



Role of Psychological Contract Breach in Perceived Organizational Support and Employees' Performance

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ABSTRACT

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The primary objective of this research is to examine the correlation between employees' perceptions of organizational support and their performance in both their in-role and extra-role. Additionally, the moderation of psychological contract breach in this relationship is investigated. The model utilized in this research offers a comprehensive elucidation of the interrelationships among the variables. The education sector of Pakistan is the primary focus of this research. A total of 80% of the faculty staff employed in higher education institutions, encompassing both public and private establishments, participated in the data collection questionnaire. The data is analyzed utilizing descriptive statistics and correlation through the utilization of IBM SPSS 20 software. In order to assess reliability, Cronbach's alpha is employed. In the moderation analysis, the Hayes and Preacher (2014) method was also implemented. The conclusions of the investigation have validated the hypotheses. The discourse encompassed both pragmatic and conceptual implementations.

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1. Introduction

Employee dedication constitutes the most valuable resource for any given organization. Survival in the market becomes arduous in their absence. Perceived organizational support (POS) pertains to the way in which employees perceive their organization in terms of how much it appreciates their contributions and ensures their well-being, comfort, and safety (Boateng, 2014; Oubibi, Fute, Xiao, Sun, & Zhou, 2022). Employees' perceptions of the organization's regard for their welfare and the value of their contributions are referred to as POS (Agarwal & Gupta, 2015). Organizations allocate their entire resources and endeavors towards the objective of enhancing performance (Safei & Kustiawan, 2022; Zehir, Müceldili, Altındağ, Şehitoğlu, & Zehir, 2014). Two distinct categories of employee job performance can be identified: in-role performance (IRP) and extra-role performance (ERP) (Rhoades & Eisenberger, 2002; Rubel & Kee, 2013). IRP pertains to the formal obligations, responsibilities, and tasks that employers designate to each employee. The aforementioned duties and obligations are explicitly outlined in their respective job descriptions (Rubel & Kee, 2013). Although ERP is associated with duties and obligations, those do not fall within the purview of the job description (Farooqui, 2012). Employee job performance and work-related behavior are positively influenced by organizations that maintain strong employment relations (Schaufeli & Bakker, 2004). Particularly in service-oriented sectors such as education, where personnel are expected to exhibit both physical and emotional attractiveness. Employees in these organizations are of the utmost importance in ensuring the provision of efficient and effective services, as well as in the correct management of these matters (Agarwal & Gupta, 2015a). A Psychological Contract (PC) examines the nature of the relationship between an

organization and its employees. According to Argyris (1960), the development of an employment relationship is contingent upon the exchange of minimal criticism for increased productivity, which in turn facilitates concerns regarding job security and fair compensation (Coyle-Shapiro & Parzefall, 2008). Typically, social exchange theory (SET) concerning the reciprocal expectation between employees and organizations is used to describe the nature of PC. As a result of the contract between the two parties, certain expectations have been generated. Consequently, a breach of contract transpires when one party perceives that the other has neglected to fulfill their commitments and anticipations (Matthijs Bal, Chiaburu, & Jansen, 2010; Sa'adah & Rijanti, 2022).

A psychological contract breach (PCB), defined as the "awareness that one's organization has not fulfilled one or more obligations as promised in a manner proportional to one's contributions" Rayton and Yalabik (2014), can have an adverse effect on an employee's motivation. Inconsistency and renegeing are the primary causes of the PC intrusion. A renegeing occurs when an employer and employee are aware of their respective obligations and commitments, yet intentionally neglect to fulfill them. In contrast, incongruence arises when an employee and the organization hold divergent sets of beliefs regarding their respective obligations, commitments, and duties (Graaf, 2014). Previous research has established that breaches are not an anomaly, as they are also contingent upon established standards (Agarwal & Bhargava, 2013). The educators consistently exceed the duties and obligations outlined in their job description, thereby contributing to the organization's reputation and operational effectiveness. Additionally, they provide support to students regarding both academic and personal concerns (Farooqui, 2012). The primary concentration of this study pertains to the educational sector, specifically public and private universities. This study's primary objective is to assess the correlation between POS and the performance of ER and IR. Moreover, investigate the extent to which the PCB moderates this relationship.

1.1. Problem Description

Pakistan's education system is beset by numerous defects. A consequence of this, Pakistan possesses an inadequate education system and a globally low literacy rate. Pakistan has one of the weakest education systems in the world, according to QS rankings, and no Pakistani university is ranked among the top 300 universities worldwide. Lack of available resources, insufficient financial inputs, inadequate research culture, productive politics, less supportive environment, decreased efficiency in implementing various programs, contract violations, poor quality of management, less qualified staff, fewer training opportunities for the staff, and less organizational support are all contributing factors to this alarming situation. When organizations choose to disregard and evade conflicts instead of effectively managing them, and coerce employees into compromising their demands, it is probable that employee IR and ER performance will suffer. All of these are the result of inadequate organizational support and verbal or written contract violations.

