



# Nexus Between Work Disruption, Work Life Conflict and Psychological Contract Breach: Applying Conversation of Resources Theory

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| Article Information                                                                                                                                       | Abstract                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <b>Article history:</b><br>Submitted: 20 <sup>th</sup> Nov, 2024<br>Accepted: 23 <sup>rd</sup> June, 2025<br>Published: 30 <sup>th</sup> June, 2025       | <i>The purpose of this thesis is to find out if the perverse inter-relationship between Work Disruption, Work-Life Conflict and Psychological Contract Breach can be redeemed through organizational support. Conservation of Resources Theory suggests this nexus as work disruption, job related anxiety and work-life conflict of employees are types of resource loss leading to negative outcome of psychological contract breach. However, COR theory also predicts that resources can be conserved so we have included perceived organization support in our model as a moderator. Target population for the study are public sector employees in Pakistan and sample is of administrative staff in public hospitals of Rawalpindi and Islamabad. Using an instrument with scales previously validated in literature we conducted a survey of 270 employees. We applied SEM using SMART- PLS to test our hypothesis as well as reliability and validity of the instrument in our target population. Our findings reveal that the public sector employees who receive organizational support do not suffer from PCB. We also found that JRA and WD lead to Work-life conflict. However, we did not find mediation or moderation effects to be significant. This means that the mechanism for reducing PCB in our population is straight forward and there is no significant effect, either direct or indirect, of WLC on PCB. WLC happens simply due to JRA and WD in this population. Recommendations to Pakistani public sector managers and future research directions are given based on these findings.</i> |
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| <b>Keywords:</b><br>Work Disruption;<br>Job Related Anxiety;<br>Work Life Conflict;<br>Perceived Organizational Support;<br>Psychological Contract Breach |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Introduction

The situation in which a psychological contract breach occurs is an important topic of study. A person's appraisal of a breach is influenced by events arising within the organization. If organizational commitments are not met while they are working, the employee feels violated. This might not necessarily be the result of the employer's deliberate actions in a PCB. Extenuating circumstances may make it impossible for the psychological commitment to be fulfilled. Even if the business is unsuccessful in fulfilling awaited tasks as the consequence of changes in the external environment, employees may nevertheless feel that the psychological contract has been

broken. Subtle environmental interruptions can condition and functioning of psychological contracts (Coyle-Shapiro et al., 2019).

Conflict between work and personal life is a significant factor in deciding whether a psychological contract has been broken. Previous research on psychological contracts has mainly ignored the effects of emotional events that take place at home and instead concentrated on the workplace at the employers' location. Although Employees have long desired a equality between work and life, the psychological contract's importance of work-life harmony has received little attention. By highlighting how crucial it is for employers and employees to identify and control the degree of work-life conflict, our study fills this space in the literature. As more companies implement work-from-home policies, the study of work-life conflict and how it affects the psychological contract is becoming more and more crucial. (Gong & Wang, 2021).

However, as organizational change exposes recipients to a great deal of vulnerability, reciprocating POS in a change context probably necessitates feelings of confidence that the change is well-intentioned and won't be detrimental to one's interests. Employee vulnerability to organizational or leadership decisions over which they have no control is typically defined as employee trust. Employees who feel sustained by the organization are additionally liable to believe that its change initiatives won't negatively affect them or their interests. (Turgut, Michel, Rothenhöfer, & Sonntag, 2016).

Psychological contract breach refers to situations where one party perceives that the other party has failed to achieve their mutual responsibilities and expectations in a relationship, typically within an employment context. This breach can lead to feelings of dissatisfaction, decreased commitment, and potentially impact the overall relationship between individuals or between employees and their organizations.

Gong and Sims (2022) suggested in their research work that future studies can investigate the attribution progressions of the (PCB) and recognize potential contingency influences that may moderate the insights of a (PCB) and this research work will strive to examine the same.

The study is significant in various ways, To design effective policies for public sector hospitals that promote work-life balance and reduce work disruption, it is essential to understand the impact of work-life conflict on psychological contract breach through the lens of Conservation of Resources (COR) theory. COR theory posits that individuals strive to obtain, retain, and protect their resources, which include time, energy, and social support. When these resources are threatened or lost, it can lead to stress and work-life conflict, subsequently breaching the psychological contract between employees and the organization. Hospitals should therefore implement policies that enhance resource availability and reduce resource depletion. Such policies may include flexible work schedules, access to mental health support, and opportunities for professional development. By doing so, hospitals can better manage employee expectations, foster trust, and ultimately create a more balanced and productive work environment.

## **Literature Review**

### **Theoretical Viewpoint:**

Hobfoll (1989) proposed this theory: (COR) is a stress theory that drives humans to both maintain their current resources and to pursue new resources. Hobfoll (1989) posited that psychological stress occurred in three instances when there was a threat of a loss of resources, an actual net loss of resources, and a lack of gained resources following the spending of resources.

***Resource loss:***

Employees may experience a decrease in job security or perceive a reduction in career opportunities due to work distributions.

***Stress and Strain:***

Resource loss creates stress and strain on individuals. Psychological contract breach can lead to increased stress, anxiety, and feelings of injustice.

***Buffering Effect:***

Individuals with strong organizational support may be more resilient and better able to recover from the breach compared to those with limited support resources.

***Resource Investment/High Job Demand:***

Employees may have to engage in extra-role behaviors, such as volunteering for additional tasks or investing more time and effort into their work, to demonstrate their value and secure their position within the organization. This leads to work life conflict.

