



مجلة بحث الإدارة والاقتصاد

Management & Economics Research Journal
ISSN 2710-8856 (Online)
ISSN 2676-184X (Print)



Vol. x No. x (2021), pp. x-x

 <https://doi.org/10.48100/merj.2021.163>

 Check for updates

ARTICLE IN PRESS

Psychological Contract Breach, Behavioural Work Outcomes, Organisational Identification, and Islamic Work Ethics: A Moderated Mediation Study

Monir Hamatto EL-Ghorra^{♦1}, Siti Aisyah Binti Panatik²

¹ PhD degree, Senior lecturer at AL-Isra university, Gaza (Palestine)

✉ mony.gh@gmail.com

² PhD degree, Associated Professor, University of Technology Malaysia “UTM” (Malaysia)

✉ sitiaisyah@management.utm.my

Received: 01-03-2021

Accepted: 15-05-2021

Available online: 17-05-2021

Published: xx-xx-2021

Abstract:

We investigated how organisational identification (OID) mediates the influences of psychological contract breach (PCB) on two work outcomes [organisational citizenship behaviour (OCB) and counterproductive work behaviour (CWB)], and how Islamic work ethics (IWE) moderated the PCB–OID relationship. We collected data from 256 Palestinian managers in Gaza Strip ministries using a self-report questionnaire; we employed Structural Equation Modelling in analysing the data using Smart PLS. Our findings reveal that OID mediates between PCB and the two work outcomes. Further, we show that IWE has no moderating influence on the PCB–OID relationship. Finally, the influence of PCB on the two work outcomes is insignificant.



Keywords: Psychological Contract Breach, Organisational Citizenship Behaviour, Counterproductive Behaviour, Organisational Identification, Islamic Work Ethics.

JEL Codes: M5, L21.

♦Corresponding author: AL-Isra university, Gaza (Palestine)

✉ mony.gh@gmail.com

Faculty of Economics, Commercial & Management
Sciences, Ziane Achour University of Djelfa, BP
3117, Djelfa - Algeria


www.mer-j.com
OPEN  ACCESS – 

1. Introduction

We explored what happens to employees' sense of organisational citizenship behaviour (OCB) and its antithesis (counterproductive work behaviour, CWB) when they experience a breach of psychological contract (PCB) in their workplaces. Employees' behaviours that contribute to organisational effectiveness are known as job performance. Job performance is considered a multidimensional construct composed of various forms of behaviours, including OCB and CWBs (Judge & Kammeyer-Mueller, 2012). Positive organisational behaviour is dependent on positive psychology and vice versa (Dannhauser, 2007). The psychological contract is an essential framework to understand the diverse forms of employment relationships (Zhao et al., 2007). In connection with the current study, the researchers intend to include two domains of behavioural work outcomes, OCB as positive outcomes and CWB as a negative one.

Although the importance of behavioural work outcomes such as OCB and CWB, they have been rarely investigated in the Palestinian public sector. However, the Palestinian context is considered a unique context due to the volatility in the operating environment. Recently, the public sector in Palestine has been experiencing greater challenges and pressures in delivering services. Particularly, in the Gaza Strip which is the southern part of Palestine, this is due to a political situation that has put Gaza under blockade for more than a decade. Consequently, this situation has affected the ability of the Gaza government to meet the obligations toward public sector employees. Employees working in the Gaza government have not received salaries for years, which means the compensation system for the Gaza government is not stable. Rousseau (1990), stressed the importance of the compensation system in shaping psychological contract and its effects on employees' perceptions of mutual obligations. Similarly, Turnley and Feldman (1999) concentrated on those most frequently used elements: the amount of pay and merit pay as the main factors that may affect PCB. However, although public sector managers in the Palestinian ministries have not received salaries for a long time, they have been still delivering services to the public, which provides an avenue to examine the relationship between PCB and behavioural work outcomes among managers working in the Palestinian ministries.

However, it is worth to be mentioned that the Gaza government is an Islamic one and has controlled Gaza since 2007. It is considered as the first



Islamic government that adopts the Islamic ideology and tries to implement Islamic rules in all aspects of human life. As pointed out by Sayigh (2010) the Gaza government upholds Islamist social ideology as its core principles. Religious beliefs could make a significant difference in employee behaviour and performance. The study of Osman et al. (2013) revealed that religiosity has a positive significant relationship with employee performance. The religion of Islam provides a comprehensive system of life rooted in ethics. Islamic work ethics (IWE) guides Muslims' attitude and behaviour in the workplace and contributes to the welfare of societies (Rokhman & Hassan, 2012). An employee with high work ethics tends to view hard work as normal work ethics (Mudrack & Mason, 2010). Therefore, based on the above argument it is important to observe the potential moderating role of IWE on employee attitudes when PCB takes place.

