

THE INTERPLAY BETWEEN PSYCHOLOGICAL CONTRACTUAL BREACH, SUPERVISOR TRUST, AND ORGANIZATIONAL INJUSTICE IN CONSTRUCTION INDUSTRY

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Abstract

This study evidences the psychological contract breach and organizational injustice affect via negative influence of employees' supervisor trust. Questionnaire survey was sent to the individual at the construction site for data collection. The sample comprises 194 full-time employees. After initial data normality & reliability testing, we conducted confirmatory factor analysis to assess validity of measures with AMOS. The results of our empirical study show that when faced with psychological contracts breaches, and injustice in the workplace, employees are less likely to trust supervisor and most likely to engage in neglecting behaviors. In view of these results, it was suggested that construction supervisors plan policies and strategies to facilitate implementation of an appropriate environment. It will also provide positive culture; where-ever employees more frequently execute behavior in the low breach of psychological contract with the justice environment.

Key words: *Psychological Contractual Breach, Supervisor Trust, Organizational Injustice*

Introduction

The construction industry is very vital for the development of a country (Khan & Ali, 2020). The construction industry provides a novel contribution to enhancing per capita income. However, for this research, psychological contract breach & justice culture claims by negligence in construction project (Newaz, Jefferies, Davis & Pillay, 2020). The construction industry in Pakistan remains distanced from modern practice and therefore do not consider interest in the upgrading of employees psychological contract breach & injustice culture. Previous studies have shown that immoral psychological contract relationships & injustice culture between contractors and subordinates are likely to decrease on-site performance respectively (Nnaji-Ihedimma, Osisioma & Ugwu, 2020). According to Ahmad and Zafar (2018), psychological contract breach has

become an essential part in business life. Mostly, empirically observed that the adoption of excellent contractual terms is a systematic tool to optimized business processes and improve overall firm performance (Khattak, Iqbal, Ikramullah & Raziq, 2020). In the last few years, construction industries have expanded throughout the country (Sheikh, Ikram, Ahmad, Qadeer & Nawaz, 2019). There are prospects of underlined performance, as construction firms are concerned the high psychological contracts breaches & injustice culture (Rani, Arain, Kumar & Shaikh, 2018). Psychological contracts is considered an important role in satisfaction of employees working in the construction sector. Besides this application, a psychological contract controls the variety of tasks in the construction industry. Overall, an excellent psychological contract assures the best tactic to control organization success. Similarly, individual trustful situations are appropriate pattern of excellent psychological contract achievement. Today, these players control the major share of the corporate durable market, increasing faith and beliefs that have led to a situation where the basic function of the employee's durable trustful relations has been acknowledged. Another critical aspect that may impede supervisor trust is organizational injustice, or often considers relations competent (Ji & Jan, 2020). Recently, trustful faith has been considered the mindset of human and social behavior. However, employees may perceive injustice as more likely to decrease supervisor trust. The research on supervisor trust & injustice restricted the construction sector (Khattak, et al., 2019) in Pakistan. However, employers' faith add a more important situation for construction sector executives (Kim, 2019). Many employees face breaches and low fairness situations, at some time or another, creates complex situation. However, some employees continue to work in lower trust, injustice, and worst situations. In developing countries like Pakistan, there is some situation where research links breach, injustice and various trustful criteria for the construction environment.

The novelty of this study comprises studying the impact of psychological contracts breaches & organizational' injustice in the construction sector with supervisor trust. There is death of research on this perspective of organizational injustice & breach of psychological contracts in the construction sector, even having a positive possibility for employee employers relations (Ahmad & Zafar, 2018). Studies suggest that due to worst employee's relations, the construction sector leveling policies to decrease injustice (Khattak, et al., 2019) & breach. Studies also suggest practical approaches towards their HR management practices to convey free psychological contracts breach culture (Ahmad & Zafar, 2018) & injustice. Less attention has been paid to injustice & psychological contracts breach in construction sector, its effects on supervisor's trust. Thus, we replicate the social exchange theory in Khyber Pakhtunkhwa worksite context to highlight the dimension(s) of organizational injustice and psychological contracts breach that are necessary to gain workers relations letdowns in such contexts. By investigating situations which have the worst HR, would mitigate the harmful effect of perceived organizational injustice & psychological contracts breach on supervisor trustful situations, this study accordingly can offer important implications for construction workers and other understudied perspectives that share similar traditional profiles.

