

Psychological Contract Breach

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Abstract- In this research we have examined psychological contract breach. Numerous researchers have tried to characterize a psychological contract and the vast majority of these definitions have resounded comparative subjects, which incorporate desires, convictions, correspondence, and commitments. For this examination, the definition that will be used states that a psychological contract is a worker's faith in a corresponding commitment between the representative and the association (Rousseau, 1989). Researchers have concurred that a psychological contract is abstract in nature in that it relies upon the representative's perspective with respect to what commitments the association must satisfy. The advancement of a psychological contract starts with abstract perspectives that the activity candidate holds and can be predicated by the conviction that there will be correspondence once the activity candidate is employed (Hess & Jepsen, 2009). Rousseau (1989) first characterized the idea of a psychological contract, how an agreement creates and advances, what is expected to keep up an agreement, and how a psychological contract can be abused. Rousseau noticed that during the underlying improvement of a psychological contract, the association has either paid for or has offered a type of thought in return for the guarantee that the representative will respond. We took emotional exhaustion as a mediating factor, Demerit et. al., defined Emotional exhaustion as "a result of extreme physical, full of feeling and intellectual strain, for example, a long haul outcome of delayed presentation to certain activity requests" Emotional exhaustion as often as possible happens with physical fatigue and its side effects incorporate lack of vitality, less dozing, issues in family and increment in drinking .

Keywords- PCB, Emotional Exhaustion, Emotional Regulation, Organizational Citizenship Behaviour, Organizational Supervisory Support

Introduction

In this research we have examined psychological contract breach .Numerous researchers have tried to characterize a psychological contract and the vast majority of these definitions have resounded comparative subjects, which incorporate desires, convictions, correspondence, and commitments. For this examination, the definition that will be used states that a psychological contract is a worker's faith in a corresponding commitment between the representative and the association (Rousseau, 1989). Researchers have concurred that a psychological contract is abstract in nature in that it relies upon the representative's perspective with respect to what commitments the association must satisfy. The advancement of a psychological contract starts with abstract perspectives that the activity candidate holds and can be predicated by the conviction that there will be correspondence once the

happens with physical fatigue and its side effects incorporate lack of vitality, less dozing, issues in family and increment in drinking . At the point when a representative is emotionally exhausted then he never again remains in that close to home or expert position Almost 50% of laborers have elevated level of enthusiastic weariness because of primary components of stress, for example, substantial outstanding tasks at hand, low steady relations, individual commitment, less amount of staff individuals, proficient improvement and comprehension burnout It has been discovered that passionate fatigue assumes an intervening job between work request (outstanding burden) with other two proportions of burnout and innovative performance.

We took two moderating factors one variable is emotional regulation and other is supervisory organizational support .During emotional regulation, individuals may expand, keep up, or decline positive and negative feelings. As needs

activity candidate is employed (Hess & Jepsen, 2009). Rousseau (1989) first characterized the idea of a psychological contract, how an agreement creates and advances, what is expected to keep up an agreement, and how a psychological contract can be abused. Rousseau noticed that during the underlying improvement of a psychological contract, the association has either paid for or has offered a type of thought in return for the guarantee that the representative will respond. We took emotional exhaustion as a mediating factor, Demerit et. al., defined Emotional exhaustion as "a result of extreme physical, full of feeling and intellectual strain, for example, a long haul outcome of delayed presentation to certain activity requests" Emotional exhaustion as often as possible

be, emotional regulation regularly includes changes in enthusiastic reacting. These progressions may happen in the sorts of feelings that individuals have, when they have their feelings, and how they experience and express their feelings (Gross, 1999).Eminently, the emotional changes that are created by emotional regulation might possibly bring individuals closer to the enthusiastic express that they wanted. For sure, a few types of emotional regulation amusingly realise the enthusiastic results that individuals would like to keep away from (e.g., Wegner, Erber, and Zanakos, 1993). Emotional regulation may likewise bomb in different manners, with the end goal that individuals may even now show undesirable feelings in spite of their earnest attempts to keep away from them. OCB has been

characterised differently inside its broad writing (e.g., Borman and Motowidlo, 1993; Organ, 1988, 1997). Integral to all definitions, notwithstanding, is the possibility that OCBs are representative practices that, in spite of the fact that not basic to the assignment or employment, serve to encourage hierarchical working. In this manner, instances of OCB include helping associates, going to capacities that are not required, etc. It isn't amazing that understanding why workers participate in OCB is of impressive intrigue. Organ (1988, 1997) characterised OCB as being wilful and optional conduct of individual hierarchical individuals that, in the total, is required to advance generally speaking authoritative viability. Instances of OCB incorporate shielding the association when different representatives condemn it and helping collaborators with their duties. Individual OCB incorporates practices that advantage different individuals from the association (e.g., helping other people who have been missing, being politeness toward colleagues). Authoritative OCB incorporates practices that advantage the association all in all (e.g., going to discretionary hierarchical capacities, worried about hierarchical picture) (Lee and Allen, 2002; Williams and Anderson, 1991). Representative innovative conduct (e.g., creating, embracing, and actualising new thoughts for items and work techniques) is a significant resource that empowers an organisation to prevail in a unique business environment (Kanter, 1983; West and Farr, 1990a). Characterise innovative behaviour as a worker's intentional presentation or use of new thoughts, items, procedures, and strategies to their work job, work unit, or association. Instances of such conduct incorporate looking out new technologies, recommending better approaches to accomplish destinations, applying new work strategies, and exploring and tying down assets to actualise new thoughts. With regards to Kanter (1988), Janssen (2000), and Scott and Bruce (1994), we conceptualise innovative behaviour as intricate conduct comprising of exercises relating to both the age/introduction of new thoughts (either without anyone else's input or embraced from others) and the acknowledgment or usage of new thoughts. Representatives structure worldwide recognitions concerning their valuation by the association, they likewise build up a general view concerning how much supervisors esteem their commitments and their prosperity. Kottke and Sharafinski (1988) express that apparent supervisory help alludes to representative perspectives concerning the degree to which chief worth workers' commitments, and care about their prosperity. Research from organisational support help writing demonstrates that when managers are steady of subordinates, this treatment creates a felt commitment of subordinates to help supervisor with

arriving at their objectives (Eisenberger et al., 2002; Stinglhamber and Vandenberghe, 2003).