Besides that, organisational identification (OID) is considered one of the most important factors to reflect the psychological state of the employee with the organisation and maybe a crucial variable for explaining behavioural outcomes (Edwards, 2005). Oakes (1987) pointed out that the more psychologically significant the group membership will be, the more notable the identity, and the more psychologically affect the behaviour. OID considers as a psychological state that reflects the strength of the connection between employees and the organisation. Previous studies have reported that, behaviours such as: increase in-role and extra-role behaviour and decrease turnover are positively related to high OID and influence the organisational performance (Peters et al., 2010; Riketta, 2005; Van Dick et al., 2006). Chen et al. (2013) found a positive relationship between OID and OCB.

Moreover, Demir (2015) pointed out that, until recently, OID has received little attention as a research topic within organisations. AlAtwi and Bakir (2014) revealed that the mediation role of OID is still unclear and needs more investigation. The authors also implied that, the relationship between OID and negative behaviour such as CWB still unexplored. A study conducted by Epitropaki (2013) reported that the association between breaching psychological contract and job performance through OID has rarely been examined. The above discussion demonstrated the existing theoretical gap that calls for intensive study to examine the mediating role of OID between PCB and behavioural work outcomes.

However, the traditional perspective on the influence of PCB on employees' attitudinal and behavioural outcomes are based on social exchange theory (Aselage and Eisenberger, 2003). Social exchange theory

postulate that employment is an exchange of material and socio-emotional benefits and both employees and employer enter into contractual relationships to maximize benefits (Blau, 1964). Social exchange theory has been widely employed to explain employees' potential reactions as a response to breaching or fulfilling the psychological contract (Lester et al., 2002; Turnley et al., 2003). Therefore, in this study, social exchange theory was advanced to explain the effects of PCB on work attitudinal and behavioural outcomes. Furthermore, the researcher draws a perspective from social exchange theory to examine OCB directed toward organisation. This theory posits that employees reciprocate their efforts with the source they receive benefits. Thus, it is expected that managers may mutually exchange their attitudes and behaviour with the organisation as a reciprocal with their salaries. Hence, based on the above argument the study conceptual framework was developed.

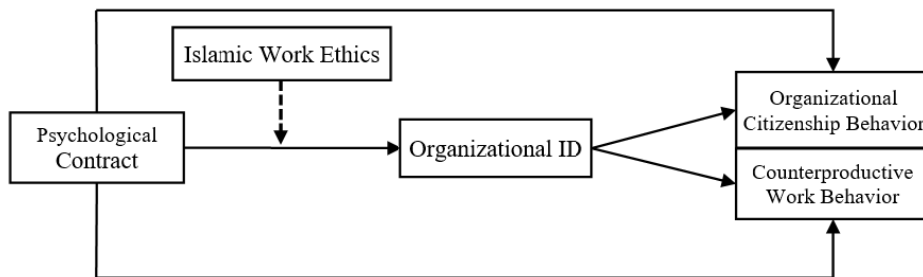


Figure.1: Research Model

2. Literature Review and Hypothesis Formulation

2.1. PCB and the Two Behavioural Work Outcomes

The crucial employee's behaviour that derives from the effect of psychological contract is OCB (Coyle-Shapiro & Kessler, 2002; Robinson & Morrison, 1995; Robinson & Rousseau, 1994; Rousseau, 1989). A recent study conducted by Yang et al. (2020) revealed that Psychological contract under fulfilment negatively related to OCB. Wright and Cropanzano (2004) found that psychological well-being significantly predicted employee performance. OCB has been considered as an important factor enhancing organisational performance (Podsakoff et al., 2009), and employee performance (Chiang & Hsieh, 2012). Previous research has reported that

PCB negatively affects work outcomes task performance and OCB (Lee et al., 2014; Shih & Chuang, 2012; Suazo, 2009).

However, understanding individual psychological processes has long been argued as the best way to explain unethical behaviour in organisations (Barsky, 2011). CWB or workplace deviance refers to the deviant behaviour that directly harmful to the organisation (Bennett & Robinson, 2000). Tomprou and Nikolaou (2011) reported that, when an employee apprehends their employer's failure to perform his expected obligations, the PCB is likely to occur, and this will lead to workplace deviance.

Previous studies have widely reported consistent results that, PCB negatively associated with positive behaviour such as OCB, while the relationship between PCB and negative work behaviour such as CWB still unclear. Although the few empirical studies that investigate the relationship between PCB and CWB, the majority a positive association between PCB and CWB. The study of Manzoor et al. (2015) reported that PCB positively related to CWB.

Additionally, the majority of previous studies conducted in developed countries and none has empirically investigated this relationship in the Palestinian public sector. Therefore, this study advanced a conceptual framework to investigate the relationship between PCB and behavioural work outcomes (i.e. OCB and CWB) in the Palestinian context. Consistent with the previous findings, it is predicted that PCB negatively related to OCB while will positively associate with CWB among Palestinian managers in Gaza Strip ministries. Hence, the following hypotheses can be posited as follow:

H_{1a}: PCB will negatively affect OCB among Palestinian managers in Gaza Strip ministries.

H_{1b}: PCB will positively affect CWB among Palestinian managers in Gaza Strip ministries.

