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Article

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Pakistan Journal of Commerce and Social Sciences (PJCSS)

Provided in Cooperation with:

Johar Education Society, Pakistan (JESPK)

Suggested Citation: Qaiser, Saadia; Abid, Ghulam (2022) : Psychological contract breach and happiness at work in healthcare sector: Double mediation of colleague support and deviant workplace behaviour, Pakistan Journal of Commerce and Social Sciences (PJCSS), ISSN 2309-8619, Johar Education Society, Pakistan (JESPK), Lahore, Vol. 16, Iss. 1, pp. 50-69

This Version is available at:

<https://hdl.handle.net/10419/261304>

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Psychological Contract Breach and Happiness at Work in Healthcare sector: Double Mediation of Colleague Support and Deviant Workplace Behaviour

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Article History

Received: 08 Jan 2022 Revised: 23 Mar 2022 Accepted: 26 Mar 2022 Published: 31 Mar 2022

Abstract

The study examines the association between psychological contract breach (PCB) and happiness at work and the double mediating role of colleague support and deviant workplace behaviour on the relationship of PCB and happiness at work. structural equation modeling (SEM) has been used to analyze the data of 401 questionnaires from the health sector of Lahore, Pakistan. The study discovered support for the negative relationship between PCB and happiness at the workplace. However, colleague support is reduced in the manifestation of a PCB that reduces happiness at work. Similarly, deviant workplace behaviour has been increased in the presence of psychological contract breaches, causing a reduction in happiness at work. The data for the study was conducted during the time of Pandemic COVID19, where there was an immense level of pressure on the health sector, keeping in mind that schedules of doctors and nurses had been extremely stressful, collection of data and responses was challenging. The input of the study is the incorporation of conservation of resource theory (COR) and social exchange theory (SET) during the pandemic situation. The research also provides both theoretical and practical implications and suggests future areas for supplementary studies.

Keywords: psychological contract breach, happiness at work, colleague support, deviant workplace behaviour, health care sector, Pakistan.

1. Introduction

The COVID19 pandemic has some prolonged damaging consequences for the health sectors across the world. The effect has been felt at individual, group, and administrative levels especially because of the closure imposed on the whole world. The pressure on the health sector has increased due to the dangerous conditions within which health workers have to treat the patients face to face in these critical times. This pandemic period has tested

the employee-employer connection. Timely changes have also changed the employee's expectations, but irrespective of the industry cannot reward and punish themselves (Kanfer and Karoly, 1972). Their employer must fulfil their expectations (Karani et al., 2021). Rousseau (1989), has defined PCB as "an individual's belief regarding the terms of conditions of a reciprocal exchange agreement between the focal person and another party". There has been a radical modification in the connection between employees and organizations in recent years (Cascio, 2006). The employees experience PCB when their employers fail to fulfil their obligations towards them the organization. Psychological contract breach leads to misperception and tension with anger, atrocity, hostility, and resentment among employees, which results in the perception of infidelity amongst them. They tend to display deviant work behaviour. This frustration and feeling of anxiety can also lead to health issues and reduce the wellbeing of employees (Karani et al., 2021). With the reduced wellbeing, an employee feels less enthusiastic and happy at work. The employee's happiness is important because happy workers are creative and involved workers (Ilies et al., 2015). A happy employee is always productive and motivated. Also, the organization intends to reduce the negativity caused by psychological contract breaches and other deviant workplace behaviours with the help of colleague support (Qaiser et al., 2020).

Therefore, in the present study, we have examined the influence of PCB on workplace happiness at work. Also, the double mediating roles of deviant workplace behaviour and colleague support have been identified. Building upon the conservation of resource theory (COR) (Hobfoll, 1989) and social exchange (SET) (Cropanzano et al., 2005) theories, the study has highlighted the negative effect of PCB on workplace happiness. Secondly, the psychological contract breach encourages employees to show deviance at work and reduce their happiness at work. Thirdly, the positive impact of colleague support to balance out the negative impact caused by psychological contract breach and deviant workplace behaviour.

