

Impact of individual psychological contract breach on organizational citizenship behavior at individual level: Mediating role of trust in supervisor

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Abstract:

This study investigates the relationship between individual psychological contract breach on organizational citizenship behavior at individual level and to test the mediation effects of trust in supervisor. The study was carried out in software industry of KPK, Pakistan. Data was gathered from 337 operational level executive (i.e. executive, assistant manager, manager) through randomly selected sampling method. Numerous statistical techniques (correlation, regression) had been used to deduct the results. Results indicate that individual psychological contract breach significantly predicts organizational citizenship behavior at individual level and with trust in supervisor and fully mediates the indirect relationship between individual psychological contract breach and organizational citizenship behavior at individual level. This research also provides the empirical evidence regarding significance of individual psychological contract grounded on social exchange and affective events theory in the context of KPK, Pakistan. Lastly, contribution of study, limitations and future directions are also discussed.

Keywords: *Individual Psychological Contract Breach, OCB-I, Trust in Supervisor, Social Exchange Theory, Affective event theory.*

1. Introduction:

In the increasing global uncertainty, the personal or employee constructive behavior is vital for the success of an organization (Kim, 2019), the notion of citizenship behavior is most vigorous source of an organization in this respect (Paul, Bamel, Ashta, and Stokes, 2019). Current workplace relationship may develop significantly role in endorse efficiency in organizational operation by endue the positive action of persons (Nawaz and Mary Gomes, 2018). Past research has indicated that the quality and efficiency outcomes in terms of personnel's performance can be attributed to a number of prerequisites such as level of motivation, organizational support and the individual work (Nadim, Fatima, Aroos, and Hafeez, 2019). Although many factors influence individuals to engage in positive citizenship behavior, however the importance of psychological contract breach is one of the factors that influence on the individuals employees behavior. Individual psychological contract breach is a cognitive feeling that may create unthreatened situations and the negative consequences on employees' behavior. In respect to this competitive environment, the organizations also need to manage the employment relationship with their

individual employees. Thus, it is analyzed that employees' extra-role behavior are affected due to change in their expected financial and non-financial return by the employer (Saeed, 2020).

Social exchange theory (Blau, 1964) and affective event theory (Weiss and Cropanzano, 1996) are two basic theories behind the individual psychological contract breach mechanism to induce the positive individual employees' contribution to their organization. Research indicates that the breach of psychological contract has adverse effect on the individual employees to unmet their job expectations and negative attitudes and behavior (Abela and Debono, 2019). Extant research identifies various negative outcomes of individual psychological contract breach, such as lower job involvement (Nadim et al. 2019), quality of life (Asad, 2017), trust and loyalty (Abela and Debono, 2019), work deviance behavior (Malik et al., 2019), job engagement (Mehmood and Iqbal, 2018) as well as citizenship behavior (Ahmad and Zafar, 2018).

Moreover, the detailed review of the literature reveals that individual psychological contract breach is distal antecedents of organizational citizenship behavior (Tufan and Wendt, 2019), whereas trust as the proximal antecedent of the organizational citizenship behavior (Akram et al., 2018). Additionally, this study considers trust in supervisor as a mediator of the relationship between individual psychological contract breach and organizational citizenship behavior.

Hence, it is needed to study more research on the employee attitudes (e.g. OCB) by which individual psychological contract breach usually impact on trust. In addition, the dearth of literature on the individual psychological contract literature in Pakistan also insists the author to do research on the individual psychological contract breach with the relationship on organizational citizenship behavior, similarly the mediating role of trust (i.e. trust in supervisor). In addition, the individual psychological contract breach is being based on the employees' reaction towards organizational citizenship behavior in software industry of K.P.K, Pakistan. This provides an important area for investigation.

In line with previous empirical research (Tufan and Wendt, 2019; Rehman et al., 2019; Coyle-Shapiro, Pereira Costa, Doden, and Chang, 2019), this study intends to contribute to the literature of individual psychological contract breach as well as the software industry literature in various ways. Firstly, empirical investigation appertaining to individual psychological contract breach and its effect on change behavior are in development stage (Ali, 2020), the situation is even more important in countries like Pakistan with the complex business environment (Rehman, et al., 2019). Overall, this study added more value to existing literature to discuss the individual psychological contract breach in developing countries like Pakistan. Secondly, this study focuses on the mediating role of trust in supervisor in the relationship of individual psychological contract breach and OCB. By doing so, this research have focus the issues of individual psychological contract breach (Asad, 2017) and similar the case in the software industry, which in turn, contributes the valuable reference for future research of individual psychological contract breach within the other sectors of the country and improved organizational performance (i.e. increase OCB). Thirdly, by investigating the extent to organizations have to recognize the consequences of breach on employee's attitude and behavior (Rehman, et al., 2019). Thus, the study supported the organization to ensure the interdependence of social exchange relationship to motivate the employees to provide the extra role performance (i.e. increased OCB). Rehman, et al., 2019) also empirically supported that individual psychological contract ensuring the motivation of employees for extra-role performance.

