

Psychological Contract Breach and Job Related Outcomes

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Abstract

The purpose of this study is to examine the consequences of relational and transactional psychological contract breach on turnover intention with the mediating variables job satisfaction and affective commitment in the employees working in the banking sector of Pakistan. Questionnaire were distributed to the employee working in the banking sector of Karachi. Total 268 sample size were used in this thesis. SEM has been used with the help of Smart-PLS to check the relationship between the variables. Convergent and discriminant validity have been evaluated. Boot strapping has been used to test the direct and mediating effects. The findings of this study showed that the relational PCB has a significant and positive impact on TI while the PCB has negligible impact on the TI. TBC has a significant and negative impact on both JS and AC. RBC has a significant and negative impact on both job satisfaction and affective commitment. Job satisfaction was found to mediate the association between both relational and transactional psychological contract and turnover intention while affective commitment was found to arbitrate the TBC and turnover intention, but not RBC and turnover intention. The finding provides some practical implication for the organization. During the hiring process itself, organizations should not make any unrealistic promises. The organization Rules, Policies and Procedures should be grounded on equality and fairness. Organization should make sure that the performance reviews are conducted on the regular basis. If organization had fail to make any promise or expectation they made to the employee, then they should communicate clearly and give some explanation why the certain expectation couldn't meet. The finding provides new intuition into the aspects effecting employee turnover intention. Previous study presenting turnover models mostly used job satisfaction, leadership and organizational commitment, either correlation-ally or independently, but there is less focus on the psychological contract breach impact on turnover intention. This research make a contribution to current studies on psychological contract and will assist for further studies. This study finding will also aid the organization and manager in minimizing turnover intention of the employee.

Keywords: Transactional Psychological Contract, Breach (PCB), Relational Psychological Contract, Breach (RBC), Turnover Intention (TI), Job Satisfaction (JS), Affective Commitment (AC).

Introduction

When a person gets hired at a firm, many guide contracts are signed the place each the organization and the worker advance expectations from every other. Many personnel do now not realized that they are forming different contracts additionally which are no longer written and this is referred to as Psychological Contract. A PC performs a necessary position in how personnel discover their businesses as nicely as how they will perform. If this is now not operate nicely then worker thinks that this will breach the contract.

However, lookup has now not absolutely investigated the outcomes that the breach of a PC can also depend on employees and their view of the company. Employees are amongst the most necessary assets and integral section for any organization.

Economic surroundings are altering unexpectedly and the functionality of the agency to continue to be conscious of these challenges are explicitly or implicitly based totally on the affiliation between the employee and employers. (Costa & Neves, 2017). By giving reflection to preceding researchers, it is clear that the high quality relation with the worker is very integral for any business enterprise to hold close the excellent consequences and to attain the aggressive facet over the competitors. PCB impacts the employee's overall performance and it would assist agencies to put together themselves for when a psychological contract breach happens. Reactions to a PCB can differ from attitudinal to behavioral. These reactions then translate into distinct job results that have an effect on the average well-being of the organization. The motive of this find out about was once to observe the impact PCB on attitudinal and behavioral job effects inclusive of job satisfaction, intention to remain, perceived organizational support, and organizational citizenship behaviors. According to Rousseau and Parks (1993) PC is kind of three promissory contact which the worker assume from their organization in change of his contribution in the company. The mutual affiliation amongst the worker and employer's rights, duties, duties and responsibilities is psychological contract (Rousseau, 1989). There are two core factors of the psychological contract, one is transactional that is facilities on economic rewards and the different is relational, that is primarily based on emotional contract. PCB interpreted as failing in organization duties and unjust change for this reason withdrawal from the employment relationship might also end result to counterproductive, or deviant conduct via personnel in the place of business such as turnover intention (Griep & Vantilborgh, 2018). PCB is the one of the most essential problem in explaining poor worker results as it may additionally badly affect the employee's conduct (Santhanam, Dyaram, & Ziegler, 2017). There are range researches which find out about the result of PCB on the employee's job mindset and behavior. Most of the research helps that it is appreciably effective related with the undesirable penalties and negatively to suited consequences of job, grounded frequently on the principle of social alternate (Suazo, 2009; Robinson et al, 1995; Zhao et al. 2007). To apprehend job mind-set and conduct and treasured methods to enhance it, psychological settlement furnish a beneficial platform (Zhao et al., 2007). Studying the psychological contract, its administration and the violation would advantages the groups to be successful in lengthy run (Rousseau, 2004).

