                                                                                                   | (975) = 1,672.11         | 0.89 | 0.065 | 0.079 |
| 2-factor                                                                                                   | (981) = 1,761.18         | 0.83 | 0.071 | 0.081 |
| 1-factor (single factor omnibus model)                                                                     | (1258) = 2,081           | 0.61 | 0.148 | 0.137 |

Regression analysis was used to assess the proposed hypotheses. In the first step of the regression equation, the control variables were assessed. In the second step of the equation, the main effect relationships between perceived psychological contract breach and workplace deviance (organizational and interpersonal deviance respectively) were evaluated. In Step 3, an interaction term was created to test the moderating effects of perceived organizational trust.

5. Statistical Analysis and Results

Table 2 illustrates the means, standard deviations, reliability coefficients and inter-correlations between the study variables. All the scales were reliable with Cronbach’s alpha values ranging from 0.72 and 0.88 (psychological contract breach = 0.87, organizational deviance = 0.82, interpersonal deviance = 0.72, organizational trust = 0.88).

**Table 2 Means, Standard Deviations and Intercorrelations**

| Variable                         | Mean | Standard Deviation | 1              | 2              | 3              | 4              | 5     | 6      |
|----------------------------------|------|--------------------|----------------|----------------|----------------|----------------|-------|--------|
| 1. Psychological Contract Breach | 3.1  | 0.7                | (0.87)         |                |                |                |       |        |
| 2. Organizational Deviance       | 2.4  | 0.7                | 0.20*          | (0.82)         |                |                |       |        |
| 3. Interpersonal Deviance        | 1.7  | 0.5                | 0.05 <i>ns</i> | 0.49*          | (0.72)         |                |       |        |
| 4. Organizational Trust          | 3.5  | 0.5                | -0.70*         | -0.46*         | -0.36*         | (0.88)         |       |        |
| 5. Job Tenure                    | 2.7  | 0.9                | -.08 <i>ns</i> | 0.13 <i>ns</i> | 0.14 <i>ns</i> | 0.18*          | (---) |        |
| 6. Gender                        | 1.7  | 0.4                | 0.11 <i>ns</i> | 0.12 <i>ns</i> | 0.10 <i>ns</i> | 0.12 <i>ns</i> | 0.17* | (- --) |

Psychological contract breach correlated positively with organizational deviance ( $r = 0.20$ ,  $p < 0.05$ ), but perceived breach did not correlate with interpersonal deviance ( $r = 0.05$  *ns*). Organizational trust correlated negatively with psychological contract breach ( $r = -0.70$ ,  $p < 0.05$ ). Organizational trust also correlated negatively with organizational deviance ( $r = -0.46$ ,  $p < 0.05$ ) and interpersonal deviance ( $r = -0.36$ ,  $p < 0.05$ ) respectively. There were no significant correlations between the controls and study variables.

Hypothesis 1 was supported by the sample data that there is a positive relationship between perceived psychological contract breach and organizational deviance ( $\beta = 0.20$ ,  $p < 0.05$ ). Hypothesis 2, however, was not supported in this study. This finding suggests that the hypothesized positive relationship between psychological contract breach and interpersonal deviance was not significant ( $\beta = 0.05$ , *ns*). Hypothesis 3, which postulated that organizational trust moderates the relationship between psychological contract breach and organizational deviance was supported by the study data. The moderating term related significantly to organizational deviance ( $\beta = -0.33$ ,  $p < 0.05$ ). This indicates that organizational trust significantly affects the relationship between psychological contract breach and organizational deviance, such that as organizational trust increases, the positive relationship between contract breach and deviance decreases. Finally, Hypothesis 4 was also supported by the sample data, as evidenced by the significant moderating term ( $\beta = -0.374$ ,  $p < 0.05$ ), thereby suggesting that organizational trust significantly moderates the relationship between psychological contract breach and interpersonal deviance. Consequently, when organizational trust increases, the psychological contract breach- interpersonal deviance relationship becomes significant, and that positive relationship decreases. The regression results are illustrated in Table 3 below.