2.2. PCB and OID

PCB is more strongly related to attitudes than behaviour (Conway & Briner, 2009). OID implies a psychological connection and a sense of oneness with the organisation (Mann, 2010). Compared with many organisational behaviour concepts, little attention has been paid to the OID

construct (Demir, 2015). Reviewed literature, show that very few studies examined the association between PCB and OID and none of these studies conducted in the public sector (Epitropaki, 2013; Li et al., 2016; Restubog et al., 2008). More importantly, none of the previous studies has been conducted in one of the developing country, such as Palestine. Therefore, the current study will empirically investigate the influence of PCB on OID among managers in the public sector in Palestine. It can be argued that when PCB take place it is expected to negatively affect OID. Therefore, the following hypothesis can be formulated:

H2: PCB will negatively affect OID among Palestinian managers in Gaza Strip ministries.

2.3. OID and the Two Behavioural Work Outcomes

According to Oakes (1987), the more psychologically significant the group membership will be, the more notable the identity, and the more psychologically affect the behaviour. Zhang et al. (2011) stated that employees who are strongly identified with their organisations are more willing to present extra-role performance. The study conducted by Li et al. (2016) revealed that OID can be significant predictors of job performance. From the literature review, the researcher found very few studies have been examined the effects of OID on OCB (Demir, 2015; Jiang, 2010; Wu & Wu, 2010), moreover, all of these studies reported the positive significant effects of OID on OCB and conducted in developed countries contexts.

Concerning CWB the study of AlAtwi and Bakir (2014) found that OID negatively affects CWB, the researchers also reported inconclusive outcome on the relationship between OID and negative behaviour such as CWB. Furthermore, the majority of previous studies has been conducted in developed countries and little attention has been paid to developing Islamic countries. Therefore, the current study will empirically investigate the effect of OID on behavioural work outcomes (OCB and CWB) among public sector managers in Palestine. Based on the above arguments it is expected that OID will positively correlate with OCB while will negatively associate with CWB. Hence, the following hypotheses were advanced:

H_{3a}: OID will positively affect OCB among Palestinian managers in Gaza Strip ministries.

H_{3b}: OID will negatively affect work CWB among Palestinian managers in

Gaza Strip ministries.

Literature review shows that OID may potentially mediate the relationship between PCB and behavioural work outcomes. Additionally, previous studies show that the mediating role of OID between the association of PCB with behavioural work outcomes still unclear and need more investigation (AlAtwi & Bakir, 2014; Epitropaki, 2013). Therefore, the researcher intends to examine the mediating effect of OID on the relationship between PCB and behavioural work outcomes (i.e. OCB and CWB). Consequently, the following hypotheses can be posited

H_{4a}: OID will be a significant mediator between PCB and OCB among Palestinian managers in Gaza Strip ministries.

H_{4b}: OID will be a significant mediator between PCB and CWB among Palestinian managers in Gaza Strip ministries.

2.4. IWE as a Moderator between PCB and OID

The concept of work ethic refers to the values, beliefs, intentions and objectives that people apply to their work (Clarke, 1983). The Islamic work ethic guides Muslims attitude and behaviour in the workplace and contributes to the welfare of societies (Rokhman & Hassan, 2012). Individuals with high work ethics tend to view hard work and sacrifice as normal work ethics (Mudrack & Mason, 2010). However, by reviewing the literature, it is found that there are several variables have potential moderating the effects on the PCB and work outcomes relationship. For instance, Agarwal and Bhargava (2013) found that educational level moderates the association of PCB and affective commitment. Shih and Chuang (2013) found that self-esteem moderates the relationship between PCB and OCB. Furthermore, Bavik and Bavik (2014) revealed that moral identity has moderating effects on the link between PCB and incivility behaviour. Bordia et al. (2008) reported that self-control moderates the relationship between PCB and CWB. While Ahmed et al. (2019) found a positive relationship between IWE and OCB. However, from the previous discussion, it can be seen that many variables could moderate the effects of PCB on work attitudinal and behavioural outcomes. Whereas, none of these variables reflects the Islamic perspective. Which indicate that the potential moderating role of IWE is still unexplored. Thus, it is empirically significant to observe the potential moderating effects of IWE on the

relationship between PCB and OID.

Additionally, most of the previous research has been conducted in Western economies, these countries follow the different culture and hold different religion. The culture of these countries is individualistic and non-Islamic. This study is one of few studies conducted in developing, Arab and Muslim country specifically Palestine. Unlike Western and European country, Palestine considers a unique context which holds collectivism culture and follows Islam as the main religion. Therefore, the uniqueness of the Palestinian context provides a potential research opportunity to fill the observed theoretical and contextual gap. Hence, the following hypothesis was formulated:


H₅: IWE moderate the relationship between PCB and OID. Whereas high IWE will weaken the effects of PCB on OID.

