

Exploring Organizational Context and Its Impact on Organizational Citizenship Behavior, Supervisor Trust, and Psychological Contract Breach: A Study in Khyber Pakhtunkhwa, Pakistan

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Abstract

This paper examines the contribution of social identity theory (SIT) to understanding psychological contract breaches- PCB, supervisor trust -TS, & organizational citizenship behavior relationships. First, researchers examined OCBO PCO direct association & also indirect linkages through supervisor trust. A total of 337 Self-administered questionnaires were distributed among software firms' employees in Khyber Pakhtunkhwa, Pakistan. Our results suggest that management who experience employees' PC and supervisor trust enhances OCBO and manages firms' workforce. The research also presented practical HR practices for software firm business amid crises such as high turnover & low OCBO practices.

Keyword: *Psychological Contract Breach, Supervisor Trust, OCBO*

Introduction

In Asian economies, software firms have become a significant factor in business success (Yousaf et al., 2020). Pakistan has become a top destination for outsourcing IT and software development. Several global companies rely on Pakistani firms to complete their software projects. Software has grown significantly in Pakistan in recent years, contributing to positive GDP growth (Bari et al., 2022). As Pakistan's development moves towards digitalization, the government has taken steps to promote the software sector. As a result of Pakistan's rapid development in the IT sector, software firms have developed into a hub for innovation and research. For instance, Careem, a small tech startup in Pakistan, rapidly gained popularity for its user-friendly interface and affordable transportation options. Software firms and IT solutions enhance coworkers' and managers' abilities to plan, forecast, and solve problems more efficiently. Riyanto et al. (2021) confirmed that software and software knowledge became extreme significance in competitive culture. Previous studies confirmed that a high level of job satisfaction among software employees can significantly enhance their focus and dedication towards psychological contract,

Jawad *et al.* (2019) also found incorporating PCF would enhance overall profitability and enhance organization citizenship behavior and supervisor trust.

The authors of Shaffakat *et al.* (2022) noted the importance of overlooking psychological contract breaches in certain cultural contexts, such as Pakistan. This research aims to establish a thorough understanding of organizational psychological contracts within Khyber Pakhtunkhwa, Pakistan. Shaffakat *et al.* (2022) highlighted impact of PCB & OCB within an organizational context. A thorough comprehension of these factors is also crucial for upholding a creative, positive, and trusting work environment. Therefore, understanding the impact of psychological contract breaches on OCB is crucial for both employees and organizations. For example, imagine a scenario where an employee consistently goes above and beyond their job duties by staying late to help colleagues, taking on additional tasks, and actively participating in team meetings. This employee has built a reputation for their exceptional teamwork and dedication to the organization. However, if this employee experiences a breach in their psychological contract, such as not receiving a promised promotion or being excluded from decision-making processes, they may become disillusioned and feel less motivated to continue their discretionary behaviors.

Baruch & Rousseau (2019) empirically mention that breaches relate negatively to citizenship behavior at the organizational level. Riyanto *et al.* (2021) also propose a link between PCB and supervisor trust that would be examined from an organizational perspective. Psychological contracts are formed through promises, documented agreements, past patterns of exchange, observations, experiences, and assumed factors of good faith and fairness (Zhao & Zhou, 2021). Therefore, these pledges do not need to be expressed in writing, speech, or any other way; instead, they can be implied. The overwhelming majority of research examining PC breaches' adverse individual outcomes in employment and opinions on workplace culture has a psychological climate that is reflected individually and wholly. Therefore, organizational psychological contract breach perceptions need to be explored and repeatedly linked to the OCB-organizational level.

The article also explores supervisor trust indirect effects & explains PCB & OCB-organizational level. Prior literature also explains employees' trusts as playing the main mediating role between psychological contract breaches and employee outcomes (Zhao & Zhou, 2021). One study by Santos *et al.* (2023) also found some significant constructs playing a mediating role between PCB and OCBO. Despite this evidence, the supervisor's role as a go-between for PCB and OCB has received little empirical support in software firms. The first goal of our study is to close the existing literature gap.