### Organizational Deviance (OD)

**Table 3 Regression Results**

| Variables                                                                              | Model 1<br>RSq<br>$\beta$ | Model 2<br>RSq<br>$\beta$ | Model 3<br>RSq<br>$\beta$ |
|----------------------------------------------------------------------------------------|---------------------------|---------------------------|---------------------------|
| Step 1: Controls                                                                       | 0.02                      |                           |                           |
| Gender                                                                                 | 0.09                      | 0.10                      | 0.11                      |
| Job Tenure                                                                             | 0.08                      | 0.10                      | 0.11                      |
| Step 2: Main Effects<br>Psychological Contract Breach (PCB)                            |                           | 0.04* 0.20**              | 0.12                      |
| Step 3: Interaction<br>PCB X OT (Psychological Contract Breach X Organizational Trust) |                           |                           | 0.11* -0.33**             |
| Total RSq.                                                                             |                           |                           | 0.16                      |
| Total F Value (8.21**)                                                                 |                           |                           |                           |

Interpersonal Deviance (ID)

| Variables                                                       | Model 1<br>RSq        β | Model 2<br>RSq        β | Model 3<br>RSq        β |
|-----------------------------------------------------------------|-------------------------|-------------------------|-------------------------|
| Step 1: Controls                                                | 0.02                    |                         |                         |
| Gender                                                          | 0.09                    | 0.10                    | 0.11                    |
| Job Tenure                                                      | 0.08                    | 0.10                    | 0.11                    |
| Step 2: Main Effect                                             |                         |                         |                         |
| Psychological Contract Breach (PCB)                             |                         | 0.00    0.05            | 0.12                    |
| Step 3: Interaction                                             |                         |                         |                         |
| PCB X OT (Psychological Contract Breach X Organizational Trust) |                         |                         | 0.14*   -0.37**         |
| Total RSq.<br>Total F Value (8.21**)                            |                         |                         | 0.14                    |

6. Implications

6.1 Discussion of Findings

This study evaluated the relationship between perceived psychological contract breach and workplace deviance, namely organizational deviance, and interpersonal deviance respectively. It also explored the moderating role of organizational trust on the psychological contract breach – organizational deviance and psychological contract breach – interpersonal deviance relationships. The study results were used to assess the proposed relationships.

First, this study indicated that employees who perceive psychological contract breach are more likely to engage in organizational deviance. This finding aligns to previous studies (e.g. Ishaq & Shamsher, 2016; Restubog et al., 2013; Balogun, Oluyemi & Afolabi, 2018) which suggest that employees who perceive that employers fail to uphold promised obligations (Morrison & Robinson, 1997) can actively engage in deviant activities towards their organization in efforts to reinstate parity within employment relationships (Jensen et al., 2010; Restubog et al., 2013; Kamau, 2022; Ilyas et al., 2022; Luo et al., 2025). Essentially, employees believe that imitating undesirable treatment received from their employer can bring restoration or balance to the employment relationship based on reciprocal exchanges (Bennett, Marasi & Locklear, 2018; Singh, 2023; Singh & Ali, 2024).

Second, while psychological contract breach positively predicted organizational deviance, this study found that perceived breach did not significantly affect interpersonal deviance. Consequently, this study suggests that perceived psychological contract breach affects the dimensions of workplace deviance differentially. While this finding is contrary to studies such as Hussain, Usman, and Islam (2016), Jensen et al. (2010) and Kickul et al. (2001), which also indicates a significant positive relationship between perceived breach and interpersonal deviance, emerging research suggests that employees may not always engage in deviant behaviors towards their co-workers in response to perceived psychological contract breach. For instance, Griep et al. (2020) and Conway et al. (2014) argue that the organization, and not the employees, are

perceived as the perpetrators of psychological contract breach. Further, the source of perceived breach is the typical reciprocal target of deviant behaviors (Griep et al., 2020; Conway et al., 2014; Lin & Bai, 2023). Consequently, since co-workers are not typically seen as the perpetrators of perceived breach, there can be a non-significant relationship between perceived psychological contract breach and interpersonal deviance.