3. Methodology

This study employed the quantitative approach to examine the relationships between variables. The study target population is 900 managers distributed among 15 ministries located in different areas in Gaza Strip. A sample of 270 was randomly selected from the target population (Krejcie & Morgan, 1970; Saunders et al., 2012). A total of 300 self-administered questionnaires were distributed, 280 questionnaires were returned representing a 93% rate of return. By checking the missing data, a sum of 7 questionnaires was removed because of uncompleted answers. After checking the missing data, a total of 273 completed questionnaires were entered into SPSS version 24 to screen data statistically. A total of 17 cases were identified as multivariate outliers and were deleted because they could result in non-normality of the data which could in turn influence statistical results (Hair et al., 2010). However, after removing the outliers, the remaining 256 usable cases were retained to proceed to the next stage of data analysis.

3.1 Measurement

To measure PCB, this study adopted the most commonly used scale developed by Robinson and Morrison (2000). This scale has five items with reliability Cronbach alpha is 0.92. The reliability in this study is high as it is found Cronbach's Alpha 0.788, composite reliability 0.855 and AVE 0.543.



To measure IWE, the researcher adopted the 17 items scale developed by (Ali, 2005). The reliability of this scale Cronbach alpha was 0.89. in the current study, it is found that this scale has high reliability and validity with 0.861, 0.886 and 0.531 for Cronbach's Alpha, Composite Reliability and AVE respectively. To measure OID, the widely used scale of Mael and Ashforth (1992) was adopted. The scale includes 6 items and the reported coefficient alpha was 0.87. In this study, it is found that the scale has the acceptable and required level of validity and reliability with values 0.86, 0.896 and 0.59 for Cronbach's Alpha, Composite Reliability and AVE respectively. To measure OCB, the seven items scale developed by Williams and Anderson (1991) was employed. The coefficient alpha is 0.72. with regard to the current study, the scale has an acceptable level of validity and reliability with values of 0.623, 0.798 and 0.569 for Cronbach's Alpha, Composite Reliability and AVE respectively. To measure CWB a scale developed by Bennett and Robinson (2000) was adopted. The scale consists of 12 items to assess organisational deviance toward the organisation. In this study the scale has high-reliability Cronbach's Alpha is 0.8, Composite reliability is 0.858. in addition, the construct validity found AVE is 0.503.

4. Data Analysis

The Statistical Package for Social Science (SPSS) 24 for the window was utilized to log in and clean the data. Then, SEM-PLS software (SmartPLS) was employed to test the relationships among variables.

5. Findings

H1 proposed that PCB will significantly affect work outcomes (OCB and CWB). It is found that ($\beta = -0.112$, $t = 1.764$, $p = 0.078$) for the effects of PCB on OCB and ($\beta = 0.042$, $t = 0.471$, $p = 0.638$) for the effects on CWB. These results reveal the insignificant effects of PCB on both behavioural outcomes included in this study. Thus, it can be said H1a and H1b are not supported. H2 stated that PCB will negatively affect OID. It is found ($\beta = -0.318$, $t = 4.98$, $p = 0.000$ which is less than 0.05), which provide support to this hypothesis. H3 stated that OID will significantly affect work outcomes (OCB and CWB). The findings reveal that ($\beta = 0.246$, $t = 2.62$, $p = 0.009$ which is less than $p < 0.05$) for the effects on OCB and ($\beta = -0.284$, $t = 2.869$, $p = 0.004$ which is less than $p < 0.05$) for the relationship with CWB which

provide support to H3. Table 1 summarizes the results of this study.

Table 1. The Result of Hypothesis Testing

H. No.	Path	(β)	T Statistics	P Values	Result
H1a	PCB -> OCB	-0.112	1.764	0.078	Not supported
H1b	PCB -> CWB	0.042	0.471	0.638	Not supported
H2	PCB -> OID	-0.318	4.98	0.000	Supported
H3a	OID -> OCB	0.246	2.62	0.009	Supported
H3b	OID -> CWB	-0.284	2.869	0.004	Supported

On the other hand, the mediating role of OID between the PCB and work outcomes (OCB and CWB) was stated in H4. Table 2 shows the findings of the mediation hypothesis. The results show the significant relationship for this hypothesis as ($\beta = -0.078$, $t = 2.076$, $p = 0.038$ which is less than $p < 0.05$) for OCB and ($\beta = 0.09$, $t = 2.185$, $p = 0.029$ which is less than $p < 0.05$) for CWB, which provide support for this hypothesis, suggesting that OID function as a mediator between the association of PCB and work outcomes (OCB and CWB).

Table 2. The findings of the mediation hypothesis

H. No.	Path	(β)	T Statistics	P Values	Result
H4a	PCB -> OID -> OCB	-0.078	2.075	0.038	Supported
H4b	PCB -> OID -> CWB	0.09	2.185	0.029	Supported

As can be seen from the above table, it can be said that OID significantly mediates the relationship between PCB and both OCB and CWB.

Finally, hypothesis H5 tests the moderating influence of IWE on the PCB–OID relationship. The findings reveal that ($\beta = 0.159$, $t = 1.349$; $p = 0.178$ which are greater than $p > 0.05$). However, the P-value still above the significance level which indicates that H5 is not supported. It can be said IWE do not moderate the effects of PCB on

OID. Table 3 shows the result of the moderation hypothesis.