The present research was directed at the level of complication that, existing psychological contract breaches, OCBO, and supervisor trust have not matched previously in Khyber Pakhtunkhwa, Pakistan. Furthermore, this study also considers supervisor trust as a mediating variable because this one variable might tend to influence software employees' values. The study also justified the following two purposes:

1. To observe the PCB & OCB influence in Khyber Pakhtunkhwa software firms.

2. To evaluate the supervisor's trust (mediating role) on breaches of the psychological contract and supervisor trust in Khyber Pakhtunkhwa software firms.

Existing study also have numerous contribution to current research. First, a limited study was conducted to inspect organizational employees PCs for breaches due to their multiple influences. The study also inspects PC breaches, OCB-organizational-level trust, and supervisor trust in the software sector. The study also describes organizational PC breaches, an almost ignored but steadily important breach form (Ahmad & Zafar, 2019). Secondly, current research also inspects supervisor trust indirect associations between PC breaches and citizenship behavior (at the organizational level). Through, illustrate how social identity groups extremely de-motivating (Ahmad & Zafar, 2019) would contribute to firms, improves performance (such as OCB) and helps organizations maintain strong identity (Hai & Park, 2021). Third, the study targets research. Contrary to the software sector, which is underdeveloped (Yousaf et al., 2020) in Khyber Pakhtunkhwa, Pakistan, this research is also more relevant because in Khyber Pakhtunkhwa, Pakistan, culture has been facing great challenges due to increased financial issues due to recent low economic growth (Ahmad & Zafar, 2019). Researchers would develop pathways to address above concerns and limitations, by in-depth review of PCB and OCB-level in software firms; this organized analysis provides rigorous valuation of existing literature to address questions:

1. What level of organizational understanding of PCB and OCB is there currently in software business culture?
2. How does PCB affect supervisor trust and OCB outcomes in the software business context?

Mostly, prior studies links between PCB and OCB within the context of a social exchange theory (Ahmad & Zafar, 2019; Yousaf et al., 2020) framework described. However, social identity framework would helpful for aspects could influence software employees' OCBO & PCB. This is because social identity theory focuses on how people construct their identities. Social phenomena such as intergroup conflict, stereotyping, discrimination and the creation of social movements, assist individuals in handling activities & manage tough working that are considered to be central to social identity theory.

Even, the mechanism illuminating how PCB influence job outcomes still proposes more empirical support (Ahmad & Zafar, 2019). This study sheds new light on previous research on PCBs and OCBs by testing the hypothesis that an employee's reaction via PCB helping behaviors (such as OCBO) in an effort to regain or acquire social identity, or, alternatively, by the withdrawal of helping behaviors in an effort to protect assets that employee possesses.

Literature Review

Social Identity theory

Varghese & Raju (2019) argues that social identity theoretical prospective explains explains how people behave and identify with groups. This model assumes how individuals perceive themselves and others socially. Therefore, the theory explains how group membership and identification contribute to the formation of attitudes, beliefs, and behaviors. It has been extensively used to study intergroup conflict, prejudice, discrimination, and in-group favoritism.

People derive part of their identity from their interactions and memberships in groups. SIT suggests group membership and social identification are essential drivers of attitudes and intergroup relations. Individuals' perceptions and interactions with others are influenced by their group membership. SIT presented individuals' social identities and group behaviors. Understanding such relations via social identity clarify association linking PC breaches & OCBO also explain how low supervisor trust issues impact organizational performance. Gavino et al. (2021) assert that organizations have difficulty when members of communities of social identity form, necessitating extra efforts and initiatives.

Based on the social identity model, these studies argue that psychological contract breaches, OCB-O, and supervisor trust' are vital variables that enhance employees' contentment and ultimately increase employees' performance. Therefore, social identity conceptualization supervisor trust as mediating construct concerning PC breaches and OCB-organizational levels.

Researchers can gain a better understanding of employee satisfaction and performance by studying association among supervisor trust, PCBs, and OCBO. The social identity concept suggests that when employees perceive trust in their supervisors, it explains how psychological contract breaches affect their willingness to engage in OCB within the organization. Therefore, companies seeking to enhance employee productivity and well-being can benefit from understanding the role of supervisor trust in psychological contract breaches.