Finally, this study goes on to recognize that when perceived organizational trust is higher, the positive relationship between perceived breach and workplace deviance (both organizational and interpersonal deviance) weakens significantly. Indeed, organizational trust is based on the consistent execution of commitments within the employment relationship (Guest & Clinton, 2011; Singh, 2023). Consequently, while perceived contract breach arises when employees feel that their organization has defaulted on or broken their commitments to them, since organizational trust is highly based on the more consistent execution of commitments (Guest & Clinton, 2011), the impact of breach on workplace deviance can be less severe (Singh, 2023). Perceived breach can be viewed as sporadic ‘shocks’ and hence may not consistently occur throughout the employment relationship. Consequently, when trust levels are high, even in the context of perceived ‘shocks’, employees are less likely to be deviant towards the organization. Interestingly, while this study found no significant relationship between perceived psychological contract breach and interpersonal deviance, when organizational trust was also perceived at higher levels, the association between perceived breach and interpersonal deviance became weaker. Indeed, a higher level of trust can result in positive psychological contract experiences for employees (Guest & Clinton, 2011) and can therefore act as a precautionary measure against the potentially undesirable consequences of perceived breach. Trust and psychological contracts are relevant affect-related variables, which shape engagement in workplace deviance; both organizational and interpersonal (Erkutlu & Chafra, 2013; Santos et al., 2024).

### **6.1.1 Theoretical Implications**

First, this study validates existing research on the relationship between perceived psychological contract breach and workplace deviance to further strengthen the literature in this area.

Second, this study examines the disaggregated conceptualization of workplace deviance (organizational and interpersonal). It provides support for emerging studies which assert that employees can potentially respond to perceived breach in a differential manner on the dimensions of workplace deviance. Consequently, this study opens the door to the need to delve beyond global conceptualizations of workplace deviance to deeper understand such destructive reactions and behaviors.

Third, this study explores the indirect effect of organizational trust on the psychological contract breach – workplace deviance relationships in response to emerging research which suggests that there is a need to further explore the impact of moderators on such relationships.

Finally, the current study adds further support for social exchange theory, but also supplements it with reactance theory, to provide a more comprehensive theoretical framework for understanding the relationships between affect-related variables such as psychological contract breach, workplace deviance, and organizational trust.

### **6.1.2 Practical Implications**

From a practical perspective, this study also makes valuable contributions. This study provides empirical evidence to show that perceived psychological contract breach and lower levels of organizational trust can have significant negative implications for deviant work behaviors. In addition to the direct and indirect costs associated with psychological contract breaches within the employment relationship, the destructive behaviors associated with workplace deviance highlight the need to put pressure on management and employers to integrate strategies into their business model to minimize perceived breaches and to further build organizational trust consistently and at all points of the employment relationship. Further, managers should ensure that transparency and balance occur in work relations to minimize perceptions of breach and the manifestation of organizational deviance. It is important that employers establish high standards of transparency to manage the potential for negative employee perceptions of breach, destructive behaviors, and harmful reciprocity as well. From a managerial perspective, perceptions of psychological contract breach can be further managed and potentially minimized by providing resilience-building and psychological coping strategies, as well as support networks to complement clear and transparent work systems, procedures, structures and communication.

Finally, within the small island developing context of Trinidad, the financial services industry continues to play a pivotal role in economic development and the services sector. Clearly, this study suggests that perceptions of psychological contract breach can trigger destructive and retaliatory behaviors in the form of deviance. Consequently, ensuring that employer-employee relationships are positive is of crucial importance to support positive employee attitudes, behaviors, and hence development within this industry.

## **7. Limitations and Directions for Future Research**

Although this study makes several contributions, there are limitations as well. First, this study uses a cross-sectional research design, and therefore only provides a snapshot of the research variables and associated relationships at one point in time. It is recommended that cross-lagged panel or longitudinal designs be used in the future to address the issue of common method variance, while assessing some degree of causality between the research variables.