***Psychological Contract Breach:***

"Individuals' beliefs about the terms of an exchange agreement between them and their organization, as shaped by the organization," is how the psychological contract breach is defined. 1995 (Rousseau). A psychological contract is broken, and an uncomfortable emotional process occurs when there are unresolved issues in the solid psychological relationship between the employer and the employee (Rousseau, Tomprou, Hansen, 2018). It should be highlighted that the COVID-19 epidemic, which led to the switch to a work-from-home program, had an external impact that confounded the employees' affective moods. Due to the employees' limited access to community and social assistance and activities, their tension and anxiety towards society, their employer, and their house suddenly grew worse. There were also very few coping mechanisms available. (2002) (Lin, Shao, Li, Guo, & Zhan). PCB's precursors have also been researched, but to a lesser extent. The environment in which the psychological contract breach occurs is one topic of investigation.

***Job Related Anxiety:***

Job-related anxiety is the tension workers feel as they carry out their duties because they are concerned about how their organizations will run and whether they will be able to live up to their employers' expectations (Parker and DeCotiis, 1983; Xie, 1996). In this COVID-19 epidemic, anxiety is a common emotion. (Trougakos et al., 2020; Hu et al., 2020). "Job anxiety" is anxiety pertaining to what is occurring at work and what people are thinking about it. Subjective tension, anxiety, and concern that are transient and sensitive to the current work environment are typically its defining traits (Zalewska, 2011). The term "job anxiety" is used in our study to describe specifically an emotional state or a situational behavior in reaction to the working conditions during the COVID-19 outbreak. The common sign of the psychological anguish brought on by resource loss is state anxiety. Visiting websites with relevant news and messages while at work is a digital distraction (Chen et al., 2020).

***Work Disruption:***

People's emotions and moods fluctuate because of disruptive situations. The impact of these shifts on the employees' emotions is amplified by the speed and size of these disruptive events (Weiss & Cropanzano, 1996). The COVID-19 outbreak served as an extrinsic impact that

initially affected the employees' emotional moods and led to the move to a work-from-home arrangement. From the strain and unpredictability that come from business, the job, and society. Although the house's worth unexpectedly increased, the lack of social and communal resources severely constrained the possibilities for coping (Lin, Shao, Li, Guo, & Zhan, 2021). As the epidemic addressed the interconnection of social entities in contemporary society and revealed how susceptible this relationship is to resource exploitation, home life became tense. The personnel struggled under extreme pressure to adjust to several abrupt changes in their working and personal environments, which put their emotional experiences into disarray. Given that a shock could cause both increased attempts at control and heightened subjective reactions (Beal & Ghandour, 2011).

### ***Work Life Conflict:***

"A specific type of inter-role conflict where pressures from the work role are incompatible with pressures from the family role" is work-life conflict (WLC) (1995; Thomas & Ganster). As we concentrate on the characteristics of employees who must work from home, their job and life are in conflict. Despite the fallacy that a work-from-home arrangement will provide flexibility and reduce conflict between commitments to family and work, (van der Lippe & Lippenyi, 2020). People work a variety of professions every day with various responsibilities and challenges, which could lead to work-life conflict Cheng & McCarthy, (2013). Every day, people have a variety of jobs with varying obligations and difficulties, which might cause work-life conflict Cheng & McCarthy, 2013). Conflict between work and personal responsibilities essential not be about one ruling the other; rather, it might concern how work and personal obligations can coexist peacefully (Lisson et al., 2013). People need balance between their personal and professional lives; when they are out of balance, stress levels rise and productivity declines (Evers et al., 2014). When the demands of work and personal life are not balance, work-life conflict (WLC) develops, which can cause anxiety and even stress.

### ***Perceived Organizational Support:***

Employees' belief that their organizations are worth their assistance and care about their comfort has been referred to as perceived organizational support (Simosi, 2012). Risk-taking is frequently a component of creativity, and organizational support can indirectly promote employees' creativity. Two important aspects of the work environment that influence perceived organizational support are perceived superior support and procedural justice. The idea behind perceived supervisor support is that managers should act as representatives of their organizations, assessing workers and informing them of their goals and values. Employees construe their supervisors' treatment of them as a sign of organizational support, suggesting that organizational support precedes perceived supervisor support rather than the other way around (Neves and Eisenberger, 2014). Employees form opinions about the extent to which their organizations respect them, value their contributions, and look out for their wellbeing. These ideas are becoming more and more significant and accepted as crucial determinants in evaluating their perceived organizational support (POS) (Arogundade, & Adebajo, 2015).

### ***Job Related Anxiety and Psychological Contract Breach:***

The term "job anxiety" specifically refers to emotional state or situational behaviour in response to the unique working circumstances during the COVID-19 epidemic. The common sign of the psychological anguish brought on by resource loss is state anxiety. Visiting websites with relevant news and messages while at work is a digital distraction. It is important to note that the COVID-19 epidemic, which led to the switch to a tele working plan, acted as an external shock that threw the workers' affective states into confusion. Due to the employees' limited access to

community and social support and activities, emphasis and uncertainty from society, their employer, and their home suddenly increased. Coping resources were also severely constrained. Topa, G et al (2022) suggested that job-related anxiety intensifies when employees feel their psychological contract has been violated. This increased anxiety negatively impacts their job performance, particularly when employees believe their psychological contract includes relational obligations, such as mutual trust and long-term commitment. The study's findings suggest that managing these expectations and addressing breaches proactively can help mitigate the detrimental effects on employee performance.

