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## **The Impact Of Psychological Contract Breach On Employee Engagement And Innovative Work Behavior With Moderating Role Of Resilience.**

### **Abstract**

The current researches examine an impact of psychological contract breach on employee engagement and innovative work behavior, with an emphasis on moderating impact of resilience. PCB is understood as the violation of an understood contract between the employee and employer, PCB is theorized to negative impact on employee engagement and the innovative work behavior of an employee. Drawing on a segment of faculty from Higher education of Pakistan, SEM is used in this study to analyze the relationships among PCB, EE and IWB. In this study Resilience have a moderating impact which buffer the negative effects of psychological contract breach on the other variables. Results of this study show that the impact of psychological contract breach on employee engagement and innovative work behavior are significantly negative. Although, when there is presence of resilience in employees it moderates the adverse effects and neutralize the negative impact, emphasizing the significance of resilience in retaining engagement and also fostering innovation in organization in spite of PCB. This study increases the understanding of exactly how PCB impact workplace results and pressures the significance of resilience in improving worker performance.

**Keywords:** Psychological Contract Breach, Employee Engagement, Innovative Work Behavior

### **Introduction**

The dynamics and efficiency of higher education sector is designed and formed by employee engagement and innovative work behavior (De Clercq, Azeem, & Haq 2020). Understanding exactly how a higher education organization can create a motivated and innovative faculty becomes very crucial in an era in which higher educational organizations are facing rapid changes and growing demands for quality (Soares & Mosquera, 2019). Faculty members who are engaged are more probable to put in more effort in their duties, responsibility and roles, stand in a positive organizational culture, and also proactive in solving challenges in their teaching space and organizations (Mosquera, 2019).

On the contrary, Innovative work behavior which involves the generation, promotion, and realization of new ideas, is crucial for driving progress and adapting new changes in the higher education institutes (Zacher & Rudolph, 2021). In higher education sector, innovation leads to the development of instruction methods, batter intergeneration of technology and it also improves the administrations of the organizations (Rudolph, 2021). Those Faculty members who

exhibit innovative work behavior regularly involve in creative solving problems, collaborates with their coworkers, and also pursue opportunities for development and improvement (Costa and Coyle-Shapiro, 2021). To increase their efficiency, effectiveness and encounter the changing requirements of the students, higher educational organizations must adoptive a culture that supports both employee engagement and innovation (David et al. 2021).

In higher education sector psychological contract breach has a very crucial impact on the work place and also a significant impact on the shaping dynamics of an organization (Cooper-Thomas et al., 2022). If there is any apparent breach between the expectation of the faculty and the organization there is a direct effect on the performance of the member which overall impact the organization (Riyanto, Endri, and Herlisha, 2021). The perceived balance of reciprocity and respect is disturbed by this breach, which is vital for fostering a thriving academic community (Sonntag & Fritz, 2022). Success of academic organizations depends on employee engagement in higher education, which affects everything from teaching quality to research output (Karagonlar, Eisenberger, and Aselage 2020). Faculties whose expectations are not addressed have a decline in motivation and interest in their jobs and organization (Eisenberger, 2022). Decrease in employee engagement can result decline in teaching effectiveness, decline in research productivity, and it can also cause an increase in faculty turnover (Wang et al. 2021). However, at the time when the existence of psychological contract is grasped as honor. Members of faculty are more likely to be acutely devoted in their own and instructional work, contributing to a positive academic environment and advancing institutional goals (Cooper-Thomas et al., 2022).

Academic administrators must take a broader approach to addressing the impact of psychological contract breaches on faculty engagement (Strobl et al. 2020). Institutions can increase their capability to manage expectations and reestablish trust by identifying understated signs of contract breach and dynamically engaging in discourse with the faculty member (Gull and Khan, 2020). By taking proactive measures, such as providing clear statement about changes/alterations and guaranteeing satisfactory support systems by which employee engagement can be moderated (Ghosh et al. 2019; Supriyanto 2019). The psychological contract must be understood and achieved to sustain and uphold the dedicated, effective and efficient faculty member, in return which will supports and maintain the overall mission and success of higher education organizations (Van der Elst et al., 2020).

Educational institutes are becoming more aware of the significance of sustaining and maintaining strong employee engagement in today's changing work environment to improve performance and satisfaction (M., & De-Maria, B, 2022). The impact of psychological contract breaches can be mitigated by resilience, which is the ability to recover quickly from difficulties and adapt in the face of adversity (Maria, 2022). Those who have a high level of resilience may be more prepared to handle the negative consequences of a breach and maintain their level of engagement than their less resilient counterparts (Heinz, 2022). Understanding resilience as a dynamic factor that interacts with organizational phenomena is crucial, and this protective mechanism underscores the importance of understanding it.

