

Breach of Psychological Contract, Task Performance, Workplace Deviance: Evidence from Academia in Khyber Pukhtunkhwa, Pakistan

Sikandar Hussain^[a]; Habib Gul^{[a],*}; Muhammad Usman^[a]; Zia Ul Islam^[b]

^[a]Business School, University of International Business and Economics, Beijing, China.

^[b]Faculty member, Govt College of Management Sciences, Swabi, KPK, Pakistan.

*Corresponding author.

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Abstract

This study aims to examine the effects of breach of psychological contract on task performance, workplace deviance in higher educational institutions of Khyber Pakhtunkhwa, Pakistan. A conceptual framework has been developed based on previous findings examining the effect of breach of psychology contract on interpersonal and workplace deviance and ultimately on task performance. Survey data was collected from 225 faculty members of private sector universities in Khyber Pakhtunkhwa. It was found that there was a negative relationship between psychological contract breach and task performance. Further, organizational deviance has partially and interpersonal deviance has fully mediated the relationship between psychological contract breach and task performance. Findings, as usual have supported our expectations, but more so for interpersonal deviance and less so for organizational deviance. The present study is unique in many ways. On the basis of empirical analysis this study suggests that breach of psychological contract leads to low task performance. Few studies are conducted by examining these variables together. In addition, the present study has taken both interpersonal and organizational deviance as a mediator. Pakistan is under research country. This study has filled the gap by examining the effect of breach of psychological and its outcome in a novel culture of Pakistan.

Key words: Psychological contract breach; Organizational deviance; Interpersonal deviance; Task performance

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INTRODUCTION

From the last two decades, scholars have given much devotion to breach of psychological contract, as the people do not achieve what they desire and expectations from their organization. Breach of psychological contract is the perception of the employee that the organization has failed to meet one or more obligations within the scope of the psychological contract that has been made with the employees whereas the employee are fulfilled his or her obligations (Morrison & Robinson, 1997). Moreover, research has been conducted on the effect of breach of psychological contract with different attitudinal and behavioral outcomes. For example, Bal, Lange, Jansen, and Velde (2008) concluded on the basis of affective events theory, social exchange theory, and lifespan theory that the breach of psychological contract has a strong negative relationship with job attitudes like trust, job satisfaction, and affective commitment. So, whenever there is a breach of psychological contract, employee will react to this breach by a decrease in trust, job satisfaction, and commitment to the organization. When employees feel the breach of psychological contract, they have a tendency to make unethical decisions and behave unethically (Liaw, 2011).

Numerous studies have found that breach of psychological contract leads to various attitudinal and behavioral outcomes such as, lower employee commitment, job satisfaction, job performance, and organizational citizenship behaviors (Zhao, Wayne, Glibkowski, & Bravo, 2007). Similarly many studies

have found negative relationship between breach of psychological contract and task performance. For example, Beardwell (2007) described that breach of psychological contract act as de-motivators, which reduce the employee commitment, higher the level of absenteeism, turnover and decrease the performance. But we know very little that how and why failing to fulfill the psychological contracts have negative impact on employee attitudes and behaviors (Conway & Briner, 2002, 2005). Therefore, it is not clear that why the performance of the employees suffers and what cognitive and emotional status are provoked by the breach of psychological contract that decrease the performance of the employees? So there is need for a mechanism between breach of psychological contract and employee behaviors.

According to social exchange theory (Blau, 1964) persons are engaged in interaction with other persons for some cost benefit analysis. This theory also suggests that individuals with economic expectations also expect some social obligations from employers. If they perceive that their outputs are less than their inputs they provided to organization in their exchange relationship, then they will perceive breach of psychological contract, and then they will become frustrated and engage or involve in negative, counterproductive and withdrawn behaviors (Sturges, Conway, Guest, & Liefoghe, 2005) and their performance will be decreased (Robinson & Rousseau, 1996).