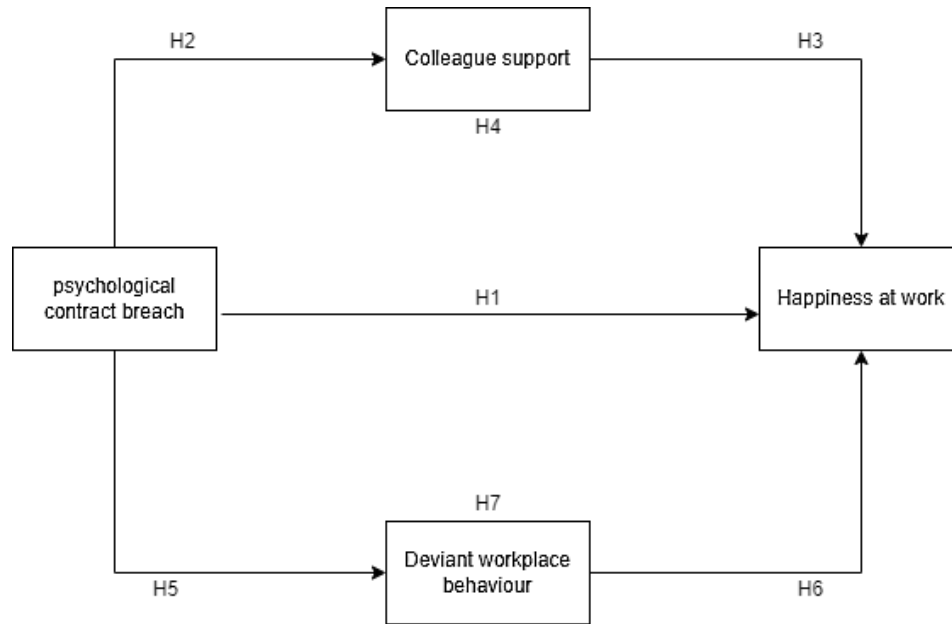


Figure 1: Conceptual Framework

Figure 1 (above) explains that our study contains a total of seven hypotheses. H1 narrates that PCB negatively impacts workplace happiness. H2 explains that psychological contract breach positively impacts colleague support. Whereas, H3 represents that colleague support negatively impacts happiness at work. H5 explains that PCB positively impacts deviant workplace behaviour and H6 narrates that deviant workplace behaviour negatively impacts happiness at work. H4 explains that colleague support arbitrates the relationship between PCB and workplace happiness similarly, H7 depicts the mediating behaviour of deviant workplace behaviour between PCB and happiness at work.

2. Literature Review

2.1 Psychological Contract Breach

PCB refers to a feeling of employees that their manager/organization has failed to meet its obligations or promise, i.e., "promotions, salary, performance-based pay, responsibility and power, Job security, career development, and training" (Robinson, 1996). The cognitive perception that employees have not obtained everything informally and formally promised by their organizations is PCB (Morrison & Robinson, 1997). The failure of the company to fulfil its obligations is an important part one of the key reasons of PC-breach. Studies showed that PCB unpleasantly influences the employee's attitudes and behaviour, i.e., low job satisfaction (Antonaki & Trivellas, 2014; Rayton & Yalabik, 2014), reduced work engagement (Soares & Mosquera, 2019), reduced organizational citizenship behavior (Liu & Wang 2013; Shih & Chuang, 2013), loyal contract boosterism (Stanway et al., 2020), decreased career satisfaction and affective commitment (Xiong et al., 2016), lessened

creativity (Srivastava and Yun, 2018), reduced task performance (Kaya & Karatepe, 2020) and reduced happiness (Kozan et al., 2019)

2.2 Psychological Contract Breach and Happiness at Work

Jessica (2010) has defined workplace happiness as “sincerely making the optimum use of resources, overcoming the challenges, actively appreciating the highs, and preserving the lows that will maximize your performance and achieve your potential”. Happiness at work discusses individual’s contentment with work and life and subjective happiness at work (Bhattacharjee & Bhattacharjee, 2010). The concept is associated with positive organizational behaviour (Luthans, 2002) and has closely been linked with life satisfaction and job satisfaction (Saari & Judge, 2004).