Second, the study sample focused only on frontline employees across all levels within the financial service industry in Trinidad. While this sample is representative of frontline employees within the financial services industry, the generalizability of the research results may be somewhat limited in other areas of services and other sectors as well. Hence, future researchers can explore the research model beyond the study sample to enhance the generalizability of the findings.

Third, a convenience sampling approach was used, and while all attempts were made to ensure anonymity, there is the potential for response bias. There is the possibility that managers and supervisors may know their employees well and can reasonably match responses to participants. Consequently, participants may not have indicated their true feelings, but rather what they perceive that their bosses may want to hear. Hence, further studies can strive to directly address such instances of potential bias.

Fourth, this study only explores the moderating effect of organizational trust, which was found to be significant. Indeed, organizational trust can strongly impact perceptions of positive or negative treatment within employment relationships and continues to be important when assessing the impact of ‘affect’ on destructive work behaviors. However, future research can explore the impact of other indirect effects and variables on perceived breach and other work outcomes.

In conclusion, this study examines the direct relationship between perceived psychological contract breach and workplace deviance (organizational deviance and interpersonal deviance respectively), as well as the moderating role of organizational trust in influencing the relationships between perceived breach and each dimension of deviance, within the under-researched small island developing context of Trinidad. The findings indicate that employees who perceive breaches in their psychological contracts are more likely to engage in organizational deviance. However, employees may not always respond to perceived breach by engaging in interpersonal deviance. This study is one of the few emerging studies which indicates that employees view the organization or their employer, and not their peers, as the source or perpetrator of psychological contract breach, and will therefore reciprocate accordingly. This study also supports the moderating role of organizational trust in shaping the psychological contract breach – workplace deviance (both organizational and interpersonal) relationships. In these ways, the current study advances research and practice in an important area of interest and highlights the need for further research to explore alternative relationships between affect- variables and potentially destructive work behaviors.

## 8. References

1. Abas, B., Iqbal, S., Bukhari, S., Villivalam, S., & Khan, M. ‘A retrospective of workplace deviance in hospitality: a two-tier literature review’, *Vision*, 2(1), 2024.
2. Abbasi, A., & Wan Ismail, W. K. ‘Linking organizational citizenship behavior and organizational trust towards reducing workplace deviance behavior in higher education’, *Cogent Social Sciences*, 9(1), 2023, 2157538.
3. Aquino, K., Douglas, S., & Martinko, M. J. (2004). ‘Overt anger in response to victimization: Attributional style and organizational norms as moderators’. *Journal of Occupational Health Psychology*, 9(2), 2004, 152–164.
4. Association of Certified Fraud Examiners. ‘2024 ACFE Report to the nations’. <https://legacy.acfe.com/report-to-the-nations/2024/>
5. Bagdi, D., & Nimbrain, N. ‘Mapping the field of workplace deviant behavior: a comprehensive bibliometric analysis’. *Global Knowledge, Memory and Communication*, 2025.
6. Balogun, A. G., Oluyemi, T. S., & Afolabi, O. A. ‘Psychological contract breach and workplace deviance: Does emotional intelligence matter?’ *Journal of Psychology in Africa*, 28(1), 2018, 8- 14.
7. Bennett, R. J., Marasi, S., & Locklear, L. ‘Workplace Deviance’. *Oxford Research Encyclopedia of Business and Management*, 2018, <https://doi.org/10.1093/acrefore/9780190224851.013.111>
8. Bennett, R. J., & Robinson, S. L. ‘Development of a measure of workplace deviance’. *Journal of Applied Psychology*, 85(3), 2000, 349–360.