The research that we carried out included many steps. Our topic is psychological contract breach, we searched more than 50 articles regarding this topic and collected data about this topic. Then we gave a final picture to our topic in the form of literature. We got many variables from that literature through which we gave it a final picture i.e. emotional regulation, emotional exhaustion, superior organizational support, and organizational citizenship behavior and innovation performance. All of these variables are linked with one another and has an effect on one another. Psychological contract breach is an independent variable and has a direct effect on emotional exhaustion which further has an effect on organizational citizenship behaviour and innovation performance which is an dependent variable while emotional regulation works as a moderator between psychological contract breach and emotional exhaustion and supervisory organizational support works as a moderator between emotional exhaustion and organizational citizenship behaviour and innovation performance.

We found a question that the relationship that we found between these variables is logical or not. We are going to answer this in the same literature. To get an answer of it we had to conduct a survey and before that we had to design a questionnaire. We designed that questionnaire which included questions and then we conducted a survey. We got these questionnaires filled from 200 people from people who are highly qualified and are currently working at a good post in different universities.

Context and Background

Workplaces are vivacious corporate sectors and the vitality of such organizations is reflected through the happening of considerable events within the firm. Though, those happenings can positively or negatively influence an employee's psychological well-being. Psychological agreements are supposed promises or commitments though it is a cognitive schema as there are two types of psychological contracts namely relational and transactional contracts. There are certain theories or generalizations namely AET, COR and Social exchange theory that have assisted for thorough understanding and comprehension of psychological contract breaches and the level of impact on an attitudinal behaviour that what he/she has actually received in relevance with significant individual and organizational outcomes. In accordance with human resource management perspective, the following expression "Psychological agreement" defines the real interpretation of

relationship except the written assembled format of a contract. The research paper significantly and thoroughly investigates employment relationships especially relational contracts for examining the degree of reactions from breach of contracts and their influences on organizational citizenship behavior and innovative performance in collaboration with meta-analysis observational studies. Our research analysis has included six variables namely psychological contract breach defined as independent variable, Emotional regulation as moderating variable, Emotional exhaustion acting as mediator, Supervisory organizational support represented as moderator, Organizational citizenship behavior and innovative performance both defined as dependent variables with a survey based Questionnaire study having defined demographics by doing data entry in provided software SPSS Statistics. The collected outcomes from questionnaire survey based study examines the after effects of attitudinal behavior of employees on breach of their perceived contracts and so they feel discouraged and less motivated towards their job performance and hence will also be less likely to achieve the aims and objectives of their respective firm. With reference to our analysis based on interactions and experiences of employees at their workplace, the following study focuses on how employees suppose their relationship would be with their employer and with the respective firm and after violation the consequences of that perceived agreement on their job and behaviors comprehensively examining the reciprocated obligations among employee, manager and that respective corporate sector. Thus, the agreement is basically an informal, also not in written form and continuously emerges as the mutual perceived agreement with the corporate sector in relation to their working staff. The support, contentment and care that sub-ordinates are supposed to receive from their enterprise can be easily distinguished from the support that they get from their managers. The published research article has clearly analyzed the conclusive effects of supervisory support on job's performance and career satisfaction. Fundamentally, if the working staff or working management have sensitized the emotions that managers are duly concerned about their employees, then the sub-ordinates will be more contented and determined regarding their job, which will results in less job turnover ratio and also will ultimately results in an excellent job performance ratio too. . The emotional attachment with the organization which has been referred as emotional regulation interpreted as moderator in our theoretical framework and supervisory support too, representing the influential impacts on work behaviors via defined dependent variables namely organizational citizenship behavior and innovative

performance when breach of agreement occurs. The proposed study has observed the perspective of psychological agreement breach which is a crucial factor at workplace by having the practical experience of emotional exhaustion and hence the negative resulting after effects on extra-role duties and innovative performance and also observing the affirmative influences on organizational citizenship behavior and innovative performance in supportive relevance role of manager towards his/her working staff. Pakistan is a developing country and research work has been conducted at workplaces e.g. Offices, College or University faculty members, Management staff or consulting firms operating in Pakistan.

H1 Psychological Contract Breach is negatively related to Organizational citizenship behavior.

H2 Psychological Contract Breach negatively impacts innovative performance.

H3 (a) Emotional exhaustion will mediate the relationship between PCB and OCB. This relationship will be stronger for more emotional exhaustion.

H3 (b) Emotional exhaustion will mediate the relationship between PCB and Innovative performance. This relationship will be stronger for more emotional exhaustion.

H5 Emotional regulation will moderate the effect of PCB on Emotional exhaustion.

H6 (a) Supervisor organizational support will moderate the impact of emotional exhaustion on OCB.

H6 (b) Supervisor organizational support will moderate the impact of emotional exhaustion on Innovative performance.

This study makes three major contribution in Psychological Contract Breach literature. First of all, this research paper gives you a comprehensive, quantitative review of the effect of Psychological Contract Breach on Organizational Citizenship behavior and Innovative performance. The impact of Psychological Contract Breach on innovative performance hasn't gained that much importance in the previous researches. So, this research paper will improve the previous research projects on the relationship between Psychological Contract Breach and Innovative performance. Secondly, this research paper introduces emotional exhaustion as a mediating Variable between PCB and OCB, innovative performance. And because of this, this study

goes beyond synthesizing the existing empirical studies related to PCB. This study has developed and tested a theoretical model highlighting the mechanism of Psychological Contract Breach and emotional exhaustion. This research paper has synthesized the empirical findings by developing a questionnaire which includes different scales to measure each Variable. This, this study exudes the light on the body of empirical research on the relationship between PCB and OCB, innovative performance. Thirdly, this research paper also provides insights whether moderators can explain the variability in the effect of Psychological Contract Breach on the Organizational Citizenship behavior and Innovative performance. Specifically, two moderators were tested in the research paper: Emotional regulation and supervisory Organizational support. Comprehension on the semblance of these probable moderators has signification for future research on Psychological Contract Breach.