***H 1: Job Related Anxiety positively influences Psychological Contract Breach.***

***Work Disruption and Work Life Conflict:***

It's possible for a person's employment to conflict with other responsibilities and interests in their personal life, which results in a conflict between work and life. In addition to the family role, they can include spending time with friends, exercising, serving in the military, going to school, taking care of oneself, and recovering. Particularly, the COVID-19 epidemic, which prompted the change to a work-from-home schedule, which started to irregularity the employees' emotional states. Stress and doubt from society, and the organization. The home suddenly increased in value, but coping mechanisms were severely constrained due to a lack of available social and communal resources. Lott, Y., & Wöhrmann, A. M. (2023) published a study that explores the spillover and crossover effects of working time demands on satisfaction with work-life balance among dual-earner couples. The study found that high working time demands, including long work hours, evening work, and work contact during leisure time, significantly increase work-life conflict. This is because these demands blur the boundaries between work and personal life, leading to role pressure, incompatibility and psychological detachment from work during leisure time.

***H 2: Work Disruption positively influences Work Life Conflict.***

***Work Disruption and Psychological Contract Breach:***

In particular, the COVID-19 epidemic acted as an exogenous shock that started to control the workers' emotional moods and was the driving force behind the change to a work-from-home schedule. Stress and unpredictability in the workplace, society, and organizations. The house's worth unexpectedly increased, but there were little social and communal resources, which severely constrained the possibilities for coping. The COVID-19 outbreak, which led to the switch to a work-from-home schedule, should be noted as acting as an outside shock that perplexed the employees' emotional states. The employees' stress and anxiety from society, their employer, and their home unexpectedly worsened due to their limited access to community and social support and activities. Resources for coping were also very limited. Chaudhary and Islam (2022) found that workplace bullying negatively impacts employees' behavior and performance, leading to increased knowledge hiding. Psychological contract breach serves as a mediating factor in this relationship, highlighting how bullying disrupts the psychological contract and exacerbates negative workplace behaviors.

Bulutlar and Oz (2009) explored the broader implications of workplace bullying, showing that ethical climates and workplace bullying behaviors significantly influence psychological contract breach and negative employee attitudes.

***H 3: Work Disruption positively influences Psychological Contract Breach.***

### ***Job Related Anxiety and Work Life Conflict:***

A clash between work and life is a result of the possibility that one's job may collide with other commitments and interests in one's personal life. In addition to the family role, they can include spending time with friends, exercising, and allocation in the martial arts, going to school, taking care of oneself, and recovering. The term "job anxiety" specifically refers to emotional state or situational behavior in response to the unique working circumstances during the COVID-19 epidemic. The common sign of the psychological anguish brought on by resource loss is state anxiety. Visiting websites with relevant news and messages while at work is a digital distraction. Abdou, A. H., et al (2024). discusses how professional job stress, particularly during the COVID-19 pandemic, intensified work-life conflict. The stress from remote work, increased workloads, and the blurring of boundaries between professional and personal life exacerbated job-related anxiety, leading to more significant work-life conflict and burnout.

Şahin, S, et al. (2021) confirms that work-family conflict mediates the relationship between job stressors and psychological distress. The study found that job demands, such as work overload and emotional demands, contribute significantly to work-life conflict, which in turn affects employees' mental health and job satisfaction.

**H 4:** *Job Related Anxiety positively influences Work Life Conflict.*

### ***Perceived Organizational Support and Job-Related Anxiety and Psychological Contract Breach:***

Employees form opinions about the extent to which their organizations respect them, value their contributions, and look out for their welfare. These ideas are becoming more and more significant and accepted as crucial determinants in evaluating their perceived organizational support (POS). A clash between work and life is a result of the possibility that one's job may collide with other commitments and interests in one's personal life. In addition to the family role, they can include spending time with friends, exercising, serving in the military, taking care of oneself, and recovering. The term "job anxiety" specifically refers to emotional state or situational behavior in response to the unique working circumstances during the COVID-19 epidemic. The common sign of the psychological anguish brought on by resource loss is state anxiety. Visiting websites with relevant news and messages while at work is a digital distraction. It is important to note that the COVID-19 epidemic, which led to the switch to a work from home schedule, acted as an external surprise that threw the workers' emotional conditions into confusion.

**H 5:** *Perceived Organizational Support moderates the relationship between Job Related Anxiety and Psychological Contract Breach.*

### ***Work Life Conflict and Work Disruption and Psychological Contract Breach:***

The potential for a person's job to conflict with other responsibilities and interests in their personal life is what causes a work-life conflict. In addition to the family role, they can include spending time with friends, exercising, serving in the military, going to school, taking care of oneself, and recovering. The term "job anxiety" specifically refers to emotional state or situational behavior in response to the unique working circumstances during the COVID-19 epidemic. The common sign of the psychological anguish brought on by resource loss is state anxiety. Visiting websites with relevant news and messages while at work is a digital distraction.

**H 6:** *Work Life Conflict mediates the relationship between Work Disruption and Psychological Contract Breach.*

### ***Perceived Organizational Support and Work Life Conflict and Psychological Contract Breach:***

Employees form opinions about the extent to which their organizations respect them, value their contributions, and look out for their welfare. These ideas are becoming more and more significant and accepted as crucial determinants in evaluating their perceived organizational support (POS). It is important to note that the COVID-19 epidemic, which led to the switch to a work from home schedule, acted as an external shock that threw the workers' affective states into confusion. Due to the employees' limited access to community and social support and activities, stress and uncertainty from society, their employer, and their home suddenly increased. Coping resources were also severely constrained. Perceived Organizational Support (POS) plays a significant role in moderating the relationship between Work-Life Conflict (WLC) and Psychological Contract Breach (PCB).