1.2. Purpose of the Research

The primary aim of this study is to examine the POS as a significant predictor of employee performance, similar to in-role and extra-role performance. An additional aim of this study is to investigate the moderating effect of PCB on the correlation between POS and in-role and extra-role performance.

1.3. Importance of the Research

By fostering an understanding of the correlation between performance expectations (POS), the gravity of psychological contract breach, and employee performance, this endeavor will without a doubt aid institutions of higher education (HEIs) in improving the overall performance of their staff. By analyzing this research, specific policies and strategies that ultimately enhance the performance of employees in HEIs can be developed. Additionally, policymakers, decision makers, development partners, and implementers associated with Pakistan's HEIs will find this study useful. Enhancing the performance of personnel can yield advantageous outcomes for the educational system of Pakistan. This study will build upon previous research by incorporating PCB as a moderator in the relationship between POS and employee performance, similar to how in-role and extra-role performance of university faculty members are examined.

2. Literature Review

2.1. Perceived Organizational Support (POS)

Rhoades and Eisenberger (2002) employed the notion of POS in their meta-analysis to delineate the social exchange dynamic that exists between an employer and an employee. This is in accordance with the social exchange norm of reciprocity (Oubibi et al., 2022; Rhoades & Eisenberger, 2002; Uçar, 2010). Organizational support theory (OST) is the result of this dispute (Rhoades & Eisenberger, 2002). As per the OST, employees are more motivated to achieve organizational objectives when they receive reciprocal high levels of support. This is due to the fact that organizational support significantly influences positive work outcomes for employees, such as job performance (Colakoglu, Culha, & Atay, 2010). POS is also defined as "the degree to which employees perceive that the organization is concerned with their welfare, appreciates their input, and offers assistance with support and assistance" (Caesens & Stinglhamber, 2014). As an illustration, Muse and Stamper classified POS into two distinct concepts: job-related POS (concern for the performance and outcomes of employees) and resource-related POS (consider the respect and well-being of employees). The basis for this notion is the job demand resource (JD-R) model. The absence of certain components within those concepts may have an impact on the overall perception of employees regarding organizational support (Al-Madadha, Al-Adwan, Alrousan, & Jalghoum, 2019; Kurtessis, Eisenberger, Ford, Buffardi, Stewart, & Adis, 2017). According to a model developed by Eisenberger, Huntington, Hutchison, and Sowa (1986), perceived organizational support is influenced by the following factors: supervisor support, participation in decision making, organizational rewards, organizational justice, and working conditions (Beheshtifar, Ali-Nezhad, & Nekoie-Moghadam, 2012; Caesens & Stinglhamber, 2014; Román Calderón, Battistelli, & Odoardi, 2013).

2.2. ERR (extra-role performance) and IRP (in-role performance)

The meta-analysis elucidates that variations in employee job performance are contingent upon the nature of the labor. There is an argument that employee job performance could potentially be subdivided into two distinct types: IR performance and ER performance. (Eisenberger, Fasolo, & Davis-LaMastro, 1990). IRP comprises the employee conduct that is predetermined by their duties and is also outlined in the job description (Breevaart, Bakker, Demerouti, & Van Den Heuvel, 2015; Pham, Tučková, & Phan, 2019). ERP, on the other hand, pertains to employee conduct not specified in the job description. This is elucidated by the employees' inclination to undertake extracurricular responsibilities that benefit both the organization and individuals. Organizational Citizenship Behavior (OCB) is the subject at hand (Powell, 2011). Organizational citizenship behavior (OCB) can also be described as conduct that surpasses the bare minimum demands of the position, primarily voluntary in nature, and advantageous to the organization (Chaitanya & Tripathi, 2001). Organizational citizenship behavior (OCB) is comprised of the following five dimensions: altruism (e.g., assisting a colleague), conscientiousness (e.g., attending functions with diligence), sportsmanship (e.g., refraining from complaining and querulous behavior), courtesy (e.g., effectively communicating information and informing others to reduce the frequency of work-related issues), and civic virtue (e.g., enthusiastically attending and participating in functions) (Farooqui, 2012). (Staufenbiel & Hartz, 2000) subsequently identified four additional dimensions of extra-role performance in 2000: assisting behavior, conscientiousness, sportsmanship, and civic virtue (Boerner, Dütschke, & Wied, 2008).

2.3. Psychological Contract Breach (PCB)

The psychological contract (PC) is a critical component of the relationship between an employer and an employee. The contractual association between employees and their organization can be characterized as an exchange relationship, encompassing both legal and psychological dimensions (Gong & Wang, 2022; Ntege, 2010a). The exchange relationship entails employees reciprocating their employers' provision of competitive compensation, health care benefits, opportunities for career advancement, and excellent work in exchange for high levels of engagement and commitment (Agarwal & Bhargava, 2013). A breach may result if one of the employers or employees fails to uphold their commitments, according to a researcher (Rayton & Yalabik, 2014). Previous investigations have identified two factors contributing to PCBs: renegeing and incongruence. Renegeing has transpired when an organization's representative has duly acknowledged the existence of a promise but has intelligently failed to fulfill it. As an illustration, suppose an employer knowingly breached a verbal commitment to appoint an employee for a promotion within three years, but the