Theoretical background and Literature review

Social exchange theory

Employment relationships not only incorporates economic elements explicated in a contract, but also elements of social exchange (Rousseau, 1998; Ahmad & Zafar, 2018). Homans (1961) described the social exchange as the transmission of activities among at least two people, whether

tangible or intangible, rewarding or costly. The social aspects of exchange are distinct from the economic ones (Ahmad & Zafar, 2018). In psychological research, the Social Exchange Theory (SET), which was originally formed to study employee-organization connections, has extended to include inter-organizational ties. SET advocates that structuring social relations (e.g. trust, commitment, satisfaction, justice) in the buyer–supplier relationship, can consequence in both physical and intangible rewards (Aksoy, 2019). Hence, SET addresses contractual relations and intangible term, addressing social interactions such as, worst performance, low commitment, and less reciprocal behavior. Many studies examine exchange ranges from economic to behavioral, such as psychological contracts, justice policies& trust (Ahmad & Zafar, 2018;Aksoy, 2019). Thus, social exchange theory gives the necessary structure to examine theoretical background to other motivational factors, necessary captured by other theatrical framework.

Psychological contracts breach

A psychological contract breach perceives when there is a difference between what's promised and what's been perceives (Karani, Deshpande & Jayswal, 2021). The concept of psychological contracts has affirmed elements for organizational success. However, the implication of psychological contract breach has been recognized by organizational executives. Empirical work on psychological contract research has mostly analyzed the types of psychological contract breach, such as transactional and relational contracts (Ahmad & Zafar, 2018; Karani, Deshpande & Jayswal, 2021). According to Karani, Deshpande & Jayswal (2021) thebreach of contract has several unpleasant consequences in a business, in curlowers productivity. Hence, as a result, the employee's insights are reflected in the unique psychological contract. The corporation has shirked their employees' expectations of interdependency, rights, and promises. They did, however, assert that their bosses occasionally violated their employment contracts in minor ways. However, it has been analyzed that supervisor trust and faith are affected in response to deviation in employer treatment of relation and transaction expectation. Psychological contracts breach may occur if employers cannot satisfy the promises made (Soares & Mosquera, 2019). It has been witnesses that breach of psychological contracts negatively affects the trust level of employees. Abela and Debono (2019) shows that breach of psychological contracts is directly affected and influenced by trust. In contrast to this, employees will be less admired, not fulfill their responsibilities, and will show uninterested for the organization. There are two main individual psychological contracts such as relational and transactional (Ahmad & Zafar, 2018). Abela and Debono (2019) studied the association between psychological contracts breaches and trustful faith that might play effective role in mitigating the negative role in enhancing employee-employer relationship. So this study focused to analyzing the impact of psychological contracts breaches and supervisor trust in construction industry of Khyber Pakhtunkhwa, Pakistan.

Organizational Injustice

Organizational injustice is recognized as a valuable concept to businesses, society, and individuals (Khattak, et al., 2019). Especially, injustice can hasten the occurrence of unfair events, particularly in developing countries where many social, political, and economic issues exist. Hence, organizational injustice works as a job stressor and dissatisfaction which results in strain response (Pimentel, Pires& Almeida, 2020; Zahednezhad, 2021) like low organizational commitment. Focusing on the behavioral outcomes of organizational injustice, found that when individuals realize that organizational outcomes and policies are still not focused on justice,