Many studies have attempted to define a PC, with most definitions echoing similar elements such as expectations, beliefs, reciprocity, and obligations. A PC, according to the term that will be used in this study, is an employee's reliance in a reciprocal responsibility between the employee and the business (Rousseau, 1989). A psychological contract, according to experts, is subjective in nature because it is based on the employee's perception of the organization's commitments (Bellou, 2009; Rousseau, 1989, 1995). According to Rousseau (1989), because it impacts employee work performance outcomes, this contract becomes an integral part of the employee-organization interaction.

Literature Review

According to related research, transactional PC are the root source of both employee loyalty to the firm and job happiness. A breach of the transactional contract leads to a decrease in job satisfaction (Anderson & Schalk, 1998; Zhao et al., 2007). Employees with a broken PC have lower job satisfaction than those who are fully fulfilled (Beynon, et al., 2012). When employees perceive a breach, their faith and devotion to their employer may be eroded, and frustration may arise (Robinson & Rousseau, 1994). As a result, we suggest the following hypothesis: H1: Transactional PC breach has a negative impact on job satisfaction. Meyer and Allen (1991) emphasized that the affective commitment is reflected in the psychological contract between the employee and the employer. Rousseau (1989) proclaimed that the psychological contract has an impact on the employees' opinions and beliefs on their association with the company, which is why it is linked to their commitment. Because transactional psychological contracts have a lower

employee connection and a narrower scope than relational psychological contracts, their breach is more expected to have a negative impact on affective commitment in the organization. Because employees are less involved with transactional contracts than relational contracts, their violation may result in severe commitment consequences (Zhao et al., 2007).

H2: Transactional PCB has a negative influence on affective commitment.

Relational Psychological Contract Breach and Job Satisfaction and Affective Commitment

Employees' responses to relational PC are more emotional and socially connected, and such relational contracts lead to increased commitment and job satisfaction (Walker, 2013). Breach of a relationship contract reduces employee fulfilment and loyalty to the company (Zhao et al., 2007). Mutual trust and loyalty are linked to job happiness and are founded on a relational contract (Rousseau, 2000). Relational PCs fulfilment is linked to commitment, a desire to stay with the company, and job happiness (Rousseau & Parks, 1993).

H3: Relational PCB has a negative impact on JS. According to Anderson and Schalk (1998), breaking the relational PC lowers affective commitment. Job stability in exchange for commitment is the primary cornerstone of a RBC, which emphasizes sociability exchange between employee and employer. The organization's promise to keep the RBC will result in beneficial outcomes such as organizational commitment (Guest, 2004). Employee affective commitment, according to Rousseau (2004), is primarily the result of relational contract. It is reasonable to infer that employees who have a relational PC are more invested and emotionally attached to their company, and hence will suffer more severe consequences if the contract is breached.

H4: Relational PCB has a negative impact on AC.

Job Satisfaction and Intention towards Turnover

Previous research has looked into the relationship between JS and the likelihood of leaving. JS is inversely related to turnover intentions, according to Tett and Meyer (1993). JS has a negative connection with turnover intention, according to Susskind, Borchgrevink, Kacmar, and Brymer (2000). Job satisfaction was linked to a lower likelihood of leaving a firm (Jaramillo, Mulki, & Solomon, 2006). Employee turnover intentions are low where work satisfaction is high, according to Egan, Yang, and Bartlett (2004).