Table 3 : The Result of Moderation Hypothesis

Path	(β)	T Statistics	P Values	Result
H5: IWES*PCB-> OID	0.159	1.349	0.178	Not supported

6. Discussion

The first hypothesis stated that there is a significant relationship between PCB and behavioural work outcomes (OCB and CWB). Previous research has reported that PCB negatively affects work outcomes such as OCB (Lee et al., 2014; Shih & Chuang, 2012; Suazo, 2009), and positively related to CWB (Manzoor et al., 2015). Surprisingly, the findings of the current study did not support the findings of previous studies. It is found there is no significant relationship between PCB and both constructs of work behaviour (OCB, and CWB).

However, the findings from the present study are consistent with (Schaupp, 2012) who found no significant relationships between PCB and work outcomes (OCB and CWB). Similar findings are provided by Guo (2016) who found that no significant relationship between the five dimensions of PCB and extra-role performance. In relation to these findings, Conway and Briner (2009) pointed out that, PCB is more strongly correlated with work attitudes than actual behaviour. Furthermore, Morrison and Robinson (1997) established that breach refers to the cognitive evaluation while violation represents a mental state of readiness for action, which can lead to negative behavioural responses.

The results may be attributed to the recognition of Palestinian managers in Gaza Strip ministries that the reason behind breaching the psychological contract is out of government control. Therefore, managers serving in the Gaza government may have believed the government does not play a big role in breaching the psychological contract, they believed the psychological contract has been breached due to external forces. However, managers may be resistant to the external political forces and support the government. Moreover, another alternative explanation to these is that the entire study population is Muslim and holding Islamic values. As mentioned earlier in this study, ethical Islamic values can be a source of action guides and a source of personality building as well.

The Prophet (SAW) describes the core characteristics of the Muslim character. He (SAW) said: “A Muslim is the one who avoids harming Muslims with his tongue and hands.” (Sahih al-Bukhari hadith no. 10). Therefore, the Islamic values promote to produce positive behaviour and they further prevent Muslims to provide negative behaviour such as CWB. The second hypothesis proposed that PCB will negatively affect OID. Like the western context, the findings of this study confirmed that PCB negatively associated with OID. This result is in line with the previous studies Specifically, (Epitropaki, 2013; Kreiner & Ashforth, 2004; Li et al., 2016; Restubog et al., 2008). The similarity of findings in both Palestine and western contexts provide the possibility to generalize the negative relationship between PCB and OID. However, all the previous studies were conducted in UAS, Philippines, Greek, and China, none of them was conducted in eastern societies, this provides additional empirical evidence from a non-western, different and phenomenal context which is Palestine. This finding also consistent with social exchange theory which has been widely employed to explain employees’ potential reactions as a response to breaching the psychological contract. This result indicates that when managers perceive the PCB takes place, they will react by decreasing OID toward their ministries.

The third hypothesis stated that OID will significantly be associated with behavioural work outcomes (OCB and CWB). It is found that OID significantly and positively related to OCB. Contrarily, it is negatively correlated to CWB. These results are in line with the findings of AlAtwi and Bakir (2014); (Demir, 2015; Jiang, 2010; Wu & Wu, 2010) who show that OID has a significant positive relationship with OCB while negatively correlated with CWB. These results are consistent with social exchange theory. In accordance with the view of (Dasgupta et al., 2012; Harrison et al., 2006) who argued that positive work attitudes lead to well-adjusted behaviours vice versa. The results might be attributed to the fact that study respondents are completely aware of the difficulties and obstacles that have faced the Palestinian ministries for a decade. Thus, they protect and support their ministries in this difficult situation by reducing the negative behaviour and saving properties of their ministries, regardless of their respective ministries.

The fourth hypothesis proposed that OID significantly mediates the association between PCB and behavioural work outcomes (OCB and CWB). The results show that OID significantly mediates the relationship between

PCB and behavioural work outcomes. These findings confirm that when a psychological contract takes place, employees who are strongly identified themselves with their organisations, are more willing to present positive behaviour such as OCB and less willing to do unwholesome actions such as CWB.

The last hypothesis examined the moderating role of IWE on the relationship between PCB and OID. The findings showed IWE insignificantly moderate the effects of PCB on OID. In other words, the interaction between IWE and PCB has no effects on OID. A possible explanation for this insignificant moderating effect is that there is a strong negative impact of breaching the psychological contract on managers OID. According to Baron and Kenny (1986), the moderating variable is introduced when there is a weak or inconsistent relation between the predictor and the criterion variable. Therefore, it can be said the identification for managers at the Palestinian ministries will be negatively affected when PCB occurs regardless the level of IWE is high or low.

7. Conclusion

The results of this study could in part contribute to the literature by providing new insights into the effects of PCB on behavioural work outcomes. Additionally, this study extended the knowledge in PCB and organisational behaviour literature by introducing job OID as a mediator. More importantly, the study contributes to the literature by including IWE as a moderator variable. Therefore, this study provides the needed empirical evidence on moderating role of IWE. By achieving research objectives and answering research questions, the results provide more understanding of the interrelationships that have been investigated in the current research model. The findings revealed that the influence of PCB on behavioural work outcomes (OCB and CWB) was insignificant, while negatively affects OID. The results confirm the mediating role of OID between PCB and behavioural work outcomes (OCB and CWB). Moreover, the findings show that IWE do not moderate the relationship between PCB and OID.