overall effectiveness declines (Khattak, Zolin & Muhammad, 2020). Psychological contract breach and organizational injustice at work are two independent but related topics of inquiry that have piqued the interest of both academics and practitioners in the setting. In competitive culture, organizational injustice study emphasizes widely impact employees' opinions on the supervisor's unjust actions. Injustices have a significant influence on the views of the employees and sometime unfair situation on employee's behavior. Human practitioners can further divide organizational justice into three types: distributive/ interactional/ procedural injustice. However, behavioral researchers also recognized interactional injustice and inter-personnel injustice. Previously organizational injustice recognized observed unfairness could impact on employees beliefs i.e. knowledge hiding and other types of negative behavior (Jahanzeb, De Clercq & Fatima, 2020). Employees perceived organizational injustice feels themselves unsatisfactory may influence the performance in form of job dissatisfaction and low commitment (Sarwar & Muhammad, 2020). Fairness perceptions may also influence how authority figures in the organization, are judged in terms of their legitimate power and policies. Institutional injustice has identified the consequences of negative employees outcome, however, previous researchers resulted from the relationship of deviant behaviors (Khattak, Zolin & Muhammad, 2020). Additionally, research on the relationship between psychological contract, supervisor trust and injustice prospective has long been investigated numerous times separately. Previous empirical studies also found that supervisor trust maintains the strong relations between organizational justice and injustice (Aksoy, 2019). It has been strong evidence that individual employee commitment has been decreased employee commitment with an organizational injustice perspective (Herr, Almer, Bosle, & Fischer, 2020). Another study suggests that, psychological contracts breach form injustice directed toward the organization (Aksoy, 2019). Organizational injustice also affects individual performance and proves that low level of organizational justice is the main reason of individual psychological contract breaches. The scholars also found that individual may decrease their performance, when organizational fails to provide justice and psychological contract breach occurs (Estreder, Rigotti, Tomás & Ramos, 2020).

Supervisor trust

The concept of supervisor trust to gain individual employees' trust is an element that builds and strengthens good relationships (Ji and Jan, 2020). Trust can be inferred as enthusiasm to rely on individual employees will, comprising both cognitive and emotional aspects in positive manner and more likely to engage in organizational well-being. In the context of construction industry, trust describes a dyadic relationship and affective elements that motivate people to maintain their social exchange relationships (Rani et al., 2018). Individual personnel's who you rely on and make yourself responsible to others are described as having trust in supervisors (Ji and Jan, 2020). Employees' trust in respective supervisors is defined as their faith that their superiors will lead them to good behavior. Moreover, supervisor trust will be a critical aspect in making positive progress in organization (Kim, 2019). Something typically conceives typically conceived as employees' feeling to citizenship behavior (Fatima & Siddiqui, 2019) & high-pitched voice (Son, 2019). For employees to trust their supervisor, supervisors behave responsibly, honesty, fairness, and consistency. Briefly, employees are more inclined to trust their supervisor if they sense they are generous, reliable, and capable. In the emerging foundation for understanding trust, certain trustworthiness indicators have been added as predictors of trust (Ji and Jan, 2020). Trust is one of the basics of reciprocal associations. However, construction industry is a place for individuals

who mandatory share the same vision, strategy and goals, but come from different cultures and are at risk to reciprocal problems.

Therefore, our study postulates that psychological contracts breaches & organizational injustice is the predictor of supervisor trust.

On the basis of the above theoretical reasoning, I hypothesize the following.

H1: Psychological contract breach is negatively related to supervisor trust.

H2: Organizational injustice is negatively related to supervisor trust.

Methodology:

The current study is descriptive nature. However, deductive research approach was used to explain links among related constructs. Cross-sectional quantitative research' design was adopted. We got the data for this research via self-administered questionnaires. However, AMOS-SEM 23 and SPSS 25 were used to analyze the data. The sample comprised of 194 employees selected from a population of 3000 employees from the construction firms in Peshawar division, as recommend by Krejcie & Morgan, (1970). However, the 155 questionnaire were return, with the response rate of 80 %. We distributed questionnaires in printed forms with Urdu translations through site supervisor. Employees anonymously completed the survey questionnaire on their own time. However, the purposeful random sampling technique was being utilized to collect data from construction workers.