H5: JS has a negative impact on TI.

Affective Commitment and Turnover Intention

Previous research has found that AC has a significant impact on TI, with a negative relationship between the two (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Lee & Bruvold, 2003). According to Meyer et al., (1997), if employees have a high level of AC, turnover is less likely. Employee turnover intention will be low, according to Somers (1995), and they will want to maintain their identity with the firm if their emotional commitment is high. Employees that have a strong affective commitment are eager to go above and beyond for their employer, and such compassion should motivate them to stay with the company, resulting in a low turnover rate (Simons & Roberson, 2003)

H6: AC has a negative impact on turnover intention.

Transactional psychological contract breach and turnover intention

Previous research has revealed that when the transactional PC is "broken," employee intentions to leave the company increase and commitment to the workplace decreases. Guzzo, Noonan, and Elron (Guzzo, Noonan, & Elron, 1994). The employee's intent to leave the company can be very destructive to the company's efficiency and output, and it is the outcome of a breach of the transactional PC (Zhao et al., 2007). When employees sense a PCB, they become dissatisfied with their jobs, which leads to an increase in the likelihood of turnover and a decline in organizational commitment (Aykan, 2014). Blomme, Rheede, and Tromp (2010) discovered that psychological contracts and employee desire to leave the organization had a link.

H7: A breach of a transactional PC has a positive impact on turnover intention.

Relational Psychological Contract Breach and Turnover Intention. In a research on psychological contract violations, Si, Wei, and Li (2008) found that a breach of the relational PC had a direct impact on workers' intentions to leave. According to Turnley and Feldman (2000), there is a positive relationship between the PCB and the employee's decision to leave the company. There is a clear link between relational psychological contract breakdown and intention to leave (Zhao et al., 2007). When employees perceive PC fulfilment as positive, they will respond favorably with more positive job outcomes, reducing the likelihood of turnover (Turnley, Bolino, Lester, & Bloodgood, 2003).

H8: A breach of a relationship's PC has a positive effect on turnover intention.

Mediating Role of Job Satisfaction for the Relationship between Relationship and Transactional Psychological Contract and Turnover Intention

JS is used as a mediator rather than an independent variable in this thesis to predict an employee's decision to leave. Reduced job satisfaction is one of the repercussions of a psychological contract breakdown, which leads to the desire to leave. (Briner & Conway, 2005). Previous studies have demonstrated that work unhappiness causes individuals to engage in negative behaviours such as planning to leave (Tett & Meyer, 1993; Siu, Cheung, & Lui 2015). Employment satisfaction is a significant predictor of turnover intention and turnover, as it demonstrates how satisfied people are with their organisation and job (Herman, Huang, & Lam, 2013). As job satisfaction declines, the desire to leave or leave the company grows (Moura, Abrams, Retter, Gunnarsdottir, & Andoet, 2009).

JS has been used as a mediator in several studies to predict the likelihood of turnover (Poon, 2004; Andrews, Kacmar, & Kacmar, 2014; Behery, Abdallah, Parakandi, Kukunuru, 2016; Chung, Jung, & Sohn, 2017; Ferreira, Martinez, Lamelas, Rodrigues, 2017; Huang et al., 2016; Huffman, Casper, Payne, 2014; Siu, Cheung, Lui, 2015).

H9: JS acts as a mediating factor in the link between transactional PCB and intention to leave.

H10: JS acts as a moderator in the association between relational PCB and intention to leave.