promised promotion failed to materialize (Wiechers, Coyle - Shapiro, Lub, & ten Have, 2022). On the contrary, inconsistency arises when the employer and employees hold divergent philosophical perspectives and evaluations regarding the essence of benevolent duty. For instance, the headhunter inferred to the potential employee that promotions are frequently achieved within a span of three years; however, the employee has yet to undergo this particular experience (Cohen, 2015; Graaf, 2014). Although the employer in this instance has not fulfilled his promise to the employee regarding a promotion, he has stated that this is a common occurrence. This statement altered the employee's perspective; however, inexperienced employees might interpret it as a breach of the employer's vow.

2.4. Perceived Organizational Support, In-Role and Extra-Role Performance, and Psychological Contract Breach

Strong employment relationships positively influence employee job performance and conduct, as empirically demonstrated by the researchers (Rayton & Yalabik, 2014). There is a contention that the conduct of supervisors and coworkers inspires employees to engage in extracontractual conduct that is advantageous to the organization (Aselage & Eisenberger, 2003). Employees hold the perception that an organization is equitable if it consistently fulfills its commitments. Positive workplace performance can be enhanced by employees' perception of fairness (POS) (Oubibi et al., 2022). On the contrary, an employee's perception of injustice may amplify the impact of negativity while diminishing the influence of positivity on their workplace conduct (Guest, 2004). Incongruity results from the perception of injustice, which subsequently gives rise to PCB. A breach of contract has the potential to diminish employees' perceptions of support, care, and overall well-being (Aggarwal & Bhargava, 2009). Previous research has posited that PCB may be associated with the tension encountered by personnel (Maslach, Schaufeli, & Leiter, 2001). The realization of a transgression in commitments results in the depletion of resources. PCB can mitigate the beneficial impacts of POS as it is a source of resource depletion and an injustice (Agarwal & Gupta, 2015a). Extra role performance (OCB) is associated with lower employee engagement when confronted with PCB (Zhao, Wayne, Glibkowski, & Bravo, 2007). This is because OCBs are not specified in the employee's job description and are not assessed by the supervisor as in-role or task performance (Putra, Widyani, & Widnyana, 2022; Suazo, 2009). The results of an investigation into the moderating effect of PCB on the relationship between POS and work outcome indicate that the correlation between POS and OCB/ERP was more robust and statistically significant when PCB was low, but it was weakened and less significant when PCB was high (Agarwal & Gupta, 2015a).

Furthermore, the positive impact of organizational support on work outcomes was diminished when high levels of resource availability and job demands (PCB) were present in conjunction with substantial organizational support. It was discovered that POS had a positive impact on work outcomes, and that PCB moderated this impact (Schaupp, 2012). Additionally, in the context of organizational justice (POS), PCB was investigated as a moderator of work outcomes (Golparvar & Javadian, 2012). Scholars assert that the occurrence of a POS effect on work outcomes is infrequent when PCB is present. It has been discovered that POS and work outcome (ERP/OCB) are positively correlated. Furthermore, the absence of PCB predates the discovery of their inverse correlation (Agarwal & Gupta, 2015a). A moderate positive correlation (IRP) between POS and task performance (IRP) has been identified in a meta-analysis (Riggle, Edmondson, & Hansen, 2009). The negative correlation between PCB and work performance was empirically demonstrated by researchers (Matthijs Bal, Chiaburu, & Jansen, 2010). Furthermore, it has been discovered by scholars that PCB is inversely related to OCBs and employee job performance (Coyle-Shapiro & Parzefall, 2008; Zhao et al., 2007). An employee's performance may be adversely affected by a breach of contract (Gong & Wang, 2022).

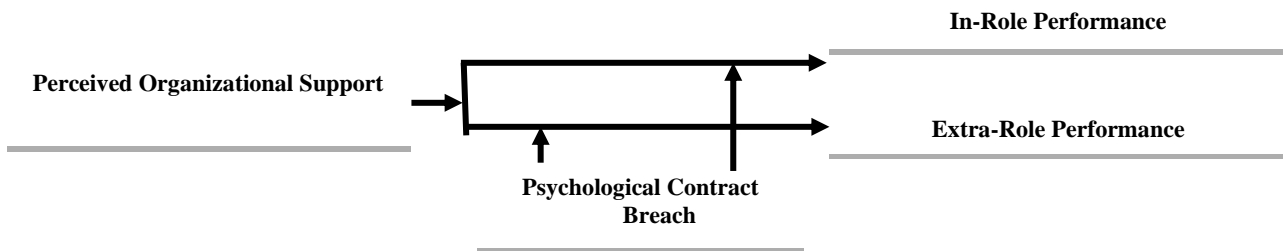
This study identified a lacuna in the literature by demonstrating that PCB moderates the relationship between IR and POS performance. In order to address this deficiency, the current study posits that PCB not only establishes a direct correlation with work outcomes, but also acts as a buffer against the positive impact of perceived organizational support. The Job Demands-Resources (JD-R) theory posits that work outcomes and job demand are buffered by job resources (Bakker & Demerouti, 2007). On the contrary, it contends that the positive impact of employment resources on work outcomes is mitigated by job demand. Positive reciprocity norms are fostered by equitable resource allocation and compensation, effective

