Organizational Trust, Organizational Identification, Psychological Contract Breach and Organizational Citizenship Behavior in Professionals

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ABSTRACT

The present research was conducted to investigate the relationship between organizational trust, organizational identification, psychological contract breach and organizational citizenship behavior in college teachers and bankers of private sector. It was hypothesized that organizational trust and organizational identification would likely to have positive relationship with organizational citizenship behavior. Psychological contract breach would likely to have negative relationship with organizational citizenship behavior. Organizational trust would likely to have indirect effect on organization citizenship behavior through organizational identification. It was also hypothesized that psychological contract breach is likely to have interaction effect on the relationship of organizational trust, organizational identification and organizational citizenship behavior. Correlational research design was used to assess the proposed hypotheses. The sample of the study was consisted of 152 participants selected from different colleges and banks of private sector using purposive sampling technique. Organizational Trust Scale (OTS), Organizational Identification Scale (OIS), Psychological Contract Breach Scale and Organizational Citizenship Behavior Checklist (OCBC) was used to measure considered variables. Pearson product moment correlation was used to find relationship among study variables and moderated mediation analysis had been done by using SPSS PROCESS macro. This study will provide insights regarding psychological attachments of employees i.e., organizational trust, organizational identification, psychological contract and to which extent they regulate the behavior and attitudes of employees. Therefore, study has significance in human resources so they will be able to take measures that efficiency of employees as well as effectiveness of organizational outcomes.

1. Introduction

Psychologists from diverse backgrounds have identified interpersonal trust as a social construct of far-reaching significance. Erik Erikson had considered trust as "the first task of the ego" (Erikson, 1950). It has been considered as the ability that is necessary to build relationships and to act functionally in the social world. In an organization it is not possible to deny the importance of organizational trust for a positive work environment and organizational outcomes. As we know employees are the building blocks of any organization it is necessary to pay attention to the factors that can affect the relationship of employees with their organization. One of these factors is breach in psychological contract i.e., "the member's perception that organization has failed to fulfill its promises". The present study was designed to investigate the complex model that incorporates the role of psychological contract breach as a moderator relationship of organizational trust and organizational citizenship behavior considering organizational identification as a mediator.

1.1 Organizational Trust

Although most people think that they can understand the dictionary meaning of trust because we experience

this emotion on daily basis in our life but it is really hard to define it. The reason for that difficulty is subjective nature of trust i.e., it changes from individual to individual and have different levels in different context. The establishment of trust requires long and selfless efforts. In social context trust can have several meanings. The definition of trust involves a situation in which one party is called as trustor and the other is trustee "the direction of future is assessed by the extent to which one party (trustor) is willing to rely on the actions of another party (trustee)" (Mayer, Davis & Schoorman, 1995; (Khan et al. 2020; Iftikhar, et al. 2020; Ibrahim, et al. 2019; Rashid, et al. 2019; Bhatti et al. 2018; Khan et al. 2015; Qureshi et al. 2014; Rasli et al. 2015). Moreover, the trustor has not control over the activities that a trustee can perform to achieve decided goals. The uncertain consequences of this relationship is that trustor has control only on development and evaluation of his own expectation. The risk of the failure or harmful consequences can always be the part this relationship between trustor and trustee (Bamberger & Walter, 2010). The fact that why we trust also has its implications in organizational settings, trust can have positively influences on the relationship between organization and its employee's behaviors, perceptions and performances. The conceptual ground of organizational trust is vague and open to a wide range of definitions, including various contributing factors and situations. As with other organizational variables such as culture or climate, organizational trust can't be measure directly. Measurement of organizational trust depends on the individuals perceptions of different views of recalled situations based on their varying experiences within the organization.