PCB

In contemporary organizations, PCBs examines the negative social contracts (Gavino et al., 2021). The psychological contract's fundamental rule of reciprocity Prospects are equally satisfied for both sides (employees and employer), which fosters a relationship (Ahmad & Zafar, 2019). Organizations are under increasing pressure to maintain competitiveness and sustainability (Ji & Jan, 2020). It has repercussions for employees that expectations are raising in exchange for their commitment (Mahmood et al., 2018). Psychological contract breach is triggered appropriate organization delays returning money to employees. This provides employees with sense of being cheated (Ahmad & Zafar, 2019).

In light of this, Ahmad & Zafar (2019) defined PCB 'organization inability to meet some of compulsions in an unspoken contract terms. As inappropriate outcomes might be anticipated consequences of these breaches, including a poor OCBO, absenteeism, and even lowest supervisor trust (Malik et al., 2019). Employees of an organization who are working in groups and who see PCB might experience worry feelings, as well low commitment and low supervisor trust. These negative consequences can have a cascading effect on the overall functioning of the organization. Employees experiencing misery and anxiety may become disengaged and unproductive, leading to a decrease in organizational citizenship behavior (OCB). Additionally, low supervisor trust can create a toxic work environment, where communication and collaboration suffer. Ultimately, the organization may struggle to hold best employees & maintain positive culture. This research rectifies any breaches in the psychological contract to ensure a healthy and productive work environment.

Organizational citizenship behavior-organizational level

The authors Azim et al. (2020) had belief that social system that fragile in organization only described behavior described. In addition, concluded that every industry and institution is dependent on multitude of acts of collaboration, generosity, altruism, and other behaviors associated with citizenship. Appropriate OCB is novel activity that enhances organizations' social networks and reduces conflicts (Gavino et al., 2021). It has advantages for organizations through individual contributions (Harper, 2015) and OCBO. Ahmad & Zafar (2019) discuss how organizations can thrive when their members exhibit exemplary deeds and engage in positive actions. According to Malik et al. (2019), OCBO refers to beneficial behaviors in corporations like helping other, plus courtesy & altruism (e.g. filing support for the boss). Research mentions that employees who engage in OCBO are more likely to have higher job satisfaction, increased organizational commitment, and better performance evaluations. Additionally, these positive behaviors create a positive work environment and foster a sense of camaraderie among employees. Therefore, promoting and encouraging OCBO within an organization is crucial for its growth and success.

Supervisor trust

Rehman et al. (2019) defined trust as optimistic expectations people have about another's behavior. According to Ahmad & Zafar (2019), trust must be present for the partner's acts to be regarded as desired or appropriate. It's possible for individuals to think that one of the parties is gathering or hiding information and taking advantage of them or accomplishing any other admirable objectives (Ji& Jan, 2020). An effective working environment fosters trust by providing the necessary resources and support, recognizing and valuing technical expertise and skills, demonstrating genuine care and motivation, honoring commitments, fulfilling promises, and promoting honesty and transparency (Malik et al., 2019). As a result, trust can have numerous positive effects. For instance, it can lead to decreased autonomy, reduced conflict, and heightened dedication. (Shaffakat et al., 2022). Therefore, when employees trust organizations, they would like working long (Gavino et al., 2021). This long-term commitment and loyalty fostered by trust can result in increased productivity and efficiency within the organization. Furthermore, when employees have faith, more likely to feel appreciated and supported, resulting in increased job satisfaction and decreases turnover rates. Trust culture also promotes positive work, encouraging collaboration, open communication, and innovation. Ultimately, organizations that prioritize building and maintaining trust with their staff were likely to thrive and succeed.

Relationship between psychological contract breaches and OCBO:

SIT (Varghese & Raju, 2019) provides support for positive relationships between psychological contract breaches and OCBO. Particularly, SIT argues that employee-oriented psychological contract breaches lead to damaging emotions, lowered commitment levels, reduced job satisfaction, and ultimately reduced OCBO. Shaffakat et al. (2022) additionally stated that psychological contracts breached unethical workplace practices and altered citizenship behaviors at the organizational level. It also entails providing employees with feedback, evaluating their eco-friendly contributions as part of the evaluation and reward process, etc. however, lessen impact of these unfavorable impacts, businesses top priority should make and develop constructive psychological relationship. In addition to this, it requires giving employees with feedback, analyzing individuals' contributions to eco-friendliness and ensuring workplace

supportive and inclusive. By living up to their end of psychological contract, firms can encourage higher levels of employee engagement and job satisfaction, thereby increasing the likelihood that workers will participate in citizenship behavior optimization.