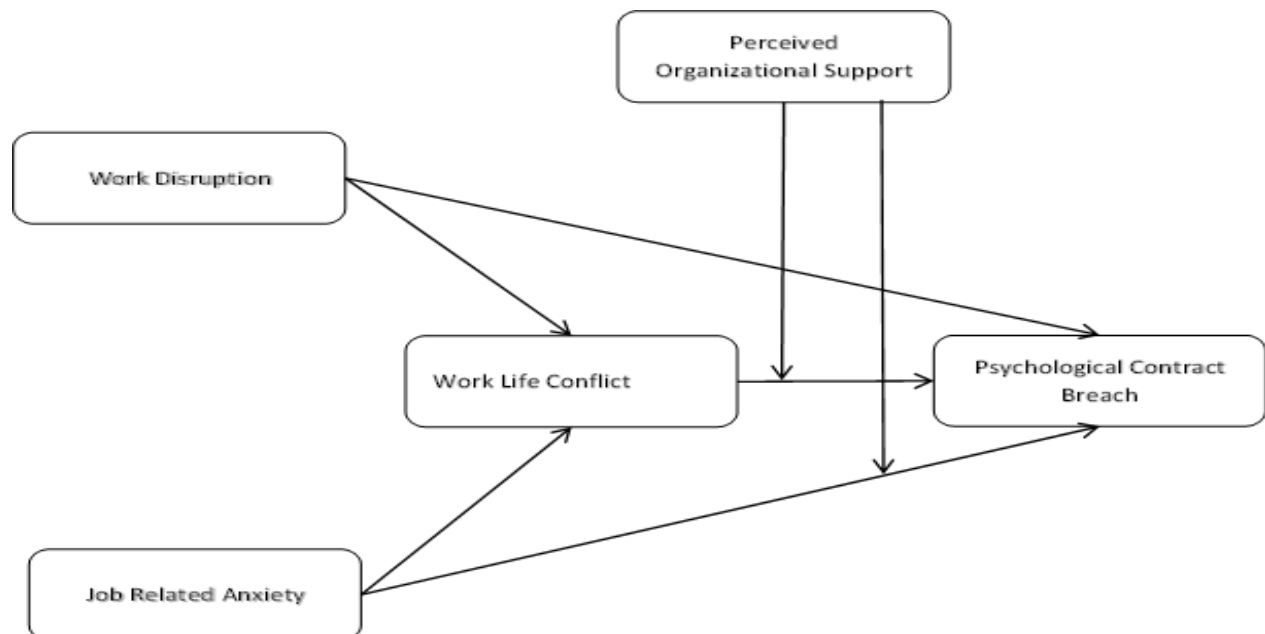
***H7: Perceived Organizational Support moderates the relationship between Work Life Conflict and Psychological Contract Breach.***

### ***Work Life Conflict and Psychological Contract Breach:***

The chance that one's career may conflict with other duties and interests in one's individual life leads to a conflict between work and life. They can also be playing a family role, hanging out with friends, exercising, and serving in the military, attending school, caring for oneself, and healing. Note that the COVID-19 outbreak, which prompted the change to a working home agenda, operated as an outside shock that confused the workers' emotional states. Due to the employees' limited access to community and social support and activities, stress from society, their employer, and their home suddenly increased. Coping resources were also severely constrained. Topa, G., Aranda-Carmena, M., & De-Maria, B. (2022). reviews the consequences of psychological contract breaches, highlighting that increased work-life conflict is associated with a higher perception of psychological contract breaches. This is because employees experiencing high WLC often feel that their employer is not fulfilling implicit promises related to work-life balance, leading to perceptions of PCB.

***H 8: Work Life Conflict positively influences Psychological Contract Breach.***

### **Conceptual Framework**



## Methodology

In Pakistan Administration sector of Public Hospitals in Rawalpindi and Islamabad, a conceptual model has been tested to determine the nexus between Work Disruption, Work Life Conflict and Psychological Contract Breach. This section explores different methods that are used in collecting data and analyzing data that are related to study. Research approach, research philosophy and research strategy, method of choice are also explored in this section. Further identified the target population, sampling size, data collection and data analyze process. There are two types of methods which are Mono method and Mixed method. Mono method is single approach method. Mono method selected for one research ‘‘Quantitative method or Qualitative method. On the other hand, Mixed method known as multi method. This study deals with the Mono method using only a single quantitative research method. Primary data was collected from the employees of public hospitals in Pakistan.

The population is delimited to twin cities, Rawalpindi and Islamabad. The target population is selected from the employees of administrative sector of Public Hospitals. The population is delimited to twin cities, Rawalpindi and Islamabad. There are two types of data collection technique. These are Primary data and Secondary data. This study deals with Primary data collection tool. Research questionnaire is distributed by using Google form link. There are two sections of the research instrument. Section I includes demographics variables such as Gender, Age, Education, Job Position. Section II includes items related to study variables. The constructs were measured using five-point Likert - scale. The items are scored using a five-point Likert scale (1=Strongly Disagree, 5=Strongly Agree).

**Table 3.1: Research Instrument**

| Variables                        | No of Items | Source                                             | Measure              |
|----------------------------------|-------------|----------------------------------------------------|----------------------|
| Work Disruption                  | 3           | (Gong & Sims ,2022)                                | 5-point likert scale |
| Job Related Anxiety              | 3           | (Parker and DeCotiis (1983)                        | 5-point likert scale |
| Work Life Conflict               | 5           | (Thomas and Ganster (1995)                         | 5-point likert scale |
| Perceived Organizational Support | 4           | (Eisenberger, Huntington, Hutchison, & Sowa, 1986) | 5-point likert scale |
| Psychological. Contract Breach   | 4           | (Robinson & Morrison, 2000)                        | 5-point likert scale |

## Results

A demographic profile refers to a summary or description of the characteristics of a population or a specific group of individuals. It provides information about various factors that can help understand and categorize a population based on certain characteristics. The researcher may

include a demographic variable such as Age, gender, education, marital status and nature of employee.