Future research can include in-role performance as one of the behavioural work outcomes. Additionally, the current research model focuses on OCB from a general view, it may be valuable if future studies focus on more specific perspective such as including OCB from an Islamic perspective. Moreover, this research model concentrates more on the outcomes of perceived PCB, this provides an opportunity to investigate the

antecedents and the factors that lead to PCB. Future research could also employ the qualitative research methodology to gain an in-depth understanding of employee organisation relationship. Finally, examining the research model in other contexts outside Palestine would be a promising area for further research.

References

- Ahmad, Z., Rahim, N. A., Chulan, M., Ab Wahab, S. A., & Mat Noor, A. N. (2019). Islamic Work Ethics and Organizational Citizenship Behavior Among Muslim Employees in Educational Institutions, Singapore.
- Agarwal, U., & Bhargava, S. (2013). Effects of Psychological Contract Breach on Organizational Outcomes: Moderating Role of Tenure and Educational Levels. *Vikalpa: The Journal for Decision Makers*, 38(1), 13-25. <https://doi.org/10.1177/0256090920130102>
- AlAtwi, A., & Bakir, A. (2014). Relationships between status judgments, identification, and counterproductive behavior. *Journal of Managerial Psychology*, 29(5), 472-489. <https://doi.org/10.1108/jmp-02-2012-0040>
- Ali, A. J. (2005). Islamic perspectives on management and organization. Cheltenham, UK; Northampton, MA, USA: Edward Elgar Publication.
- Aselage, J., & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24(5), 491-509. <https://doi.org/10.1002/job.211>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51(6), 1173. <https://doi.org/10.1037/0022-3514.51.6.1173>
- Barsky, A. (2011). Investigating the effects of moral disengagement and participation on unethical work behavior. *Journal of Business Ethics*, 104(1), 59-75. <https://doi.org/10.1007/s10551-011-0889-7>
- Bavik, A., & Bavik, Y. L. (2014). Effect of employee incivility on customer retaliation through psychological contract breach: The moderating role of moral identity. *International Journal of Hospitality Management*, 50, 66-76. <https://doi.org/10.1016/j.ijhm.2015.07.011>
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85(3), 349. <https://psycnet.apa.org/doi/10.1037/0021-9010.85.3.349>
- Blau, P. M. (1964). Exchange and power in social life. New York: J. Wiley.
- Bordia, P., Restubog, S. L. D., & Tang, R. L. (2008). When employees strike back: Investigating mediating mechanisms between psychological contract breach and workplace deviance. *Journal of Applied Psychology*, 93(5), 1104-1117. <https://doi.org/10.1037/0021-9010.93.5.1104>
- Chen, S. H., Yu, H. Y., Hsu, H. Y., Lin, F. C., & Lou, J. H. (2013). Organisational support, organisational identification and organisational citizenship behaviour among male nurses. *Journal of nursing management*, 21(8), 1072-1082.

<https://doi.org/10.1111/j.1365-2834.2012.01449.x>

- Chiang, C.-F., & Hsieh, T.-S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal of Hospitality Management*, 31(1), 180-190. <https://doi.org/10.1016/j.ijhm.2011.04.011>
- Clarke, O. (1983). The Work Ethic: An International Perspective. In J. Barbash (Ed.), *The Work Ethic A Critical Analysis* (pp. 121-150). US: Jefferson, Bloomington, IL 61701.
- Conway, N. and Briner, R.B. (2009). Fifty Years of Psychological Contract Research: What Do We Know and What are the Main Challenges?. In *International Review of Industrial and Organizational Psychology* (eds G.P. Hodgkinson and J.K. Ford). <https://doi.org/10.1002/9780470745267.ch3>
- Coyle-Shapiro, J. A., & Kessler, I. (2002). Exploring reciprocity through the lens of the psychological contract: Employee and employer perspectives. *European Journal of Work and Organizational Psychology*, 11(1), 69-86. <https://doi.org/10.1080/13594320143000852>
- Dannhauser, Z. (2007). Can the Positive Impact of Servant Leaders be associated with Behaviors Paralleling Followers' Success? School of Global Leadership & Entrepreneurship.
- Dasgupta, S. A., Suar, D., & Singh, S. (2012). Impact of managerial communication styles on employees' attitudes and behaviours. *Employee Relations*, 35(2), 173-199. <https://doi.org/10.1108/01425451311287862>
- Demir, K. (2015). Teachers' Organizational Citizenship Behaviors and Organizational Identification in Public and Private Preschools. *Procedia-Social and Behavioral Sciences*, 174, 1176-1182. <https://doi.org/10.1016/j.sbspro.2015.01.734>
- Edwards, M. R. (2005). Organizational identification: A conceptual and operational review. *International journal of management reviews*, 7(4), 207-230. <https://doi.org/10.1111/j.1468-2370.2005.00114.x>
- Epitropaki, O. (2013). A multi-level investigation of psychological contract breach and organizational identification through the lens of perceived organizational membership: Testing a moderated–mediated model. *Journal of Organizational Behavior*, 34(1), 65-86. <https://doi.org/10.1002/job.1793>
- Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *Journal of Industrial relations*, 44(3), 335-358. <https://doi.org/10.1111/1472-9296.00053>
- Guo, C. (2016). *Employee attributions and psychological contract breach in China* (Unpublished doctoral dissertation). Retrieved from <https://www.escholar.manchester.ac.uk/jrul/item/?pid=uk-ac-man-scw:299872>
- Hair, J. F., Blach, W. C., Basin, B. J., & Anderson, J. R. (2010). *Multivariate data analysis* (7th ed.). New Jersey: Pearson Prentice Hall.
- Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325. <https://doi.org/10.5465/amj.2006.20786077>
- Jiang, H. (2010). *The Relationship between Organizational Identification and Organizational Outcomes*. Paper presented at the Management and Service