supervisory support, and favorable working conditions; these factors collectively contribute to improved employee performance (Kurtessis et al., 2017). Consequently, when job demand (PCB) is high, factors such as an unfavorable work environment and high work pressure diminish the positive impact of job resources (POS), including pay, career opportunities, and job security, on work outcomes (IRP) (Bakker & Demerouti, 2007). Therefore, the current study posits that the correlation between POS and IRP will be moderated by the PCB.

3. Conceptual Framework

Based on the review of the literature, from the previous researchers a conceptual framework has been proposed. Here, perceived organizational support acts as an independent variable while in-role and extra-role performances are dependent variables. Moreover, psychological contract breach acts as a moderator.

Figure 1



3.1. Hypothesis

Based on conceptual framework following hypothesis are formulated

H₁: POS and IR performance are positively correlated.

H₂: POS and ER performance are positively correlated.

H₃: PCB moderates the relationship between POS and in-role performance, such that the relationship may be stronger under low PCB rather than under the high PCB.

H₄: PCB moderates the relationship between POS and extra-role performance, such that the relationship may be stronger under low PCB rather than under the high PCB.

4. Methods And Techniques

4.1. Research design

The methods used to perform the research are described by research paradigms or approaches. Additionally, it describes the data collection instruments and study methodologies ("Impact of Lmx on Organizational Justice and Organizational Justice on Organizational Citizenship Behavior," 2014). This study is a form of quantitative research that examines correlations and causal links between variables through measurement and analysis. The positivist approach is typically the foundation of the quantitative methodology to uncover scientific phenomenal research. As a result, the positivist paradigm seemed acceptable given that the research is quantitative (Xin, Y., Bin Dost, M. K., Akram, H., & Watto, W. A. 2022).

4.2. Population and Sampling Technique

The targeted population of this research is the faculty employees working in higher education institutions of Punjab, Pakistan. 147 faculty members from the six higher education institutions that make up the subject of this study are chosen as a sample by various sampling approaches. The process used to choose this sample is that the Universities are divided into two strata, *i.e.* Public and Private as divided by (Waqas Ahmad Watto, Monium, Qurban, & Ali, 2020). These strata are further divided into the clusters of universities on geographical basis. Then, from these clusters six universities (University of Gujrat, University of Punjab, University of Sargodha, Gift University, University of Lahore, and University of Central Punjab) are selected proportionately through simple random sampling as per suggestions (Waqas Ahmad Watto, Khan, Monium, & Abubakar, 2019). After selecting universities, sampling units (*i.e.* Faculty staff working in those universities) are randomly chosen from which data is collected.

4.3. Sample Size

For calculating the sample size Zikmund's (1997) Formula has been followed.

$$n = \left(\frac{zS}{E} \right)^2$$

$$n = (1.96 * 0.310 / 0.05)^2 = 147 \text{ approximately}$$

So, a sample of 147 faculty staff is selected for this study. It is stated that a sample size of 30 to 500 is good enough for most of the researches (*Research Methods for Business: A Skill Building Approach*, 2000).

4.4. Data Collection Tools

The study is quantitative in its nature, so the data collection instrument used is survey questionnaire, that consisted of written and multiple choice questions. The questionnaire is distributed to 147 respondents with the 1 ratio 2 from different universities.

4.5. Data Collection Instrument

4.5.1. Questionnaire Design

The questionnaire consists of 2 sections:

Section A: Five items of the section provide information related to the demographics of the study (Akram, Li, Anser, Irfan, & Watto, 2023).

Section B: This section contains variable information (Almaida, Abbas, Watto, Asdullah, Fahlevi, & Ichdan, 2024).

4.5.2. Perceived Organizational Support

Six-items version of survey are for perceived organizational support (POS) ("Perceived organizational support," 1986) adapted from (Agarwal & Gupta, 2015b; "Perceived Support and Employee Performance: The Mediating Role of Employee Engagement," 2013). A five-point Likert rating scale is used ranging from "strongly disagree" as "1" to "strongly agree" as "5".

4.5.3. Psychological Contract Breach

PCB is measured by the 5-items adapted from (Agarwal & Gupta, 2015a; S. Hussain, Hoque, Susanto, Watto, Haque, & Mishra, 2022). Five-point Likert rating scale is used with the range from "strongly disagree" as "1" to "strongly agree" as "5".

4.5.4. In-Role Performance

Five items measure of IRP is used adapted from (McCook, 2002). Five-point Likert rating scale is used with the range from "strongly disagree" as "1" to "strongly agree" as "5".