SPSS was used in the process of analyzing demographic variables. A total number of (n=290) administrative staff of public hospitals in twin cities Rawalpindi and Islamabad participated in the survey. The number of respondents aged 18-25 were (n=28, 9.6%), between age 26-35 (n=170, 58.4%) between age 36-45 (n=83, 28.5%) between age 46-55 (n=8, 2.7%) and above 55 were (n=2, .7%). Most of the sample respondents were Male (n=167, 57.4%) while female respondents were (n=123, 42.3%). Prefer not to say (n=1, .3%) In education majority were Masters with (n=214, 73.5%) Bachelors were (n=16, 5.5%) PhD were (n=56, 19.2%) and others were (n=5, 1.7%). In marital status mostly were married (n=170, 58.4%) and unmarried were (n=121, 41.6%). In nature of employee many were Permanent (n=158, 54.3%) and Contractual were (n=133, 45.7%).

**Table 4.1: Demographics**

| Profile                   | Distribution      | Frequency | Percentage |
|---------------------------|-------------------|-----------|------------|
| <b>Age</b>                | 18-25             | 28        | 9.6        |
|                           | 26-35             | 170       | 58.4       |
|                           | 36-45             | 83        | 28.5       |
|                           | 46-55             | 8         | 2.7        |
|                           | Above 55          | 2         | .7         |
| <b>Gender</b>             | Male              | 167       | 57.4       |
|                           | Female            | 123       | 42.3       |
|                           | Prefer not to say | 1         | .3         |
| <b>Education</b>          | Bachelors         | 16        | 5.5        |
|                           | Masters           | 214       | 73.5       |
|                           | PhD               | 56        | 19.2       |
|                           | Others            | 5         | 1.7        |
|                           |                   |           |            |
| <b>Marital Status</b>     | Married           | 170       | 58.4       |
|                           | Unmarried         | 121       | 41.6       |
| <b>Nature Of Employee</b> | Permanent         | 158       | 54.3       |
|                           | Contractual       | 133       | 45.7       |

**Table 4.2 Reliability**

| Variables | Items | Cronbach's alpha | CR    |
|-----------|-------|------------------|-------|
| WD        | 03    | 0.614            | 0.752 |
| JRA       | 03    | 0.667            | 0.795 |
| WLC       | 05    | 0.553            | 0.828 |
| POS       | 04    | 0.574            | 0.712 |
| PCB       | 04    | 0.741            | 0.792 |

Normality in the context of assessment refers to the distribution of scores obtained by individuals on a particular test or measurement. It is a statistical concept that indicates how the data points are distributed around the mean value. Skewness and Kurtosis show the normality of the data. According to Hair et al. (2017), skewness is employed to identify whether a data distribution is symmetric while kurtosis is utilized to determine the degree of awareness of data values. According to Hair et al (2017) the ideal range of Skewness and Kurtosis values is between +1 and -1. Skewness' and Kurtosis may exceed +1 or fall below -1.

**Table 4.3 Univariate of Normality**

| Items | N   | Min | Max | Mean | SD    | Skewness | Kurtosis |
|-------|-----|-----|-----|------|-------|----------|----------|
| PCB 1 | 291 | 1   | 5   | 2.82 | 1.334 | .219     | -1.263   |
| PCB 2 | 291 | 1   | 5   | 2.80 | 1.389 | .268     | -1.250   |
| PCB 3 | 291 | 1   | 5   | 2.77 | 1.397 | .249     | -1.295   |
| PCB 4 | 291 | 1   | 5   | 2.64 | 1.374 | .397     | -1.145   |
| WD 1  | 291 | 1   | 5   | 3.65 | 1.382 | -.684    | -.887    |
| WD 2  | 291 | 1   | 5   | 3.29 | 1.402 | -.282    | -1.306   |
| WD 3  | 291 | 1   | 5   | 3.30 | 1.406 | -.378    | -1.232   |
| JRA 1 | 291 | 1   | 5   | 3.26 | 1.385 | -.242    | -1.251   |
| JRA 2 | 291 | 1   | 5   | 3.22 | 1.404 | -.276    | -1.260   |
| JRA 3 | 291 | 1   | 5   | 3.12 | 1.390 | -.071    | -1.317   |
| WLC 1 | 291 | 1   | 5   | 3.93 | 1.502 | .020     | -1.510   |
| WLC 2 | 291 | 1   | 5   | 3.73 | 1.518 | .158     | -1.521   |
| WLC 3 | 291 | 1   | 5   | 3.89 | 1.456 | .051     | -1.446   |
| WLC 4 | 291 | 1   | 5   | 3.05 | 1.459 | -.123    | -1.421   |
| WLC 5 | 291 | 1   | 5   | 3.07 | 1.416 | -.099    | -1.360   |
| POS 1 | 291 | 1   | 5   | 3.84 | 1.316 | -.900    | -4.49    |
| POS 2 | 291 | 1   | 5   | 3.27 | 1.416 | -.350    | -1.250   |
| POS 3 | 291 | 1   | 5   | 3.34 | 1.445 | -.403    | -1.226   |
| POS 4 | 291 | 1   | 5   | 3.38 | 1.386 | -.456    | -1.083   |

The study of partial least square SEM modeling involves a two-stage process. The first stage is the measurement model; the other name is outer model; the second stage is the structural model; the other name is the inner model. Reliability and validity are shown in the measurement model. Structural models show the hypothesized relationship between variables.