The existing literature explains and discusses the negative influence of PCB on workplace satisfaction (Rigotti, 2009). may act as a message to the employee that they are not a esteemed part of the organization, which questions their worth and connection with organization (Restubog et al., 2008). PCB also leads to stressful events threatening appreciated resources, i.e., work status and economic stability (Shore & Tetrick, 1994). Unmet expectations lower employee job performance. Previous studies have found that job satisfaction and happiness at work are closely related, so whenever employees experience a PCB, they will be less satisfied with their work and unhappier (Qaiser et al., 2020). Therefore, we suggest that:

- *H₁: Psychological contract breach is negatively related with happiness at work.*

2.3 Psychological Contract Breach and Co-worker Support

Co-worker support is the most appropriate type of social support (Khalid & Mayo., 2012); it refers to as “beliefs of employees on the degree to which coworkers provide valuable resources in the form of emotional and instrumental support” (Chiaburu & Harrison, 2008; Ng & Sorensen, 2009). Emotional support is focused on individuals and concern for their wellbeing, and instrumental support is task-oriented and directed at solving problems related to work (Beehr et al., 2000). He has also observed that interaction between employees on work and non-work-related issues could lead to buffering negative feelings encountered by employees at their work. In addition, employees' cordial relations with their coworkers appear to build compassion and trust (Halbesleben and Wheeler, 2012), which helps them encourage their peers' psychological and emotional wellbeing (Shanafelt, 2012). Coworkers' support may serve several reasons for other people, such as making stressful work conditions more pleasant, helping to lighten workloads, acting as confidants (Neves, 2018), and eventually acting as a source of individual's support. Employees who obtain help from coworkers seem to be more inclined to develop a high feeling of accomplishment by their coworkers' motivation. In particular, help from colleagues decreases the adverse effects of unequal supervisory treatment on psychological distress and job satisfaction (Shanafelt, 2012). It also reduces perceived lack of personal accomplishment, emotional exhaustion, and depersonalization (Charoensukmongkol et al.,

2016). Intuitively, help from colleagues seems to be required for better working environments (Ducharme & Martin, 2000).

There is no empirical research in academia to investigate the impact of PCB on coworker support. Our research has theorized that PCB detrimentally affects coworker support. Psychological contract breach is a stressor and contributor to the failure of employee personal resources related to work that is likely to cause depletion of coworker support as it creates negative impacts on coworker support and Organizational support (Luthans 2002), including the provision of financial, cognitive, and emotional resources (Luthans and Youssef 2007), social persuasion, and the enhancement of assets such as skills, social connections, and information (Masten & Reed 2002), will encourage the employees to provide support to their coworkers at work. A breach of contract can damage the interpersonal relationships of the employee. Employees experiencing PCB do not trust or exchange within organizations (Robinson & Morrison 1995). Furthermore, Han et al. (2017) explained that PCB condenses psychological capital (Yang and Chao, 2016) and dedication (Lambert et al., 2003). We anticipate that employees will not provide support and not make a good relationship with their coworkers when they perceive their employers to fulfil their promises. Hence, we posit that a psychological contract breach erodes coworker support.

- *H₂: Psychological contract breach is negatively associated with co-worker support.*

2.4 Co-worker Support and Happiness at the Workplace

The concept of happiness at work has got famous by the studies of Lyubomirsky et al. (2005), who have defined happiness as the positive feeling and satisfaction with life. They also explained that the state of happiness is mediated by genetic factors, circumstances of life, and activities performed. On the other hand, Dolen et al. (2008) worked on subjective wellbeing from the economics of happiness and identified its predictors. Ali (2020) has explained happiness currently as the desired state of satisfaction and purpose of living or a state of subjective wellbeing (Ravina-Ripoli et al., 2019). From the work perspective, happiness can be understood as the perceived extent to which organizations and their managers provide an enjoyable and comfortable working environment (Ghadi and Almanagah, 2020). Hence, at the organizational level, happiness at work is an intangible resource that plays an essential role in organizations' success and development (Ravina-Ripoli et al., 2021). It also improves the employee's productivity and satisfaction with which they perform their tasks (Ali, 2020). Among the predictors of happiness there are a few personal characteristics like personality traits, social characteristics, health, the type and level of employment, attitudes and beliefs towards oneself, and social relationships with others (Dolan et al., 2008). Moreover, the factors that cause happiness at work have found a close relationship with the working environment, increased level of motivation, trust, cohesion, and positive relationship in terms of support among employees (Ali, 2020; Ravina –Ripoli et al., 2017). Coworker support can be a valuable resource within the conservation of resource (COR) theory mechanism to help people deal with stress and lead to their wellbeing. In particular, support at work can be seen as an opportunity that

improves the working of individuals in life and helps people fulfil the requirements of their jobs within given manners. Employees take support from the coworker in warmth, treatment, motivation, or compassion. Such support can allow individuals to meet the work and life demands by putting those demands into perspective. Emotional support is considered a valuable resource (Hobfoll et al., 2003) that encourages employees' happiness at work. Therefore, we posit that employees will be happier, feel joy, and experience pleasant experiences when they resource in coworker support. On the other hand, when they obtain lower support from coworkers, they will not experience joy in the workplace:

➤ *H₃: Co-worker support is positively related to happiness at work.*

Furthermore, we anticipate that the coworker support mediates the PCB and happiness in workplace relationships. Based on COR theory, we assume that a breach of agreement is a stressful occurrence that reduces the emotional resources of employees that they can obtain from coworker support in the workplace. When employees cannot acquire valuable resources due to their stressors, they are less likely to experience pleasure and joy. So, we supposed that psychological contract breach erodes the coworker support, ultimately reducing employee happiness. Thus, it is proposed that:

➤ *H₄: Co-worker support intervenes the relationship between PCB and workplace happiness.*

2.5 Psychological Contract Breach and Deviant Workplace Behavior

Kaplan (1975) articulated the notion of deviant behaviour, claimed that deviant behaviour occurs due to a lack of motivation to comply with organizational rules and regulations and not follow them. Later, Robinson and Bennett (1995) came up with the most comprehensive definition of the concept narrating the deviant workplace behaviour as “voluntary behaviour that breaks essential norms of an organization and thus threatens the organizational wellbeing, its members, or both.” Three significant concepts are concluded from this description. First, any negative behaviour at the work deliberately destroys the entire structure (Anderson & Pearson, 1999; Bennett and Robinson, 2000). Second, these behaviours are shown intentionally. Third, this behaviour indirectly (physical, moral, or verbal violence, sexual harassment) or directly (sabotage) is damaging to the organization (Anderson & Pearson, 1999; Bennett & Robinson, 2000). Deviant workplace behaviour has many forms, but organizational deviance is our point of concern about abuse. Organizational deviance/ deviant workplace behaviour is targeted at the organization and may manifest in non-compliance of norms or breach of organizational contracts and policies (Bennett & Robinson 2000; Robinson & Bennett, 1995). In various terms, divergent work behaviour has also been explained i.e., organizational mis-behavior, dysfunctional and retribution behaviour (Vardi & Wiener, 1996), counterproductive workplace behaviour (Fox et al., 2001), workplace sabotage, antisocial behaviour (Harris & Ogbonna, 2002), employees' resistance, non-compliant behaviour among others and lousy behaviour (Griffin and Lopez, 2005).

Deviant workplace behaviour has gained considerable attention to all negative behaviour. Researchers have therefore established many antecedents that explain the deviant behaviour of the workplace. Employees tend to get involved in deviant behaviour when they experience uncivil behaviour (Itzkovich & Heilbrunn, 2016) and feel secluded at the workplace (Promsri, 2018). Previous studies claim that deviant behaviour in the workplace could also result from perceived contract breach (Balogun et al., 2016) and described the PCB and deviant work behaviour link from the viewpoint of SET. This theory stated that if employees recognize that the organization does not perform and fulfil their commitment as per their expectations (i.e. breach of psychological contract), they reduce the assigned period at the job and indulge in withdrawal behaviours, i.e. leaving work early, taking a more extended break than allowed, and without permission going to work late (Spector et al., 2006), and deviant workplace behaviour. Studies showed that psychological contract breach increased counterproductive behaviour in the employee, which ultimately leads to intention to leave (Kodden & Roelofs, 2019), employee neglect of job (Ahmed et al., 2016), reduced organizational citizenship behavior (Tufan & Wendit, 2019), voluntary turnover (Clinton & Guest, 2014), intention to be late for work and to leave work early (Kaya & Karatepe, 2020). Furthermore, previous researchers (Azeem et al., 2020; Ishaq et al., 2016; Shaheen et al., 2017) asserted that pcb and deviant workplace behaviour are positively linked with each other. Ahmed et al. (2013) has also narrated that infringement of psychological contracts directly and positively impacts deviant behaviour in the workplace. Thus we proposed that a PCB forces the employees to show deviant behaviour in the workplace:

- *H₅: Psychological contract breach is positively associated with deviant workplace behaviour.*

2.6 Deviant Workplace Behaviour and Happiness at Work

Deviant work behaviour (DWB) an important research fields that affect organizational health and workplace employee behaviour (Appelbaum et al., 2007). Destructive deviant workplaces influence the performance and wellbeing of organizational norms (Yildiz et al., 2015). It is detrimental to the goals of the organization. In addition, deviant behaviour is a deliberate activity of employee that can inhibit the success of oneself, the organization, or others (Chand & Chand, 2014). Several study findings have shown that abnormal activity in the workplace has influenced the performance of individuals and workers (Astuti et al., 2020; Muafi, 2011). However, no empirical study examined the influence of deviant workplace behaviour on employee happiness at the workplace. For that reason, our study proposed that deviant behaviour hinders the employee's happiness in the workplace. Deviant behaviour in the workplace can damage one another, others, and organizational resources. COR theory stated that when employees do not have sufficient resources to deal with an adverse situation (Hobfoll, 1989, 2001), resources diminish instead of getting replenished (Wright & Cropanzano, 1998), and employees face the loss of beneficial resources situation (Hobfoll, 1989, 2001), leading them to be less happy at the workplace. Therefore, we posit that:

- *H₆: Deviant workplace behaviour is negatively related to happiness at workplace.*

Under the social exchange principle, employees assume that their workplace have achieved the psychological contracts; they will respond to organizations with optimistic approaches and behaviours, i.e., higher work gratification and work commitment. When workers view the company as breaching psychological contracts, on the other hand, they will reciprocate in negative ways by showing negative behaviour, i.e., deviant workplace behaviour. As a result, they are less likely to be happy in the workplace. So, we anticipate that:

- *H₇: Deviant workplace behaviour intervenes the relationship between psychological contract breach and workplace happiness.*

3. Methodology

This study has used the quantitative methodology to analyse the relationship between PCB, workplace happiness, co-workers support, and deviant workplace behaviour. Therefore, correlational and causal research methodology has been used to explore the hypotheses. The study populace contains doctors and nurses working in community and tertiary hospitals of Lahore, Punjab, Pakistan. The number of respondents in the study samples equals 401. Structural equation modeling (SEM) is used to observe the hypothesis model fit and evaluate the direct and indirect relations amongst the variables. The reason to use of SEM is to clarify the theoretical causal model containing of a set of predicted covariance between variables and then test whether it is plausible when compared to observed data (Wright,1934). SEM has been used to show the causal relationship between variables as SEM is mainly designed for the research that confirms a research study design rather than exploring and explaining a new phenomenon (Kelloway, 1995). Robustness of variables is being insured. The data in Table-1 explains the level of reliability by assessing the scale of Cronbach's alpha coefficient. Where all the reliability values are greater than the cut-off point (0.70) It is found that the consistency of each variable is greater than the cut-off point (0.70). The scale of reliability coefficient changes between 0.70-0.95 being acceptable. It is highly suggested to surpass the cut-off point of 0.70 before moving to the actual analysis (Cronbach, 1951). Reading the data in Table-1 specifies a suitable reliability of primary data for all items in the survey allowing that supplementary analysis could be conducted with reliable results.

Table 1: Cronbach's Alpha - Reliability Coefficients

Variables	Items	Cronbach's alpha
Psychological contract breach	05	0.88
Happiness at work	04	0.79
Deviant workplace behaviour	16	0.96
Colleague support	04	0.86