Prior studies had revealed an employee's organizational citizenship behavior and their efforts (Tan et al., 2022) with psychological contract breaches. Furthermore, Griep and Vantilborgh (2018) mention that PCB would be considered a predictor of unproductive labor, low emotions, and reduced commitment. In their study, Abdalla et al. (2021) also found that the employee's outcomes decreased with the breach of psychological contracts. As significant contributors to the execution of OCBO initiatives, psychological contract breaches are particularly important in OCBO and are recognized by organizations for operational effectiveness and efficiency. Ahmad & Zafar (2019) demonstrated that one way to increase OCBO is to adopt minimum psychological contracts. Adopting Rousseau's conceptualization of the contract, it has been proposed that psychological contract breaches are negatively related to OCBO. Therefore, proposed that:

Hypothesis1: Psychological' contract breaches relate negatively to OCBO.

Relationship between psychological contract breaches, supervisor trust & OCBO

Prior studies have discovered the specific relationship between OCBO and their supervisor's trustworthiness and psychological contract breaches (Pramudita and Sukoco, 2018). Parallel to above study, research adds new stream of research by investigating supervisor trust mediating effect among PCB & OCBO. Gulzar et al. (2021) recommended researchers use social identity theory for examining psychological contract breach and employee outcome through a mediating variable. Recently, Ahmad & Zafar (2019) investigated supervisor trust indirect influence on PCB & OCB. In parallel studies, social identity theories conceptualize mediating relations of supervisor-trust among PCB & OCBO. Consequently, proposed:

Hypothesis2: Supervisor trust mediating association among PCBs and OCBO.

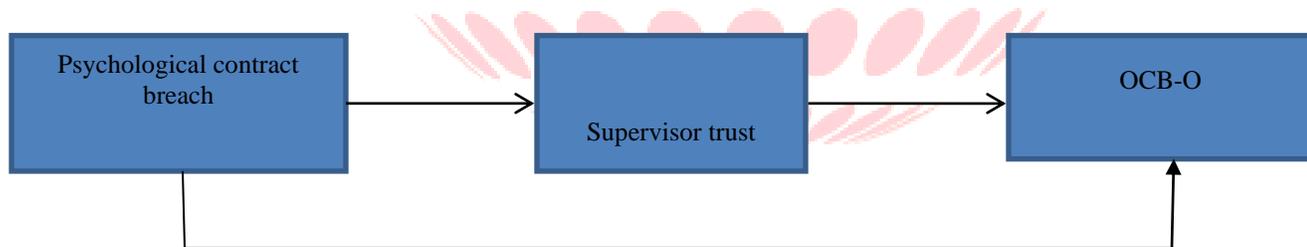


Figure 1 Conceptual framework

Research Methodology:

Sample & Data

Study was conducted among different software firms' employees in Khyber Pakhtunkhwa, Pakistan. This study considered choosing these sector employees because software sector

employees (Latif&Rana, 2020) receive less attention from scholars. Data were gathered through HR managers of the abovementioned firms. To achieve goal, prior approval from the HR managers is obtained via email. A total of 337 employees were questioned, with an 83.2 percent response rate. Data evaluating utilizing statistical-packages of social studies (23) and AMOS-25. Furthermore, Hussain and Anwar (2020) indicate structural equation modeling as a powerful alternative to testing multivariate causal relationships.

Measurement scale:

Psychological' Contract Breach:

Psychological' Contract Breach was analyzed by 5-item scales utilize in (Robinson & Morrison, 2000) study. Examples including 'Nearly all of the commitments made through our company on recruiting have been fulfilled thus far'.

OCBO

OCBO was judged using an 8-item Lee and Allen scale (2002). Sample items for OCBO include "attend events that are optional but benefit the organization's image.

Supervisor trust:

Supervisor trusts were adopted from Miller et al.'s (2018) scale. Sample items include 'The welfare of my subordinate is his or her first priority.