This research hopes to advance the prior research on Psychological Contract Breach. In the recent years Psychological Contract Breach has become a highlighted variable in the empirical research of organizational psychology. In the previous studies, Psychological Contract Breach has been used to show broader range of outcome variables. The results of previous studies are usually consistent and the relationship of Psychological Contract Breach and the outcome variables usually goes in the same direction. However, in the previous studies there is a gap of emotional regulation used as a moderator variable between PCB and its outcome. In addition to this, there aren't any significant studies which shows the impact of Psychological Contract Breach and Innovative performance. Our research is trying to fill these gaps in the Psychological Contract Breach literature and give important insights to the organizations regarding organizational psychology. It is vital for the organizations to get deep understanding of Psychological Contract Breach because, sometimes it is hard for the employers to locate the problem behind decreased Organizational citizenship behavior and Innovative performance. So, it is essential for the employers to get significant insights regarding perceived obligations and promises in order to improve the outcome of the employees. This research paper not only improves the understanding of PCB but also gives a solution to the organizations that if Psychological Contract Breach takes place then how they can reduce its negative impact on employee's organizational citizenship behavior and Innovative performance by providing them supervisory organizational support.

Literature Review

Psychological Contract Breach

Psychological contract breach captures employees' perceptions of the extent to which the employer has failed to fulfill one or more of its obligations (**Conway and Briner, 2005**).

According to **Kiewitz, et al. (2009)** Psychological contract breach is negatively related to Perceived organizational support. If an employee's perceived obligations or expectations are not fulfilled by the organization then it is more likely that the employee will see the overall treatment of the organization negatively. Thus, with high PCB there will be less perceived organizational support. While, perception of organizational politics can moderate the relationship between PCB and POS.

According to **Zagenczyk et al. (2009)** contract breach negatively impacts the perceived organizational support. However good mentorship can moderate this negative effect, having a mentor is very valuable for the employees and it can help them under stressful situations. In the same way, supervisor support can also reduce the negative effect of PCB on POS, as supervisors can take stand for the employees who are being treated wrong by the organization and support them. Role model relationship also moderates the relationship between PCB and POS, if an employee has a role model in the organization this will help them in the career development and keep them motivated so the PCB effect not be negative on the POS.

According to **CHEN, TSUI AND ZHONG (2008)** When PCB takes place its more likely that the employee starts to believe that the employer can't be trusted to fulfill its obligations and will not take care about the wellbeing of the employee. Thus, with such beliefs employee reduce its contribution to the organization and may become less loyal and perform poor. Hence, PCB is negatively related to OC and work performance. But the variables traditionalism plays the role of mediator in this negative relationship. All employees don't react the same towards PCB because, they hold different cultural values which has an impact on the employee's behavior. More traditional workers are less sensitive towards PCB than the workers who have low traditionalism. They also talk about the PCB from employers' side, **CHEN, TSUI AND ZHONG (2007)** have used the term employer is basically used for the agent representing the employer, 'The immediate supervisor'. When employer's perceived obligations aren't fulfilled by the employee, supervisors are more likely to not give the inducements to the employees that are in their control. This

can be in the form of mentorship provided by the supervisor, recommendations for the special assignment or in a reducing quality of Leader member relationship. Hence, mentorship and LMX are negatively associated with PCB by the subordinate. But not all the supervisor responds same to the employee PCB. Because, some supervisors are more forgiving and tolerant. Hence, supervisor's benevolence will moderate the relationship between PCB by employee and supervisor's response of mentorship & LMX.

Emotional Regulation

Emotional regulation characterized as "the procedures by which people impact which feelings they have, when they have them, and how they experience and express these feelings

Talks about emotional regulation, proposes a practical definition, and blueprints a few wide patterns in the advancement of feeling guideline in newborn children and youngsters. Four zones of emotional regulation are recognised and talked about: abstract understanding, physiological reactions, conduct reactions, and results that are in any event in part interceded by feeling (e.g., hostility). Enthusiastic responses can be directed in numerous manners both by oneself and by nature. The authors presume that emotional regulation is best conceptualised as a continuum of guideline and association on account of the multifaceted nature and multidimensional nature of emotional regulation forms (Walden 1997) Emotional regulation is not an all-or-none wonder; it frequently changes in degree. It is helpful to consider people who are pretty much directed as opposed to the individuals who show feelings or not. The point of emotion in the work environment is starting to collect nearer consideration by scientists and scholars. The investigation of enthusiastic work tends to the pressure of overseeing feelings when the work job requests that specific articulations be appeared to clients. Be that as it may, there has been no all-encompassing system to control this work, and the past examinations have regularly differed on the definition and operationalisation of enthusiastic work (grandey 2000). The motivations behind this article are as per the following: to audit and analyse past points of view of enthusiastic work, to give a meaning of passionate work that incorporates these viewpoints, to talk about emotional regulation as a managing hypothesis for understanding the instruments of enthusiastic work, and to introduce a model of enthusiastic work that incorporates singular contrasts, (for example, enthusiastic knowledge) and hierarchical variables, (for example, boss help). Attachment theory

asserts that inward working models of connection significantly control conduct and emotional regulation. There are various degrees of association of the connection framework following a formative succession from essential connection practices at infant age to a procedural association as far as conduct systems toward the finish of the main year to an illustrative association later on. Additionally, the organismic frameworks hidden feelings and enthusiastic guideline may happen and might be portrayed on various hierarchical levels. Internal working models are viewed as administrative components for the interchange between the diverse organismic frameworks basic feelings and enthusiastic guideline (Gottfried 1999) Consolidating presumptions of connection hypothesis with suppositions about bio Behavioral capacity may give the probability of approving hypothetical inferred elucidations of the connection framework. Remembering the physiological procedures for expansion to the mental procedures empowers us to test presumptions about the capacity of the internal working model as for forms that are not available by verbal correspondence and that are not communicated through obvious conduct.