Therefore, if we globally evaluate organizational trust from employees point of perception then it can be explain as "an employee's feeling of confidence that the organization will perform actions that are beneficial, or at least not detrimental, to him or her" (Tan & Tan, 2000). It can also be defined in another way as "the perception of a worker of the support provided by an organization, and a belief that the manager and fellow workers will speak the truth and stand by their word" (Demircan &Ceylan, 2003). Moreover, organizational trust can yield in several positive outcomes at work place. Several researches has shown that When in an atmosphere of highly trusting team, team members can communicate ideas and share experiences more efficiently. This provides a good foundation for team innovation behaviors. Davis et al. (2000), Morgan and Zeffane (2003), and Connell et al. (2003) studied the effect of an employee's trust in top manager on the employee's job performance. They found that the ideas of fairness and human-oriented reflected from a company's strategies and regulations all have an important impact upon an employees' job satisfaction and organizational commitment. For example, when implementing company strategies or carrying out organizational reforms, companies with higher level of employee trust will face comparatively less resistance. To sum up, organizational trust can not only harmonize employment relationship, but also cultivate certain inimitable competitiveness for an organization. Trust among people is the precondition of fellowship and communication. A working environment with a highly trusting atmosphere is the foundation for harmonious employment relationship.

1.2 Organizational Identification

The concept of organizational identification (OI) has been defined in various ways as it has been identified as some kind of employee's identification while making decision to choose best alternative that will benefit the organization (Cheney and Tompkins, 1987), some has defined it as an alignment between employees and organizational values (Pratt, 1998). The one that has been considered in the present study is the one that explains it as the degree to which employees define themselves as a member of the organization

and to what extent they experience a sense of oneness with it, its values, brand, methods etc. (Ashforth and Mael, 1989; Haslam, 2004; Schuh et al, 2016). As group affiliation, affiliation to organization as a whole and one membership is key source of development of one's self-concept and its serve as important factors in creating OI (Edwards & Peccei, 2010). In fact, there are researches that explain individuals identify organizational goals and aims as their own visions through social identity. Therefore, employees experiences more satisfaction as whole because their visions and needs are fulfilled (Dick, Grojean, Christ & Wieseke, 2006).

1.3 Psychological Contract Breach

Psychological contract breach occurs when the employee perceives that the organization has failed to meet its obligations towards the employee (Conway & Briner, 2005; Rousseau,1995). Breach is a cognitive experience where employees form judgments regarding the level of psychological contract fulfillment. Contract fulfillment is the opposite of contract breach; a fulfilled psychological contract indicates absence of contract breach. Morrison and Robinson (1997) further distinguished cognitions of contract breach from affective feelings of contract violation. Psychological contract violation refers to the emotional and affective state following the belief that the organization has failed to fulfill the psychological contract (Morrison & Robinson, 1997). These include feelings of frustration, anger, and betrayal (Robinson & Morrison, 2000). Breach and violation are correlated but previous studies have shown statistical evidence for the conceptual distinction (Robinson & Morrison, 2000; Zhao et al., 2007). Contract breach and violation both have a negative influence on the work process. These negative influences can result in an increase of the number of leaving employees, a higher staff absence and a reduced loyalty to the organization (Turnley & Feldman, 2000). However, recently authors have proposed that these relations are influenced by demographic differences such as age (Farr & Ringseis, 2002).

1.4 Organizational Citizenship Behavior

According to Graham (1991) organizational citizenship behaviors are personal choice behaviors. OCB can be anything which an individual choose to do within an organizational settings in a spontaneous manner on their own will, which are not included in their contractual obligations. OCB can be called as discretionary in other words. OCB may not always followed by the formal rewards by the organization but it may result in some benefits like favorable supervisor and coworker ratings and promotions. Now a days, OCB can be use as synonymous with the circumstantial enactment that can be defined as "act by which social as well as psychological environment in which activities has been take place get supported" (Organ,1997). In the way the construct of OCB has been interpreting is more or less of same contextual background there is much consistency in defining and explaining organizational citizenship behavior (Jaqueline, 2004). It may also be defined as the behavior that is beyond the basic job descriptions but eventually beneficial to the organization (Lambert, 2006).The team effectiveness as well as organizational performance effectivity is influences by organizational citizenship behavior. Altruism and compliance are most re known factors of organizational citizenship behavior.

The present study had used social exchange theory as theoretical framework this theory developed by George Homan actually focus on social behavior and explain social behavior as the outcome of an exchange process. According to this theory the sustainability of the relationship depends on the weightage of benefits and risk that relationship holds. If benefits succeed the risk probability then individual will considered to maintain that relationship. This theory in work environment can be explain as if the perception of an employee regarding supervisor's behavior is that his behavior is fair and based on justice then employees feel satisfied,

which causes them to perceive organizational justice as their own values. Satisfaction with the supervisor leads them to the desire of maintaining their relationship with their organization.