4. Results and Analysis

This section presents the quantitative study of data collected from the respondents who had contributed for the study co from the public and private hospitals in Lahore, Punjab, Pakistan. The respondents are nurses and doctors employed in these hospitals. The results from the statistical methods are used to answer research questions that examine the relationship between the independent variable, i.e., PCB, and dependent variable i.e., happiness, and two mediators, i.e., colleague support and deviant workplace behaviour. SEM is applied to empirically analyze the hypothesis of this study and evaluate the model fit of the conceptual framework. The concept validity is divided into convergent validity that indicated how indicators are related to latent variable. on the other hand, the discriminant validity, narrates how far the latent variable are from each other. To identify the discriminant validity, the between two latent variables must exist. PCB and happiness at work, is lower than unity (Franke et al., 2018). Table 2 and Table 3 indicate the mean, standard deviation, correlations, a AVE and Composite reliability of each factor, respectively. Table 2 explains that the average age of respondents is almost 31 years, whereas the average tenure of respondents is almost 4.5 years. Moreover, the average work experience lies between 6 to 7 years. PCB is negatively correlated to happiness at work ($r = .191, p \leq 0.05$). On the other hand, a deviant workplace is positively correlated to PCB at almost ($r = .298, p \leq 0.01$) and negatively correlated with happiness at work at almost ($r = -.159, p \leq 0.01$). Similarly, colleague support is positively correlated to happiness at work at ($r = .115, p \leq 0.05$) and negatively correlated to PCB and deviant workplace behaviour at ($r = -.012, p \leq 0.01$) and ($r = .063, p \leq 0.05$), respectively.

Table 2: Descriptive Statistics and Correlations

Variable	Mean	SD	1	2	3	4	5	6	7
1. Age	30.64	8.13	-						
2. Tenure	4.5	4.7	0.676 **	-					
3. Work experience	6.2	6.7	0.907 **	0.713 **	-				
4. Happiness at work	3.6	0.72	0.013	0.139 *	0.015	-			
5. Psychological contract breach	2.58	1.00	-0.062	-0.247 **	-0.191	-0.019 *	-		
6. Deviant workplace behaviour	2.75	1.11	-0.179 **	-0.219 **	-0.199 **	-0.159 **	0.298 **	-	
7. Colleague support	3.70	0.82	0.004	0.000	0.005	0.115 *	-0.129 **	-0.063 *	-

Table 3: Convergent and Discriminant Validity

Variables	AVE (>0.4)	Composite Reliability (>0.6)	MSV (<AVE)
PCB	0.614	0.887	0.095
Happiness at work	0.652	0.783	0.045
Coworkers support	0.711	0.878	0.024
Deviant workplace behaviour	0.600	0.872	0.095

The average variance extracted (AVE) higher than 0.4 is adequate with the condition that composite reliability > 0.6 (Fornell & Larcker, 1981). The convergent validity of the concept in this case appropriately reflects variables "Observed variables" to join into a particular construct. In other words, the indicators of each dimension explain well the latent construct (Fornell & Larcker, 1981).

The initial review of AMOS version 23.0 results after running SEM analysis tells that model fit indices were acceptable to consider a good model fit with the observed data from the survey. The value of fit indices is acceptable and compatible with the cut-off points for SEM values. PCLOSE= 0.007 which imitates a high grade of model-fit, CFI=0.957 (≥ 0.90), NFI = 0.934 (≥ 0.90) for high degree fit model-fit. The results show that fit indices are significant and within acceptable limits (Hair et al., 1998)

3.1 Hypothesis Testing

3.1.1 Testing Direct Relationships

The results of a path analysis revealed that PCB has a direct and positive impact on deviant workplace behaviour ($\beta=0.455$, $p<0.001$) and negative impact on colleague support ($\beta=-0.10$, $p<0.001$), supporting our hypothesis 2 and hypothesis 5.

However, the impact of deviant workplace behaviour on happiness at work is negative ($\beta = -0.058$, $p <0.001$), and the direct impact of coworker support on happiness at work are positive and significant ($\beta = 0.097$, $p<0.001$), that supports out hypothesis 3 and hypothesis 6. Moreover, a significant negative influence of PCB on workplace happiness ($\beta = -0.170$, $p<0.001$) approves our hypothesis 1.

Table 4: Results of Direct Relationships

Paths	Estimate	S.E	C.R	P
Psychological contract breach to co-worker support	-0.105	0.054	-1.956	0.050
Psychological contract breach to deviant workplace behaviour	0.455	0.092	4.947	***
Coworkers support to happiness at work	0.097	0.049	1.959	0.050
Deviant workplace behaviour to workplace happiness	-0.058	0.035	-1.669	0.095
PCB to happiness at work	-0.170	0.059	-2.870	0.004

3.1.2 Test of Mediation

Outcomes of the mediation model indicate that the indirect influence of PCB on workplace happiness through coworkers' support was negative and significant ($\beta = -0.06$, $p < .001$, LB= -.10, UB= -.04) that supports hypothesis 4. Furthermore, results showed deviant workplace behavior facilitates the PCB and happiness at work relationship ($\beta = -0.06$, $p < .001$, LB= -.10, UB= -.04) supporting hypothesis 7.