The aim of this study is to examine the role of resilience in the relationship between psychological contract breaches and employee engagement and how will it increases the innovative work behavior (Gittell, 2021). Examining how resilience is effecting employee's reaction and responses to expectations which are not fulfilled and how it can help us developing new and current strategies. How it can help organizations in enhancing employee engagement and mitigating the destructive/ negative effects of psychological contract breaches (Topa et al.,

2022). Keeping in view that this relationship will contribute to theoretical knowledge and will also contribute by offering applied/ practical implications for educational institutes looking to foster/ nurture extra resilient and engaged faculty members in the face of unavoidable challenges.

## **Literature review**

The relationship between PCBs and innovative work behavior (IWB) is critical for the success of an organization. Despite breaches being a common practice, employees continue to exhibit IWB. The review examines 14 studies to understand the PCB-IWB link (Steyn, R., 2020). The diverse definitions, conceptualizations and measurement methodologies pose challenges for researchers and practitioners of the field. The findings suggest a need for standardized approaches for defining both the variables and the use of consistent theoretical frameworks to understand the linkage between IWB and PCB (Sheng Liu, 2020).

Standardization will lead to informed debates and result in enrichment of the existing body of literature on the subject (Botha, L. & Steyn, R., 2020). Empirical analysis has established a relationship between job insecurity and PCB. The studies suggest that employees who feel insecure about their jobs end up perceiving breaches in their psychological contracts (Helmut Lassleben, 2019). This breach, in turn, has led to increased CWB. The CWB behaviour includes sabotage, theft and aggression (Ma, Bing, and Guohua Ma, 2019). PCB indirectly affects emotional exhaustion and engagement through the Occupational Future Time Perspective (OFTP) framework, suggesting a diminishing focus on opportunities and an increased focus on limitations, hence also affecting career-related behaviour (Zacher, 2021). PCB also leads to engagement in activities that harm the organization. The study shows that OFTP can be an important tool for investigation for studies of similar nature. Targeted interventions can help mitigate adverse outcomes of PCB on employee career development (H., & Rudolph, C. W., 2021).

### **H1. Psychological contract breach has a negative effect on Innovative work behavior**

Psychological contract undoubtedly plays a vital role in an employee's engagement in the organization as the process of the psychological contract being fulfilled is honored by the employees in the form of that the employer portrays more commitment and exhibits deeper interest in the affairs of the organization (Bonifacio, 2024). A psychological contract is un-written as well as un-spoken; however, its lethal impacts on an employee are as clear as a blue sky on a rainy day. While these psychological contracts have no legal binding, issues arise due to the high rate of employee turnover leading towards the damage of the employer's brand, which cannot be replaced easily again (Enright, 2023).

A healthy psychological contract can enable the employees to be in a direction aligned with the company's goals, both achieving mutual benefits (Bonifacio, 2024). There are some points which amalgamate together to cause psychological contract breach between the employee and its employer, which include mismatched expectations, communication gap and unrealistic ideals. Human resource journals are equipped with descriptions of training managers as the managers are the ones to have a responsive leadership attitude to deal with the problems the employee is dealing. This training of managers would come into use with the prevention of psychological contract breaches and leading towards mutual respect and trust on both sides (Stevenson, 2019).

Employing engagement can be understood in the terms of the extent to which employees show their commitment and motivation to the work (Heinz, 2022). An employer is affected in many ways in the environment it works, both physically and mentally; however, its psychological well-being is not to be left behind, therefore one of the most common yet underrated factors

which affects the employ in its work ability and its engagement in work is the phenomenon of psychological contract breach (Aranda, 2019). Employee turnover is affected by various factors that contribute to employees' intention to leave the organization. Psychological contract violation (PCV) occurs when employees' obligations are not fulfilled (Azeem, M.U., Bajwa, S.U., Shahzad, K. and Aslam, H, 2020).

## **H2. Psychological contract breach has a negative effect on Employee Job Engagement.**

An employee working in an organization is affected both psychologically and physically. And considering the statement written above we have the term psychological contract which is an unsaid expectation present in either the employee's or the employer's mind and it becomes breached when one of the party's expectations are not fulfilled. Psychological contract (PC) refers to a set of reciprocal beliefs and obligations in an organization. If one party perceives that the other has failed to fulfil its obligations, it is termed as psychological contract breach (PCB). The breaches are linked to negative employee attitudes that undermine employment relationship (Topa, G., Aranda-Carmena, M., & De-Maria, B, 2022). Most empirical research has focused on two dimensions of psychological contracts, namely relational and transactional contracts, which can be distinguished as a function of their focus on long-term exchanges of socioemotional resources vs. short-term economic exchanges (Maria, 2022).