Social exchange theory postulates that staffs hope to pursue an impartial and balanced relationship in their workplace (Homans, 1961). Moreover the management's attitude towards its employees is communicated through the decisions and policies. Employees will reciprocate trust communicated by the management. Therefore, in an organization for efficient working and increasing performance organizational trust is of great importance. Psychological contract breach occurs when employees perceive a discrepancy between what they were promised and what they receive from the organization (Morrison & Robinson, 1997). Such divergences stand for an inequality in the social exchange relationship and have been described as a sort of equitable distributes (Suazo &Turnley, 2005). Employees are usually motivated to decrease their contribution to the organization after psychological contract breach happens in order to reinstate equality to the exchange relationship (Turnley & Bolino, 2003). Especially extra-role contribution is a conception about additional contribution made by employees which are not required by organizational performance system. It is clear that these mental or behavioral processes could improve organizational efficiency, effectiveness and adaptability.

2. Literature

The present study will try to investigate not only the effect of breach in psychological contract as a moderator on the connection of organizational trust and organizational citizenship behavior but also aims to investigate the role of organizational identification as a mediator in this relationship. This section presents a comprehensive summary of both international as well as indigenous researches existing researches on OT, PCB, OI and OCB.

The literature in management supports significance of building trust and sense of oneness in the effective working and stability of an organization. These factors are considered to be the important predictors of organizational success i.e., they play role in promoting loyalty in employees, satisfaction as well as extra role behavior etc. Suleman and Shalabi (2019) had conducted a research in order to confirming the linkage between trust, identification, and loyalty in an organization. Their study framework interrogates the direct relationships in different four conditions on finding the fine relationship among the main variables. This study had interesting results by showing the indirect effect of organizational identification on the association between OT and loyalty as well as OT as a mediator between the relationship of OI and organizational loyalty. Other direct relationships had also shown as significant in their research findings.

Moreover, the linkage of organizational trust and OCB has also been traced by the researchers like Azizi and Moosavi in 2016, and they have considered teaching profession to investigate this association i.e., teaching faculty of physical education in Islamic Azad University of Rasht in Iran. The nature of research was descriptive and correlational. Fieldwork method was used data collection. Population of research was based of faculty of physical education (n=20) on the strict inclusion and exclusion criteria. The questionnaire was structure by the researchers personally. Previously developed reliable measures were used to measure the main variables. The findings confirmed the existence of association or trust and OCB as well as trust and performance of employees.Ballou (2013) directed an investigation that analyzed the impacts of breach in psychological contract on attitudinal and conduct work related outcomes i.e., satisfaction, intent to stay with one's association, organizational support, and OCB. Furthermore, that review had additionally investigated impact of different types of contract breaches on work related outcomes. (i.e., transactional or social). The sample of full time workers consisted of 89

individuals for this research. Results indicated that the breach of one's psychological contract significantly affected one's employment satisfaction, intent to remain, and organizational support. Furthermore, there was a critical interaction between psychological contract breach and psychological contract type with the end goal that when workers encountered a breach in psychological contract, the influence of breach in psychological contract breach on apparent organizational support and organizational OCB changed depending upon psychological contract type.

Yang and Chao (2016) investigated an association better between breach in psychological contract and identification as well as association between psychological contract beach and extra role behavior the main focus of their research was tracing indirect effect off psychological com capital on previously mentioned links The sample does sample that had been used for consisted bear study 283 workers of China the findings suggested the relationship between breach in psychological contract and extra role behavior who was partially mediated psychological capital moreover the role of organizational identification mediator have also been confirmed by the findings of their research. Haque et.al (2016), lead an examination that researches the influence of psychological capital on employees commitment and burn out. The interaction effect of psychological contract breach in this linkage had also been investigated sample consisted of 306 employees working in health organizations different cities of Pakistan. The technique that has been used for sampling was random sampling technique. The interaction effect as well as the relationship was confirmed by findings.