9. Berry, C. M., Ones, D. S., & Sackett, P. R. 'Interpersonal deviance, organizational deviance, and their common correlates: A review and meta-analysis'. *Journal of Applied Psychology*, 92(2), 2007, 410–424. <https://doi.org/10.1037/0021-9010.92.2.410>
10. Blau, P. M. 'Justice in Social Exchange'. *Sociological Inquiry*, 34(2), 1964, 193–206.
11. Barling, J., Dupré, K. E., & Kelloway, E. K. 'Predicting Workplace Aggression and Violence'. *Annual Review of Psychology*, 60(1), 2009, 671–692. <https://doi.org/10.1146/annurev.psych.60.110707.163629>
12. Brehm, J. W. '*A theory of psychological reactance*', Academic Press, New York, NY, 1966.
13. Brooks, C. '*The State of Workplace Theft in 2025*'. Business.com, 2025. <https://www.business.com/articles/workplace-theft-study-statistics/>
14. Conway, N., & Briner, R. B. (2005). '*Understanding Psychological Contracts at Work*', 2005. <https://doi.org/10.1093/acprof:oso/9780199280643.001.0001>
15. Conway, N., Kiefer, T., Hartley, J., & Briner, R. B. 'Doing More with Less? Employee Reactions to Psychological Contract Breach via Target Similarity or Spillover during Public Sector Organizational Change'. *British Journal of Management*, 25(4), 2014, 737–754. <https://doi.org/10.1111/1467-8551.12041>
16. Cook, J., & Wall, T. 'New work attitude measures of trust, organizational commitment and personal need non-fulfilment'. *Journal of Occupational Psychology*, 53(1), 1980, 39–52. <https://doi.org/10.1111/j.2044-8325.1980.tb00005.x>
17. Cropanzano, R., & Mitchell, M. S. 'Social Exchange theory: An interdisciplinary review'. *Journal of Management*, 31(6), 2005, 874–900. <https://doi.org/10.1177/0149206305279602>
18. Deery, S. J., Iverson, R. D., & Walsh, J. T. 'Toward a better understanding of psychological contract breach: A study of customer service employees'. *Journal of Applied Psychology*, 91(1), 2006, 166–175. <https://doi.org/10.1037/0021-9010.91.1.166>
19. Deng, H., Coyle-Shapiro, J., & Yang, Q. Beyond reciprocity: A conservation of resources view on the effects of psychological contract violation on third parties. *Journal of Applied Psychology*, 103(5), 2018, 561–577. <https://doi.org/10.1037/apl0000272>
20. Erkutlu, H., & Chafra, J. 'Effects of trust and psychological contract violation on authentic leadership and organizational deviance'. *Management Research Review*, 36(9), 2013, 828–848. <https://doi.org/10.1108/mrr-06-2012-0136>
21. Gakovic, A., & Tetrick, L. E. 'Psychological Contract Breach as a Source of Strain for Employees'. *Journal of Business and Psychology*, 18(2), 2003, 235–246. <https://doi.org/10.1023/a:1027301232116>
22. Gilbert, J. A., & Tang, T. L.P. An Examination of Organizational Trust Antecedents. *Public Personnel Management*, 27(3), 1998, 321–338. <https://doi.org/10.1177/009102609802700303>
23. Golembiewski, R. T. 'Understanding organizational behavior', by Chris Argyris. (Homewood, Illinois: The Dorsey Press, 1960. pp. XII). *American Political Science Review*, 54(3), 1960, 750–751. <https://doi.org/10.1017/s0003055400122919>