Mediating Role of Affective Commitment for the Relationship between Relationship and Transactional Psychological Contract and Turnover Intention

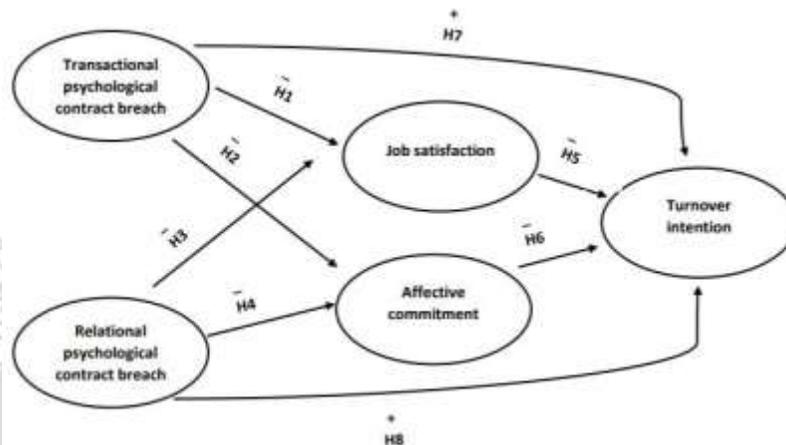
According to the present literature, PCB have a significant impact on affective commitment? AC has a significant impact on turnover intentions. Affective commitment was employed as a mediator between PCB and turnover intention in a study by Lapointe, Vandenberghe, and Boudrias (2013). The formation and maintenance of affective commitment between the employee and the employer is a critical indicator of the likelihood of turnover. (Meyer & Allen 1997, 1998; 2007) (Wheeler, Gallagher, Brouer, and Sablynski).

According to Meyer et al. (2002), employees with higher AC have a stronger emotional attachment to the company, which reduces their desire to leave. A number of studies have shown affective commitment as a mediator in predicting the likelihood of turnover (Blomme et al., 2010; Ennis, Gong, Okpozo, 2018; Fazio, Gong, Sims, & Yurova, 2017; Harhara, Singh, & Hussain, 2015; Jang & Kandampully, 2018; kang, Gatling, & Kim, 2015; Panaccio, Vandenberghe, & Ayed, 2014; Vandenberghe, Bentein, & Panaccio, 2017; Yang, Bently, Treadway, Brouer, & Wallace, 2018)

H11: Transactional PCB and turnover intention are mediated by AC.

H12: The association between relational PCB and turnover intention is mediated by AC.

Research Framework



Research Methodology

This section expands on how the research was conducted in order to investigate the research problem and hypothesis. This section explains the technical steps involved in conducting the study, as well as the measurements utilized in selecting, collecting, and evaluating the results.

Research Design

The entire method of how the study will be carried out is referred as the research design (Sekaran and Bougie, 2016). There are various types of research designs, which are chosen based on the research aim and questions. It enables the researcher to take a holistic approach to the study and guarantee that all relevant findings are included.

Research Approach

This thesis takes a quantitative approach to determining the connection between dependent and independent variables. The foundation of this strategy is statistical tools and numerical data analysis. It focuses on illuminating a specific occurrence by gathering numerical data and generalizing it to a group of people (Sekaran & Bougie, 2016).

A quantitative examination is an investigation into a social issue in which numerical data is collected and analyzed using statistically based approaches. Dawson (Dawson, 2002).

Research Purpose

This study employs an explanatory method, which tries to clarify the research questions and aid in a better understanding of the situation. Explanatory study aims to determine the degree and nature of cause-and-effect relationships. The aim in explanatory research is to analyse a condition or problem in order to describe the relationship between variables (Saunders, Lewis, & Thornhill, 2016).

Investigation Type

The correlation analysis method was utilized in this study to show the link between variables. A survey-based correlational study that looks at the correlations between one or more dependent variables and one or more independent variables (Tharenou, Donohue, & Cooper, 2007). The goal is to determine whether and to what extent the independent factors, transactional and relational psychological contracts, are related to the dependent variable, turnover intention, through the use of mediating variables such as work satisfaction and organizational commitment.

Study Setting

The study setting is non-contrived, meaning no fake environment is created. As a result, the focus of this research is on the typical working environment, where people function regularly and work gets done without interruption from the researcher. Study directed in a natural environment where events take place in a natural manner, i.e. the field setting, in no manufactured setting (Sekaran & Bougie, 2016).