Shrivastavi and Madan (2016) researched the sense of oneness with organization (OI), organizational trust and incorporated moral values and norms in organizational citizenship behavior. They considered 246 center level administrators of 30 organizations of private as well as public sector in New Delhi. The outcomes showed that organizational identification and trust are significant key variables and have statistically significant impact on organizational citizenship behavior. Abela and Debono (2019) this examination explores the connection between breach in psychological contract (PCB) and three worker perspectives, specifically organizational citizenship behavior (OCB), trust in the organization, and turnover intentions. The investigation was completed in a mechanical plant in the substance area arranged in Malta. Study information were gathered from 258 representatives, speaking to 47% of the workforce in the plant. Results demonstrate that PCB is negatively identified with trust and have significant positive correlation with the turnover intentions. The negative connection among PCB and trust is more grounded among female workers. While, the positive connection among PCB and turnover intentions is most grounded among workers with longer tenure. PCB has shown moderate correlation with OCB among female laborers. Various calculated and administrative ramifications are featured. These researches has grounded the present investigation to trace these paths of relationship to provide a better understanding on mechanism.

3. The Conceptual Framework: The Conceptual Model and Hypotheses

This section explains the conceptual model and proposed hypothesis of present study

3.1 The Conceptual Model

The goal was to investigate the role of organizational trust and organizational identification in enhancing the extra role behavior in employees. The proposed model, as shown in Figure 1, is based on four main constructs (i) organizational trust, (ii) Organizational identification, (iii) psychological contract breach, (iv) organizational citizenship behavior. Psychological contract breach has been incorporated in this model as a moderating variable. The conceptual framework shown here highlights the linkages between these main constructs.
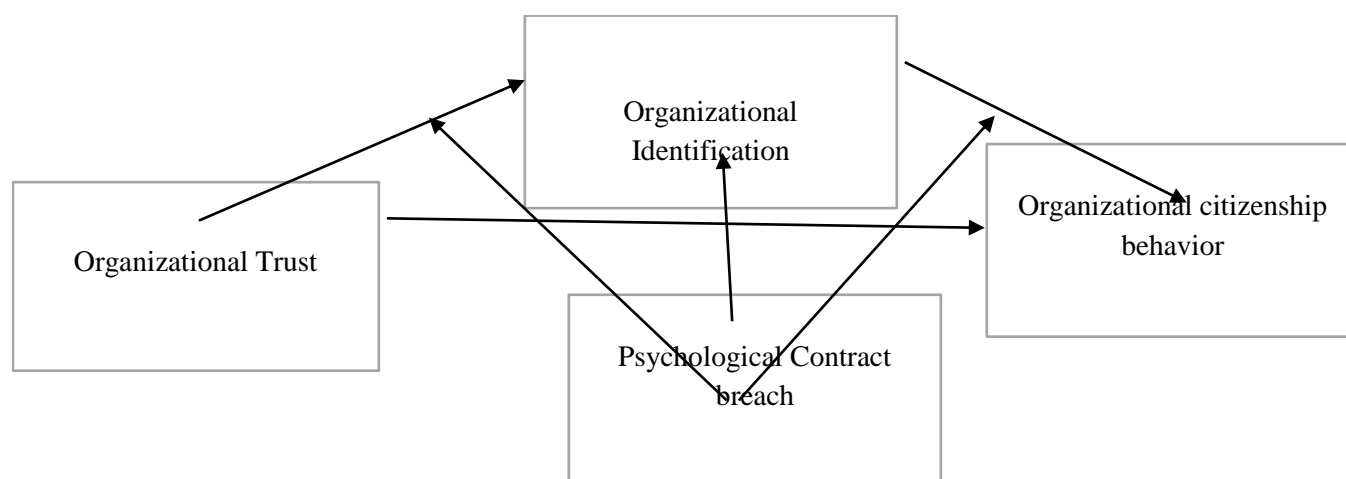
3.2 Hypotheses

The study proposes that organizational trust important influence organizational identification and organizational citizenship behavior. The study attempts to investigate the main research hypotheses regarding associations between organizational trust, organizational identification, psychological contract breach and organizational citizenship behavior. Based on the theoretical justification and supporting empirical evidences, the hypotheses proposed organizational trust have positive relationships organizational identification and organizational citizenship behavior but negative relationship with organizational citizenship behavior. Logically, it makes sense that within positive trusting environment the employees will more likely to identify themselves with the organization and will result in their involvement in organizational citizenship behavior. The study also investigates the mediating role of organizational identification in the linkage between organizational trust organizational citizenship behavior. In addition, this study also tries to test whether there is a moderating effect psychological contract breach on linkage between organizational trust and organizational identification, organizational identification and organizational citizenship behavior. Therefore, the following were investigated

H 1. There is likely to be a positive relationship among organizational trust, organizational identification and organizational citizenship behavior

H 2. There is likely to be a negative relationship between psychological contract breach and organizational trust, organizational identification and organizational citizenship behavior.