Table 5: Indirect Path Coefficients of Hypothesis Model

Paths	B	SE	P	LB	UB
Psychological contract breach → Co-workers support → Happiness at work	-0.06	0.01	0.00	-0.10	-0.04
Psychological contract breach → Deviant workplace behaviour → Happiness at work	-0.06	0.01	0.00	-0.10	-0.04

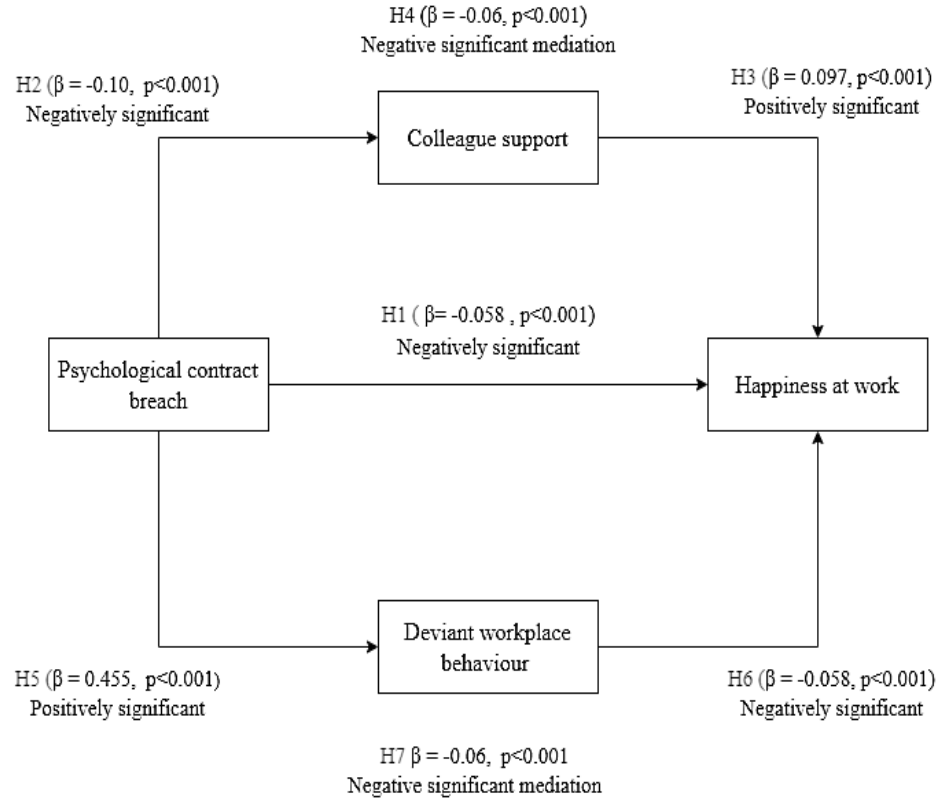


Figure 2 Hypothesis Results

5. Discussion

Attached to SET and COR theory, the outcomes of our study explain that PCB negatively influence coworkers' support and workplace happiness, which is consistent with the study of Luthans (2002) that PCB creates a depletion of coworker support as it creates negative impacts on coworker support. Similarly, PCB reduces employees' happiness at work (Qaiser et al., 2020). Our study also examines the impact of PCB on increasing the deviant workplace behaviour at work, which is consistent with the previous studies of (Azeem et al., 2020; Ishaq et al., 2016; Shaheen et al., 2017; Ahmed et al., 2013), stating that psychological contract breach and deviant workplace behaviour are positively associated with each other. The study also discusses the impact of colleague support and deviant work behaviour as an intervening variable between PCB and workplace happiness which depicts that both the mediators have reduced the influence of PCB on happiness at work. The COVID19 pandemic has flattened the working status of wellbeing and happiness worldwide (Karani et al., 2021). The study is done in Lahore, Pakistan hence contributing contextually.

5.1 Theoretical and Practical Contributions

Using SET and COR, this research answers how unfulfilled expectations cause a damaging influence on employees and organizations during pandemic situations. Most of the studies of psychological contracts are based on social exchange (Tekleab et al., 2019; Karani et al., 2021). The conservation of resource theory explains that if personal, conditional, and contextual resources are threatened or lost, it causes burnout and stress that affect work performance and productivity (Prapanjaroensin et al., 2017).