In their study, Rai and Agarwal (2019) found a negative factor being played by PCB in respect to IWB due to reduced trust, engagement, etc. However, there is some evidence showing mixed consequences from these researches. For instance, Ng et al., (2020) reveal that sometimes PCB can actually enhance IWB performance by encouraging employees to see it as a challenge rather than a threat. According to Kiewitz et al.(2019), empirical evidence indicated that PBC has a negative effect on employees' creativity, necessary for IWB. The implication of PCB goes beyond immediate consequences. Ma et al (2019) have found it to be able to create a domino effect. Reduced IWB leads to more perceived breaches leading to a vicious cycle in which one of them is reduced employee job engagement.

## **H3. Psychological contract breach has a negative effect on Employee Job Engagement has a negative effect on Innovative work behavior**

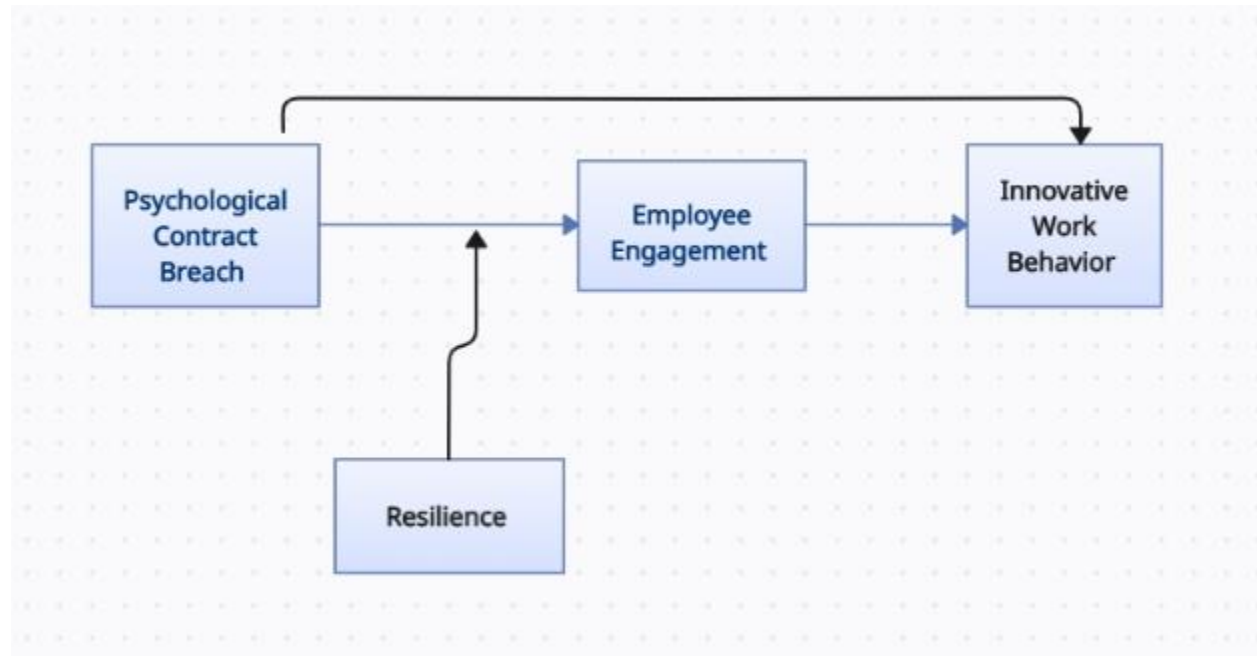
Resilience refers to the capacity and ability to recover and manage the stress (BPsySc, 2024). There are multiple overlapping concepts of resilience in businesses as several papers often use the concept of resilience from diverse perspectives (Keng et al. 2021). Resilient individuals also recovered quickly from instances when breaches were perceived. In another research done by Keng et al. (2019), it was determined how resilient nurses deal with contract violation in the health sector. The results indicated that resilient nurses better survived through such violations, communications which they managed to retain their high levels of job involvement as well as lower quit intentions. Another review by Rai and Agarwal (2020) evaluated the role of resilience in minimizing the harmful effects of contract violation over voice behavior of an employee. Their outcomes revealed that even during the incidence of such wrongdoing, more durable workers were more likely to make constructive verbal interventions (Hadi, 2020).