H 3. Organizational trust and organizational identification is likely to positively predict organizational citizenship behavior.

H 4. Organizational trust is likely to have indirect effect on organizational citizenship behavior through organizational identification.

H 5 (a). Psychological contract breach is likely to have an interaction effect on the relationship of organizational trust and organizational citizenship behavior.

H 5 (b). Psychological contract breach is likely to have interaction effect on the relationship of organizational trust and organizational identification.

H 5 (c). Psychological contract breach is likely to have interaction effect the on relationship of and organizational citizenship behavior.

H 6. Demographics (age, gender, experience etc.) are likely to be related to organizational citizenship behavior.

4. Research methodology

4.1 Research design

The study was quantitative, correlational research using primary data collection. Purposive sampling strategy was used to collect data from the teachers and bankers of private sector institutions of Lahore. The study proposed to assess the

relationship of organizational trust, organizational identification, psychological contract breach and organizational citizenship behavior. The study focus on the indirect effect of organizational identification on the relationship of organizational trust and organizational citizenship behavior incorporating the psychological contract breach acting as moderator on each path of the model. The instrument that has been developed in this study was structured

4.2 Research sample

The purposive sampling strategy were used to access the sample of bankers and teachers of age range 25 to 45, both male and female employees were included. Two years of working experience was kept necessary for the respondents to be considered for the study. The data from 152 participants were collected by structured questionnaire using 5 point Likert scale. Correlation was analysed by Pearson's correlations and moderated mediation analysis was run by using Hayes PROCESS macro in SPSS.

5. Analysis and results

5.1 Correlation analyses To investigate the relationship between the considered demographics and studied variables Pearson Product moment correlation was conducted. The table 1 exhibits the results for correlation between demographics as well as organizational trust, organizational identification, psychological contract breach as well as organizational citizenship behavior. The results made it clear that. All demographics except experience in working hours had no significant relationship with studied variables. Working hours has shown the negative significant relationship with independent variable i.e., organizational trust. Organizational trust and organizational identification both showed highly significant positive relationship with organizational citizenship behavior. Furthermore psychological contract breach had shown highly significant negative relationship with organizational citizenship behavior as well as with organizational trust and organizational identification.

Table 1. Table 1. Correlation Among Demographics, Organizational Trust, Organizational Identification, Psychological Contract Breach and Organizational Citizenship Behavior (N= 152)

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Age	-	-.02	.00	-.02	.43	.35	.03	-.28	.05	.09	.08	.07	.10	-.11	.06
2. Gender	-	-	.01	-.03	-.07	-.01	-.10	-.07	-.13	-.14	-.13	.04	-.01	-.03	.02
3. Family type	-	-	-	-.06	.00	-.27	.01	-.05	.13	-.01	-.02	-.02	.01	-.02	.02
4. Marital status	-	-	-	-	-.51	-.10	.01	-.14	-.02	.00	.20	.03	.09	.05	.02
5. No. of children	-	-	-	-	-	.38	.01	.02	.13	.12	.07	.01	.08	.00	.02
6. No of dependent	-	-	-	-	-	-	-.12	.02	.04	.09	.05	.05	-.03	-.03	.03
7. Occupatio	-	-	-	-	-	-	-	.13	.02	.06	.03	.11	.03	-.09	.12

n															
8.Working hours	-	-	-	-	-	-	-	-	.10	.07	-.10	-.17*	-.08	.01	-.03
9. Income	-	-	-	-	-	-	-	-	-.07	.03	.03	.09	-.04	.01	
10.Total experience	-		-	-	-	-	-	-	-	.26*	-.06	-01	.01	-.00	
11.Experience in current organization	-	-	-	-	-	-	-	-	-	-	.09	.14	-.07	.06	
13. OT	-	-	-	-	-	-	-	-	-	-	-	.72***	-.73***	.73***	
13.OI	-	-	-	-	-	-	-	-	-	-	-	-	-.69***	.72***	

5.2 Investigating the moderation mediation model of organizational trust, organizational identification, psychological contract breach and organizational citizenship behavior.