We will use a simple random sampling technique because of its cheapness, quick response, and ease to get a sample (Rehman et al., 2019).

We conclude the overall research framework in Figure 1.

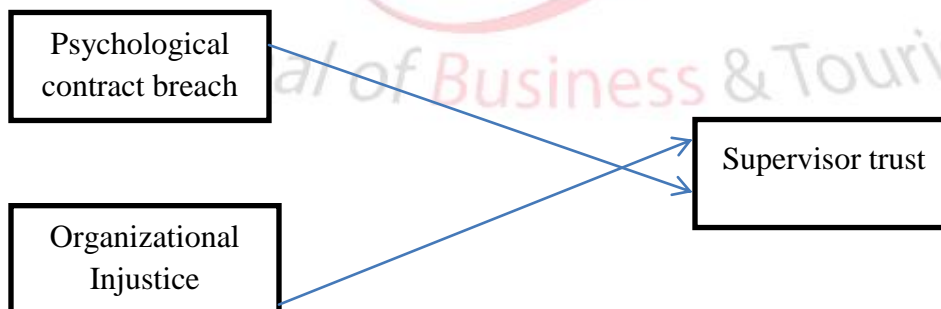


Figure 1.

The conceptual model

Measures:

Psychological Contract Breach:

This study measures psychological contract breach with the scale developed by Robinson and Morrison (2000). All the construct items were measured by using five points Likert-scale responses ranging from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Sample items are: "So far my organization has done an excellent job of fulfilling its promises to me".

Organizational Injustice

Niehoff and Moorman (1993) scale was used to assess organizational injustice. Overall, four elements` used to assess this construct. All the construct items were measured by using five points Likert-scale responses ranging from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree. Sample items are: “I think that my level of pay is fair” and “to make job decisions, my supervisor collects accurate and complete information”.

Supervisor Trust

Miller et al. (2018) scale was used to assess supervisor trust. All the construct items were measured by using five points Likert-scale responses ranging from 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree and 5 for strongly agree Sample items include for trust in supervisor is “My subordinate is perfectly honest and truthful with me”.

Analysis and results**Confirmatory model analysis**

The data used in the Structural Equation Modeling for the model fitness and the data analysis. Confirmatory factor analysis was excluding the low factor loadings. However, it was also found the cross loadings of all the items were above 0.6. Moreover, the research was also used to evaluate on the basis of fit indices suggested by (Dash & Paul, 2021). Furthermore, correlations, means, and standard deviations of the concerned construct have been presented in Table below. All the constructs correlate with each other at .001 levels.

Measurement Model (Model fit):

Variance inflation factor (VIF) and tolerance were determined to see if it was any multicollinearity. According Dash & Paul (2021), to ensure that multicollinearity is not an issue, if tolerance value must be $<.20$ and the (VIF) $>.5$.

Table 1. Multicollinearity Diagnostics

<i>Variables</i>	<i>Tolerance</i>	<i>VIF</i>
<i>Psychological contract breach</i>	.988	1.012
<i>Organizational Injustice</i>	.988	1.012

Note: Tolerance $<.20$; Variance inflation factor (VIF) $>.5$.

The theoretical model’s internal consistency of measurement scale has been measured convergent and discriminant validity (Cronbach alpha, 1951). The AVE and CR values in this investigation were greater than 0.50 and 0.60, respectively. Furthermore, the discriminant validity of data check through the method given by (Fornell and Larcker, 1981), showing square-root of AVE values, should be greater than the correlations coefficient of any two variables.