Common method bias

Several measures was tried to lessen common technique bias. Initially, multidimensional scales' measure was employed for each construct to mitigate and distribute the impact of short-term memory effects that may be associated with preceding scales. Furthermore, the anonymity of the respondents was guaranteed, and a thorough pre-test analysis was conducted. The third step in our analysis involved the utilization of Harman's single-factor (Podsakoff et al. 2003) investigation. The study yielded three components that exhibited eigenvalues greater than 1.0 (namely, PCB, OCBO, and supervisor trust). The dominant explanatory variable contributed to 35% of the observed variability, and a univariate solution was not evident. Therefore, it can be concluded that the initial factor did not exhibit a significant correlation with variance, indicating that variance was not concern in current investigation.

Result

Analysis procedure:

To support proposed study structure and measurement model, the researchers used structural equation modeling (SEM) in AMOS 24.0. According to Hair et al. (2007), AMOS became strong data analysis tools could perform both factor analysis and regression analysis. SEM is run in AMOS for this reason. AMOS may also handle complex connections, such as mediation. The complicated relationships between mediations were examined in this study using SEM in AMOS. SEM was employed in earlier studies on large data management (Tan et al., 2022; Latif&Rana, 2020) in order to verify the findings of those studies. To assess generalizability for primary

scrutiny, this study performed a variety of data screening tests, including those for outliers, missing values, and multicollinearity.

Results:

Correlation & Descriptive Analysis:

The results of AVE, inter-correlations, and descriptive statistics are shown in Table 2. The findings provide preliminary support for earlier ideas in the predicted directions.

Table 2 Mean, standard deviation, and inter-correlation

| | <i>M</i> | <i>S.D</i> | <i>PCB</i> | <i>OCBO</i> | <i>TIS</i> |
|-------------|----------|------------|------------|-------------|------------|
| <i>PCB</i> | 2.89 | .99 | (0.89) | | |
| <i>OCBO</i> | 3.08 | .97 | -.11** | (0.88) | |
| <i>TIS</i> | 3.09 | 1 | -.12* | .60** | (0.89) |

Source: Fornell and Lacker criterion

Confirmatory factor analysis:

CFA is methodology to evaluate theoretical model's validity and reliability using numerical measurements in measurement models. The survey employed in current study also satisfies Cronbach alpha reliability above 0.70. To evaluate the convergent and discriminant validity of all latent constructs, CFA (confirmatory factor analysis) is required. The CR value (.60) and AVE value (.50) should both be present, according to Hair et al. (2010).

Table: 3 Measurement model assessments

| <i>Items</i> | <i>Indicator</i> | <i>F.L</i> | β | <i>C.R</i> | <i>(AVE)</i> |
|-----------------------------|------------------|------------|---------|------------|--------------|
| <i>Psychological breach</i> | <i>PCB-1</i> | .78 | .80 | 0.80 | 0.89 |
| | <i>PCB-2</i> | .79 | | | |
| | <i>PCB-3</i> | .79 | | | |
| | <i>PCB-4</i> | .79 | | | |
| | <i>PCB-5</i> | .83 | | | |
| <i>OCBO</i> | <i>OCBO1</i> | 0.81 | 0.92 | 0.79 | 0.88 |
| | <i>OCBO2</i> | 0.87 | | | |
| | <i>OCBO3</i> | 0.83 | | | |
| | <i>OCBO4</i> | 0.83 | | | |
| | <i>OCBO5</i> | 0.80 | | | |
| | <i>OCBO6</i> | 0.75 | | | |
| | <i>OCBO7</i> | 0.72 | | | |
| | <i>OCBO8</i> | 0.69 | | | |
| <i>Supervisor trust</i> | <i>T.S1</i> | 0.88 | 0.92 | 0.79 | 0.89 |
| | <i>T.S2</i> | 0.92 | | | |
| | <i>T.S3</i> | 0.75 | | | |
| | <i>T.S4</i> | 0.78 | | | |
| | <i>T.S5</i> | 0.77 | | | |