To analyses the moderated mediation hypothesized model of the present research Hayes's PROCESS macro had been used. From sample model that has been presented by Hayes model 59 has been selected as it was completely alike our hypothesized model. Direct and indirect values has been reported in table 2 and table 3 respectively. The results had made it clear that the indirect effect of organizational trust on organizational citizenship behavior through organizational identification was significant as Sobel's Z was significant (Sobel's Z = -1.43, p < .001). The mediation effect was further ascertained as the 95% confidence interval did not contain zero. Organizational trust was a significant predictor of Organizational citizenship behavior (β = .45, t = .71, p < .05), however it does not remain significant predictor of Organizational citizenship behavior after organizational identification was entered in the model. This provided evidence that organizational identification was completely mediated the relationship between organizational trust and organizational citizenship behavior.

Table 4.3.1 also depicts the interaction of psychological contract breach on organizational trust and organizational identification path (β = .04, t = 3.11, p < .05), between organizational identification and organizational citizenship behavior (β = .06, t = 2.15, p < .001) but there is no significant interaction of psychological contract breach between organizational trust and organizational citizenship behavior (β = .00, t = 2.15, p >.05). These moderations might provide clues for moderated mediation since the linkage between OI and OCB constituted part of the indirect path from OT to organizational citizenship behavior. This moderated mediation was further investigated by computing the conditional indirect effects of organizational trust on organizational citizenship behavior through organizational identification at various levels of psychological contract breach.

Table 2. Direct and indirect effects of major variables of study on organizational citizenship behavior (N=152)

Outcome	Variables		β	Direct effects		β	Indirect effect	
				LL	UL		LL	UL
OI	OT		.06*	-.50	-.04			
	PSYCB		-.11***	-1.6	-.49			
	OT	X	.04*	.00	.07			
	PSYCB							
OCB	OT		.46*	.45	1.3	.39[a]	-.40	1.32
	OI		1.37**	.56	2.1			
	PSYCB		.27	-.77	1.3			
	OT	X	.00	-.05	.06			
	PSYCB							
	OI X PSYCB		-.06**	-.11	-.01			

Note: OT= organizational identification; OT = organizational trust; OCB= organizational citizenship behavior; PSYCB= psychological contract breach. A Sobel's Z = 5.768; *p* < .001. *p* < .05. **p* < .01. ****p* < .001.

Table 3 The conditional indirect effects at various values of psychological contract breach was examined through PROCESS macro for SPSS (Hayes, 2013) for organizational trust on organizational citizenship behavior through organizational identification The findings revealed that the indirect effect was stronger when psychological contract breach was at moderate level. The confidence interval for the indirect effect when psychological contract breach was low to moderate (at 10th percentile); however it did not contain zero at high values of psychological contract breach (50th, 84th percentile). Thus role of organizational identification as mediator between organizational trust and organizational citizenship behavior was more pronounced when psychological contract breach was at moderate level.
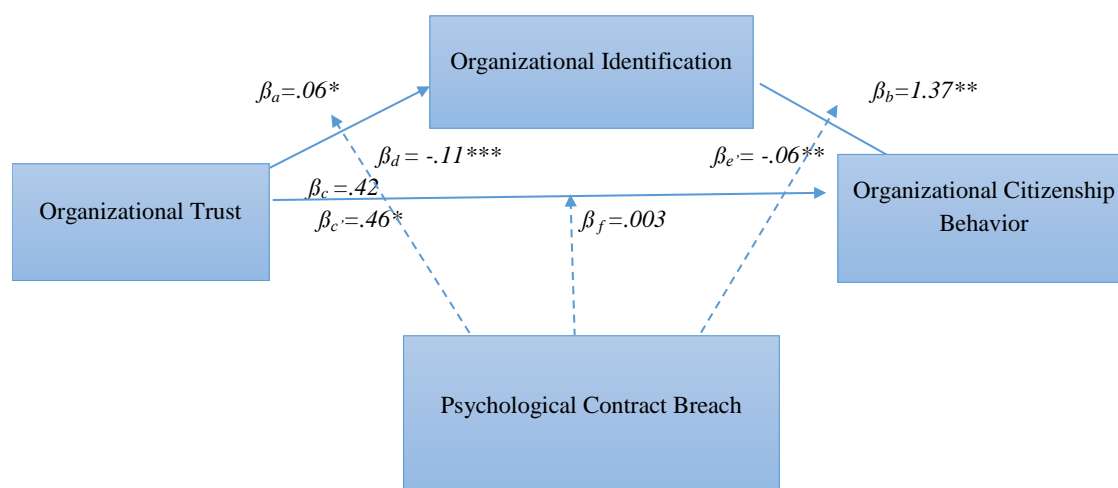
Table 3. Conditional Indirect Effects of Organizational Trust on Organizational Citizenship Behavior at various level of Psychological Contract Breach (N=152)