24. Griep, Y., Vantilborgh, T., & Jones, S. K. 'The relationship between psychological contract breach and counterproductive work behavior in social enterprises: Do paid employees and volunteers differ?' *Economic and Industrial Democracy*, 41(3), 2020, 727-745. <https://doi.org/10.1177/0143831X17744029>
25. Guest, D., & Clinton, M. (2011). 'Human Resource Management, the psychological contract and Trust'. *Trust and Human Resource Management*, 2011. <https://doi.org/10.4337/9780857932006.00012>
26. Gulzar, S., Ayub, N., & Abbas, Z. 'Examining the mediating-moderating role of psychological contract breach and abusive supervision on employee well-being in banking sector'. *Cogent Business & Management*, 8(1), 2021. <https://doi.org/10.1080/23311975.2021.1959007>
27. Guzzo, R. F., Wang, X., Madera, J. M., & Abbott, J. 'Organizational trust in times of COVID-19: Hospitality employees' affective responses to managers' communication'. *International Journal of Hospitality Management*, 93, 2021, 102778.
28. Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. 'Multivariate data analysis (Vol. 6): Pearson Prentice Hall Upper Saddle River, 2006.
29. Hollinger, R. C. *Theft by employees more common than theft by customers*. Loss Prevention Media, Nov 6, 2023. <https://losspreventionmedia.com/theft-by-employees-more-common-than-theft-by-customers/>
30. Howald, N., Lortie, B., Gallagher, C., & Albert, M. A. Preventing and deterring organizational deviance. *Society for Industrial and Organizational Psychology*, 4(1), 2018, 23-34.
31. Hussain, S., Gul, H., Usman, M., & Islam, Z. U. 'Breach of psychological contract, task performance, workplace deviance: Evidence from academia in Khyber Pukhtunkhwa, Pakistan'. *International Business and Management*, 13(2), 2016, 12-20.
32. Ilyas Chaudhary, S., Bhatti, O. K., Cipran, H., & Bajwa, A. H. 'The conceptual review on the impact of organizational justice on workplace deviance and the mediating role of psychological contract breach'. *International Journal of Organizational Leadership*, 11(2), 2022, 235-252.
33. Ishaq, H. M., & Shamsher, Q. Effect of breach of psychological contracts on workplace deviant behaviors with the moderating role of revenge attitude and self-control. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 10(1), 2016, 69-83.
34. Jena, L. K., & Pradhan, S. 'Joy at work: Initial measurement and validation in Indian context'. *The Psychologist-Manager Journal*, 20(2), 2017, 106.
35. Jena, L. K., Pradhan, S., & Panigrahy, N. P. 'Pursuit of organisational trust: Role of employee engagement, psychological well-being and transformational leadership'. *Asia Pacific Management Review*, 23(3), 2018, 227-234.
36. Jensen, J. M., Opland, R. A., & Ryan, A. M. 'Psychological contracts and counterproductive work behaviors: Employee responses to transactional and relational breach'. *Journal of Business and Psychology*, 25, 2010, 555-568.
37. Jones, J., Abieta, A. J., Murray, S. R., & Bell, M. An investigatory research on organizational trust and its relationship with job satisfaction and psychological contract breach. *Administrative Issues Journal: Education, Practice, and Research*, 13(1), 2023, 1-2. <https://doi.org/10.5929/2023.13.1.1>