Enhanced Resilience is directly linked to increased work engagement which positively affects employee performance (Lu, 2023). The study adds to the existing literature on HRM by explaining HRM-outcomes through SHRM-CGV's role in prioritizing human and social goals in an organization, nurturing resilient work environment (Zhang, 2023). Future research must adopt a broader range of theoretical frameworks to advance the field of SHRM (Yang, and Wang, 2023). A resilient worker will bounce back after any setback and continue performing optimally (Youssef & Luthans, 2019). However, this relationship is rather complex; it has many

dimensions. Consequently, even greater reports show that resilience may moderate the negative effects of PCB on employee outcomes (Shoss, 2021). Wang et al. (2022) explored the role that psychological capital played in assessing the strength of that relationship. One finding was that resilience which is one of the components of psychological capital could alleviate the negative effects of a breach on organizational citizen behaviors; even for some employees who experienced broken contracts but remained loyal to their job requirements (Wang et al., 2023).

**H4. Psychological contract breach has a positive impact on Employee Job Engagement which creates Innovative Work Behavior (the moderating role of resilience).**

## Framework



## Methodology

Population frame of the study comprises of higher education institutes. According to data of Higher education commission of Pakistan there are 31 universities and university campuses in Islamabad and Rawalpindi. Stratified sampling technique will be used in this study. Two strata; one is public sector and the other private sector universities (HEC, 2017). The total number of populations in public sector and private sector universities is 10962. In which the government sector contains 75% of the population and the private sector contains 25% off the population. Proportion of the sample is assigned according to size of Faculty Further, and then random sampling is used within Faculty for selection of sample. Therefore, current model shows that Psychological Contract Breach cause the negative impact on Employee Engagement and its impact on the Innovative Work Behavior. Multiple Regression is used to examination the relationship among observed variables.

Tool for resilience is adopted from (Amir & Mangundjaya, 2021). Tool of individual innovative behavior is adopted from (De Jong and Den Hartog 2010). Tool for psychological

contract breach is adopted from (Rousseau,2008). Tool for Employee engagement of the concept has been taken from Saks (2006). Data collection for this study took 3 months, total number of questionnaire which was floated was 370 and the received Fill questionnaire were 282, which were filled by the faculty members of different HEC recognized universities in Islamabad and Rawalpindi. After the removal of incomplete and wrongly filled questionnaire the total number of questionnaire which were used in the statistical analysis were 267. The statistics of demography is shown in the table below. Data collection was done by using a questionnaire. All Constructs is measured by Likert scale in which there are five-point (range 1 = strongly disagree to 5 = strongly agree). Cronbach's alpha for all scales were in acceptable range (PCB=0.85, EE=0.81, IWB=0.88 and R=0.82). The research instrument has been adopted from previous studies.

	<b>Demographics</b>	<b>Categories</b>	<b>Frequency</b>
1.	Gender	Male	206
		Female	61
2.	Job Experience	<1	41
		1-5	51
		6-10	33
		11-15	77
		16>	4
3.	Academic Qualification	Mphil	51
		MS	62
		Post Doc	29
		PHD	64
4.	Faculty Level	Lecturer	51
		Assistant professor	62
		Associate professor	29
		Professor	64
			117
5.	Experience with Supervisor	1-5	72
		6-10	58
		11-15	76
6.	Experience with Organization	1-5	86
		6-10	78
		11-15	42

## Data Analysis

In this current study AMOS software is used to follow the procedure of doing CFA which was based on two inferential tests, in the first step we established the construct validity and in second step measurement of the model. All the results were in the set range. Confirmatory factor analysis was performed to check the validity of the construct statistically, which explain the set of items according to the theory. Multiple regression is used to check the relationship between the variables.

Mean value of the variables used in the study are Psychological contract breach 3.90, employee job engagement 3.66, innovative work behavior 3.56, resilience 3.60. Standard deviation value of the variables used in the study are Psychological contract breach 0.86, employee job engagement 0.83, innovative work behavior 0.80, resilience 0.87. in this research validity and reliability is checked to evaluate the measurement model. Reliability of the scale is checked by calculating Cronbach's alpha value for every variable which was in the normal range. Validity test was executed in four phases: unidimensionality and reliability, convergent validity and discriminant validity. Unidimensionality checks extent to which the different elements in a construct measures are in similar construct. Unidimensionality is checked by using Confirmatory Factory Analysis (CFA) and Comparative Fit Index (CFI). All the tests were executed and all of test was in normal range, after that the questionnaire was floated and data was collected in the above mentioned procedure. After confirming the validity and reliability of the model, the model was evaluated standardized root mean square residual was used to check the overall fit of the model, the value was 0.06 which is in the required range .