Employee deviance behavior has been classified into two types: Organizational deviance and interpersonal deviance. It was found that breach of psychological contract have different effects on the two dimensions of employee deviance behavior. As described by Berry, Ones, and Sackett (2007) that the two types of employee deviance are different according to their respective antecedents. Factors which are individually different may be more inclined towards interpersonal deviance where is those factors that are contextually specific may be more related towards organizational deviance. Moreover, deviant workplace behavior is defined as "behavior going voluntarily and intentionally opposite the norms set by the organization and threatening its well-being and/or that of its members" (Robinson & Bennett, 1995). Research on deviant workplace behavior enters very late in the field of organizational behavior, but when this concept was introduced as a research area, research proceeds quite rapidly. So, the present study have filled the gap by examining the mediating role of deviant workplace behavior and interpersonal deviance behavior which have not been studied earlier between the relationship of breach of psychological contract and task performance. Other studies have examined the mediating relationships between breach of psychological contract and their different outcomes (Othman, Arshad, Hashim, & Isa, 2005; Montes & Irving, 2008; Guerrero & Herrbach, 2008). However, the present study is an attempt to the

calls of Robinson and Bennet (1995) and many others to check the breach of psychological contract on the two dimensions of employee deviance behavior.

According to Aycan et al. (2000) Pakistan is under research country. In addition, this study has filled the gap by examining the effect of breach of psychological contract on employee deviance behavior in a collectivistic culture (e.g., Pakistan). Furthermore, as according to Thomas, Au, and Ravlin (2003) breach of psychological contract and violations may be vary from culture to culture. Today, the educational sector of Pakistan is playing the fundamental role in the development of the country's economy. A large no of employees are working in this sector and plays critical role for development and growth of educational sector. Breach of contract arises when employees feel inequity between what they provide and what they obtain. When the breach of psychological contract occurs employee will be less satisfied from their job and their performance will be decreased and they will likely to show deviant workplace behaviours.

1. HYPOTHESIS DEVELOPMENT

1.1 Psychological Contract Breach and Task Performance

Psychological contract has been defined as; it is a belief of mutual obligations between two parties which involve employee and employer (Rousseau & Tijoriwala, 1998). The phenomenon of psychological contract breach may occur when the employees have expectations from organization and organization does not perform according to the expectations of the employees (Robinson & Morisson, 2000). According to Johnson and Kelly (2003) breach of psychological contract has a significant and direct effect on work related behaviors like performance and absenteeism. Breach of psychological contract has negative relationship with employee's in-role work performance (task performance) and positive relationship with absenteeism. Psychological contract breach has a positive and significant impact on organizational cynicism (Bashir, Nasir, Saeed, & Ahmed, 2011). Moreover according to Turnley and Feldman (2000) psychological contract violations negatively affect the employee attitudes and behaviors, like violations of psychological contract are negatively correlated to task performance and citizenship behaviors towards the organization, that are supportive for the organization, and increased the intention to leave the organization (intention to quit). The execution of psychological contract is more strongly related to citizenship behavior within the organization (Turnley et al., 2003). On the basis of above findings and literature it can be hypothesized that:

H1: There is a negative relationship between psychological contract breach and Task Performance.

1.2 Psychological Contract Breach and Deviant Workplace Behaviors

Deviant Workplace Behaviors are those intentionally behaviors that disrupts the organizational goals, norms, policies or rules and threaten for the welfare of the organization or its members, or both at a time (Robinson & Bennett, 1995). Deviant workplace behaviors are destructive for the organization and its members, researchers gives different names to these negative behaviors; like antisocial behaviors (Robinson & Greenberg, 1998) counter productive behaviors (Fox, Specter, & Miles, 2001) and deviant workplace behaviors (Robinson & Bennett, 1995). Deviant workplace behaviors including behaviors like sabotage, vandalism, theft, retaliation, aggression, abuse etc (Robinson & Bennett, 1995). These behaviors have two dimensions, one is that which is destructive for the organization and damaging the organization which are referred to as organizational deviance (OD), second is that which has impact on organizational constituents which is referred to as interpersonal deviance (ID). Robinson and Bennett (1995) also identified the following four categories of deviance in organizations: property deviance (organizational, serious); production deviance (organizational, minor); personal aggression (interpersonal, serious) and political deviance (interpersonal, minor). Property deviance is defined as “those instances where employee acquires harmer damage the tangible property of work organization without authorization”. Production deviance defined as “behaviors that violate the formally proscribed norms delineating the minimum quality and quantity of work to be accomplished”. Personal aggression defined as “behaving in an aggressive or hostile manner towards other individuals”. Political deviance defined as “engagement in a social interaction that puts other individuals at a personal or political disadvantage” (Robinson & Bennett, 1995).