2. Literature Review and Hypothesis development

2.1. Individual psychological contract breach

The relationship paradigm has received considerable attention from academics and practitioners in the past several decades. Argyris (1960) first referred to the concept of individual psychological contract to attracting, maintaining, and enhancing individual employees' relationships. Various scholars contributed their views to sets out the employment rights and obligations since the born of social exchange in 1960s (Argyris, 1960; Blau, 1964). Argyris (1960) was the first to use the term individual psychological work contract to define the implicit agreement between employers and their employees. Moreover, the work of Levinson et al. (1962) and Schein (1965) was popularized the concept of individual psychological contract. Furthermore, Barnard (1973) also extended the understanding of contract as the basic conceptual device through which the employee and employers set out the term and condition for the employment relationship and can also provide the statutory protection for the fulfillment of employment rights, responsibility and obligations (Rousseau, 1989). The psychological contract literature has expanded dramatically over the past 60 years; Rousseau (1989) re-conceptualized the construct by defining as the belief regarding the reciprocal and exchange relationship between two parties (i.e. an organization and its employees). An individual psychological contract represents an exchange relationship where both explicit and implicit promises become mutual obligations between employees and organizations. Explicit promises are created from policies, written communications and other management contract, whereas implicit promises are consequences from previous exchange, i.e. equity or good faith (Rousseau, 2001). In the recent age of global competition, most of the studies have focused on exploring a variety of relationships between individual psychological contract breach and/or fulfillments with the employee context (Ahmad and Zafar, 2018; Hassan and Bashir, 2018). In the business context, the individual psychological contract breach reflects stated and unstated employees mutual expectation of obligations delivered by an organization. Rehman et al. (2019) argued that when individuals perceive that they are not getting what they expect can lead to individual psychological contract breach, including distrust in supervisor and decrease citizenship behavior. In other words, breach occurs when the organization fails to fulfill its expectations to their employees, it is worth noting individual psychological contract breach is likely to occur in its reaction. Thus, it argued that when the terms and conditions of a psychological contract are not fulfilled, the individual employee cognitive state may result in breach confirm.

Saeed (2020) argued that the employment relationship becoming increasingly idiosyncratic and more diverse, similarly the individual psychological contract has been crucial concept in understanding the employee-employers relationship. Empirical evidence has been applied to employment relationship in the organizational research (Ahmad and Zafar, 2018; Rehman et al., 2019; Amir, 2020). By entailing the reciprocal expectations between employee and their supervisor or employer in the employment relationship, the individual psychological contract has been shown to be great importance in influence on individual employees' attitudes and behavior (Ahmed, D'Netto, Chelliah, and Fein, 2016; Basit, 2017; Abela and Debono, 2019). Therefore, social exchange and affective events theory is can be taken as appropriate framework for testing, evaluation and interpretation of individual psychological contract breach and employees' behavioral responses. In the recent years, rapid technological development and higher level of globalization change are fundamentally changing the business world (Rehman et al., 2019). In order to survive, positive employee extra-role behavior is the prerequisite for the organizational

success (Rani, Arain, Kumar, and Shaikh, 2018). Psychological contract not alter the change in behavioral consequences of the individual employees, but also helpful to remain in existence, especially in the employment relationship. As, Rehman et al. (2019) indicated that an employee's thought and belief may be affected, if individual employee would look the employment relationship uncertain as well as leading to negative behavioral responses from the individual employees. Saeed (2020) also indicates the negative consequences of individual psychological contract breach on individual employees' reciprocal behavior. Obviously, individual psychological contract seizes employees' perceptions of the extent to which the individual employees has expected to receive the mutual obligations from their employers, on the other hand, behalf in the negative ways. It is worth noting that terms individual psychological contract and employees' behavior are complementary to each other. Thus, it can be argued that individual psychological contract breach is the source of negative individual behavior in relationship to the supervisors' expectation (Rehman et al., 2019).

