

The Impact of Psychological Contract Breakdown on Employees' Active Behavior

-- The Role of Internal Human Identity Perception

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Abstract

Based on social exchange theory and organizational membership theory, this paper discusses the impact of psychological contract rupture on employee's active behavior, examines the role of internal identities, and uses SPSS and AMOS software to analyze 399 questionnaires. The research results show that the psychological contract breakdown has a negative impact on the employee's active behavior, and the work insecurity feels incompletely mediating between the psychological contract breakdown and the active behavior. At the same time, internal person identity perception can regulate the intermediary role of work insecurity. When the internal person's identity perception is low, the psychological contract breaks through the work insecurity and has a negative impact on the employee's active behavior.

Keywords

Psychological contract rupture, work insecurity, insider identity perception, active behavior.

1. The Introduction

It is very important for enterprises to have a good employment relationship, and psychological contract is an important link to maintain the relationship between enterprises and employees. "Be true to what you say and be true to what you do", integrity is not only an important indicator to measure the quality of a person, but also to measure an enterprise. A fair and reasonable social exchange relationship will make employees treat their work in a more positive way, but the rupture of the psychological contract perceived by employees will make the trust system between enterprises and employees which is already unstable more fragile. Some managers always like to "feed on illusions" or "look at plums to quench thirst", but is this kind of management method really appropriate? Enterprises always want to get the greatest return with the least effort. "it is difficult to satisfy hunger by drawing a cake" and "it is difficult to quench thirst by looking at plum". These methods can effectively improve the performance and enthusiasm of employees in a short time. Of course, in most cases, the enterprise is not consciously in breach of contract. The development of the enterprise needs self-oriented employees to gain competitive advantages, while the organizational change, structural adjustment and personnel transfer cause the contract cannot be timely or perform the corresponding psychological contract. The uncertainty of environmental factors is increasing, and the organization management and employment mode are flexible. When the enterprise cannot meet some needs of employees, it should pay attention to the emotional aspect of employees, increase the insider's identity perception of employees, and alleviate the negative emotion of insecurity caused by the break of psychological contract.

Most existing studies focus on how to mobilize employees' initiative, but there are few studies on how the degree of psychological contract performance affects employees' active behavior.

The purpose of this paper is to study the relationship between psychological contract rupture and active behavior from the perspective of social exchange and organizational membership, so as to reveal the mechanism of action between them and provide some references for balancing the relationship between them.

2. Relevant Research Review and Research Hypothesis

2.1. Psychological Contract Breakdown and Active Behavior

Psychological contract is an important variable in the study of employment relationship. Employees' psychological contract defines what contribution they think they should make to the organization and what return they can get from the organization. Morrison & Robinson [1] believed that psychological contract and the Psychological contract breakdown are two ends of the same continuum, and defined the Psychological contract breakdown as "the individual's perception that the enterprise fails to fully fulfill the promised obligations in the psychological contract".

Frese et al. [2] proposed active behavior and defined it as the behavior of individuals who are driven and guided to overcome difficulties with willpower and ultimately improve the status quo of work and organization. Parker [3] proposed that work environment variables (leadership attitude, behavior, etc.) and individual differences would affect employees' active cognition-motivation state, and thus affect their active behaviors. According to Ashford and Black [4], employees sometimes redefine their work goals and achieve more challenging tasks, and sometimes actively adjust the socialization process to improve their work experience.

The research of Johnson & Leary [5] and Pugh [6] has proved that the breakdown of psychological contract can lead to employees' cynicism and lower motivation. Active behavior need extra effort employees, psychological contract is the most important way to motivate employees, psychological contract breakdown can reduce staff to enterprise's trust, affects the quality of the exchange relationship between employee and enterprise, employees may be "know not speak", is not willing to innovate [7], psychological contract satisfaction is positively correlated with employee organizational citizenship behavior. According to TEKLEAB et al [8], if the organization fails to provide corresponding returns based on the principle of reciprocity, employees may think that their superiors or the organization have violated the agreed exchange relationship, and therefore no longer fulfill their obligations to the organization. Therefore, based on social exchange theory and resource conservation theory, this paper proposes that employees will evaluate the result of payment-return. When the psychological contract is broken, in order to protect their resources from loss, employees will actively reduce their behaviors to maintain the balance of payment-return.

Hypothesis 1: the breakdown of employees' psychological contract is negatively correlated with their active behaviors.

2.2. The Mediating Role of Job Insecurity

Hellgren and Sverke [16] define job insecurity as "employees' expectation of whether there is a risk to the survival of the job based on their perception and interpretation of the work environment, as well as their fear and anxiety about losing the existing job".

Employees obtain economic resources and other returns with added value from work, thus establishing social support network. Therefore, high-quality employment relationship is the resource and guarantee of employees. The change of employment mode leads employees to no longer pursue lifelong employment, but to the promotion of employment. Employees' workplace sensitivities make them feel insecure when their own interests are hurt, especially the new generation of employees. Zhu yu et al [9] believe that the new generation of employees pay more attention to their own development and the realization of their self-value, and

employees' perception of management rules and regulations and related policies within the organization is an important factor affecting employees' sense of job insecurity. Psychological contract broken broken the exchange of stable equilibrium relation between enterprises and employees, passed a signal to employees, the enterprise is not willing to provide the corresponding reward or enterprises have been unable to provide the corresponding return, or enterprise no longer provide employees think something of value, weaken the employees' working passion and sense of worth, the employees job insecurity can produce.