Mediator	Moderator Psychological contract breach	β	95% CI LL	UL
Organizational Identification		.253	-.03	.53
	15	.253	.10	.40
	20	.114	-.12	.36

Note: The values for quantitative moderators are 10th, 50th and 64th percentiles.

The findings presented in Table 2 and 3 visually summarized in Figure 5 with its significant path coefficients. . The findings presented in Table 2 and 3 visually summarized in Figure 5 with its significant path coefficients.

Figure 4. Conceptual diagram of psychological contract breach (PCB) as third order moderator of indirect effect of trust (OT) on organizational citizenship behavior (OCB) through organizational identification (OI).

6. Discussion

Extra role behavior or OCB is one of the most beneficial behavior towards enhancing progress as well as productivity of the organization. The main aim of this study is to explore the relationship of organizational trust, identification, PCB with organizational citizenship behavior. The significance of this study is that it comprehensively considered the complex model exploring interaction effect of PCB on multiple paths in a mediating model of organizational trust,

organizational identification and OCB. According to our findings organizational trust related positively with organizational identification and OCB but negatively with PCB. Organizational identification was also correlated positively with OCB and negatively with PCB. Organizational identification has indirect effect on the association between organizational trust and OCB. Therefore, organizational trust in an individual will lead to better identification with the organization and it

will ultimately encourages employee to take part in extra role behavior in organization.

PCB buffers the relationship pf OT and OI i.e., individual's organizational trust and identification decreases if he/she experiences the breach in their expectations towards organization. Similarly, PCB have buffering effect on the relationship of OI and OCB which means the presence of breach will lead to the low level of organizational citizenship behavior. In contrast surprisingly the organizational trust and organizational citizenship behavior remains unaffected by the presence of PCB as there was no interaction effect of PCB on their relationship. This finding might be explained by the fact that we have considered a moderated mediation researches that explain this interaction effect considering a simple model of interaction among OT, PCB and OCB.model and for along with indirect effect of organizational identification on OT and OCB relationship this interaction effect can't be statistically significant. Although there are evidences in previous researches.

Moreover, the present study has several limitation as well i.e., the sample size was small considering the nature of variables that has been studied. Similarly, qualitative research needs to be done for better understanding of the psychological attachments. Several other dimensions of organizational citizenship behavior and psychological contract breach can also be incorporated for further studies.

The study has its significance as considering the interaction effect of PCB in a mediation model of organizational trust, organizational identification and OCB, this study links the gap between previous literatures and the developing researches on PCB and also the already present literature on OCB. Another variable that was considered i.e., organizational trust is one of the factors responsible for effective organizational outcomes. Therefore this study give a deep insight about how trust can promote organizational effectiveness by effecting one of the positive behavior of employees i.e., OCB.

Moreover, the present study, illustrates the negative impact of psychological contract breach on organizational trust and organizational identification as well as on organizational citizenship behavior. The finding suggest that this negative impact can be minimized if the trust of an employees' on their organization is maximize. As we know that workplace involves reformation and employees downsizing the manager should devise some tactics that communicate such organizational decisions in a manner that produces no harm to employee's organizational trust. Handling employee's sense of trust effectively organization can benefit its organizational goals because it will ultimately dampens the likelihood of negative impact of PCB.

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