Table 2. Composite reliability

Variable	No. of item	FL	α	AVE	CR
Psychological contract breach (PC)	PC-1	.93	.97	.87	.93
	PC-2	0.93			
	PC-3	0.93			
	PC-4	0.93			
	PC-5	0.95			
Organizational injustice (IJ)	IJ-1	0.97	.96	.86	.92
	IJ-2	0.93			
	IJ-3	0.90			
	IJ-4	0.91			
Trust in supervisor	TS-1	0.85	.97	.86	.93
	TS-2	0.97			
	TS-3	0.89			
	TS-4	0.94			
	TS-5	0.93			
	TS-6	0.97			
	TS-7	0.97			
	TS-8	0.94			

Note:PC, psychological contract breach; IJ, organizational injustice, TS, Trust in supervisor

The figure below revealed that all fit indices of the measurement model were within the suggested level (Dash & Paul, 2021). Specially, $\chi^2=224.067$, $df=117$, and $(\chi^2/df) = 1.915$, (CFI)=0.970, (TLI)=0.966, (IFI)=0.971, (RMSEA)=.077. This finding suggests that a better solution between the measurement model and the observed data has been obtained.

Descriptive statistics

Means, S.D, & inter-correlations of the measurement construct are presented in Table-3. As shown in Table III, psychological contract breach was negatively correlated with supervisor trust ($r = -.404$, $p < 0.05$), organizational injustice was also negatively correlated with supervisor trust ($r = -.349$, $p < 0.05$). Therefore, the predicted interactions received initial evidence from these bivariate outcomes.

Table 3. Results of correlation coefficient, Mean & S.D

<i>Variables</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>Mean</i>	<i>S.D</i>
Psychological contract breach	(.93)			2.72	1.283
Organizational Injustice	.416**	(.92)		2.597	1.2812
Trust in supervisor	-.404**	-.349**	(.93)	2.95	1.175

n = 155

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

Hypothesis 1 predicted that psychological contract breach is negatively related to supervisor trust. Paths analysis results indicated that psychological contract breach has negatively impact on supervisor trust & significant relations ($\beta = -.297$, $p < .05$), thus supported H1. Furthermore, hypothesis 2 predicted that interpersonal injustice has negatively impact on supervisor trust & significant relations ($\beta = .303$, $t = -4.590$): thus supported H2.

Table 4. Regression weights

Relationships	β	S.E.	t	P
TS <--- PC	-.297	.053	-3.292	***
TS <--- IJ	-.303	.066	-4.590	***

Notes: SE, Standard error; CR, Critical ratio; P, significance level. *** $p < 0.001$