#### **Convergent validity:**

To evaluate the convergent validity of the measurement model, the researchers used two measures: the first one is AVE and the second one is factor loadings, factor loadings represented with the symbol ( $\lambda$ ). According to (Urbach, & Ahlemann; Garson, 2016) the minimum requirement of AVE is 0.5 and in this research the AVE is 0.5. Minimum value of Cronbach Alpha is 0.7 but according to (Purwanto, & Sudargini) the value of Cronbach alpha is 0.5 and greater is still acceptable in empirical studies.

**Table 4.4: Convergent validity**

| Contract                             | Items | AVE   | Cronbach's Alpha | Factor Loadings |
|--------------------------------------|-------|-------|------------------|-----------------|
| <b>Psychological Contract Breach</b> | PCB 1 | 0.5   | 0.792            | 0.663           |
|                                      | PCB 2 |       |                  | 0.815           |
|                                      | PCB 3 |       |                  | 0.769           |
|                                      | PCB 4 |       |                  | 0.549           |
| <b>Work Disruption</b>               | WD 1  | 0.512 | 0.752            | 0.663           |
|                                      | WD 2  |       |                  | 0.789           |
|                                      | WD 3  |       |                  | 0.779           |
| <b>Job Related Anxiety</b>           | JRA 1 | 0.565 | 0.795            | 0.549           |
|                                      | JRA 2 |       |                  | 0.702           |
|                                      | JRA 3 |       |                  | 0.552           |

|                                         |       |     |       |       |
|-----------------------------------------|-------|-----|-------|-------|
| <b>Work Life Conflict</b>               | WLC 1 |     |       | 0.666 |
|                                         | WLC 2 | 0.5 | 0.828 | 0.513 |
|                                         | WLC 3 |     |       | 0.804 |
|                                         | WLC 4 |     |       | 0.791 |
|                                         | WLC 5 |     |       | 0.714 |
| <b>Perceived Organizational Support</b> | POS 1 | 0.5 | 0.712 | 0.757 |
|                                         | POS2  |     |       | 0.742 |
|                                         | POS 3 |     |       | 0.662 |
|                                         | POS 3 |     |       | 0.623 |

#### **Discriminant Validity:**

According to Hair et al (2017), When discussing a constructs discriminant validity, we look at how well it differentiates itself from similar constructs. Discriminate validity, also known as divergent validity, identifies unrelated constructs. According to criteria proposed by Haier et al (2017) for an indicator to be considered a valid measure of a specific construct, its outer loading on that variable should be higher than any of its cross loading (i-e correlations) with other contracts. Fornell & Larker (1981) criteria a variable display acceptable discriminant validity if the square root of its AVE is greater than the correlation between the variable and any other variable in the model. An alternative method for assessing the discriminant validity has emerged known as HTMT. An HTMT value lower than 0.90 is the standard for determining discriminant validity.

**Table 4.5: Cross Loadings**

|       | <b>JRA</b> | <b>PCB</b> | <b>WD</b> | <b>WLC</b> |
|-------|------------|------------|-----------|------------|
| JRA 1 | 0.663      | -0.201     | 0.159     | 0.225      |
| JRA 2 | 0.815      | -0.205     | 0.161     | 0.325      |
| JRA 3 | 0.769      | -0.182     | 0.235     | 0.346      |
| PCB 1 | -0.061     | 0.549      | -0.129    | -0.104     |
| PCB 2 | -0.157     | 0.663      | -0.049    | -0.130     |
| PCB 3 | -0.209     | 0.789      | -0.035    | -0.172     |
| PCB 4 | -0.242     | 0.779      | -0.155    | -0.179     |
| POS 1 | 0.073      | -0.178     | 0.175     | -0.044     |
| POS 2 | 0.117      | -0.193     | 0.075     | 0.197      |
| POS 3 | 0.135      | -0.116     | 0.085     | 0.228      |
| POS 4 | 0.163      | -0.180     | 0.130     | 0.279      |
| WD 1  | 0.093      | -0.040     | 0.513     | 0.044      |
| WD 2  | 0.228      | -0.079     | 0.804     | 0.205      |
| WD 3  | 0.177      | -0.127     | 0.791     | 0.188      |
| WLC 1 | 0.248      | -0.203     | 0.155     | 0.714      |
| WLC 2 | 0.307      | -0.180     | 0.200     | 0.757      |
| WLC 3 | 0.308      | -0.172     | 0.147     | 0.742      |
| WLC 4 | 0.239      | -0.128     | 0.146     | 0.662      |
| WLC 5 | 0.306      | -0.063     | 0.168     | 0.623      |

#### **Heterotrait - monotrait Ratio (HTMT):**

HTMT is used to assess discriminant validity in structural equation modeling. HTMT is typically utilized when researchers want to determine whether the correlation between two different constructs is significantly lower than the correlation between items within the same

construct. By examining the HTMT ratio of correlation researchers can evaluate whether their measurement scales effectively discriminate between different constructs. The ratio HTMT for all variables is less than 0.90.