The paper will give hypothetical and exact proof to the commitment of the inward working model of connection to enthusiastic discernment, passionate articulation and the cognisance of between modular association. The exact discoveries recommend that from a formative point of view the consideration of various degrees of guideline may give conceivable outcomes of contemplating congruity and soundness of individual contrasts of the connection framework during the life-course both inside and crosswise over levels. Despite the fact that psychopathology in moms is known to be a critical hazard factor for kid results, less is thought about how feeling deregulation, a trans diagnostic highlight that cuts crosswise over numerous judgments, shapes feeling related child rearing practices and the advancement of feeling guideline in posterity. Expanding upon past research that inspected the utilitarian relations among feelings and administrative activities in youngsters, we tried to look at the relationship of maternal feeling deregulation and feeling socialisation with these useful connections in an in danger network test of mother–pre-schooler (kids ages 36–60 months) dyads that oversampled for moms with raised indications of marginal character issue (n= 68). We found that maternal feeling dysregulation was related with kids showing more pity and taking part in less critical thinking during the Locked Box Task, which is intended to evoke outrage. Maternal feeling deregulation was additionally connected with youngsters being increasingly occupied and talking less with regards to

bitterness. (binion g ,2018) Maternal non-supportive feeling socialisation reactions were related with kids taking part in increasingly resistant practices all through the assignment and utilising less critical thinking with regards to joy, though maternal steady feeling socialisation reactions were related with more play all through the undertaking and less talking with regards to pity, well beyond the impact of maternal feeling deregulation. These discoveries show that maternal feeling deregulation and non-supportive feeling socialisation rehearses are both seriously connected with the improvement of atypical examples of passionate and conduct reacting during the preschool years.

Emotional exhaustion

Historically, the majority of emotional exhaustion research has been guided by the three-component conceptualization of burnout by **Maslach (1982)** and Maslach and Jackson (1986). Emotional exhaustion, the subject of the present study, describes feelings of being emotionally overextended and exhausted by one's work. It is expressed by both physical fatigue and a sense of feeling destroyed psychologically and emotionally. Depersonalization, also called "dehumanization," is best understood in reference to the occupations of the social service where burnout has been most frequently examined. Decreased personal achievement applies to negative self-assessments. When a worker feels helpless and incompetent, a feeling of decreased personal achievement would be shown.

Wright and Cropanzano (1998) described emotional exhaustion as moderator variable. They uses job satisfaction and job performance as independent variable, employee turnover as dependent variable. And emotional exhaustion as moderating variable between job performance, job satisfaction and employee turnover. Emotional exhaustion will either strengthen or weaken the relationship of job satisfaction, job performance and employee turnover. Job satisfaction is negatively related with emotional exhaustion. Job performance is negatively related with emotional exhaustion. Emotional exhaustion will be positively related to subsequent voluntary employee turnover.

According to **Skaalvik (2011)** employee exhaustion used as a mediating variable. They argue time pressure as independent variable, emotional exhaustion as mediating variable and motivation to leave and job satisfaction as dependent variable. A greater time pressure leads towards the higher emotional exhaustion and higher emotional exhaustion leads towards lower job satisfaction and increase motivation to leave and vice versa. They expected that time pressure is positively related is to emotional

exhaustion. Time pressure and emotional exhaustion are negatively related to job satisfaction and positively related to motivation to leave.

Aryee et al. (2008) studied emotional exhaustion as mediating variable. Abusive supervision as an independent variable, contextual performance use as a dependent variable and work unit structure as moderator variable. Abusive supervision will be negatively related to interpersonal facilitation. Abusive supervision will be negatively related to job dedication. Emotional exhaustion relates to feelings for being over-extended and drained from one's physical and emotional assets as a psychological strain symptom. It is the first aspect of burnout's tripartite conceptualization. The second component of burnout, depersonalization, describes a kind of interpersonal distance or separation. However the third aspect, reduced personal achievement, refers to a negative self-assessment of the success of working with clients and employees and performing one's job responsibilities (**Lee & Ashforth, 1990**).

In a research **chi and liang (2013)** explores the connection between coercive management and job withdrawal from the point of view of stress, focusing on the moderating function of emotion-regulation strategies of subordinates and the mediating role of emotional exhaustion. Their Results suggest that emotional fatigue of subordinates mediated the relationship between coercive leadership and removal from work only when subordinates engaged in high-frequency verbal repression or low-frequency cognitive re-evaluation. They used abusive supervision as independent variable. Emotional exhaustion as mediating variable between work withdrawal and abusive supervision. Cognitive reappraisal and expressive supervision will moderate the relationship between abusive supervision and emotional exhaustion.

Supervisory Support

"Supervisory support can be referred as the limit by which managers of an organization admires or appreciates their subordinate efforts towards their organization".

A manager of an organization having high capability level of supervisory support is like that he/she is making his/her subordinates to experience the sensations of being listened, worth able and concerned towards their working staff. Supervisory support overall refers to the extent to which managers are sympathetic, sociable and kind.

"Organizational support can be defined as the degree to which their staff can have the positive feelings about their organization, that their organization gives importance to

their respective share or part towards their vigorous attempts and also look after the state of being comfortable and healthy or happy with their organization”(Eisenberger et al., 1986).

The research paper taken under observation having a meta-analytical approach suggests a systemized and constructed review with the purpose of examining the existing research about perceived supervisory support. Organizational attitude plays a crucial role in building cognitive thinking about the organizations in the minds of their sub-ordinates. However, this creates an apprehended and interpreted perceived approach regarding the concept of support that they have acquired from their managers and from their workplace. The support, contentment and care that sub-ordinates are supposed to receive from their organization can be easily distinguished from the support that they get from their managers (Kottke and Sharafinski 1988). The research article has clearly analyzed the conclusive effects of supervisory support on job's performance and career satisfaction. Fundamentally, if the working staff or working management have sensitized the emotions that managers are duly concerned about their employees, then the sub-ordinates will be more contented and determined regarding their job, which will result in less job turnover ratio and also will ultimately result in an excellent job performance. The belief or conception about perceived supervisory support has been originated from the theory of social exchange that explicitly distinguishes between the employee and the manager (Kottke and Sharafinski 1988). Mainly, the perspective of perceived supervisory support was originated for the understanding and comprehension of sub-ordinate dedication to their respective managers and this concept can be best explained with the help of social exchange theory that elaborates social exchange theory as the reciprocal behavioral attitude between two parties (Lynch et al 1999). In this regard, the relationship and behaviors between supervisor and an employee that is exchangeable (Kottke 1989). The research article under examination clearly states the outcomes of perceived supervisory support in relation to perceived organizational support, affective dedication towards organization and job satisfaction. Basically, perceived organizational support is adhered to the concept of social exchange theory, which means the extent to which a sub-ordinate is assisted from the organization, the more increased the sub-ordinate will be dedicated to the organization, though the more sub-ordinate will be capable to make organization able to achieve its vision and goals. So, it can be concluded that Perceived supervisory support is affirmatively correlated with perceived organizational support (Yoon et al 2004).