4.5.5. Extra Role Performance

ERP is measured by 4 items adapted from ("charismatic leadership and organizational citizenship behavior: examining the role of stressors and strain," 2008). It is a shorten version of OCB-scale developed and validated by " Organizational citizenship behavior: Development and first validation of an instrument" 2000) on the scale of Padsakoff (1990)("charismatic leadership and organizational citizenship behavior: examining the role of stressors and strain," 2008). Five-point Likert rating scale is used with the range from "strongly disagree" as "1" to "strongly agree" as "5".

4.6. Data Collection Method

Data is collected through questionnaire in this study using mail and self-administered way from the lecturers of six higher education institutions as method followed by (Xiang, Shaikh, Tunio, Watto, & Lyu, 2022). The questionnaire is distributed to the 147 respondents from which 116 questionnaires were completed with the response rate of 79.9%. Robert, Brain & Sekaran stated that between 80 and 200 numbers of respondents are perfect (*Applied Business Research" Qualitative and Quantitative Methods.*, 2001)

5. Data Analysis

5.1. Reliability and Validity

The strength or consistency of the variables utilized in this study are assessed using reliability test. The Cronbach's Alpha coefficient is used to gauge internal dependability and the reliability of the variables, both collectively and individually. Values for Cronbach's Alpha for each variable independently are provided in Table 1 Table 2 demonstrates that the values for POS, PCB, IRP, and ERP is 0.883, indicating that the instrument is extremely trustworthy. All of the variables' values are greater than 0.6, which indicates that the questionnaire is appropriate for the research.

Table 1: Reliability Statistics

Construct	Cronbach's alpha	# of item
POS	.818	6
PCB	.657	5
IRP	.798	5
ERP	.702	4

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.883	20

The questionnaire used in this study to collect the data is adopted from earlier related research. The scale for POS used in this study was a SPOS, developed by "Perceived organizational support" 1986) and further modified by Eisenberger, Fasolo, and Davis-LaMastro (1990). This scale is also used by Agarwal and Gupta (2015a); Rubel and Kee (2013). The scale for PCB is also used in the study of Agarwal and Gupta (2015a); M. Hussain (2013). On the other hand, previous researchers like McCook (2002) used the scale of in-role performance, while Boerner, Dütschke, and Wied (2008); Staufenbiel and Hartz (2000) have used the scale of extra-role performance. Researchers have developed the shorten version of the scale for extra role performance(" Organizational citizenship behavior: Development and first validation of an instrument," 2000). So, the question of validation of the items is already answered as these researchers have already checked the validity of items and are satisfied with their results (S. Hussain et al., 2022).

5.2. Descriptive Statistics

5.2.1. Respondents Demographic

The response rate of this study is 79.9%. Out of 147 questionnaires, 116 complete responses are received from the respondents of public and private sector universities. Table 3 shows that 63 respondents in this study are male (54.3%), 53 are female (45.7%); 48 are married (41.1%) whereas 68 are unmarried (58.6%); 30 respondents are graduates (25.9%), 65 are postgraduates (56%) and 21 (18.1%) have doctorate degrees. Thirty-eight respondents teach as an associate/ junior lecturer (32.8%), 45 respondents (38.8%) are lecturers, 12 respondents (11.3%) are assistant professors, and, 21 respondents (18.1%) are professors. A total of 85 respondents are associated with public sector universities (73.3%) while 31 are associated with private sector universities (26.7%). Twenty-one respondents have a salary less than 35,000 (18.1%), 42 have a salary range between 35,001-60,000 (36.2%), 34 have a salary range between 60,001-100,000 (29.3%), 19 have salary range is more than 100,001 (16.4%).

Table 3

	Frequency	Percentage
GENDER		
Male	63	54.3
Female	53	45.7
MARITAL STATTUS		
Married	48	41.4
Unmarried	68	58.6
EDUCATION		
Graduate	30	25.9
Postgraduate	65	56.0
Doctorate	21	18.1
DESIGNATION/RANKS		

Associate/ Junior Lecturer	38	32.8
Lecturer	45	38.8
Assistant Professor	12	11.3
Professor	21	18.1
UNIVERSITY		
Public Sector	85	73.3
Private Sector	31	26.7
MONTHLY INCOME		
Less than 35,000	21	18.1
35,001-60,000	42	36.2
60,001-100,000	34	29.3
More than 100,001	19	16.4

5.2.2. Correlation Analysis

Correlation has used to find out the relationship between dependent and independent variables. In order to test the hypothesis 1 and 2, Pearson correlation is calculated for the variables. Table 5 describes that all of the variables have a significant positive relationship. Correlational of POS with IRP and ERP are 0.594** and 0.547** respectively, which describe that there is a significant positive relationship between POS and IRP and POS and ERP.