2.2. Organizational citizenship behavior (at individual level)

Organizational citizenship behavior has gained importance in organizational research and become an important tangible asset for the success in the long run. Many organizations have realized that favorable work behavior of personnel lead to function effectiveness and link with the extra role behavior i.e. citizenship behavior. The behavior is not only acknowledging by the organization, but has an important contribution in the development and effectiveness of the organization (Lo Presti et al., 2019). OCB has been defined by various authors in different ways, but generally, it indicate the overall positive attitude and behavior of individual employees that support the human activity for the fulfillment of the organizational tasks that are not part of their job description and also called it as individual discretionary service. (Barnard, 1973; Organ, 1988; Jahanzeb et al., 2020). Organ (1988) defines OCB is usually pursue volunteering and supportive behavior with others employees that is helpful for organizational effectiveness. In other word, Katz and Kahn (1978) suggests that every institutions must relies on discretionary behaviors that requires the need of others, it requires willingness and initiatives of individual employees to perform the extra-role behavior. Similarly literature on earlier research used two new construct of organizational citizenship behavior i.e. OCB-I targeting individuals and OCB-O targeting organization. These all dimensions profoundly impact on organizational effectiveness and performance (Jamil, et al., 2019). Ocampo, et al. (2018) defines OCB-I refer to individual employees' behavior that immediately benefit specific individuals and indirectly through their contribution to the organization. This individual-based OCB encompasses helping an individual in the organization by facilitate in their task or assignment. On the other side, OCB-O is directly aimed related with the benefit of organization as a whole by carrying out role requirements beyond minimum required level. OCB-I is types of behavior that are more cooperative to individuals in the organization but somehow beneficial to organization. Example of OCB-I include assisting co-workers with their duties (Williams and Anderson, 1991). Shen (2019) argues that OCB-I is helping and supportive behavior that increase loyalty and commitment by the individual employees. Mubarak and Mumtaz (2018) also argue that OCB-I as the individual employee's behavior and mostly it consists of happiness, cheerfulness, etiquettes, and selfless efforts directly related to individual. Relationship of OCB with counterwork behaviour confirms that OCB negatively effects counter work behaviour (Zaman, Ali & Afridi, 2011). A study carried out by Ocampo et al. (2018) shows that individual who are receiving positive attitudes pursuing more organizational citizenship behavior than the other employees. Furthermore, it is also

mention by Podsakoff and MacKenzie (1994) that if the employees are satisfied it will incur 17 percent more efforts in organizational citizenship behavior (Ocampo et al., 2018) same the case with OCB-I.

2.3. Trust in Supervisor:

Trust in supervisor is broadly considers as the significant factor to make a constructive progress within the organization. Trust in supervisor is an important essence to change the positive human social behavior. In this respect, trust in supervisor is acknowledged to build the strong reciprocal behavior between supervisor and employees in organizations. (Hayat Bhatti et al., 2019). In such reciprocal behavior, based on social exchange theory, Ji and Jan (2020) tried to investigate that supervisor support, cooperation and communication quality with the relationship trust in supervisor. As the psychological state, Ji and Jan (2020) found the significant relationship between trust in supervisor with the supervisor cooperation with their subordinates. Consequently, this enhanced trust is likely to encourage employees' emotional attachment with their supervisors and practicing honestly, kindness and engagement in the work. Trust in supervisor is the relationship between supervisors and subordinates to work reciprocity to meet the expectation of the trustees (Son, 2019).

2.4. Relationship between Individual Psychological Contract breach and OCB-I.

Social exchange theory (Blau, 1964) can be helpful to explain the direct relationship between individual psychological contract breach and OCB-I (Sharif et al., 2017). Social exchange theory is mostly used to figure out the relationships emerge when individuals interact with one another. Literature identifies four modes of social exchange i.e. negotiated, reciprocal, generalized and productive (Zoller and Muldoon, 2019) that individual required in reciprocal relationship. Individual psychological contract breach can help to explain the employer-employee relationship (Ma, Liu, Lasseben and Ma, 2019), similarly it is norms of reciprocity that can be used to explain the relationship between individual psychological contract breach and OCB-I. Former research by Abela and Debono (2019) came up with a conclusion that employees who are more committed in organization reported high level of reciprocal relationship and in return leading to high level of organizational citizenship behavior. Organ (1988) is of opine that OCB is of high importance due to its maximum share in organisational productivity without major cost. OCB is infact a behaviour employees exhibit apart from their job and resultantly their behaviour enhance organisational effectiveness. Hence, organisaions for their effectiveness depends on the employees' giving to organisation and all this reduces the effect of individual psychological contract breach.

According to Rehman et al. (2019), an individual psychological contract breach has influenced employee's reactions for citizenship behavior and also decreases their job satisfaction. In the literature, health sector professional is chosen as the sample and data is collected from 340 employees. Empirical analysis of data explore that individual psychological contract breach is significant relationship with citizenship behavior. In addition to this, Abela and Debono (2019) claimed individual psychological contract breach has the negative and significant relationship with employees' outcome, which includes organizational citizenship behavior. Pramudita and Sukoco (2018) conclude the individual psychological contract breach is gain momentum in the recent years. Similarly, it is essential to understand that trust must be maintained in the social exchange relationship. Zoller and Muldoon (2019) also point out that social exchange mechanism

is backbone of the reciprocal behavior. Furthermore, Rousseau (1989) defines the psychological contract as the beliefs held by an individual with regards to the terms and conditions of a reciprocal exchange agreement. If the employees lose their trust on their employers they in return reciprocate in negative manner. Similarly, Pramudita and Sukoco (2018) found that there are significant relationships between individual employees' psychological contract with job satisfaction and job performance.