Organizational dedication or commitment can be referred as the degree to which a sub-ordinate feels himself/herself adhered and being recognized in relation to a particular organization (Mowday, Porter, and Steers 1982). The dedication or loyalty factor towards organization has been marked in regardance with comprehended emotional attachment with an organization (Allen and Meyer 1990). Therefore, it can be derived that perceived supervisory support has positive behavior in relation to affective determination or commitment towards an organization (Armstrong 2001).

Job contentment can be defined as the extent to which an employee feels satisfied and contented with their workplace. Job contentment is a compulsory factor as if the organization and supervisor admires his/her efforts towards the well-being of an organization Locke (1976), and then there will be an affirmative behavioral attitude of working staff that is leading to a decreased ratio in absenteeism and job turnover (Kahn 1973).

Organizational Support System is another structural supposition which elaborates the inter-personal relationship between an employee and organization by explaining the degree to which a firm or corporate appraises and look after the consideration and concern for their respective employees and staff. By receiving positive concerns and appraisals, employees then start building a trustworthy reliable relationship with their organization. Perceived organizational support and perceived supervisory support are essentially the fundamental factors in establishing employees' behaviors and attitudes at their workplace.

The organizational commitment for career development and supervisory support are independent variables and employees' performance is dependent variable. Career satisfaction levels have been identified as a dependent variable. In relation to *organizational commitment*, a higher level of *organizational commitment* reduces the overall *turnover ratio*. In perspective with undertaken research paper, the mediating role of organizational commitment between supervisory support and turnover intention has been experienced between organization and working management staff.

Hence, we can conclude that the perceived perspective about an organization and the manager plays an important role in making the behavioral attitude of an employee at his/her workplace. The sub-ordinates who have interpreted affirmative response and due attention or care from their respective managers and organization will likely to be more

concerned regarding their job performance and job satisfaction which will ultimately results in the decreased ratio of job turnovers. For instance, sub-ordinate or an employee of a particular workplace, when feels that he/she has been adequately and appropriately treated and so received his/her satisfied reward, then he/she will be more concerned towards the goals and objectives of an organization. In short, if an organization is giving importance, value and priority to its employees, then actually that organization is valuing itself.

Organizational Citizenship Behaviour

Organ (1988) defines the OCB as "individual behaviour discretion, not recognized directly or explicitly by the formal system of rewards, and which in its aggregates promotes the organization's effective functioning" The OCB definition includes three critical aspects of the structure.

OCBs are known to be flexible activities, which are not included in the job description, and are carried out by the employee individually, OCBs go beyond what is an enforceable job description requirement and OCBs make a significant contribution to the overall effectiveness of the organization.

Immediate criticism has been directed at the OCB organ (1988) definition. It is difficult to define the very essence of the system operationally. Critics began to question the discretionary existence of OCBs as specified by the Organ. Organ (1997), in response to critical comments, argues that, since it was originally described, jobs have moved away from clearly defined tasks and obligations and have grown in far more vague positions. A new structure of an organization, the practice of organizational citizenship (OCB), was implemented about a decade ago. OCB was characterized by two main criteria in its early research (Bateman & Organ, 1983; Smith, Organ & Near, 1983) (1) behavior above and beyond role requirements that are (2) organizationally functional. Research on altruism was commonly used to guide these early studies (e.g., Bateman & Organ, 1983; Brief & Motowidlo, 1986; Miceli, 1986; Motowidlo, 1984; O'Reilly & Chatman, 1986; Smith, Organ & Near, 1983; Williams, Podsakoff & Huber, 1986). In the mid-1980s, Graham (1986a) proposed that OCB inquiries would incorporate the political dimension of the term "citizenship." In his book on the subject Citing Graham, organ (1988) subsequently included "civic power" as an OCB type but still described the OCB as an organizationally functional additional role behavior. Recently, the study of organizational behavior focused on individual contributions that go beyond conventional efficiency or

productivity ideas. The OCB or individual contributions that have neither a contractual incentive nor can be enforced by supervision or work conditions are an example of this focus (Organ, 1988). Organ proposed that the OCB be treated as a key component of the success of employment since citizenship behaviors form a part of Katz and Kahn's (1966) spontaneous and inventive behaviors, which were instrumental for successful organizations. The work aimed at examining connections between corporate justice and the actions of organizational citizenship. It is difficult to confine oneself exclusively to supervisory definitions of non-role behavior, however, where research seeks to explain good citizenship by linking it to the effect of and cognition of staff (e.g. Bateman & Organ, 1983; Moorman, 1991; Organ & Konovsky, 1989; Smith et al., 1983; Witt, 1991). For example, if an individual defines assisting co-workers as an in-role activity, the behavior is very different from that of an extra-role behavior, so different rewards are interpreted in conjunction with helping behavior. Therefore, it is important in terms of the understanding of OCB to see whether a person supports a colleague because he or she wishes to make additional efforts on behalf of the organization or because he or she sees the action simply as part of his or her job. In sum, if researchers want to understand the "motivating basis of organizational citizenship behavior" (**Organ, 1990:43**), they first have to understand how employees conceptualize their responsibilities and how they define behaviors. The first is that the broad definition of this work or the distinguishing between input and extra-roles behavior is that employees who hold the same official task differ. This dimension I am referring to as work width perceived. The greater the range of work viewed by an employee, the more work he or she describes as in-role. For example, one employee can define a job very narrowly and see most behaviors, typically assumed to be citizenship, such as assisting colleagues, and not taking too long off, as being beyond expectations. Nevertheless, another employee could very loosely describe the same role and therefore consider many typical OCBs as part of the job. This claim is reinforced by both role shaping research (**Craen, 1976**) and social information processing (**Salancik & Pfeffer, 1978**), showing that occupations are created socially rather than scientifically defined. The motivation for in-role behavior should, therefore, be higher than the motivation for out-role behavior on average (**Katz, 1964; Organ, 1988; Puffer, 1987**). The very fact that the rewards for activities outside the position are lower than the incentives for in-role activities is a major source of concern in OCB. The research approach has been to identify the patterns, which most organizations classify as "extra-role" (**organ et al., 1989; Smith et al., 1983**), and to provide a