38. Kamau, J. N. 'Breaking Trust: Exploring the link between Psychological Contract Violation and Workplace Deviance with Turnover Intention as a Mediator'. *Journal of Allied Research in Social and Development sciences*, 10(4), 2022, 30-46.
39. Kickul, J. R., Neuman, G., Parker, C., & Finkl, J. 'Settling the score: The role of organizational justice in the relationship between psychological contract breach and anticitizenship behavior'. *Employee responsibilities and rights journal*, 13, 2001, 77-93.
40. Lester, Scott W., Turnley, W.H., Bloodgood, J.M. & Bolino, M.C. "Not Seeing Eye to Eye: Differences in Supervisor and Subordinate Perceptions of and Attributions for Psychological Contract Breach". *Journal of Organizational Behavior* 23, (1), 2002, 39-56.
41. Li, S., & Chen, Y. 'The relationship between psychological contract breach and employees' counterproductive work behaviors: The mediating effect of organizational cynicism and work alienation'. *Frontiers in Psychology*, 2018. <https://doi.org/10.3389/fpsyg.2018.01273>
42. Litzky, B. E., Eddleston, K. A., & Kidder, D. L. 'The Good, the Bad, and the Misguided: How Managers Inadvertently Encourage Deviant Behaviors'. *Academy of Management Perspectives*, 20(1), 2006, 91-103. <https://doi.org/10.5465/amp.2006.19873411>
43. Lin, L., & Bai, Y. 'The dual spillover spiraling effects of family incivility on workplace interpersonal deviance: From the conservation of resources perspective'. *Journal of Business Ethics*, 184(3), 2023, 725-740.
44. Low, S. Z. *Workplace harassment and counterproductive work behaviors: A daily diary investigation*. California State University, Long Beach, 2012.
45. Luo, F., Mei, W., Ng, T., Zhu, Y., & Wang, Y. 'The way, way back? Workplace deviance and its subsequent reparative behaviors over time'. *Asia Pacific Journal of Management*, 2025, 1-34.
46. Mackey, J. D., McAllister, C. P., Ellen, B. P., & Carson, J. E. A Meta-Analysis of Interpersonal and Organizational Workplace Deviance Research. *Journal of Management*, 47(3), 2019, 23-37. <https://doi.org/10.1177/0149206319862612>
47. Mackey, J. D., McAllister, C. P., Ellen III, B. P., & Carson, J. E. A meta-analysis of interpersonal and organizational workplace deviance research. *Journal of Management*, 47(3), 2021, 597-622.
48. Marasi, S., Cox, S. S., & Bennett, R. J. 'Job embeddedness: is it always a good thing?'. *Journal of Managerial Psychology*, 31(1), 2016, 141-153.
49. Martin, L. E., Brock, M. E., Buckley, M. R., & Ketchen Jr, D. J. 'Time banditry: Examining the purloining of time in organizations'. *Human Resource Management Review*, 20(1), 2010, 26-34.
50. Matthijs Bal, P., Chiaburu, D. S., & Jansen, P. G. W. 'Psychological contract breach and work performance'. *Journal of Managerial Psychology*, 25(3), 2010, 252-273. <https://doi.org/10.1108/02683941011023730>
51. Morrison, E. W., & Robinson, S. L. 'When Employees Feel Betrayed: A Model of How Psychological Contract Violation Develops'. *Academy of Management Review*, 22(1), 1997, 226-256.
52. <https://doi.org/10.5465/amr.1997.9707180265>

53. Neuman, J. H., & Baron, R. A. *Aggression in the Workplace: A Social-Psychological Perspective*, 2005.
54. O'Neill, A. *Trinidad and Tobago - share in global gross domestic product (GDP) adjusted for Purchasing Power Parity (PPP) 2018-2028*. Statista, 2023. <https://www.statista.com/statistics/728912/trinidad-and-tobago-share-in-global-gdp-adjusted-for-ppp/>
55. Pletzer, J. L., Oostrom, J. K., & Voelpel, S. C. 'Age and workplace deviance: A meta-analytic test and a trait-based examination of why older employees engage in less workplace deviance'. *Work, Aging and Retirement*, 9(2), 2023, 153-168.
56. Restubog, S. L. D., Zagenczyk, T. J., Bordia, P., & Tang, R. L. 'When employees behave badly: The roles of contract importance and workplace familism in predicting negative reactions to psychological contract breach'. *Journal of Applied Social Psychology*, 43(3), 2013, 673-686.
57. Robinson, S. L., & Bennett, R. J. (1995). 'A typology of deviant workplace behaviors: A multidimensional scaling study'. *Academy of management journal*, 38(2), 1995, 555-572.
58. Robinson, S. L., & Rousseau, D. M. 'Violating the psychological contract: Not the exception but the norm'. *Journal of organizational behavior*, 15(3), 1994, 245-259.
59. Robinson, S. L., & Bennett, R. J. 'A typology of deviant workplace behaviors: A multidimensional scaling study'. *Academy of management journal*, 38(2), 1995, 555-572.
60. Rousseau, D. M. 'Psychological and implied contracts in organizations'. *Employee responsibilities and rights journal*, 2, 1989, 121-139.
61. Rousseau, D. M., & Wade-Benzoni, K. A. 'Linking strategy and human resource practices: How employee and customer contracts are created'. *Human resource management*, 33(3), 1994, 463-489.
62. Santos, G. G., Pinho, J. C., Ferreira, A. P., & Vieira, M. 'Psychological contract breach and organizational citizenship behaviours: the moderating role of contract type'. *Management Research Review*, 47(1), 2024, 18-44.
63. Sayers, J. K., Sears, K. L., Kelly, K. M., & Harbke, C. R. When employees engage in workplace incivility: The interactive effect of psychological contract violation and organizational justice. *Employee Responsibilities and Rights Journal*, 23, 2011, 269-283.
64. Shi, X., Shi, H., & Leung, X. Y. Examining the impact of realistic job previews on leaders' behavioral integrity and newcomers' psychological contract breach: a multiwave field experiment. *International Journal of Contemporary Hospitality Management*, 2025.
65. Singh, R. 'Organisational embeddedness as a moderator on the organisational support, trust and workplace deviance relationships'. *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 8(1), 2020, 1-17.
66. Singh, R. 'My contract is breached, and I want to leave, but I am embedded! How do reluctant stayers respond?'. *Evidence-based HRM: a Global Forum for Empirical Scholarship*, 2023.
67. Singh, R., & Ali, E. 'An investigation into the relationships between abusive supervision, workplace deviance, and workplace stress among bank employees in Trinidad, West Indies'. *International Journal of Employment Studies*, 32(1), 2024, 4-36.