Unfair and unethical processes and practices have a great influence on work place beliefs and actions. When the employees realize that the organization does not perform according to their expectations and does not fulfill their promises (i.e. breach of psychological contract) they will engage in deviant behaviors. Psychological contract breach has a significant relationship with deviant workplace behavior. Higher the psychological contract breaches higher the deviant workplace behaviors when both procedural and interactional injustices are high (Kickul, 2001). Those employees who feel that they are under more job stress will be more emotionally exhausted from their job and will show the deviant behaviors in their workplace. Emotionally exhaustion and deviant workplace behavior have a significant relationship with each other (Golparvar, Kamkar, & Javadian, 2012). Psychological contract breach has a significant positive relationship with anti citizenship or workplace deviance (Restubog et al., 2008). Kura, Shamsudin, and Chauhan (2013) conducted a study on teachers from different universities, polytechnics

and colleges of education in Malaysia, and concluded that perceived behavioral control is negatively associated with both interpersonal deviance and organizational deviance. Those employees who practices high degree of outcomes controls will be motivated to involve in workplace deviance. So, on the basis of above arguments and literature it is hypothesized that:

H2: There is a positive relationship between breach psychological contract and organizational deviance among the faculty members of higher education.

H3: There is a positive relationship between breach psychological contract and interpersonal deviance among the faculty members of higher education.

1.3 Deviant Workplace Behavior and Task Performance

Job Performance got much more attention in business research. The reason is that it is related to organizational success and organizational success is measured through employee job performance. Job performance has two main dimensions which includes task performance and organizational citizenship behavior (Cote & Miners, 2006). Both task performance and OCB inspecting the behavior at work and the difference between these two variables are mostly highlighted in the literature (Conway, 1999; McManus & Kelly, 1999; Van Scotter & Motowidlo, 1996). Task performance is a core concept, formally to be achieved; while OCB represents a more informal or non-mandatory behaviors that are adopted by employees which aid in achieving organizational goals. For the purpose of this study, the focus will be on the core concept, the task performance.

According to Celik, Turunc, and Begenirbas (2011) interpersonal deviance and organizational performance are negatively correlated with each other. Also interpersonal deviance plays the role of mediating on the relationship between organizational trust and organizational performance, while the relationship between organizational trust and organizational performance is positive. Interpersonal deviance has a significant effect on the organizational performance. Muafi (2011) studied the antecedents and consequence of deviant workplace behavior and concluded that deviant workplace behavior has negative impact on individual performance. On the basis of above arguments and literature it can be hypothesized that:

H4: There is a negative relationship between organizational deviance and task performance among the faculty members of higher education.

H5: There is a negative relationship between interpersonal deviance and task performance among the faculty members of higher education.

1.4 Deviant Workplace Behavior as a Mediator

Employee works in the organization and they have some expectations from the organization which are commonly

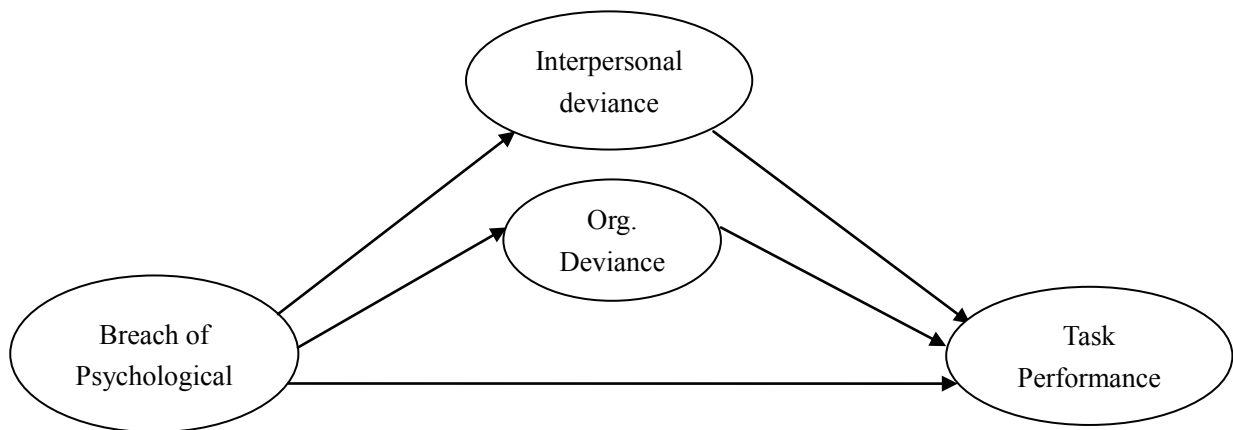
referred to as psychological contract Rousseau and Tijoriwala (1998) and when these expectations of the employees are not fulfilled, then the feeling of breach of psychological contract has been occur (Gakovic & Tetrick, 2003) employee become frustrated decrease their job satisfaction, commitment and will less dedicated and result in turnover intention (Raja, Johns, & Ntalianis, 2004) and decrease in their level of work performances (Robinson, 1996; Robinson & Morrison, 1995; Robinson & Rousseau, 1994; Turnley & Feldman, 1999; Turnley & Feldman, 2000).