specific motivator to justify their events. The intentions of the OCB were selected to reflect the Theory of Reasoned Action as a measure for certain OCBs which indicates that the probability of real job is determined by the behavioral purpose (Ajzen & Fishbein, 1977). It implies, if the desired action (e.g. helping) of an employer, subject-matter of the conduct (e.g. a coworker), situation context of the conduct (e.g. at work) and time of the conduct (e.g. after hours of work) are specifically formulated, an employee is more likely to exhibit a specific OCB. Social-psychologists found that many behaviors can be predicted on the basis of behavioral intentions (cf. **Doran, Stone, Brief, & George, 1991**), and the relationship between intentions and actions tested in organizational research has proven to be a precedent of actual organization-related behavior (**Kraut, 1975**). The above debate shows some problems related to the calculation of mood effects on OCB. A proper test of the relationship between affective states and OCB is done by first clearly establishing the employee's mood and then observing the likelihood of taking part in specific OCBs in the working environment. Unfortunately, as pointed out, mood changes (**Isen & Baron 1991**) are difficult to detect and confirm and, while the experienced mood of a worker may be firmly established, discourage the excessive causal connection between subsequent actions and pre-ceding affective conditions in relation to the other persons.

Innovative Performance

Innovation is something that let us work using creative ideas which improves the whole procedure which further increase the significance and usefulness of the products and services.

Sopheon (2019) says that innovation performance is a key element of business performance. Management totally allows you to bring significant changes to your investment changes and bring them to the level that they can achieve the organizational goals through your innovative performance. Organization's business strategy is the best Matrix for measuring performance.

Certified Innovation Performance Professionals of KPI institute says that through Innovation Performance you get a chance to enhance an organization's performance through creative ideas. Innovation management represents the process of generating new opportunities. Successful business always needs innovative ideas and innovative performance comes as a best approach.

In the model that we have selected, innovation performance works as a dependent variable which totally

depends on psychological contract breach, in which emotional regulation works as a moderation variable between psychological contract breach and emotional exhaustion, which is itself an intervening variable. And then supportive organizational support works as a moderating variable between emotional regulation and innovative performance. Now innovation performance is the one variable that totally depends on others because rest of the variables can change its relationship with psychological contract breach, whether positive or negative.

Zahra and George (2006) Explored potential absorptive capacity (PAC). Got a sample of 2464 Spanish firms and found that R& D cooperation, external knowledge acquisition and experience with knowledge search are key antecedents of a firm's PAC. Plus during time of internal reshaping when a bit changes come in strategy, design of the organization and marketing, at this time firms put more efforts to accumulate PAC. At the end they say that PAC is a source of competitive advantage in innovation that shows PAC is independent variable and innovation performance is dependent variable while efficient internal knowledge works as moderating variable between these two.

Hung, Gary N, et al. (2010) say that due to continuous change in technology, organization is facing competitive challenges so management of every organization is looking for more creative ideas, innovation in the whole process of developing a product and product line. For this purpose Total Quality Management (TQM) is been titled the major management tool and knowledge Management (KM) has recently become famous in organizations. Moreover, innovation has also become the most important part of any organization for gaining sustainable competitive advantage.

The study used structural equation modelling to check the relationships between KM, TQM and innovation performance. And the final results were that KM is positively linked with TQM and innovation performance while TQM works as a mediator variable and innovation performance is dependent variable which depends on KM (independent variable).

Research Design and Methodology

For this Cross-sectional study on psychological Contract Breach we have used survey research strategy so that people can explain the effect of PCB on OCB and Innovative performance. we have collected data in quantitative form and the survey instrument that we have used is questionnaire. The unit of analysis for this research was service industry more specifically in the service sector

we have aggregated data from educational institutes, banks, consultants and insurance companies. We have taken sample of 200 employees working in a service sector and mostly are universities' faculty member. In order to assess the variables we wrote a self administered questionnaire with published questions for these variables. We used Likert scale to measure these questions, We went to universities and service based organizations and presented our questionnaire to respondents we gave them time and collected the questionnaire once they were done so there was a minimal interference of the administrator/researcher. We assessed two dependent variables, one independent, one moderating variable and we assessed two mediating variables to evaluate what will be the result if employee him/herself is successful in regulating their emotions or what will be the result if they get supervisory organizational support. All the respondents filled the questionnaire and we ensured their confidentiality to make them comfortable for filling the questionnaire and this survey was conducted in absolutely non-conventional way; in the natural environment where those employees work. In questionnaire the respondents were asked to rate the questions from 1 to 7. To improve the assessing process, the questions in the questionnaire were reversed recoded so that the higher values reflect the higher infringement perceived by the individuals. The mean of the variables was only calculated on the basis of what was ever promised by the respondents.

Dependent Variables:

Organizational citizenship behaviour:

We assessed the effect of psychological contract breach on the organizational citizenship behaviour that how much it effects the behaviour if contract broke. We wrote the published statements and assess that how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree".

Innovative Performance:

We evaluate how much innovative performance will be affected by the psychological contract breach. For this purpose, we wrote published statements and assess that

how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree".