**Table 4.6: Heterotrait-monotrait Ratio (HTMT)**

|     | JRA   | PCB   | POS   | WD    | WLC   |
|-----|-------|-------|-------|-------|-------|
| JRA |       |       |       |       |       |
| PCB | 0.377 |       |       |       |       |
| POS | 0.350 | 0.443 |       |       |       |
| WD  | 0.377 | 0.214 | 0.361 |       |       |
| WLC | 0.588 | 0.296 | 0.549 | 0.313 | 0.073 |

#### Fornell-Larcker:

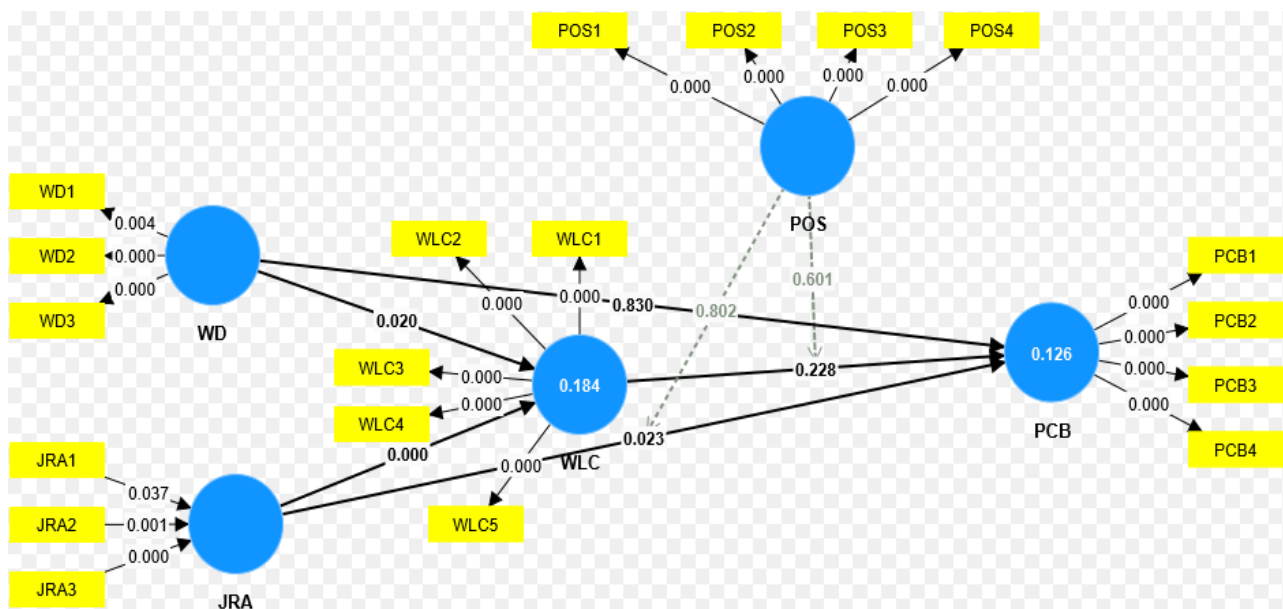
The Fornell Larcker criterion alternatively referred to as the Fornell Larker test, is a statistical approach employed in structural equation modeling (SEM) to check the validity of the variable. The Fornell Larker criterion is a type of discriminant validity.

The criterion states that for a given construct the square root of the average variance extracted by the construct must exceed the correlation between that construct and any other constructs in the model. In simpler terms the diagonal elements in the variance-covariance matrix should be greater than the corresponding off-diagonal elements, indicating that each construct possesses more variability than its associations with other construct.

**Table 4.7: Fornell-Larcker criterion**

|     | JRA    | PCB    | POS   | WD    | WLC   |
|-----|--------|--------|-------|-------|-------|
| JRA | 0.752  |        |       |       |       |
| PCB | -0.259 | 0.702  |       |       |       |
| POS | 0.193  | -0.276 | 0.621 |       |       |
| WD  | 0.248  | -0.126 | 0.189 | 0.716 |       |
| WLC | 0.403  | -0.215 | 0.256 | 0.234 | 0.701 |

#### Assessment of Structural Model



The next thing to do was analyze the structural model. The evaluation of the structural model by Hair et al. (2017) consisted of many sub steps, which the researchers explained one by one; the first one is collinearity assessments; the second one is significant of path coefficients; the third one is coefficient of determinations (R<sup>2</sup>); fourth one is effect size (f<sup>2</sup>) and fifth one is predictive relevance (Q<sup>2</sup>) of components. It also deals with hypothesis testing and examining the relationship between variables.

#### **Collinearity Statistics:**

The evaluation of the research model involved a comprehensive collinearity testing approach that considered both the lateral and vertical VIF values, as suggested by Kock (2015; 2015). Collinearity statistics refer to the measure used to access the multi-collinearity between predictor variables in regression analysis. VIF values obtained from the inner VIF matrix, which indicates the VIF values among the predictor variables in the model and between each predictor variable. According to (Garson, 2016, all of the VIF values fall well below the upper limit of 5, which is evidence that the model is not impacted by lateral or vertical collinearity difficulties. This is because all the VIF values are much less than 5. Furthermore, the VIF values also suggest that the model is not biased by common method variance, as noted by Kock (2014;2015)

**Table 4.8: Collinearity statistics (VIF).**

| <b>CONSTRUCT</b> | <b>VIF</b> |
|------------------|------------|
| JRA1             | 1.178      |
| JRA2             | 1.347      |
| JRA3             | 1.226      |
| PCB1             | 1.200      |
| PCB2             | 1.298      |
| PCB3             | 1.352      |
| PCB4             | 1.284      |
| POS1             | 1.021      |
| POS2             | 1.146      |
| POS3             | 1.130      |
| POS4             | 1.114      |
| WD1              | 1.218      |
| WD2              | 1.270      |
| WD3              | 1.111      |
| WLC1             | 1.414      |
| WLC2             | 1.474      |
| WLC3             | 1.498      |
| WLC4             | 1.343      |
| WLC5             | 1.251      |
| POS x JRA        | 1.000      |
| POS x WLC        | 1.000      |

#### **Coefficient of Determination:**

R<sup>2</sup> indicates the goodness of fit of regression model and how well the independent variables account for the variability in the dependent variable. R<sup>2</sup> indicates the percentage of the variance in the dependent variable that the independent variable explains collectively. R<sup>2</sup> was

employed to access the structural model equation. The  $R^2$  value must be 0 and 1. If value of  $R^2$  lies between 0 and 1 it means value is accurate.