On the basis of Conservation of Resource theory (Hobfoll, 1989) individuals at the time of their profession wants positive employment relationships (psychological contracts) which are related to social resources in their control or custody as just a certain number of valued resources like emotional energy and socio-emotional support and they struggle to gain, maintain, and protect such resources. When loss of valued resources has been start (breach of contract) or when the investment of resources does not lead to resource gain, then individuals will experience negative consequences which include burnout and emotional exhaustion (Tepper, 2000, 2001; Wright & Cropanzano, 1998) and anti citizenship behaviors (Restubog et al., 2008). Also on the basis of conservation of resource perspective those employee who experienced

burnout or emotional exhaustion they will try to minimize further resource loss (Hobfoll, 1989; Shirom, 2003) and, when they unsuccessful, they will be involve in negative and withdrawal behaviors (Deery, Iverson, & Walsh, 2002; Wright & Cropanzano, 1998). Also the line consistent with frustration aggression theory (Dollard et al., 1939) the outcome of the frustration will be aggression, and frustration at the workplace result in negative behaviors and attitudes (Spector, 1978), like workplace deviance. Psychological contract breach impact the employee attitudes and behaviors and will result in workplace deviance (Deery et al., 2006; Lemire & Rouillard, 2005; Robinson & Rousseau, 1994) and that breach of psychological contract decrease the employee performance (Turnley & Feldman, 1999). Therefore we further proclaimed that employee deviance (organizational deviance and interpersonal deviance) play the role of mediator between psychological contract breach and task performance.

H6: Organizational deviance mediates the relationship between psychological contract breach and task performance among the faculty members of higher education.

H7: Interpersonal deviance mediates the relationship between psychological contract breach and task performance among the faculty members of higher education.



Theoretical Model

2. METHODOLOGY

2.1 Instrumentation

Structured, close ended questionnaire measuring the response of four variables on five point likert scale ranging from “strongly disagree to strongly agree” were employed. The questionnaire of psychological contract breach was adopted from Robinson and Morrison (2000) having Cronbach Alpha’s reliability coefficient of 0.92. The questionnaire of organizational deviance was adopted from the Robinson and Bennett (2000) having Cronbach’s reliability coefficient of 0.81. The interpersonal deviance questionnaire was adopted from the Robinson and Bennett

(2000) having Cronbach Alpha’s reliability coefficient of 0.78. While questionnaire of task performance was adapted the widely used and high reliability scale having Cronbach Alpha’s reliability coefficient 0.91 of Tsai, Chen, and Liu (2007) of Turnley, Bolino, Lester, and Bloodgood (2003).

2.2 Population and Sampling

The population of the current study contains the faculty members of private sector universities of Khyber Pakhtunkhwa (Pakistan). Initially 300 questionnaires were distributed among the faculty members. After omitting all the non-fully completed questionnaires total of 225 were employed for further statistics. The response rate was 75% of the total sample.

2.3 Sample Characteristics

The sample of the current study consists of 74.7% male and 25.3% female faculty members of the universities.. In this study the low ratio of female for data collection is due to cultural values which always make hindrance during collection of data. The education status considered for data collection purposes starts from graduate, also included Master and Doctor of Philosophy. The ratio of graduate, master and PhD students were 27.6, 60.4 and 12.0 respectively.