Independent Variable:

Psychological Contract Breach:

We assessed the effect of this variable on dependent variables. We wrote published statements and assess that how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree".

Moderating Variables:

Emotional Regulation:

We assessed that how easily the employee can regulate his emotions if the psychological contract breached or its difficult for employee to regulate his emotions and how it effects employee to convert these emotions to emotional exhaustion. For assessing it we wrote published statements and assess that how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree".

Organizational Supervisory Support:

In this variable we measure that whether employees get their supervisor's support in order to regulate their emotions and not to affect their organizational behaviour and innovative performance after psychological contract breach. For this variable we wrote published statements and assess that how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree".

Mediating Variable:

We wrote published statements and assess that how much respondents are agreed or disagreed. Rates for the statement are from 1 to 7 "strongly disagreed to agree". We assessed that how emotional exhaustion affect the employee's organizational citizenship behaviour and innovative performance.

Results & Analysis

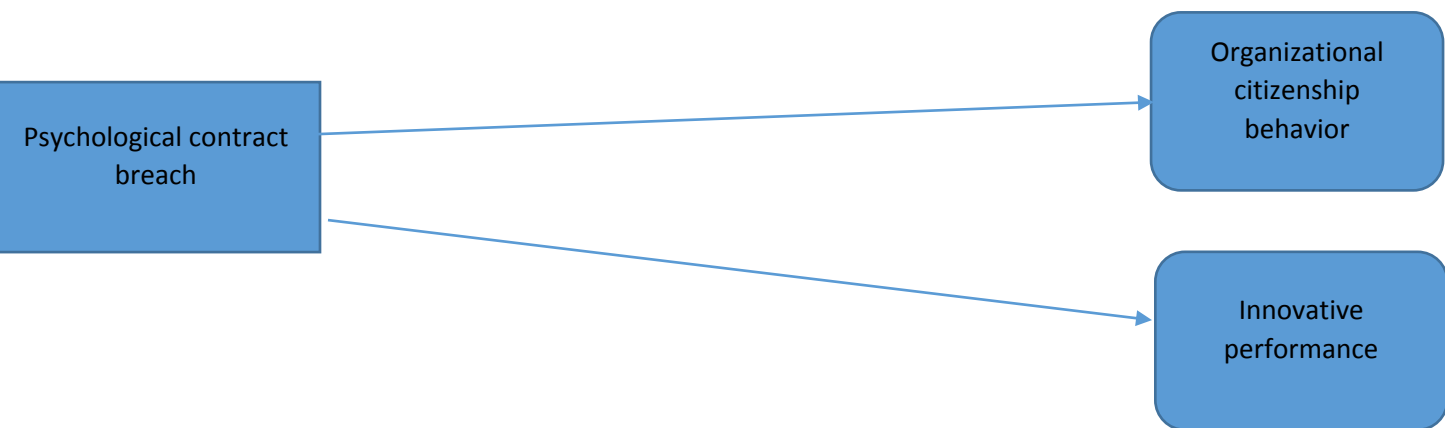
The means and correlations among the studied variables are reported in Table 1. As expected, Psychological Contract breach is negatively related to employee outcome of Innovative performance. However, Psychological contract breach is not negatively related to Organizational Citizenship behavior.

Correlations						
P_C_B_1	E_R_1	E_E_1	S_O_S_1	I_P_1	O_C_B	

						_1
P_C_B_1	(.705)					
E_R_1	.299**	(.794)				
E_E_1	.288**	-.357**	(.854)			
S_O_S_1	.279**	.409**	-.284**	(.890)		
I_P_1	-.340**	.459**	-.578**	.274**	(.881)	
O_C_B_1	.086	.624**	-.320**	.481**	.484**	(.775)

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We used regression analysis to test hypothesis. Table 2 shows the results of Hypothesis 1 and Hypothesis 2. As shown, the hypothesized main effect of PCB on Innovative Performance received support. PCB was negatively related to Innovative performance ($\beta = -.340, p < .001$). While the hypothesized effect of PCB on OCB was not supported by the results, as shown ($\beta = .086, p < .05$) the beta for PCB and OCB is positive while it was hypothesized that, Psychological Contract Breach is negatively related to Organizational Citizenship behavior. So, PCB was negatively related to one of the dependent variables.

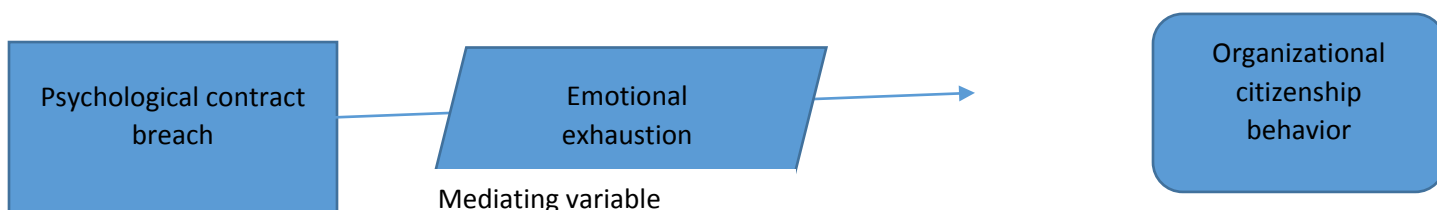


Variable	Psychological Contact Breach	
	Beta value	Significance level
Organizational citizenship behavior	.086	.406
Innovative performance	-.340	.001

H1 Psychological Contract Breach is negatively related to Organizational citizenship behavior. (Not accepted)

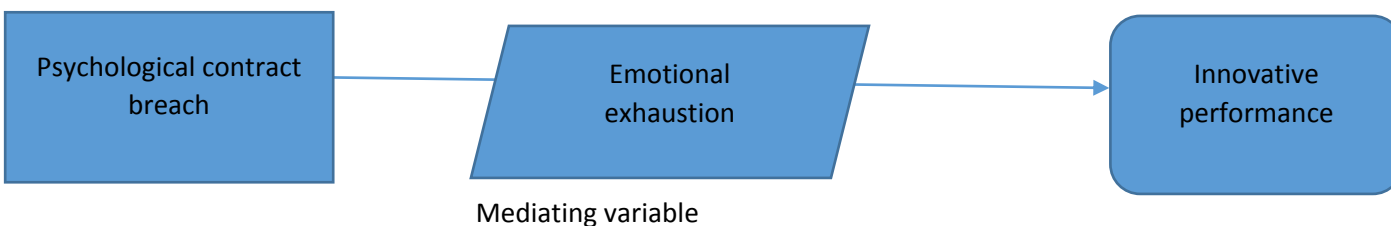
H2 Psychological Contract Breach negatively impacts innovative performance. (Accepted)