Mubarak and Mumtaz (2018) categorized that organizational citizenship behavior is the term that include the positive and constructive behavior that employees incur, when they feels comfortable with their company. Mubarak and Mumtaz (2018) also intimated that besides the basic construct of OCB, less research has been conducted in explore the other construct of OCB i.e. OCB-I. OCB-I is supportive behavior to their co-workers who are facing difficult in their daily routine tasks. While, individuals rated high at OCB-I are incline to defend the organization when other criticize it (Williams and Anderson, 1991). OCB-I is mostly including individual employees' performance, productivity, outcome and these variables are associated with individual level variables. Mubarak and Mumtaz (2018) investigated workplace bullying, project success and individual organizational citizenship behavior in their work. Thus, workplace bullying in their work is link with OCB-I, findings of the study shows that workplace bullying may lead to negative relationship with the OCB-I. Similarly, it is hypothesize that;

H1: Individual psychological contract breach has a negative and significant relationship with OCB-I.

2.5. Relationship between Individual Psychological Contract breach and Trust in Supervisor.

The concepts of trust in the organizational behavior have changed the researchers' intention towards trust and mention it as the important and interesting topic in variety of fields. Similarly, Trust in supervisor is more crucial and complicated ingredient in trust building structure in organization. Afsar, Shahjehan, and Shah (2018) also claim that trust in supervisor is increasing attention of the different scholars. Coleman (2001) quotes the employees' turnover in their conundrum like "Employees don't leave companies, they leave managers and supervisors". According to Son (2019), it is foremost important belief of many researchers that trust in supervisor is psychological state in intension to have a positive expectation about the intentions or behavior of another. In particular, the greater trust in supervisor leads to favorable work outcomes i.e. positive organizational citizenship behaviors, mutual cooperation and effectiveness (Son, 2019; McAllister, 1995). Son (2019) also stated that trust in supervisor and their positive consequences for the effectiveness of the organization are vital for achieving economic growth.

The importance of trust in supervisor is the strong indications for the organization to rely on leaders, their voice and maintaining a better relationship between employer and employees.

Drawing on Blau's (1964) theorizing, Coyle-Shapiro et al. (2019) explained that social exchange is preference on economic exchange and this force on the need of trust for the long term investment rather than financial exchange. Son (2019) investigated a research study in oil company in Korea using data set of 152 employees, it has been found that employees' perceptions of perceived supervisor's voice behavior, trust in supervisor and employee voice behavior were positively and significantly correlated with each other. Result of this study indicates that perception of supervisor trust is substitute for the positive voice behavior, similarly the case in individual psychological contract. In case of individual psychological contract breach, employees in return decrease their effort and make their contribution if their psychological contract is satisfied (Son,

2019). According to Coyle-Shapiro et al. (2019), trust development is building social exchange relationship to reflect for the valuable conduct to cure the employer-employee relationship. In the work of Ji and Jan (2020) they insists the need of examining the trust in supervisor as the predictors of supervisor support, similarly trust relationship with other variables (i.e. breach) should be examined.

Abela and Debono (2019) highlighted the importance of individual psychological contract breach with other employee behavior (i.e. organizational citizenship behavior, trust, intention to leave the job). Data from 258 workers in the chemical sector is collected to found out that trust is considered as an important factor for providing the organizational unity and individual spirit and have a significant relationship with individual psychological contract breach. In addition, the results of study indicate that trust is negative relationship with individual psychological contract breach. So, it is generally thought that trust directed the personnel towards the attainment of specific awareness or skills for carrying out a particular task similarly, the trust in supervisor enables employees to learn, motivate and commit to execute their skills and abilities in a better way. In their studies, it is stated that better supervisor-subordinate relationship will compel them to undertake more reciprocal behavior (Abela and Debono, 2019), and improve the trustful environment. However, Pramudita and Sukoco (2018) belief that trusts in supervisor will enrich the shared behavior of individual explicitly or implicitly in the positive direction. Therefore, hypothesize that;

H2: Individual psychological contract breach has a negative and significant relationship with trust in supervisor.