This study widens the understanding of how PCB impacts and reduces colleague support and increase deviant workplace behavior, leading to reduced happiness at work. The results reveal that the correlation between the variables was explained by the critical ratio (CR) values. Moreover, goodness of fit for model was also analyzed. About the theoretical and academic implications, this research makes the following contributions. First: the study has investigated the impact of PCB on happiness at the workplace with the intervening impact of colleague support, and deviant workplace behaviour where coworkers' support has been decreased and deviant workplace behaviour has been increased by PCB, and together there have reduced the impact of PCB on happiness at work. Second: As narrated by (Qaiser et al., 2020), less experimental work on the role of PCB on coworkers' support has been studied. The current study has added to the literature on PCB and colleague support from the health sector of Lahore. The study also highlights PCB as a contributor to deviant workplace behaviour. When employees observe a breach of contract, they may possibly start expressing deviant workplace behaviours, i.e., absenteeism, low procrastination level of productivity at work; however, if the negativity is not tackled timely, it may get severe and lead to a low level of wellbeing and happiness in general life at work. The study suggests that human resource managers and senior authorities are cautious of the impact of breach of contract may cause at an individual level to avoid unwanted circumstances. However, knowing the facts caused by PCB, if it is handled timely, it may help organizations and employees work smoothly; otherwise, its consequences get worse with time. Doctors and nurses are critical professionals that need to be very vigilant at their workplace. If they are in this situation and cannot perform their duties, it would be very damaging. Therefore, as suggested, if a PCB is embarked upon, it would prevent from facing much damage.

5.2 Limitations and Future Direction

The first constraint of this research is that most of the doctors and nurses were too occupied in their shift that they were unable to provide and fill in the self-report survey. Moreover, the current study was done in the times of the COVID19 pandemic where doctors and paramedics staff were under a lot of work pressure, causing hindrance in the collection of data. Secondly, few of the respondents were resistant to discuss the breach of contract and other adverse conditions they faced at their workplace; therefore, biases may exist. Thirdly, the data for the study is cross-sectional. Future studies may consider a longitudinal study design to explore the same variables and other behavioural factors at work.

Moreover, the study has been conducted in hospitals of Lahore, Pakistan, which affect applicability to other settings and environments. Future study must target other settings,

regions, and countries to validate the findings of the research. The current study has only discussed PCBs from subordinates' perspectives. Future research can consider studying breach of PCB from employers' perspective. Future researchers can also study the same variables in different settings. The impact of other contextual variables like forgiveness, generativity, thriving etc., can be studied with psychological contract breach and happiness at work. Keeping in mind that the impact of PCB on support at work is less studied, the current study has contributed to the literature by analysing the impact of PCB on colleague support. Future researchers can analyze the impact of informational support and emotional support. Lastly, the parchment theory, i.e., conservation of resource theory, narrates that employees in the presence of negative factors face resource depletion, i.e., loss of resources (Halbesleben, 2014) that can lead them towards a resource loss spiral (losing further resources). However, if one has adequate resources, acquisition of new resources further can reinforce or expand the existing resource pool and then interact with another resource that again motivates him/her to keep up with their work (Halbesleben, 2014). Researchers explain that there are only a few resource spirals that are being studied however, more spirals of resources need to be studied and keep contributing to the study (Lapointe, 2020). Future studies can consider contributing to COR theory by identifying and discussing spirals of other resources.

5.3 Conclusion

The current study observed the impact of PCB on happiness at work through colleague support and deviant workplace behaviour in this covid19 pandemic situation in Lahore, Pakistan. The results support the negative mediating role of colleague support that has reduced the impact of PCB on workplace happiness and positive mediating of the deviant workplace, which has increased the impact of PCB on workplace happiness amongst the doctors and nurses. The results indicate that employees in the presence of support at work can remain happy at their work. However, the deviant workplace can be detrimental and damaging. It is not controlled and managed well and leads to discontentment and unhappiness. The result also indicates that to retain the employee's happiness, top management and HR should strive to fulfil employees' psychological contracts moreover, employees and employers should support each other in these challenging times of pandemic COVID19.

Research Funding

Researchers received no research grant or funds for this research project.

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