Table 5:

Hypothesis			R	Results
H ₁	POS	IRP	0.594**	Supported
H ₂	POS	ERP	0.547**	Supported

P-value < 0.01**

5.2.3. Moderation Analysis

Third research hypothesis proposed that PCB moderates the strength of the relationship between POS and in-role performance, such that the relationship may be stronger under low PCB rather than high PCB. In order to test this hypothesis, a multiple hierarchical regression analysis and process by Hayes and Preacher (2014) is conducted. In multiple hierarchical regressions two steps are followed to check the assumptions for moderation occurrence. Two variables, POS and PCB, are entered first and then the interaction between POS and PCB is entered in the next block. In order to avoid the high multi-collinearity with the interaction term, the variables are centered and created an interaction term between POS and PCB. Furthermore, the interaction effect between POS and PCB is examined.

Table 6: Model Summary

Model	R-square	R-square change	F change	Df	Sig. F change
1	0.378	0.378	34.338	(2,113)	0.000
2	0.462	0.084	17.588	(1,112)	0.000
ANOVA					
Model		F		Sig.	
1		34.338		0.000	
2		32.115		0.000	
PROCESS Model Summary Model 1					
B		T		Df	Sig.
Int_1	-0.4075	-6.7339		(3,112)	0.0000

Note: DV: IRP 1: predictor (PCB, POS); 2: predictors (PCB, POS, POS n PCB). Note: Outcome: IRP, Interaction: int_1 POS*PCB

Table 6, Model 1 from model summary indicated R-square= 0.378, F (2, 113) = 34.34, P< 0.001 describe as value of R-square and R-square change is 0.378 from zero is statistically significant which means POS and PCB accounted for a significant amount of variance in in-role performance. Next, from model 2 the interaction term between POS and PCB was entered into the regression model indicated $\Delta R^2 = .084$, $\Delta F (1,112) = 7.59$, $p < .001$, which means 84% increase in R-square change is because of an interaction term added in the model associated with F-value of 17.59 with the degree of freedom (1,113) is statistically significant. The interaction term (POS and PCB) in the model increase the model's predictive capacity of predicting the overall collinearity is statistically significant. Whereas, the increase in the percentage of R-square changed by 84% is quite high because of interaction term added in the model 2. F-value in the ANOVA table corresponded to the R-square value 46.2% of

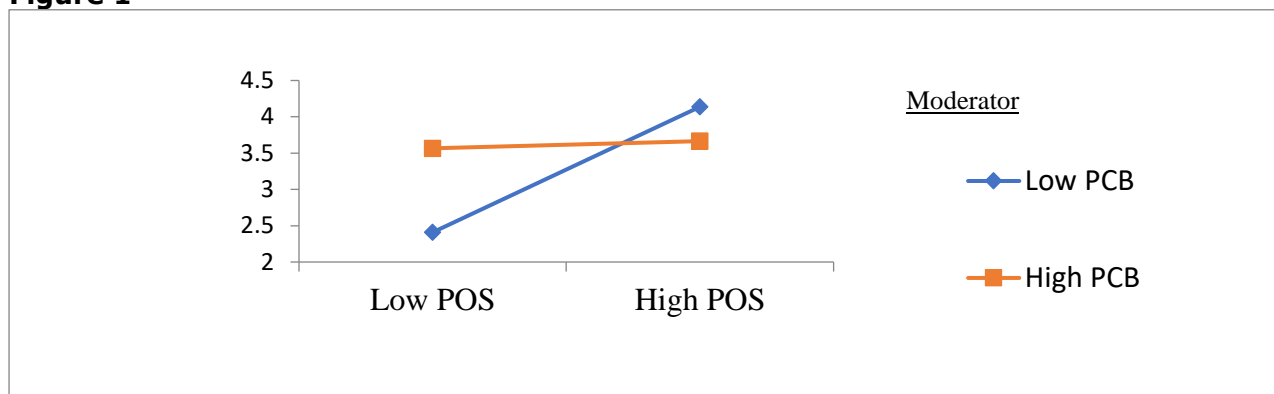
variance accounted for statistically significant. So the interaction term between POS and PCB was added to the regression model, which was an accounted for a significant amount of the variance in the in-role performance. While, interaction effect (POS*PCB) from the model summary, Model 1 (Process by Hayes and Preacher (2014)) is $b = 0.-0.408$, $t(112) = -6.734$, $p < .01$, which means there was a significant value by made up an interaction effect on in role performance, where Beta value is -0.408 , shows a negative relationship between POS and PCB. In order to, to interpret the interaction plot enter the value of the coefficients of POS, ERP, PCB in the excel file "interaction plot".

Table 7: Interaction plot

	Coefficient
POS	0.4569
PCB	0.1711
Interaction	-0.4075
Constant	3.4442

Note: DV (IRP)

Figure 1



By examining the interaction plot, it is shown that an average score for low PCB and high PCB at low POS is different from an average score for low and high PCB at high POS. It also has noticed that the steep slope with the strong association has occurred for those individuals who has informed as low psychological contract breach. On the other hand, the flatter slope with the weak association has occurred for those individuals who informed as high PCB. So, it also has been observed that the weak association between POS and IRP has occurred because of high psychological contact breach. The reason behind this is high PCB leaves a negative effect on POS and become the cause of reduction in the strength of the relationship between POS and IRP also in the positive effect of POS on IR performance. Whereas, it has been observed that low PCB have not enough effect on employees' in-role performance than high PCB. The difference in performance between low POS and high POS is really tactile by adding low PCB and high PCB. Consequently, psychological contract breach dampens the positive relationship between POS and IRP. So, this result supported the hypothesis.