2.6. Relationship between trust in supervisor and OCB-I.

Alkhadher, Beehr, and Meng (2020) argue that OCB is often viewed as shared action to engage the individual in voluntary activity. More specifically, in the recent years, researchers has focused to start examining employees' perceptions of OCB on other variables such as trust, organizational commitment, employees' trust, intention to leave a job (Abela and Debono, 2019; Quratulain et al., 2016). In this context, Afsar et al. (2018) found that trust in supervisor can be increased if supervisor do fair and equal behavior with all the employees. Alkhadher et al. (2020) also found that trust in supervisor will be increase when job satisfaction of individual employees enhanced. Fatima and Siddiqui (2019) suggest that ethical leadership directly foster employees' level of positive organizational behavior, because ethical leadership may enhance several social forces which ultimately elevate the employees sense of affiliation with the organisation. For instance, Javed et al. (2018) proposes that trust in supervisor helps in establishing a supportive environment as organizations with high care for employees, display socially responsible behavior which ultimately leads to positive work approach. In this prospective, Alkhadher et al. (2020) found that trust in supervisor is a relationship maintenance strategy through which relationship could be strengthen between employees and organizations in term of satisfaction, trust and commitment. Furthermore, Alkhadher et al. (2020) found that there are significant impacts of trust on supervisor on procedural and distributive justice. Similarly, the top management ethical leadership (i.e. supervisor) has significant relationship with ethical climate and trust in organization.

In the literature review on the important aspect of human behavior, Amir (2019) suggests that the concept of servant leadership has been famous in 1970 in the organizational settings. Greenleaf (1977) argues that leaders or supervisor is leading role to motivate their subordinate in case of friendly acts with them and called this act as the servant leadership. Afsar and Umrani (2020)

define relational leader is the supervisor, mostly care for the subordinates in their daily routine tasks. Amir (2019) also mention supervisor as the role model for their subordinates. In general, research demonstrates that servant leadership has positively influence on different employees attitudes and behaviors including organizational citizenship behavior, it has been also investigated the indirect relationship with perceived organizational support with servant leadership. Therefore, hypothesize that;

H3: Trust in Supervisor has a positive relationship and significant relationship with OCB-I.

2.7. Mediating Role of Trust In Supervisor:

In the organizational literature, kim (2019) found the significant relationship between individual psychological contract and organizational citizenship behavior. Furthermore, kim (2019) also found the indirect relationship of trust in supervisor with independent and dependent variables. Previous research suggests that psychological contract (i.e. individual) and organizational citizenship behavior at individual-level (OCB-I) is mediated by trust in supervisor (Akram et al., 2018). According to Rehman et al. (2020), trust is an important predictor of employees' behaviors (Organ and Ryan, 1995). Specifically, trust positively influence employees engagement, organizational citizenship behavior and reduce employees leave intentions to the organization (Abela and Debono, 2019; Son, 2019). Past research in the field of organizational behavior literature has indicated an association between trust and employees' emotions and behavioral intentions (i.e. in-role and out-role services). Furthermore, Rehman et al. (2019) also demonstrated that individual employees with positive attachment were more likely to engage in in-role and out-role behavior. Nawaz and Mary Gomes (2018) also found the trust as the significant predictor on in-role and out-role behavior. Therefore, it is expected that positive relationship of trust in supervisor with individual employees in the organization will lead to high level of attachment. More specifically, this shows trustful environment at the workplace, which may attached employees with their organization and enhance their level of attachment with their organization. In the support of hypothesis, Akram et al. (2018) mentioned that based on social exchange theory the reciprocal relationship between supervisor and subordinate build up and which may be enhance the level of job and increase the trust level of employees on the organization. According to social exchange theory, it has been proposed that employee's perception of fairness and equity in particular may be important in the process of building trust (Kim, 2019). Similarly, when employees and organization have a high-level exchange, employees perceive more sustainable, more or equal to actual contributions by the organization. Previous research also indicates that trust in supervisor is the mediator between psychological contract at individual level and their consequences such as OCB (Abela and Debono, 2019). The trust is the mechanism through which organization will impact various employees' outcomes i.e. organizational citizenship behavior. It has been found that supervisor-subordinate interpersonal trust is vital for organizational productivity. For example, Moideenkutty and Schmidt (2016) found that the work environment is positively related to organizational citizenship behavior. Therefore, it has suggested that relationship between supervisory guidance and behavioral integrity of the intention to perform OCB-I. According to Moideenkutty and Schmidt (2016) when employers have to fulfill their employment obligations, employees are more likely to engage in extra role behavior which is partially mediated by trust in supervisor. Therefore, hypothesize that

H4: Trust in supervisor mediates the relationship between individual psychological contract breach and OCB-I.