- Science (MASS), 2010 International Conference.
<https://doi.org/10.1109/icmss.2010.5577501>
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual review of psychology*, 63, 341-367. <https://doi.org/10.1146/annurev-psych-120710-100511>
- Kreiner, G. E., & Ashforth, B. E. (2004). Evidence toward an expanded model of organizational identification. *Journal of Organizational Behavior*, 25(1), 1-27. <https://doi.org/10.1002/job.234>
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610. <https://doi.org/10.1177/001316447003000308>
- Lee, J., Chaudhry, A., & G. Tekleab, A. (2014). An interactionist perspective on employee performance as a response to psychological contract breach. *Personnel Review*, 43(6), 861-880. <https://doi.org/10.1108/pr-10-2012-0173>
- Lester, S. W., Turnley, W. H., Bloodgood, J. M., & Bolino, M. C. (2002). Not seeing eye to eye: Differences in supervisor and subordinate perceptions of and attributions for psychological contract breach. *Journal of Organizational Behavior*, 23(1), 39-56. <https://doi.org/10.1002/job.126>
- Li, J. J., Wong, I. A., & Kim, W. G. (2016). Effects of psychological contract breach on attitudes and performance: The moderating role of competitive climate. *International Journal of Hospitality Management*, 55, 1-10. <https://doi.org/10.1016/j.ijhm.2016.02.010>
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, 13(2), 103-123. <https://doi.org/10.1002/job.4030130202>
- Mann, M. J. (2010). *A quantitative and qualitative analysis identifying antecedents of work ethic beliefs and the relationship between work ethic beliefs and in-role and extra-role work behavior: New work ethic dimensions and scale introduced*(Unpublished doctoral dissertation). State University of New York At Albany, USA.
- Manzoor, S. R., Khattak, I. A., & Hassan, S. (2015). Psychological capital and counterproductive work behaviour with intrusion of employee performance: Study from KP, Pakistan Universities. *City University Research Journal*, 5(2), 372-383. <http://www.cityuniversity.edu.pk/curj/Journals/Journal/July%202015/15.pdf>
- Morrison, E., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of management Review*, 22(1), 226-256. <https://doi.org/10.5465/amr.1997.9707180265>
- Mudrack, P. E., & Mason, E. S. (2010). The asceticism dimension of the protestant work ethic: Shedding its status of invisibility. *Journal of Applied Social Psychology*, 40(8), 2043-2070. <https://doi.org/10.1111/j.1559-1816.2010.00650.x>
- Oakes, P. J. (1987). The salience of social categories. In J. C. Turner, M. A. Hogg, P. J. Oakes, S. D. Rieche, & M. S. Wetherell (Eds.), *Rediscovering the social group: A self-categorization theory* (pp. 117-141). Oxford: Blackwell.
- Osman, G., AAhad M, Hashim, J., & Ismail, Y. (2013). Establishing linkages between religiosity and spirituality on employee performance. *Employee Relations*, 35(4), 360-376. <https://doi.org/10.1108/er-04-2012-0030>
- Peters, K., Tevichapong, P., Haslam, S. A., & Postmes, T. (2010). Making your organization fly: Organizational identification and cooperation in the airline