| | |
|------|------|
| T.S6 | 0.72 |
| T.S7 | 0.74 |
| T.S8 | 0.75 |

The findings indicate that the AVE, CR, and Cronbach's alpha lie within a range that is acceptable. Therefore, it can be stated that the best metrics for examining the connections between latent variables like PCB, organizational citizenship behavior, and supervisor trust are AVE, CR, and Cronbach's alpha. AMOS-SEM techniques were used in the second step to evaluate the research (Kline, 2012). In the beginning, structural equation modeling was evaluated in order to determine metrics for model fitness. Initial model fitness indices, such as CMIN= 579.01, DF= 184, CMIN/DF= 3.12, GFI=.99, NFI=.92, CFI=.93, and RMSEA=.08, showed good agreement with the data. The fact that CMIN/DF was under 5 and RMSEA was equal to.08 is additional proof that the model fits the data correctly.

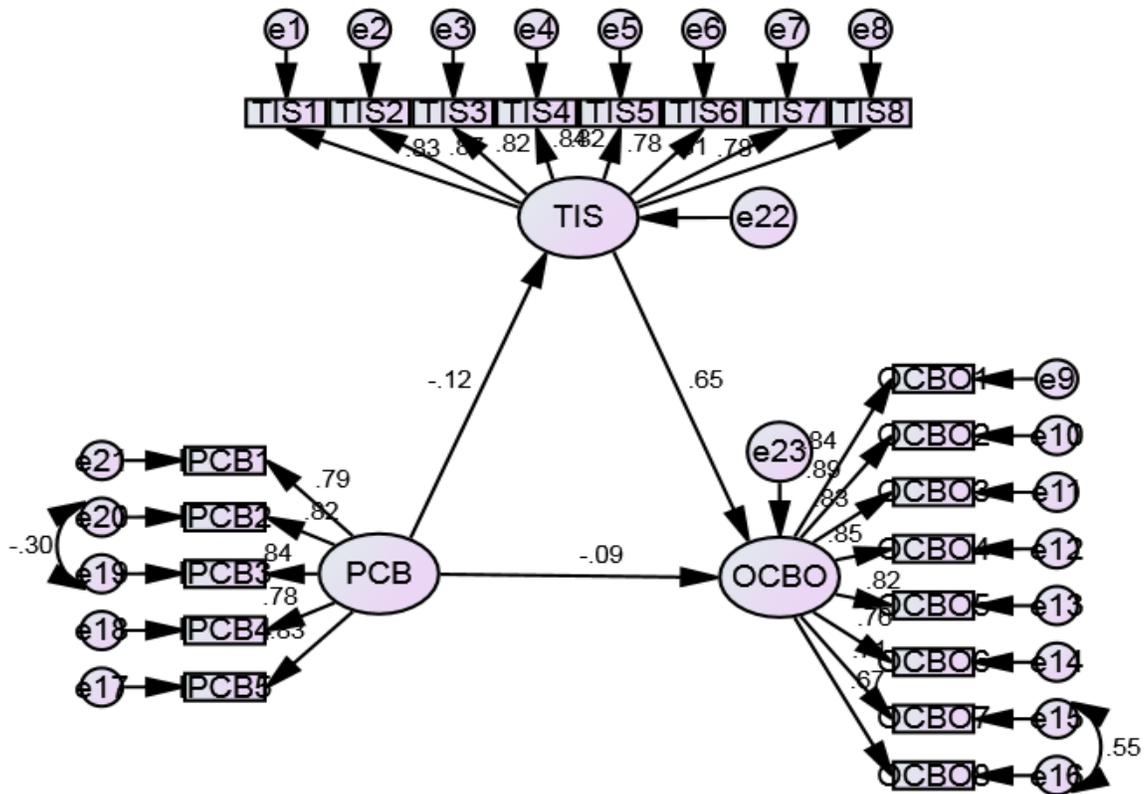


Figure: 2Structural model

According to the statistical analysis, PCB significantly improved OCBO, as evidenced by the beta coefficient of -.09 and a p-value of less than.05. Additionally, these results lend credence to the first hypothesis, H1. According to earlier investigations by Tufan and Wendt (2020) and Ahmed et al. (2016), PCB and OCBO have negative effects that are consistent with our discovery. As a

result of the findings, which show that AVE, CR, and Cronbach's alpha are all within a reasonable range, it may be said that these metrics are satisfactory. It follows that the best metrics for examining the connections between latent variables like PCB, organizational citizenship behavior, and supervisor trust are AVE, CR, and Cronbach's alpha.