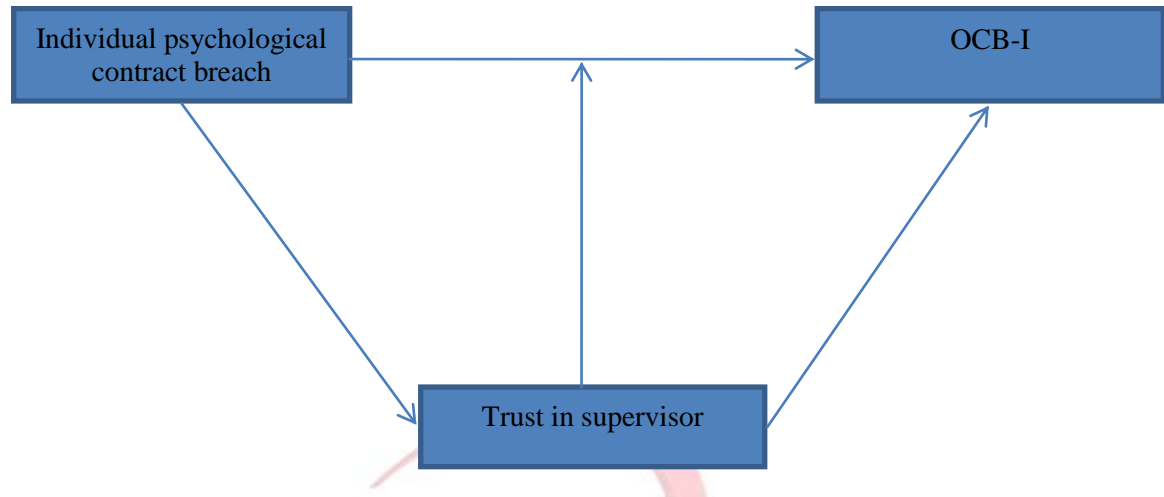


Figure 1: Summary of Hypothesis

3. Research Methodology:

A quantitative research design was adopted to test the four hypotheses within the software industry in KPK, Pakistan. A composition of data was based on a self-administer questionnaire sent to the employees of the software industry around the KPK, Pakistan. This research is carried out to individual unit of analysis, wherein only managers, assistant managers and executives are selected as the respondents. Subsequent to get the high response rate of questionnaire responses help of HR managers should be obtained. As per sample frame of the study 405 questionnaire were distributed, and 317 questionnaires were returned back. The response rate was 78.30 %.

3.1. Measurement Instruments:

Individual Psychological Contract Breach (IPCB):

The measurement item of individual psychological contract breach is measured using the scales of (Hui, Lee, and Rousseau, 2004). In this study the measurement scale used in this study is comprised of 35 items of balanced, rational and transactional construct of individual psychological contract breach. All the five items were measured on five point likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). Reliability of the scale in this study was reported as 0.978 compared to the previous studies. A sample item included for balanced contract is ‘Skill development that increase my value to the firm’, ‘steady employment’ for rational contract and ‘short-term employment’ for transactional contract

Organizational Citizenship Behavior at individual level (OCB-I):

The measurement items of OCB-I are proposed to take from the study of (Lee and Allen, 2002). In this study the measurement scale used in this study is comprised of 8 items for OCB-I. All the five items were measured on five point likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). Reliability of the overall scale in this study was reported as 0.878. A sample item included for OCB-I is ‘Help others who have been absent’.

Trust in supervisor (TIS):

Trust in supervisor was measured with the help of scale adopted from the study of (Miller, Richard, and Ford, 2019). In this study the measurement scale used in this study is comprised of 8 items of trust in supervisor. All the five items were measured on five point likert scale ranged from 1 (strongly disagree) to 5 (strongly agree). Reliability of the scale in this study was reported as 0.87 .A sample item included for trust in supervisor ‘My subordinate is primarily interested in his/her own welfare’.

4. Data analyses:

Data analysis was performed using Statistical Package for Social Sciences (SPSS) version 25. Regression, reliability and correlation analysis were performed to assess the level of association among variables. Lastly, data is analyzed for the mediator variable and the effects of predictor on the criterion variable should be shows with the mediator variables in the regression process with the help of Baron and Kenny (1986)

4.1. Descriptive Statistics and Correlations:

Table 1 shows the presents the means, SDs, reliabilities, and correlations of the study variables.

Table 1: Correlations

	Mean	S.D	IPBC	TIS	OCB-I
IPBC	3.028	0.908	1		
TIS	2.951	0.997	0.767**	1	
OCB-I	2.792	0.931	0.692**	0.585**	1

N=337 **. Correlation is significant at the 0.01 level (2-tailed)

According to the correlation table shown above, it has been assumed that individual psychological contract breach (balanced, relational and transactional), trust in supervisor and organizational citizenship behavior at individual level is significant correlated. The correlation values of individual psychological contract breach is positively and significantly correlated with mediating variable of trust in supervisor ($r=0.767$, $p<0.01$). In addition to this, individual psychological contract breach is positively and significantly correlated with OCB-I ($r= =0.692$, $p<0.01$). Furthermore, trust in supervisor is positively and significantly correlated with OCB-I ($r= =0.585$, $p<0.01$). In general, strong correlations were observed among the individual psychological contract breach, trust in supervisor and OCB-I.

In the last, variance inflation factor (VIF) was also calculated to know any multicollinearity before proceeding for regression analysis. Test results show that values of all variables lies below the acceptable tolerance level which are lesser than 10 (Sekaran and Bougie , 2016). So there is no problem of co-linearity.