Unit Analysis

The amount of aggregation of the data gathered during the data analysis step is discussed in the unit of analysis (Sekaran & Bougie, 2016). Individuals were used as the unit of analysis in this paper. The information is gathered on an individual basis, and each response is treated as a separate data source.

Time Horizon

This study relies on cross-sectional data. Responses are collected only once, maybe over a period of days, weeks, or months, in a cross sectional survey (Sekaran & Bougie, 2016). As a result, data is collected from people at a certain point in time. Because the purpose of this thesis is to collect data at a specific point in time in order to analyse variables.

Data Analysis Technique

Structural Equation Modeling (SEM) with Partial Least Squares (PLS) was utilised to evaluate the data since it is statistically extremely efficient and provides greater predicted accuracy. If the research is an extension of an existing concept, the study model is complex (several components and indicators), and the sample size is small, Hair, Ringle, and Sarstedt (2011) recommend using PLS-SEM. When it comes to predicting and explaining target constructs, PLS-SEM is a good choice (Hair et al., 2014). According to Urbach and Ahlemann (2010), PLS places less emphasis on sample size than other techniques. To use PLS, you don't need to have normal distributed data. The software SmartPLS (v. 3.2.7) was used to evaluate the data in this investigation.

Face and Content Validity of the Research Instrument

For this study, three industry experts assessed face validity, or determining whether the items used in the study appear to be a valid measure of a given variable, and content validity, or determining the extent to which items are relevant and representative of a given variable, and a few changes were made as a result.

In the items of relational and transactional PCB, the word "work unit" has been replaced with "organization." The description pieces have undergone some adjustments. The items of education and experience have been included in the research. The profession has been removed from the list.

Ethical Consideration

Individuals who took part in this study were kept anonymous, and data was kept private. Prior to the study, the person gave his or her full consent. All communications with the respondent were conducted in an honest and transparent manner. It has been ensured that no primary data or results have been twisted. Other authors' work and secondary data used in this study were properly cited using the APA method.

Pilot Study (n=50)

A pilot research was carried out in order to assess the items' reliability and correlation. The pilot study will include a sample size of 50 people.

Data Analysis and Discussion

Introduction

Many statistical techniques have been used to evaluate the relation between two variable (dependent and independent variables), as described in this chapter. This chapter covers data evaluation, outcomes, and interpretation.

Data Screening

Various techniques have been used in data screening to ensure that the data is organized, useable, and dependable for the main study. Below is a description of the test that was used to organize the data.

Assessing out of the Range Value

The data was analyzed to determine whether any values were out of range, and the results showed that all of the values in the given data were within the range of the likert scale measurement, i.e. 1-5, indicating that no values were found to be out of range.

Reverse Coding

To measure the breach aspect, two variables were reverse coded: RCB and transactional PCB. One of the affective commitment items was reverse coded as well.

Analysis of Missing Value

The missing values test was used to determine if there were any missing values in the data collection. The test revealed that the submitted data did not contain any missing values.

Univariates Test

The response that falls at an exceptional distance from the other response was identified using a univariate test and a boxplot. A total of 268 responses were subjected to the test. The data set contained 58 univariate outliers, which were all removed from the analysis. Data were reduced to 210 after univariate outliers were removed.

Multivariate Test

The Mahalanobis distance was used to check the multivariate outlier test. Multivariate outliers are those observations that have a value of less than 0.001. The results showed that only one observation in the given data set was identified as a multivariate outlier and was removed from the data set.

Main Study (n=209)

Composition of Data

Gender, age, education, and experience were the four descriptive variables employed in this study. The make-up of the responder data was shown in Table 1.