68. Soares, M. E., & Mosquera, P. 'Fostering work engagement: The role of the psychological contract'. *Journal of Business Research*, 101, 2019, 469–476. <https://doi.org/10.1016/j.jbusres.2019.01.003>
69. Spector, P. E., & Fox, S. 'The stressor-emotion model of counterproductive work behavior', 2005.
70. Zacher, H., & Rudolph, C. W. 'Relationships between psychological contract breach and employee well-being and career-related behavior: The role of occupational future time perspective'. *Journal of Organizational Behavior*, 42(1), 2021, 84-99.
71. Zhao, H. A. O., Wayne, S. J., Glibkowski, B. C., & Bravo, J. 'The impact of psychological contract breach on work-related outcomes: a meta-analysis'. *Personnel psychology*, 60(3), 2007, 647-680.

## About Our Authors

### In loving memory of Ms. Amanda Charles

**Amanda Charles** was the holder of an MSc Management Studies (HRM Specialization), awarded posthumously with Distinction from The Department of Management Studies, The University of the West Indies, St. Augustine Campus, Trinidad. Her research interests included psychological contract breaches and destructive organizational behaviors. She was an exceptional, dedicated research student and will always be remembered as a brilliant young researcher with a kind and caring soul. This paper represents the culmination of her research work and is a dedication and tribute to her. May she rest in eternal peace.

**Riann Singh** is a Senior Lecturer in The Department of Management Studies, The University of the West Indies, St. Augustine Campus, Trinidad. She has more than 10 years of experience in academia and holds a PhD in Business Administration, with a specialization in Human Resource Management. Her research interests include employee issues such as organizational embeddedness, dysfunctional retention, workplace mistreatment including abusive supervision and destructive leadership, other destructive work behaviors/psychological processes and organizational development. She is widely published in top international journals and with top-ranking book publishers. Her research challenges the fundamental assumption that employee retention is always positive by drawing attention to the importance of addressing destructive employee behaviors and outcomes.

**Shalini Ramdeo** is a Lecturer in Management and Leadership in The Department of Management Studies, The University of the West Indies, St. Augustine Campus, Trinidad. She has several years of experience in academia and holds a PhD in Business Administration, with a specialization in Human Resource Management. Her research interests include workplace mistreatment, bullying and other forms of destructive behaviors. She is widely published in top international journals and with top-ranking book publishers. Her research is recognized internationally, and she also serves as a Research Supervisor at the Graduate level.

**Michelle Samaroo-David** is a dedicated Human Resource Management professional and a current PhD candidate in Business Administration at The University of the West Indies, St. Augustine Campus, Trinidad. Her research interests include negative work behaviors and employee well-being. She also holds an MSc in Management Studies (HRM) and is certified in Conflict Resolution, Project and Facilities Management. She also possesses more than 20 years of administrative experience and Facilities Management.