- industry. *Journal of Personnel Psychology*, 9(3), 145-148. <https://doi.org/10.1027/1866-5888/a000013>
- Podsakoff, N., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122. <https://doi.org/10.1037/e518442013-522>
- Restubog, S. L. D., Hornsey, M. J., Bordia, P., & Esposito, S. R. (2008). Effects of Psychological Contract Breach on Organizational Citizenship Behaviour: Insights from the Group Value Model. *Journal of Management Studies*, 45(8), 1377-1400. <https://doi.org/10.1111/j.1467-6486.2008.00792.x>
- Riketta, M. (2005). Organizational identification: A meta-analysis. *Journal of Vocational Behavior*, 66(2), 358-384. <https://doi.org/10.1016/j.jvb.2004.05.005>
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior*, 16(3), 289-298. <https://doi.org/10.1002/job.4030160309>
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study (vol 21, pg 529, 2000). *Journal of Organizational Behavior*, 21(7), 855-855.
- Robinson, S.L. and Wolfe Morrison, E. (2000), The development of psychological contract breach and violation: a longitudinal study. *Journal of Organizational Behavior*, 21(7), 525-546. [https://doi.org/10.1002/1099-1379\(200008\)21:5<525::AID-JOB40>3.0.CO;2-T](https://doi.org/10.1002/1099-1379(200008)21:5<525::AID-JOB40>3.0.CO;2-T)
- Robinson, S. L., & Rousseau, D. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245-259. <https://doi.org/10.1002/job.4030150306>
- Rokhman, W., & Hassan, A. (2012). The effect of Islamic work ethic on organisational justice. *African Journal of Business Ethics*, 6(1), 25. <https://doi.org/10.15249/6-1-6>
- Rousseau, D. (1989). Psychological and implied contracts in organizations. *Employee responsibilities and rights journal*, 2(2), 121-139. <https://doi.org/10.1007/bf01384942>
- Rousseau, D. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11(5), 389-400. <https://doi.org/10.1002/job.4030110506>
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research methods for business students* (6th ed.): Pearson Education UK.
- Sayigh, Y. (2010). Hamas rule in Gaza: three years on. *Middle East Brief*, 41.
- Schaupp, G. L. (2012). An experimental study of psychological contract breach: The effects of exchange congruence in the employer-employee relationship. Virginia Tech,
- Shih, C.-T., & Chuang, C.-H. (2013). Individual differences, psychological contract breach, and organizational citizenship behavior: A moderated mediation study. *Asia Pacific Journal of Management*, 30(1), 191-210. <https://doi.org/10.1007/s10490-012-9294-8>
- Shih, C. T., & Chuang, C. (2012). Individual differences, psychological contract breach, and organizational citizenship behavior: A moderated mediation study. *Asia Pacific Journal of Management*, 30(1), 191-210. <https://doi.org/10.1007/s10490-012-9294-8>

- Suazo, M. M. (2009). The mediating role of psychological contract violation on the relations between psychological contract breach and work-related attitudes and behaviors. *Journal of Managerial Psychology*, 24(1-2), 136-160. <https://doi.org/10.1108/02683940910928856>
- Tomprou, M., & Nikolaou, I. (2011). A model of psychological contract creation upon organizational entry. *Career Development International*, 16(4), 342-363. <https://doi.org/10.1108/13620431111158779>
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management*, 29(2), 187-206. <https://doi.org/10.1177/014920630302900204>
- Turnley, W. H., & Feldman, D. C. (1999). A discrepancy model of psychological contract violations. *Human resource management review*, 9(3), 367-386. [https://doi.org/10.1016/s1053-4822\(99\)00025-x](https://doi.org/10.1016/s1053-4822(99)00025-x)
- Van Dick, R., Grojean, M. W., Christ, O., & Wieseke, J. (2006). Identity and the extra mile: Relationships between organizational identification and organizational citizenship behaviour. *British Journal of Management*, 17(4), 283-301. <https://doi.org/10.1111/j.1467-8551.2006.00520.x>
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617. <https://doi.org/10.1177/014920639101700305>
- Wright, T. A., & Cropanzano, R. (2004). The Role of Psychological Well-Being in Job Performance: A Fresh Look at an Age-Old Quest. *Organizational Dynamics*, 33(4), 338-351. <https://doi.org/10.1016/j.orgdyn.2004.09.002>
- Wu, X., & Wu, Z. (2010). *The Mediating Role of Organizational Identification in the Relationship between Organizational Centrality and OCB*. Paper presented at the Management and Service Science (MASS), 2010 International Conference on Management and Service Science. <https://doi.org/10.1109/icmss.2010.5578056>
- Yang Liu, Hefu Liu, Zhao Cai, (2020) The impact of psychological contract under- and over-fulfillment on client citizenship behaviors in Enterprise systems projects: From the client's perspective, *Information & Management*, Volume 57, Issue 7, journal of information and management. doi.org/10.1016/j.im.2020.103366
- Zhang, Y., Liu, X. M., Wang, H. Z., & Shen, L. (2011). Service climate and employee service performance: exploring the moderating role of job stress and organizational identification. *The Service Industries Journal*, 31(14), 2355-2372. <https://doi.org/10.1080/02642069.2010.503873>
- Zhao, H., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. *Personnel Psychology*, 60(3), 647-680. <https://doi.org/10.1111/j.1744-6570.2007.00087.x>

©2021 the Author(s). This is an open access article distributed under the terms of [Creative Commons Attribution-NonCommercial license \(CC BY-NC 4.0\)](#) which permits use, distribution and reproduction in any medium, provided the original work is properly cited and is not used for commercial purposes.

Recommended citation:

EL-Ghorra, M. H., & Panatik , S. A. B. (2021). Psychological Contract Breach, Behavioural Work Outcomes, Organisational Identification, and Islamic Work Ethics: A Moderated Mediation Study. *Management & Economics Research Journal*. <https://doi.org/10.48100/merj.2021.163>