Similarly, H₄ proposed that PCB moderates the strength of the relationship between POS and extra-role performance, such that the relationship may stronger under low PCB than high PCB. Similar techniques and procedure was used to test this hypothesis and the following results were obtained. Output table of moderating analysis with ERP was attached in appendix. Table 8, model 1 from model summary indicated R-square= 0.375, $F(2, 113) = 33.828$, $P < 0.001$ describe as value of R-square and R-square change is 0.375 from zero is statistically significant which means POS and PCB accounted for a significant amount of variance in ERP. Next, from model 2 the interaction term between POS and PCB was entered into the regression model indicated $\Delta R^2 = .043$, $\Delta F(1,112) = 8.274$, $p < .001$, which means 43% increase in R-square change is because of interaction term added in the model associated with F-value of 8.274 with the degree of freedom (1,112) is statistically significant.

Table 8: Model Summary

Model	R-square	R-square change	F change	Df	Sig. F change
1	0.375	0.375	33.828	(2,113)	0.00
2	0.418	0.043	8.278	(1,112)	0.00

ANOVA				
Model		F		Sig.
1		33.828		0.000
2		26.762		0.000
PROCESS Model Summary Model 1				
	B	T	Df	Sig.
Int_1	-0.2626	-4.3517	(3,112)	0.0000
Outcome: ERP				
Interaction: int_1 POS*PCB				

The Note: DV: ERP 1: predictor (PCB, POS); 2: predictors (PCB, POS, POS n PCB)

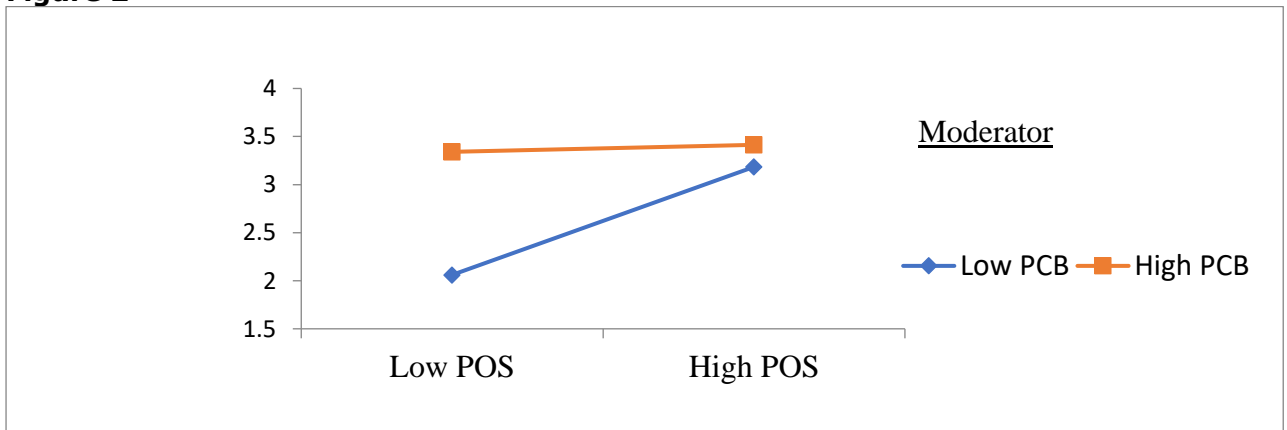
e interaction term (POS and PCB) in the model increase the model's predictive capacity of predicting the overall collinearity is statistically significant. Whereas, the increase in the percentage of R-square changed by 43% is high because of intersection term added in the model 2. F-value in the ANOVA table corresponded to the R-square value 41.8% of variance accounted for statistically significant. So the interaction term between POS and PCB was added to the regression model, which was accounted for a significant amount of the variance in ERP. While, interaction effect (POS*PCB) from the model summary, Model 1 (process by Hayes and Preacher (2014)) is $b = 0.-0.2626$, $t(112) = -4.3517$, $p < 0.01$, which means there was a significant value by made up an interaction effect on extra role performance, where Beta value is -0.2626, shows a negative relationship between POS and PCB. In order to, to interpret the interaction plot enter the value of the coefficient of POS, PCB, ERP in the excel file "interaction plot".

Table 8: Interaction Plot

	Coefficient
POS	0.2989
PCB	0.3774
Interaction	-0.2626
Constant	3.4405
Note: IV (POS), DV(ERP), ModV (PCB)	

Through examined the interaction plot, it has shown that an average score for low PCB and high PCB at low POS is different from an average score for low and high PCB at high POS. It also has noticed that the steep slope with the strong association has occurred for those individuals who has informed as low PCB. Contrariwise, the flatter slope with the weak association has occurred for those individuals who informed as high psychological contract breach. So, it also has been observed that the weak association between POS and ER performance has occurred because of the high PCB. The reason behind this is high PCB leaves a negative effect on POS and become the cause of reduction in the strength of the relationship between POS and ERP also in the positive effect of POS on ERP. Whereas, it has been observed that low PCB have not enough effect on employees' ER performance than high PCB. The difference in performance between low POS and high POS is really tactile by adding low PCB and high PCB. Consequently, PCB dampens the positive relationship between POS and ERP. So, this result supported the hypothesis.