Composition of Data:

Table 1

	Characteristics	Frequency	Percentage
Gender	Male	172	82.3
	Female	37	17.7
	20-25	68	32.5
	25-30	90	43.1
	31-35	39	18.7
	35-40	8	3.8
	Above 40	4	1.9
	Education	Undergraduate	12
Graduate		69	33.0
Post Graduate		119	56.9
Other		9	4.3
Experience	0-5	140	67.0
	6-10	50	23.9
	11-15	14	6.7
	Above 15	5	2.4

The demographic information of the respondents was shown in Table 1. The results revealed that 172 of the 209 responders were male, accounting for 82 percent of the total. There were 37 female respondents, or about 18% of the total. The age range began at 20 years, and the results revealed that 68, or 32 percent, of the 209 respondents are between the ages of 20 and 25. The majority of the respondents (43%) are between the ages of 26 and 30. 39 and 8 respondents, respectively, are between the ages of 31 and 35 and 35 and 40. Only four of the respondents are over the age of 40. The majority of the respondents (119) are postgraduates, accounting for 57 percent of the total, followed by graduates, accounting for 33 percent. A total of 67 percent of the respondents have 0–5 years of experience. About a quarter of the respondents (50%) have had between 6 and 10 years of experience, whereas about a quarter of the respondents (24%) have had between 6 and 10 years of experience. Only 5 of the respondents have more than 15 years of experience.

Fornell and Larcker Criterion

The Fornell et al., (1981) criterion is one method for determining whether or not there is discriminant validity. According to this method, the constructs have a higher variance with their indicators than other indicators. The AVE of each construct must be higher than the highest squared correlation with any other construct to test this criterion. Table 2 shows the results, which show that each construct is greater than the others, indicating that the Fornell-larcker criterion has been established. Furthermore, all of the bolded diagonal values are the AVE's square root.

Table 2

	AC	JS	RCB	TCB	TO
AC	0.814				
JS	0.429	0.756			
RCB	-0.357	-0.410	0.771		
TCB	-0.396	-0.478	0.410	0.743	
TO	-0.345	-0.410	0.326	0.326	0.855

Heterotrait – Monotrait Ratio:

The Heterotrait – Monotrait Ratio (HTMT) approach was established by Hensler, Ringle, and Sarstedt in 2015 to verify discriminant validity. The HTMT cutoff value should be lower than 0.85. (Hensler et al., 2015). Table 3 shows the test results, which indicate that all of the constructs have values less than 0.85.

Table 3

	AC	JS	RCB	TCB	TO
AC					
JS	0.529				
RCB	0.449	0.561			
TCB	0.493	0.622	0.585		
TO	0.390	0.491	0.434		

Discriminant validity

Discriminant validity has been confirmed after evaluating cross loading, Fornell-larcker criterion, and HTMT. Construct validity has been established after convergent and discriminant validity have been established. We can conclude that the exam measures what it claims to measure, or at least what it claims to measure. Coefficient of Determination (R^2 and adjusted R^2). The R^2 and modified R^2 are two basic measurements for model evaluation. R^2 indicates the independent variable's ability to predict the dependent variable. In fields like behavior studies, R^2 values of 0.20 are considered high. (Hair et al., 2011).

Table 4

	R-Square	R-Square Adjusted
AC	0.199	0.191
JS	0.286	0.279
TO	0.225	0.209

The R^2 result and modified R^2 are shown in table 4. According to TCB and RCB, 19.9% of AC is projected. The TCB and RCB are responsible for 28.6% of the JS, and the TCB, RCB, AC, and JS are responsible for 22.5 percent of the TO.

Estimation of Q²

The structural model's capacity to predict is another criterion for evaluation. The Q², which suggests that the model must be able to adequately forecast each endogenous latent construct's indicators, is one of the most used methods for determining predictive relevancy. Blindfolding is a statistical technique that can be used to determine Q². Q²'s value should be bigger than zero (Hair et al., 2011). Table 5 demonstrates that all of the Q² values are greater than 0.