**Table 4.9: R - Square**

| <b>Construct</b>              | <b>R-square</b> | <b>R-square adjusted</b> |
|-------------------------------|-----------------|--------------------------|
| Psychological Contract Breach | 0.128           | 0.109                    |
| Work Life Conflict            | 0.182           | 0.176                    |

### **Predicative Relevance (Q2):**

Q-Squares are used to forecast future behavior and to reconstruct values. A Q-square measures a model's capacity to predict the predicted value of a variable (DV) based on a predictor variable (ringing et al. 2015). A higher Q-square standard for a reflection endogenous latent variable than zero indicates the path model's Q2 relevance to the specific construct. Conversely, a lower Q2 value less than zero indicates a lack of Q2 predictive relevance for a specific construct in a path model.

### **Direct Effect:**

JRA has a positive impact on WLC because one unit increase in JRA will lead to 0.368 units increase in WLC relationship is significant because t value is greater than 2(6.487) and p value is less than 0.005. WD has a positive impact on WLC because one unit increase in WD will lead to 0.142 units increase in WLC relation is significant because t value is greater than 2(2.359) and p value is less than 0.005. In Perceived Organizational Support and Psychological Contract Breach one unit increase in Perceived Organizational Support leads to 0.218 decrease in Psychological Contract Breach. The relationship between WD and PCB is insignificant because t value is less than 2(0.15) and p value is greater than 0.005. In WLC and PCB the relationship is insignificant because t value is less than 2(1.144) and p value is greater than 0.005. In JRA and PCB the Beta value is -0.182 so that the relationship is not as hypothesized. Our moderation effect is also insignificant because in moderation t value is lesser than 2 POS\*JRA → PCB (0.387) and POS\*WLC → PCB (0.618) and p values are greater than 0.005.

**Table 4.10: Direct effect**

|               | <b>Original sample (O)</b> | <b>Sample mean (M)</b> | <b>Standard deviation (STDEV)</b> | <b>T statistics</b> | <b>P values</b> |
|---------------|----------------------------|------------------------|-----------------------------------|---------------------|-----------------|
| JRA → PCB     | -0.182                     | -0.182                 | 0.077                             | 2.350               | 0.019           |
| JRA → WLC     | 0.368                      | 0.375                  | 0.057                             | 6.487               | 0.000           |
| WD → PCB      | -0.012                     | -0.013                 | 0.078                             | 0.159               | 0.874           |
| WD → WLC      | 0.142                      | 0.150                  | 0.060                             | 2.359               | 0.018           |
| WLC → PCB     | -0.082                     | -0.087                 | 0.072                             | 1.144               | 0.252           |
| WD → WLC      | 0.142                      | 0.150                  | 0.060                             | 2.359               | 0.018           |
| POS*JRA → PCB | -0.027                     | -0.025                 | 0.069                             | 0.387               | 0.698           |
| POS*WLC → PCB | 0.038                      | 0.042                  | 0.062                             | 0.618               | 0.537           |

### Indirect Effect (Mediation):

Both indirect effects JRA and PCB, WD and PCB are insignificant because both values are lesser than 2 JRA and PCB (1.069) and WD and PCB (0.872) and p values of both are greater than 0.005.

**Table 4.11: Indirect effect**

| -               | Original<br>sample<br>(O) | Sample<br>mean (M) | Standard<br>deviation | T<br>statistics | P values |
|-----------------|---------------------------|--------------------|-----------------------|-----------------|----------|
| JRA ->WLC ->PCB | -0.030                    | -0.033             | 0.028                 | 1.069           | 0.285    |
| WD ->WLC ->PCB  | -0.012                    | -0.014             | 0.013                 | 0.872           | 0.383    |

### Conclusion

Hypothesis testing provides a structural approach for drawing conclusions and making decisions based on results. It helps researchers and analyze to assess the significance of their findings and determine whether the observed results are statistically meaningful. The importance of path coefficients was evaluated based on sampling technique process (Hair et al., 2014) The main aim of hypothesis testing to check the hypothesis accept or reject. This is done by calculating a test statistic from the sample data and comparing it to a critical value or p - value threshold.

COR theory is supported by our findings because the Nexus in public sectors hospitals of Pakistan is not very complicated. Due to availability of resources such as employment, pay protection and pensions, on time increment, housing and transport, therefore Job-Related Anxiety, Work Life Conflict and Work Disruption are controlled to some extent. Due to these resources even in very challenging work environment such as hospitals of Pakistan where workload is intense, psychological Contract Breach is still controllable to some extent.

When discussing the limitations of the study, it is essential to consider various aspects that may have impacted the research process or the generalizability of the findings Here are some common limitations that researchers often acknowledge: every study have some limitations; the researchers was discussing current study limitations one by one. The first limitations is that the study is limited to Pakistan's context not to the other cities in Pakistan. The second limitation of the respondents in this study was administrative staff of public hospitals in twin cities (Rawalpindi and Islamabad). The third limitation is the cross-sectional data collected in this research. The fourth limitation is the non-probability snowball sampling method used in this study. The fifth limitation of the current study is that the data was collected through an online google form. We delimited the study to public sector hospitals in twin cities, therefore this study does not capture problems of contract breach for employees of private hospitals in Pakistan, outside of the Public sector are study results may not apply. Future Research should include other variables which can have impact on Psychological Contract Breach, Employee burnout, Perceived Mistrust and Employee Commitment. Future research should be conducted in other context especially in the Private hospital sector of Pakistan.

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