In terms of age 16% of respondents had 21-25 years of age, 49% of respondents were lie in age of 26-30 years, 23% of respondents were lie in age of 31-35 years and 11% of respondents were lie in age of 36 years and above.

In the current study the more representative were the young respondents.

2.4 Results

Descriptive statistics were carried out to examine the essence of responses. The results showed that all the variables were found significantly in the studied area. The mean value of psychological contract breach, task performance, organizational deviance and Interpersonal deviance were 2.6089, 3.3765, 1.8389 and 1.8559 which respectively shows that the respondent confirmed the relationship between psychological contract breach and task performance through organizational deviance and interpersonal deviance. As shown in Table 1.

Table 1
Correlation Analysis and Reliability of Instruments

Variables	Mean	SD	1	2	3	4
PCB	2.6089	.83874	1			
TP	3.3765	.65869	-.475**	1		
OD	1.8389	.53718	.159*	-.211**	1	
ID	1.8559	.67331	.353**	-.154*	.643**	1

Note. *. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

The Table 1 shows the correlation between psychological contract breach, task performance, organizational deviance and interpersonal deviance. Correlation analysis revealed that psychological contract breach had a significant negative relationship with task performance ($r=-.475^{**}$, $p<0.01$). The psychological contract breach has a significant positive relationship with organizational deviance ($r=0.159^*$, $p<0.05$) and interpersonal deviance ($r=0.353^{**}$, $p<0.01$). It means

that breach of psychological contract increases the organizational deviance and interpersonal deviance.

Organizational deviance has a significant negative relationship with task performance ($r=-.211^{**}$, $p<0.01$). Similarly the interpersonal deviance also had a significant negative relationship with task performance ($r=-.154^*$, $p<0.05$). Results show that there is a significant negative relationship between organizational deviance and task performance and interpersonal deviance and task performance.

Table 2
Regression Analysis for Breach of Psychological Contract, Organizational Deviance and Task Performance

Variables	R square	F Value	B
Step 1			
Task Performance (TP)			
Breach of Psychological Contract (BPC)	0.225	64.808	-0.475***
Step 2			
Organizational Deviance (OD)			
BPC	0.025	5.802	0.159*
Step 3			
TP			
OD	0.044	10.371	-0.211**
Step 4			
Mediating variable			
Control (Organizational Deviance)	0.244	35.815	-0.139*

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

Table 3
Regression Analysis for Breach of Psychological Contract, Interpersonal Deviance and Task Performance

Variables	R square	F Value	B
Step 1			
Task Performance (TP)			
Breach Psychological Contract (BPC)	0.225	64.808	-0.475***
Step 2			
Interpersonal Deviance (ID)			
BPC	0.125	31.751	0.353***
Step 3			
TP			
ID	0.024	5.418	-0.154*
Step 4			
Mediating variable	0.225	32.297	0.015
Control variable (interpersonal deviance)			

Note. *p < .05, **p < .01, ***p < .001.

DISCUSSION AND CONCLUSION

This study have investigated the impact of breach psychological contract on task performance and mediating effect of organizational deviance and interpersonal deviance in faculty members of private sector universities of Khyber Pakhtunkhwa (Pakistan). The empirical analysis revealed a significant negative relationship between breach of psychological contract and task performance. When employees perceive breach of psychological contract their task performance decreases. In private sectors universities of Pakistan the phenomenon of psychological contract breach mostly occur which ultimately reduce the task performance of the faculty members. The current findings are aligned with the findings of (Beardwell, 2007; Webster & Adams, 2010; Bal, Chiaburu, & Jansen, 2010). The analysis also revealed a significant relationship between breach of psychological contract and organizational deviance. When breach of psychological contract occurs ultimately it increases the organizational deviance. So there is a positive relationship between psychological contract breach and organizational deviance. In light of previous findings the current findings are an aligned with the findings of (Restubog et al., 2008; Sturges et al., 2005; Deery et al., 2006). The analysis also revealed a significant negative relationship between organizational deviance and task performance. Whenever the employees felt organizational deviance at their workplace, there will be decrease in their task performance. Therefore, the current findings are also consistent with previous findings of (Muafi, 2011; Dunlop & Lee, 2004). They found that deviant behaviors have negative relationship with performance.