Table 5

	Q ²
AC	0.144
JS	0.154
TO	0.143

Bootstrapping

Bootstrapping is a non-parametric resampling strategy for hypothesis testing (Davison & Hinkley, 1997) that involves repeating random sampling with replacement from the original sample to generate a bootstrap sample, which may be used to calculate standard errors for hypothesis testing. The bootstrapping sample size must be at least 5000. (Hair et al., 2011). The hypotheses were tested using bootstrapping.

Path Coefficient

The direct impact of an independent variable on a dependent variable in the model is represented by a path coefficient. The path coefficient's result is provided in table 6.

Table 6

	Original Sample	T Statistics	P Value	Remarks
AC -> TO	-0.207	3.385	0.001	Supported
JS -> TO	-0.321	5.048	0.000	Supported
RCB -> AC	-0.234	3.207	0.001	Supported
RCB -> JS	-0.257	3.803	0.000	Supported
TCB -> AC	-0.300	4.242	0.000	Supported
TCB -> JS	-0.373	6.181	0.000	Supported

AC has a significant and unfavorable impact on turnover intention, according to the findings (TO). JS has a large and negative influence on the likelihood of turnover (TO). (AC) and job satisfaction are both negatively impacted by relational psychological contract violation (RCB) (JS). Similar to affective commitment (AC) and job satisfaction, transactional PCB has a large and negative impact on both (JS). As all of the direct effect hypotheses have P values less than 0.05 and t-statistics larger than 1.96, they have been accepted.

Discussion

The goal of this thesis was to see how relational and transactional PCBs influence employee turnover intentions, with the mediating effect of job satisfaction and emotional commitment in the Pakistani banking business.

The first hypothesis was that transactional PCB has a detrimental impact on job satisfaction. According to the findings, transactional psychological contract breach has a significant and unfavorable impact on job

satisfaction. When employees believe they are not being fairly compensated and there is a monetary disconnect between the employee and the organization, work satisfaction suffers. As a result, H1 is supported. The second research hypothesis is that transactional PCB has a negative impact on affective commitment. Transactional PCB has a considerable and unfavorable impact on affective commitment, according to the findings of the study. This may indicate that when a perceived breach occurs, if the employee or workforce is not handled fairly or fairly compensated, commitment may suffer. These findings are consistent with those of (Zhao et al., 2007; Chambel, 2014; Chaubey & Bisht, 2016), who found that a breach of a psychological contract affects job satisfaction and organizational commitment. As a result, H2 is accepted.

The third and fourth research hypotheses are that relational PCB have a detrimental impact on job satisfaction and affective commitment. Relational PC breaches have a significant and detrimental influence on both JS and AC, according to the findings. Employees' reactions to relational psychological contracts are more emotional and socially attached, and breaches result in job dissatisfaction and decreased commitment to the company. (Rahman et al., 2017; Walker, 2013). H3 and H4 are so supported.

According to the fifth and sixth hypotheses, JS has a negative impact on turnover intention, and AC has a negative impact on turnover intention. The findings revealed that both job satisfaction and affective commitment have a significant and negative impact on turnover intention. According to Simons and Roberson (2003), employees who are affectively dedicated to their employer are content to be recognized by it and are willing to put in extra effort on its behalf. Employees who are experiencing these emotions are more likely to desire to stay with the organization. H5 and H6 are thus supported.

Transactional PCB has a beneficial impact on turnover intention, according to the 7th and 8th research hypotheses. Transactional PCB has a minor but favorable impact on turnover intention, according to the findings. As a result, hypothesis 7 is supported. Furthermore, the findings show that a breach of a relational PC has a beneficial impact on the intention to leave. This finding is consistent with Raja et al finding's (2004). As a result, Hypothesis 8 is supported. The effect of relational psychological contract on employee turnover intention is stronger than the PC of transactional in a prior study by Wang et al. 2017: Zhao et al. 2007.