We tested a hypothetical mediational model in which emotional exhaustion can mediate the negative relationship between PCB and OCB and the relationship between PCB and innovative performance. We used the same data analysis approach to test the hypothesis 3 & 4. Table 3 shows the results of hypothesis 3 ($R^2=.035$) which supports the expected hypothesis, emotional exhaustion will strengthen the relationship between PCB and OCB. And the results shown in Table 4 supports the hypothesis 4 ($R^2=.033$) which means with higher emotional exhaustion there will be stronger relationship between PCB and innovative performance.



Variable	Organizational citizenship behavior		
	B value	Significance level	R square change
emotional exhaustion	-.376	.000	
Psychological contract breach	.194	0.58	.035

H3 Emotional exhaustion will mediate the relationship between PCB and OCB. This relationship will be stronger for more emotional exhaustion. (Accepted)



Variable	Innovative performance
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	B value	Significance level	R square change
emotional exhaustion	-.524	.000	
Psychological contract breach	-.189	.057	.033

H4 Emotional exhaustion will mediate the relationship between PCB and Innovative performance. This relationship will be stronger for more emotional exhaustion. (Accepted)

Limitations & Managerial Implications

Limitations

This verified observational analysis research was conducted to find out the elements or components that are mainly prevailing factors causing an employee to remain positive or maybe negative while in various circumstances in their jobs at their respective corporate workplaces and also to know the fundamental reasons for being emotionally exhausted when working employees encounter the violation of their perceived agreements between employer and employee and also between employee and organization. The demographical components that are being employed for the thorough comprehensive analysis are gender, age, job experience, designation and qualification with the help of questionnaire survey by data entry analysis in SPSS software. The main purpose and objective of this research study is to critically observe the significant possible ways to enhance the positive attitude behavior in employees towards their career, performance and organization. However, there are several limitations that are observed which affected and impacted the conclusive findings of our proposed research work analysis, they are as follows;

- The research study subject, that we are provided with, for thorough analysis namely 'Psychological Contract Breach', while collecting data of already done research on this area of subject very little previously done related research articles and analysis was available for further findings in relation to drawing an analytical framework for research purpose.
- Although, the research study was conducted in Pakistan, but our research analysis is limited and carried out in a specified area locality with a defined specified sample size which probably could have affected the conclusion. Hence, the proposed findings could have inclusion of certain generalized logical reasoning or generalized concepts.

- Maybe, every respondent may not have the enough ability to properly apprehend, understand, address and select the right answer in correspondence with asked questions or there could also be possibility that working staff didn't deliberately conveyed their true thoughts or feelings about the level of dissatisfaction and anxiety, they faced while being emotionally exhausted at their relevant workplaces. This might have influenced the conclusive measurements that are presented as results in conclusions.

Managerial Implications

This observational analytical study based on perceived psychological contracts and their after breach conclusive effects on organizational citizenship behavior and innovative performance conducted among employees or working staff at various workplaces in Pakistan that will be eventually helping the firms in HRM area of interest regarding organizational and managerial support for enhancing positive job performance attitude behaviors in working corporate sectors. However, this is a narrowly analyzed area, particularly and specifically related to workplaces located in Pakistan, as the inferred conclusions are very beneficial for practical and theoretical interest implications by the managers themselves and the whole management system. The managerial implications of psychological contract breach research study analysis are as follows;

- With concerned study related to subject area 'Psychological breach agreements', our research work has some resemblance with the cognitive schemata framework of psychological agreements in the corporate firms. The framework model, however, expands the available opportunities and several factors that are of much importance in regulating the affirmative emotions of employees towards organizational purposes or goals and job related aims in the working corporate organizations.

- Our analytical research has contributed in previously and already done studies that are conducted in observational research area of subject with the help of likert scale analysis criteria in Pakistan that is developed for our six following variables namely; psychological contract breach defined as independent variable, Emotional regulation as moderating variable, Emotional exhaustion acting as mediator, Supervisory organizational support represented as moderator ,Organizational citizenship behavior and innovative performance both defined as dependent variables with a survey based Questionnaire study for the purpose of further exploration and also providing directions for the upcoming future research in this particular area of study.
- Our descriptive research based findings significantly draws attention towards the level of intensity of breach of contract by apprehending and comprehending the influential impacts on employees behavior to their job performances and hence also affecting the attainment of organization's goals and objectives which are more important to any firm or corporate sector bodies.
- This undertaken research paper emphasizes and comprehensively focuses on various demographical elements such as age, gender, qualification, job experience and designation in their relevant fields for the purpose of conclusive measurements towards perceived psychological agreements and the degree of fulfillment of those contracts among employee and employer and also between employee and organization.
- There are few suggestions and implications that have been inferred from the results and conclusive findings for the improvement of already prevailing management systems running in firms for the further betterment of the corporate sectors in case if that respective firm would adapt that for the ultimate benefit of the organization e.g., After receiving positive concerns and appraisals, employees then usually start building a trustworthy reliable relationship with their organization. Perceived organizational support and perceived managerial assistance are essentially the fundamental elements and components in establishing and maintaining the employees' behaviors and attitudes at their respective workplaces. In short, if a firm is giving importance, value and priority to its employees, then actually that corporate sector is eventually valuing itself. Managers, however, should continuously motivate and encourage their working staff by enhancing regulation of positive emotions in employees and also through availability of persistent managerial support to their staff.
- Continual training and motivational support sessions should be conducted at regular intervals of time which can add a new dimension about the value and reputation of an organization in the perception of employees.

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