Moreover, organizational deviance partially mediates the relationship between psychological contract breach

and task performance. The current findings are deviate somehow from the previous findings in individualistic culture but, as mentioned earlier that breach of psychological contract may have different outcome in collectivistic culture (Chen & West, 2008). The current study has also revealed a significant relationship between psychological contract breach and interpersonal deviance. Which has already found significantly that psychological contract breach enhance interpersonal deviance (Restubog et al., 2008; Spector & Fox, 2002; Kickul, 2001).

The analysis revealed a significant negative relationship between interpersonal deviance and task performance. It was found that the relationship between interpersonal deviance and task performance is negative. The current findings are aligned with the finding of (Celik, Turunc, & Begenirbas, 2011; Muafi, 2011; Dunlop & Lee, 2004). As Celik et al. (2011) concluded that interpersonal deviance and performance are negatively correlated with each other. Results of the study revealed that interpersonal deviance mediates the relationship between psychological contract breach and task performance. This study is the first that have attempted to explore the mediating role of interpersonal deviance between psychological contract breach and task performance. Hence, current findings are new to contribute in to the existing literature by fulfilling the gap in the study of psychological contract breach. Nearly all the previous studies, which were conduct on psychological contract breach, examined the direct relationship between psychological contract breach, interpersonal deviance and task performance (Restubog et al., 2008; Sturges et al., 2005; Muafi, 2011; Dunlop & Lee, 2004; Celik et al., 2011). Psychological contract breach increases the interpersonal deviance, and interpersonal deviance decreases the task performance (Muafi, 2011; Dunlop & Lee, 2004; Celik et al., 2011). So,

we believe the study may be the first that has examined the mediating role of interpersonal deviance between psychological contract breach and task performance. In addition the study has found, the interpersonal deviance fully mediates the relationship between psychological contract breach and task performance. This unexpected results can be justified through displaced aggression theory which states that when an individual experience aggression by another individual the victim may show his/her irritations by inflicting revenge on individuals other than harm doer (Dollard et al., 1939). The possible explanation may be that the harm doer may be either powerful or the individual may have fear if take the revenge he/she may face severe kind of reaction from the harm doer again. Further this study has expanded the boundary conditions of breach of psychological in a collectivistic culture of Pakistan.

Implications

This study has few theoretical and practical implications, which highlights the significance of the study. Mostly researchers studied the psychological contract breach and checked its relationship with different outcomes like organizational citizenship behavior, task performance, job satisfaction, commitment, turnover intention, workplace deviance, absenteeism and trust etc. But the current study fulfills the gap in the study of psychological contract breach with its effect on task performance with the mediating role of organizational deviance and interpersonal deviance. This study helps to understand this new concept in the work setting. This study helps the organizations that how organizations will prevent themselves from decrease in the task performance of their employees, and how work related attitudes and behaviors are enhanced like task performance. As Turnley et al. (2003) stated that Psychological contract fulfillment is positively associated to task performance. According to Morrison and Robinson (1997) When an individual observe the unfair and unethical procedures and treatment so, ultimately the phenomenon of psychological contract breach, feelings of anger and frustration may occur. Also Liaw (2011) concluded that when employees see the breach of psychological contract, they have a tendency to make unethical decisions and behave unethically. So this study finds the solution for the organization to avoid the unethical practices in organization like workplace deviance and enhance their performance and provide a quality education for the development of the whole country.

Limitations and Future Research

Beside the implications of the current study it has some limitations as well. The targeted sample was not the true representations of the whole population. Size of the population was a big challenge to collect the data. The cross-sectional nature of the data is a limitation of the current study. The generalizability of the result is also a limitation of the current study, because the research was conducted in only educational sector of Khyber Pakhtunkhwa.

In this study psychological contract breach was used as an independent variable, task performance as a dependent variable and organizational deviance and interpersonal deviance as a mediating variable. In future studies this relationship may be checked with different outcomes as a dependent variable. Current study was conducted in private sector universities of Khyber Pakhtunkhwa. In future it may also be conducted in public sector universities. This research was done on psychological contract breach and its one outcome task performance. In future research may also be conducted on the causes of psychological contract breach i.e. it taken as a dependent variable. In the current study questionnaire was used for data collection. In future research data may also be collected using other techniques likes interviews, observation or discussion for more insight and depth, and hence results may be generalized.

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