Figure 2



6. Discussion

The researcher has developed and successfully tested the hypothesis. With the start of the first two hypotheses, it has empirically proved that the POS has a positive relationship with in-role performance (H1), extra role performance (H2). Researchers had empirically proved the similar results between POS and employee performance on education teacher (Chang, Lin, Chia, & Yang, 2013; Safei & Kustiawan, 2022). Consequently, the findings of this study has supported by the exiting results from other researches like Francis (2012); "Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China" 2011). From these researches it has shown that increase in work performance is the cause of more favorable support from the organization (Francis, 2012; "Perceived Organizational Support, Job Satisfaction, Task Performance and Organizational Citizenship Behavior in China," 2011). Moreover, a strong and positive relationship has been found between POS and ERP (Agarwal & Gupta, 2015b). However, an interesting finding is that POS is more strongly related IR performance ($r = 0.59$) than ERP ($r = .54$) because employees who perceived more favorable support from their organization more enjoy their work, so they put more effort to improve their IR performance. The third hypothesis has accepted by empirical finding and has filled the research gap. That is PCB has a moderating effect on the strength of the relationship between POS and IRP. From the empirical results, it has observed that the faculty employees confronted with less organizational support and become the cause of the breaches in psychological contracts and this effect reduced the employee's in-role performance, whereas a highly favorable support from the organization has a strong positive effect on employee's ERP. With the help of graphical presentation, it has noticed that POS and IRP have a strong relationship under the condition of low PCB and High POS. The fourth hypothesis has also confirmed through empirical findings. Where, PCB has a moderating effect on the strength of the relationship between POS and ERP, such that this relationship seems stronger under low PCB rather than under the high PCB. Likewise, another study also examined the moderating effect of PCB on the relationship of POS and work-related outcomes, results show that the effects of POS on OCB were stronger and significant under the low PCB but weaker and significant under the high condition of PCB (Agarwal & Gupta, 2015b).

6.1. Implications and Conclusion

This study continued the recent developments or researches in the view of organizational support and social exchange theories also reciprocity norms perceptive of POS, PCB and employee performances. Since, it contributed to the recent research through examine an intervening relationship of the PCB with POS and IRP. This relationship has been examined in the view of JD-R model because in the present study, teachers are antagonized with high job demands and job resource play a role in reducing the employee performances. The researcher has tested all the hypotheses, where these all are accepted through the empirical findings. Employees who have a good perception about their organization in the view of caring the well-being, happiness and comfort of their employees would show a positive change in their performance and behaviors. When organizations build a favorable and supportive environment, then it will increase the psychological bond and employment relationship which leads to enhancing the work related attitude and outcomes those are beneficial and valuable for the organizational and employee performance. In this research it has observed that the relationship of POS with IRP is stronger under low PCB as compared to under the high PCB. This relationship has been empirically proved in the view of JD-R theory/model that a high level of job demand (PCB) reduced the positive effect of job resource (POS) on employees' IRP. Likewise, a strong relationship has noticed under low PCB rather than under the high PCB. Results also supported by the earlier studies that the Failure of the organization to fulfill their promises resulted in negative attitudes and behaviors such as low citizenship behavior ("The impact of psychological contract breach on work related outcomes: A meta analysis," 2007; Ntege, 2010b).

In case of psychological contract breach, employees may lead towards weakening the psychological bond resulting in poor confidence, insecurity about job and negative inside in mind. Breach of contract can harm the employment relationship and they feel less organizational support and may show a reduction in their job performance as IRP and ERP. So, the good for any organization is that they have to know about the employee reaction on breach of psychological contracts because their reaction has a significant effect on their performance. As a policy implication, during recruitment process organizations should have to make a realistic job preview. Because of RJP organization can face lower majestic expectation

and a good fit between organizational ability and individual expectation resulted in reduction of unmet promises. Organizations should ensure themselves that they make a good feel for their employee through a favorable support even after a breach occurrence to prevent the reduction in employee IR & ER performance. By measuring the relationship between POS, IR and ER performance with the intervention of psychological contract breach among teachers of public and private universities of Punjab, Pakistan; it has found that psychological contract breach dampens the positive relationship between POS, IR performance and ERP. Meanwhile it also has observed that the relationship of POS is good enough with IRP rather than ERP even though in the presence of PCB. Most likely the reason is that knowledge worker/ teachers not got enough support from their employers/ supervisors, so the major concentration of those employees is in their in-role performance than extra role because they think that organization assessed an appraised them on the base of their job duties described in job description (IRP) rather than their helping behavior with others (extra role performance).

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