4.2. Regression Analysis:**Table: 2 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.647	0.128		5.065	0.000
OCB-I	0.708	0.040	0.692	17.530	0.000

a. Dependent Variable: OCB-I

Regression analysis with OCB-I as dependent variable and individual psychological contract breach constructs as independent variables were tested in different software industries. For the individual psychological contract breach, the beta value shows that one unit increase will bring 0.708 increase in the OCB-I and the relationship is significant ($t > 2$). The F statistics shows that model is fit and significant ($F = 307.311$, $P < 0.05$). It can be generalized that overall results indicates that individual psychological contract breach is negative and significant relationship with OCB-I in the software industry of KPK, Pakistan.

Table: 3 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.402	0.122		3.307	0.000
IPCB	0.842	0.038	0.767	21.869	0.000

a. Dependent Variable: TIS

Regression analysis with trust in supervisor as dependent variable and individual psychological contract breach as independent variables were tested in different software industries of KPK, Pakistan. From the above table 3, it shows β value for individual psychological contract breach is 0.842 that indicates that one unit increase in individual psychological contract is increase 84.2 % in the trust in supervisor of employees in software industry and it also shows in the significance relationship ($F = 478.272$, $P < 0.05$). It can be generalized that overall results indicates that individual psychological contract breach is negative and significant relationship with trust in supervisor in the software industry of KPK, Pakistan. T statistics is also shows the significant relationship ($t > 2$).

Table: 4 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

(Constant)	1.201	0.140		8.592	0.000
OCB-I	0.627	0.047	0.585	13.198	0.000

a. Dependent Variable: TIS

Linear regression analysis run to test the relationship with trust in supervisor as dependent variable and OCB-I as independent variables in different software industries of KPK, Pakistan. From the above table 4, the β value for OCB-I is 0.627 that indicates one unit increase in OCB-I is increase 62.7 % in the behavior of employees towards trust in supervisor. Moreover, F-test (the test of AVOVA) shows the OCB-I is significant predictor of trust in supervisor with the value of (F=174.178, $p < 0.05$).

Table: 5 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.330	0.126		2.628	0.009
IPCB	0.762	0.053	0.695	14.385	0.000
OCB-I	0.112	0.052	0.104	2.161	0.031

Dependent Variable: TIS

Linear regression analysis was run to test the relationship of individual psychological contract breach, OCB-I and trust in supervisor in the software industries of KPK, Pakistan. From the above table 4.25, the β value shows that one unit increase in trust in supervisor is increase 76.5 % in individual psychological contract breach and 11.2 % variation in OCB-I. Moreover, F-test shows the model is fit and significant (F=244.092, $P < 0.05$).

The mediation relationship of trust in supervisor with individual psychological contract breach and OCB-I was performed with the help of Baron and Kenny (1986) technique. As mention above, four steps procedure of Baron and Kenny (1986) was used to explore the mediation relationship of trust in supervisor with independent and dependent variable. In the first step of regression analysis, when individual psychological contract breach can be tested with OCB-I, R^2 was 0.692. In the second of regression analysis, individual psychological contract breach was tested with trust in supervisor, R^2 was 0.588, R^2 was decreased from 0.692 and relationship was significant. In the third step of regression analysis, trust in supervisor was tested with OCB-I, R^2 was found 0.342, decrease in the R^2 value. In the fourth and last combine effect of independent and dependent variable has been check in the presence of mediator variable, R^2 was 0.594 indicate slightly increase in R^2 value. The beta value of individual psychological contract breach without mediation trust in supervisor is 0.842 and with mediation of trust in supervisor is 0.330. Beta value is slightly decreased but both values are significant in both cases with mediation or without mediation shown in table 6. This means that trust in supervisor partially mediates the relationship between individual psychological contract breach and OCB-I among employees of the software industry in KPK, Pakistan. Summary of mediation effect should be given below.

Table: 6 Summary of Mediation Effect

	Constructs	R ²	Adj. R ²	β	F Statistics	Sig.
Direct Effect	IPBC-OCB-I	0.692	0.478	0.708	307.311	p<0.05
Direct Effect	IPBC-TIS	0.588	0.587	0.842	478.272	p<0.05
Direct Effect	TIS-OCB-I	0.342	0.340	0.627	174.178	p<0.05
Indirect Effect	IPBC-TIS-OCB-I	0.365	0.363	0.330	244.092	p<0.05