**H1.** Psychological contract breach has a negative effect on innovative work behavior of an employee which is shown by the value  $-.247^{***}$ .

**H2.** Psychological contract breach has a negative effect on employee job engagement which can be seen in the values  $-.826^{***}$ .

## Hypothesis Testing

Ho	Hypothesis	Direct Effects	Results
H1	→PCB IWB	$-.247^{***}$	Accepted
H2	→PCB EJE	$-.826^{***}$	Accepted

**H1. Psychological contract breach has a negative effect on Innovative work behavior**

**H2. Psychological contract breach has a negative effect on Employee Job Engagement**

**H3.** Psychological contract breach has a negative effect on Employee Job Engagement has a negative effect on Innovative work behavior engagement which is depicted in the value  $-0.099^{***}$ .

Direct Effects without Mediation

Ho	Hypothesis	Results
H3      ▶▶ SIE3=PCB   EJE   IWB	-0.099***	Accepted

**H3. Psychological contract breach has a negative effect on Employee Job Engagement has a negative effect on Innovative work behavior**

**H4** Psychological contract breach has a positive impact on Employee Job Engagement which creates Innovative Work Behavior which is depicted by the value -.218\*\*\*. All the hypothesis of the study was accepted and the values was given in the above.

**Moderated Indirect Relationships**

Ho	Probing Moderated Indirect Relationships	Direct Effects	Indirect Effects	CL Lower	CL Upper	Result
H4	▶▶ Index of Moderated (RES) Mediation PCB   EJE   IWB	- .218** *	-.140	-.199	-.069	Accepted

**H4. Psychological contract breach has a positive impact on Employee Job Engagement which creates Innovative Work Behavior**

**Discussion**

This study is investigating the relationship between the psychological contract breaches, employee engagement and innovative work behavior with the moderating role of resilience. There is a mediating role of employee engagement in this study in which employee engagement is mediating between PCB and EJE. Findings of this study are valuable because many of the researches of this kind were done in the developed countries.

Results of this study showed that there is a significant negative relationship between Psychological contract breach and employee engagement. Next thing which this study showed that there is significant negative relationship between psychological contract breach and innovative work behavior. This study also showed that there is a significant negative mediating role of employee engagement in PCB and IWB. This study also showed that there is a significant moderating role of resilience, this study showed that when an employee is more resilient there is high chances of trickling down the negative effect of psychological contract breach on employee engagement which can also increase the innovative work behavior of the employee. In short this study proved that when there is psychological contract breach in the organization the employee will be less engaged and there will be a negative impact on Innovative Work Behavior. Secondly this study proved that when there is high resilience in the employee then this can trickle down the negative effect of psychological contract breach on employee engagement and innovative work behavior.

**Future Recommendations**



In order to interpret the results, it is necessary to take into account the limitations of the current paper. It's important to note that this study is a cross-sectional in which the data is collected at a single point. Second, the study was conducted within the Islamabad and Rawalpindi of Pakistan at the HEC recognized universities. Third the collection of data was done by a self-reporting (Tool) questionnaire. This study can be conducted in other industries too. A longitudinal or experimental study design provides a better and more in-depth understanding of relationships. In this study moderating effect of resilience is explored, more studies must be conducted on different dimensions of Resilience. This study must be replicated in different industries. Technological interventions and technological turbulence must be explored in the context of current variables.

## **Conclusion**

In conclusion, keeping in view all the limitation of the study in this study the impact of psychological contract will result in decreasing employee engagement, lower performance, lower work attitude, withdrawal behavior, and organizational distrust in the consequence of breach of contract. Psychological contract breach negatively affects innovative work behavior by diminishing employee trust in their organization and reducing their overall job satisfaction. The conservation of resources theory explains how resilience helps preserve psychological resources and acts as a moderator in stress and coping processes. Organizations can benefit from fostering resilience in their employees through training and development programs. Enhancing resilience can help buffer the negative effects of PCB. Managers should be aware of the crucial role of resilience in handling the impacts of PCB and enhancing employee engagement and innovative work behavior. By supporting and encouraging resilience, they can mitigate the adverse outcomes associated with breaches in the psychological contract.

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