The evaluations of the claims utilized the single mediation approach, as proposed by Preacher and Hayes (2004). In addition, the statistical technique known as the "bootstrapping method" was utilized. The direct effect was determined statistically non-significant ($\beta = -0.06$) as the CI (confidence interval) including zero. More, 95% CI for direct impact ranged from -0.170 to 0.049. Overall effects were determined to statistically significant ($\beta = -0.13$). CI (95%) was -0.134 to -0.003. Indirect effects were also statistically significant. Supervisor trust is shown to fully mediate association among PCB & OCBO. Ahmad and Zafar (2018) discovered that trust has a mediating impact on link among PCB & OCB, as per previous research. For the first time in the software industry of Khyber Pakhtunkhwa, the relationship between OCBO, and PCB has been examined in the context of the mediating role of supervisor trust.

Table 4: Mediation by Bootstrapping (Hayes and Preacher, 2014)

| <i>Effect</i> | β | <i>S.E</i> | <i>LL 95%</i> | <i>UL 95%</i> |
|-----------------|---------|------------|---------------|---------------|
| <i>Direct</i> | -.06 | .06 | -.17 | .05 |
| <i>Indirect</i> | -.07 | .03 | -.13 | -.01 |
| <i>Total</i> | -.13 | -.06 | -.25 | -.01 |

Discussion

The study adding new knowledge to PCB elucidating the link between PCB, OCBO, and supervisor trust. The present study can assist managers in modifying their behavior towards their employees by highlighting the negative effect of PCB & OCBO. This research highlights the significance of trust in a supervisor as a mediator in impacting both PCB & OCBO. Employees recognize PCBs; reduce their efforts towards exhibiting OCBO. Employees who experience PCB might have impression that they are not supported. This might quit work & exhibiting less OCBO. So, this provides support for Hypothesis 1.

In their 2018 study, Ahmad and Zafar indicate trust as essential component in formation of OCBO patterns. Employees refuse to take part in OCBO might be breakdown of their PC as well low trust and supervisor confidence. Furthermore, it was established that supervisor trust, mediated by PCB and OCBO, in its entirety. As employees likely engaging in OCBO may reduce if they have impression that their boss does not trust them, particularly as they come into contact with PCB. As last point of interest, results provide contribution to research fields of psychological contract violation, OCBO & supervisor trust.

Practical implementation

The following are some potential practical implications: First, trust plays mediating role among PCB and OCBO. Organizations would build and maintain trust. In addition, managerial practices should fair and transparent, consistent in fulfilling commitments, and promote fairness and integrity. Organizations may indirectly encourage OCBO among employees by fostering trust. Secondly, organizations could benefit from understanding need to fulfill psychological contracts

with their employees. Employee trust can be enhanced by ensuring that perceived obligations and promises are met. Managers must aware of employee expectations and take proactive measures to meet those expectations. Thirdly, fostering trust and reducing PCB have found to have positive effect on OCBO. By implementing reward systems, creating supportive work environment, and valuing contributions beyond formal roles, organizations could encourage and, recognize such behaviors. Fourth training & development programs would also implemented to build trust, communicate effectively, & manage contractual terms. Corporations could promote OCBO by equipping managers with skills to establish and maintain trusting relationships with employees. Additionally, regular performance and feedback sessions can help address psychological contract breaches. Openly discussing expectations, aligning goals, and addressing potential issues is one of most effective ways managers could promote trust and mitigate negative implications of breach.

Future Research Directions:

First and foremost, future research would also investigate multivariate and, causal-relationship among PCB and OCBO in Khyber Pakhtunkhwa, Pakistan. Asad (2017) also noted software industry has experienced difficulties concerning psychological contract breaches. Research should be conducted in other industries in Pakistan in future. Further, various constructs, such as psychological empowerment, organizational commitment & justice, could act as mediators. In addition, longitudinal research would be conducted to better investigate PCB, OCBO, and supervisor trust.

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