5. Conclusion:

The study aims to extend the understanding of the individual psychological contract breach by examining the employee workplace attitudes and behavior and examine the underling mediating mechanism of trust in supervisor with the help of social exchange theory (SET). The findings of this study in turn develop the social exchange theory by suggesting that the cognitive perceptions of individual psychological contract breach may in turn develop the negative employee attitudes and behavior. Specifically, the study's findings are clarifying the possible cause and consequences of perceptions of individual psychological contract breach. In support of our first hypothesis, we found that individual psychological contract breach is negatively and significant relationship with OCB-I. This finding is also in line with the previous studies that suggest decrease in OCB as the consequences of individual psychological contract breach (Mehmood and Iqbal, 2018; Abela and Debono, 2019; Rehman et al., 2019). In addition, the study also found that trust in supervisor has a direct relationship with individual psychological contract breach, which is in line with previous research (Akram et al., 2018; Abela and Debono, 2019). Furthermore, empirical evidence shows the increase level of trust in supervisor is positive and significant relationship with OCB (i.e. OCB-I). In parallel to this study, the finding of current study is observed in many other studies (Rasool and Rajput, 2017; Akram et al., 2018). It is further found that trust in supervisor significantly but partially mediates the relationship between individual psychological contract breach and OCB-I. In parallel to this study, the finding of current study is observed in many other studies (Robinson, 1996; Robinson, 2006; Abela and Debono, 2019).

Furthermore, trust in supervisor also found to be partially mediates the relationship between individual psychological contract breach and OCB-I, thus implying that if supervisor treat their employees by fulfilling the formal and informal obligation and decrease level of breaches, in turn, receive the high trust and OCB-I.

Limitations and Future Research Directions:

Like other researches the current study have also limitations which can be dealt by future researchers. Firstly, the problem of generalization of the results is limited to the software industry in KPK, Pakistan. The sample size is relatively small and includes software houses of only registered software industries with Khyber Pakhtunkhwa Information Technology Board (KPITB), Pasha and Pakistan Software Export Board (PSEB). The results of the current study limit the geographical generalisability and external validity of the findings. Furthermore, regression analysis model provides the positive and significance fit with the direct and indirect effects of individual psychological contract breach, trust in supervisor and employees attitudes and behavior within the KPK, Pakistan, and these findings may apply to wider geographical contexts with caution. Secondly, the current study refers to the adaptation of the cross-sectional research design. In general, it is logical believe that situational sectors may influences the

responses the employees. In order to make accurate conclusions about the cause-effect relationship, the measurement of independent and dependent variables could be different method of analysis (i.e. CFA) (Podsakoff, MacKenzie and Podsakoff, 2012). Thirdly, this study's implications are limited to the largely reflected the response of male respondents. Thus, results may be gender biased. Fourthly, the current study was framed to examine the direct and mediation path between the individual psychological contract breach and employee behavior (i.e. OCB-I/OCB-O). In addition, this study use trust in supervisor as mediator variable ignores the other important variables for the mediator relationship. Fifthly, the methodological approach adopted within the study relied on the survey strategies, the findings of the study are based on the assumption that respondents actually and accurately answers, so the assessment of direction of causality is difficult. Therefore, in order to overcome such limitation, Podsakoff, MacKenzie and Podsakoff (2012) suggested the individual psychological contract model from large number of firms may be evaluated.

Future Research Directions:

The study expanded the understanding of the individual psychological contract breach by examining the individual employees' perceptions of individual psychological contract breach on employees' behavior. The empirical evidence in the field of software industry highlights several valuable opportunities and directions for future research. Firstly, future research should broaden the understanding of individual psychological contract breach in different and contrasting contexts. Studies of individual psychological contract should be done in the context of selecting the large sample size to more generalize the findings.

Secondly, future studies may also be carried out to examine the impact of individual psychological contract breach on employees' behavior by use of longitudinal studies, to handle the problem of common method biased effectively. Longitudinal research design may be opted with different time waves to show the impact of change or the development of individual psychological contract breach on attitudes and behavior of the individual employees over time (Bryman, 2012).

Thirdly, the present study shows that the individual psychological contract is a good predictor of individual members' participation in extra-role behavior as suggested by social exchange and affective events theory. Future studies can use alternative model(s) by applying other theories (i.e. justice theory) to provide further understanding about the effects of perceived psychological contract breach and their reactions with different directions of causation (Nadim, Fatima, Aroos and Hafeez, 2019).

Fourthly, this study was mainly use the quantitative studies to get the test-out the problem with the help of questionnaire survey (Bryman, 2012), it is suggested to use the qualitative approach to helps the respondent to avoid confusion through face to face contact in the interview method.

Fifthly, further research might also examine the individual psychological contract breach in different contextual settings to expand our knowledge. Therefore, the researcher might be explore the role of personality, such as Big Five personality traits and how this effects of thought of individual breach and individual employees outcome. Although, the current study explored the significance of individual psychological contract and their reciprocal behavior, taking social exchange and affective events theory into consideration, but personality traits appear worthy of potential further investigation, based on the literature of (Hassan and Bashir, 2018)

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