The mediating influence of JS was the subject of the 9th and 10th study hypotheses. Job satisfaction appears to moderate the association between transactional PCB and turnover intention, according to the findings. Job satisfaction, on the other hand, mediates the association between relational PCB and intention to leave. Reduced JS and commitment are some of the repercussions of a breach of the psychological contract, which eventually leads to the intention of leaving. (Briner & Conway, 2005). The 9th and 10th hypotheses are both supported. The mediating influence of affective commitment was also a factor in the 11th and 12th study hypotheses. AC mediates the association between transactional psychological contract breakdown and turnover intention, according to the findings. The eleventh hypothesis is supported. AC, on the other hand, does not mediate the relationship between relational PCB and intention to leave. Furthermore, relationship contract breach was discovered to be a more significant direct predictor of desire to quit, suggesting that a mediator may not be required to forecast turnover intention. Prior research has revealed that breaching a relational PC has a greater impact on employee behavior and attitude than breaching a transactional PC. (Zhao et al., 2007; Restubog & Bordia, 2006; Wang et al., 2017; Restubog & Bordia, 2006; Wang et al., 2017). The 12th hypothesis is unsupported.

Conclusion

The purpose of this study was to see if there was a link between PCB, intention to leave, JS, and AC among banking employees. The study's findings revealed that a breach of a relational psychological contract has a significant and positive impact on turnover intention, whereas a breach of a transactional PC has a negligible impact on turnover intention. Transactional PCB has a significant and negative impact on both

JS and AC. Job satisfaction and affective commitment are both negatively impacted by relational psychological contract breaches. JS was discovered to mediate the relationship between relational and transactional PCs and turnover intention, whereas affective commitment was discovered to mediate the relationship between transactional PCB and turnover intention but not the relational PCB and turnover intention. The importance of fulfilling the PC, which ensures the employee's pleasure and commitment, as well as the employee's desire to remain in the business, was stressed in this study. When an employer's expectations and promises aren't met, the employee's trust is damaged, resulting in a perceived breach of the PC, which reduces JS and emotional commitment, finally leading to the intention to leave. To lessen the intention of turnover, the business should ensure that missed promises are minimized and that all responsibilities are met.

Limitation of the Research

There were various advantages and disadvantages to this study. To begin, this study only considers the employee's perception of the psychological contract; it excludes the organization's perception. Employees may be biased and believe that a given promise has not been fulfilled, but the organization may be putting in a lot of effort to fulfil that promise, hence this study excludes information from the organization. Another point of worry is that the study's sample size is dominated by middle-level employees. The study's second issue is that it is limited to Karachi. The study's findings may not be applicable to other areas. Because the data was solely obtained from the baking industry, the conclusions may not be applicable to other businesses. Future research studies should focus on varied samples across nations and industries in order to validate the study conclusions. Third, this study's main worry is that it is based on a cross-sectional study, when a longitudinal investigation could yield better results. Fourth, not all content categories are covered in the psychological contract content measurement. Incorporating all variables is beyond the scope of this study.

Finally, the sample size was quite tiny. Despite the fact that the sample size was sufficient for route and mediated analysis, a greater sample size would allow for more thorough study. One of the limitations is the online data sets restricted.

Directions for Future Research

This study had some limitations that should be addressed in future research. First In future studies, it is recommended that other regions and sectors be included so that the findings can be applied to other regions and industries. Second, when investigating breach and its consequences, future research should take into account individual characteristics, such as personality. Employee identification of a breach, for example, may be influenced by personality.

Finally, it is recommended that sample data be obtained from all employees at various intervals in time, i.e. a longitudinal study, and that different classifications be used to acquire data and responses using various approaches. Only employees and middle management were polled for information; senior management officials were left out. Furthermore, data was obtained at one moment in time via a self-directed questionnaire, which could lead to common method bias. For future research, it is recommended that responses be obtained from all employees at various intervals in time, and that a categorization be established to obtain responses using several approaches, such as questionnaires and structured interviews.

Finally, future researchers can duplicate this study in other nations to increase the generalizability of the findings.

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