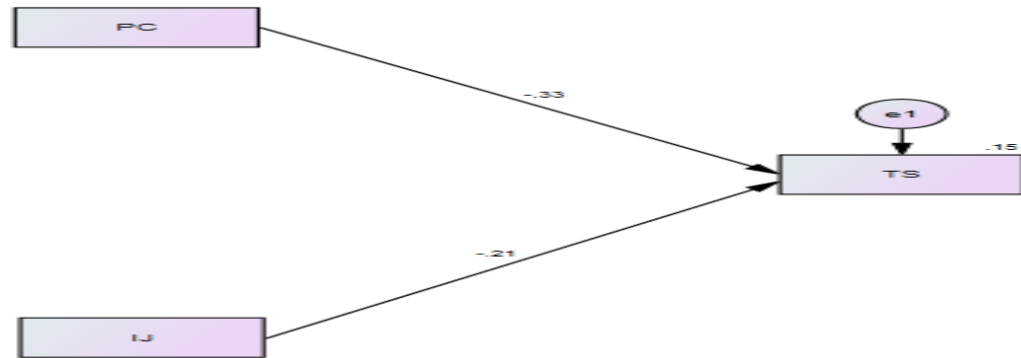


Figure 2:
Structural model of PC, TS & IJ

Discussion

Structural equation modeling results indicate the negative and significant connection between psychological contract breaches & institutional injustice on supervisor trust. Concerning the construction employees, individual workers are rarely aware of all the strict boundaries written in the signed contract, but they have implicit understandings of the firm's obligations (Ahmad and Zafar, 2018). Similarly, the idea behind the proposed extension was that Khyber Pakhtunkhwa's construction firms are often coped by psychological contracts that are breached. In many sectors, including the Khyber Pakhtunkhwa construction sector, psychological contract breach uncertainty avoidance by supervisors might not be uncommon, and many employees lose trust. At the same time, when employees feel injustice overburdened by the sense that their supervisor has disrupted their psychological contracts, several circumstances depletion to prevent them from fulfilling their prescribed jobs duties. Taken together, these findings show that employees who obtain a soft attitude resulting increase their motivation & commitment towards their construction firms. They feel trusted by their supervisor, and the low level of injustice makes it more likely they retain positive construction performance. It can be said that the occurrence of breach and injustice in contractual terms does not motivate employees to utilize the full potential in their job and construction terms are violated. Moreover, during this reciprocal there could be many grounds since these services fall into the breach of individual psychological contracts and are ordinarily delivered based on others agreements of job. This will also serve as a useful reference for future studies on psychological contract breaches in other areas of the country. In the past, studies in the Western context frequently focused on psychological contracts violation (Ahmad and Zafar, 2018). By conducting an empirical investigation in the construction industry of Khyber Pakhtunkhwa, Pakistan, the current study contributes to the field by improving the generalizability and validity of psychological contracts breaches significance in a different culturally specific setting.

The current study suggests that individual psychological contract breach (Ahmad and Zafar, 2018; Abela and Debono, 2019) has an impact on supervisor trust. Furthermore, the breaches of psychological contracts is negatively associated with supervisor, the results ($\beta = -.30, p < .05$) depicted that there are significant and negative relations between constructs. Only 3.3 % impact of psychological contracts breaches on supervisor trust ($R^2 = 3.3$). Furthermore, the findings are in line with earlier research (Abela & Debono, 2019). Empirically, the organizational injustice is

negatively associated with supervisor trust, the results ($\beta = -.19, p < .05$) depicted that there are significant and negative relations between constructs. Only 2.3% impact of organizational injustice on supervisor trust ($R^2 = 2.13$). Furthermore, the findings are in line with earlier research (Top & Tekingunduz, 2018; Aksoy, 2019). More importantly, our unique value contributions pertain to belief in interpersonal injustice of the supervisor and the level of supervisor trust. Especially, the supervisor pertains to the interpersonal injustice influences the relationship between employee-supervisor trust. In addition, we show that the interpersonal injustice difference pertains to organizations. Safari, Barzoki, and Aqagoli (2020) recently found that supervisor trust is significantly influenced by organizational fairness perceptions. Similarly, Madon and Murphy (2021) found direct connections with justice intentions and supervisor trust. This result provides evidence the interpersonal injustice and trust in supervisor relationships. However, the relationships between the interpersonal injustices are likely to impact on the trust level. Thus, to the extent that the process and the interactions are fair, perceptions of supervisor trust are enhanced. This suggests that organizational justice must be required to implement a trustful environment.

Conclusions

The study concluded that the breach of psychological contract is very key things for building the trust in supervisor because trust in supervisor affects the functional performance and affect the attitudes of individual employees. To understand the psychological contracts-breach in the context of trust found that an individual who pursue to involve themselves in sustainable behavior can be inhibited by the belief that the supervisor has fulfilled all his promise, the extent to which PC-breach negatively impact high supervisor trust. The second proposition assumes that injustice has also been negatively related with supervisor trust with low job satisfaction and high levels of psychological contract-breach. Therefore, found that injustice low the supervisor trust and similarly the psychological contract-breach at the high level at the same time. Furthermore, it is claimed that supervisor trust may help the individual employers to overcome the organizational injustice that pursue to respect their obligations.

Research Limitations and Future Directions

There are some limitations in this research that must be taken into account. First, the measurement of research constructs relies on the perceptions of construction workers. Future studies should conduct on employers' prospective, in research psychological contracts breaches research. Second, the demographics variable (as control variable) is not used in this research. Future research should need to use control variables such as the construction workers' age, designation, especially in testing the role of breaches of the psychological contract, & organizational injustice on supervisor trust. Future studies on psychological contract breaches, injustice & supervisor trust should also consider control variables' influence. Thirdly, our data were collected in a construction site in the Peshawar Division, which may weaken the generalizability of our research findings. Future research using cross-cultural samples (such as Rawalpindi/Lahore division) generalizes our findings.

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