In the atmosphere of work safety, employees feel free and comfortable. They trust their leaders, are loyal to the organization, speak bravely and actively give advice to the organization . According to the resource conservation theory, individuals have the motivation to protect and expand their own resources. When resources are threatened and their own resources are lost and the return on resources input is insufficient, individuals will cause avoidance and withdrawal in order to protect their own resources and reduce the loss of their own resources [10]. When employees perceive job insecurity, on the one hand, employees can't devote themselves to work because of negative emotions or worry about their job security. On the other hand, employees' sense of insecurity reduces their sense of control. In order to avoid failure, employees will reduce their risk-taking behaviors for the purpose of defense and protection. Farr and Ford [11] pointed out that obtaining expected benefits is a major antecedent variable for individual innovation actions in the workplace. Prospect theory in behavioral economics points out that most people are more sensitive to losses than gains. The Psychological contract breakdown makes employees' needs unsatisfied, which then leads to their concerns about the continuity and quality of their work. As a result, employees are unable to fully devote themselves to their work, their sense of responsibility is reduced, and they take the initiative to reduce their behaviors

Hypothesis 2: job insecurity plays an incomplete mediating role between psychological contract rupture and active behavior.

2.3. Moderating Effect of Insider's Identity Perception.

According to Stamper and Masterson [12], Perceived Insider Status refers to "employees' perception of their personal space as an organization member and the degree of acceptance by the organization". It is a new dimension that can be used to measure the quality of the employment relationship between employees and organizations, that is, the degree to which employees perceive themselves as internal members, reflecting the degree to which individuals perceive their close relationship with the organization and other organizational members.

According to the organization member theory, employees' self-perception as an organization member is based on their importance in the organization and their sense of belonging in the organization [12]. For employees, the enterprise exists "insiders" and "outsiders", because the enterprise of different employees with difference of rewards and incentives, the diversity of welfare, training and promotion released a signal, that is some employees are more valuable for organizations, and other employees is not important. In other words, even if an employee has a broken psychological contract, the perceived insecurity of the employee will be lower than that of other employees due to the status of "insider". On the other hand, the stronger the identity recognition of employees, the better they think they know the company, understand the company, and think from the perspective of the company, which can eliminate the sense of insecurity caused by the breakdown of psychological contract.

Hypothesis 3: the relationship between the breakdown of psychological contract and job insecurity mediated by insider identity cognition. When the identity of employee insiders is lower, the negative impact of psychological contract rupture on job insecurity is stronger. On the contrary, the higher the insider's identity, the weaker the negative impact of psychological contract breakdown on job insecurity

3. Research Design

3.1. Variable Design and Measurement Methods

Questionnaire survey was adopted in this study, and the scale was selected as follows:

(1) Psychological contract breakdown. The five-item scale developed by Morrison and Robinson (2000) was adopted in this study. In this study, the consistency coefficient of the psychological contract rupture scale was 0.830.

(2) job insecurity. The seven-item scale of job insecurity developed by Hellgren et al (1999) was adopted in this study. In this study, the consistency coefficient of the job insecurity scale is 0.833.

(3) insider identity perception. Stamper et al. (2002) used a six-item scale. In this study, the consistency coefficient of the insider identity perception scale was 0.842

(4) active behavior. The scale developed by frese (1997) et al was used in this study. In this study, the consistency coefficient of the active behavior scale was 0.842.

(5) ontrol variables. gender and educational background were selected as control variables.

4. Empirical Analysis

4.1. Hypothesis Testing

This study used SPSS 22.0 for hierarchical regression analysis to test the above hypothesis. Table 1 is the regression analysis results.

(1) Main effect test. The control variables, psychological contract rupture and active behavior were put into the regression equation, and the model 2 was established. The psychological contract rupture was significantly negatively correlated with the active behavior, and the hypothesis 1 was verified.

(2) Mediation effect test. According to Barton and Kenny's [13] mediation test steps, the mediating role of job insecurity is verified. Putting the psychological contract breakdown, job insecurity and control variables into the regression equation (model 3), it can be concluded that the job insecurity has a significant impact on the employee's active behavior ($\beta=-0.485$, $P<0.001$). The influence of psychological contract on employee's active behavior was weakened ($\beta=-0.136$, $P<0.01$), indicating that the job insecurity partially mediates the negative correlation between psychological contract breakdown and active behavior, and hypothesis 2 is verified.

Table 1. Hierarchical regression analysis results

	M1	PCB M2	M3	M4	Jl M5	M6
control variables:						
gender	-0.009	-0.022	0.007	0.041	0.059	
educational background	0.017	0.024	0.040	0.042	0.032	
independent variables:						
PCB		-0.492***	-0.136**		0.735***	1.059***
Mediator:						
Jl			-0.485***			
Moderator:						
IIP						0.165
PCB*IIP						-0.212***

(3) Adjustment effect test. The analysis was carried out according to the adjusted mediation model proposed by Preacher et al. [14] and Hayes et al. [15]. The results of the regulation effect analysis are shown in Table 5. Model 3 shows that after controlling the breakdown of psychological contract and internal person perception, the interaction between psychological contract breakdown and internal person perception is significantly positively correlated with job insecurity ($\beta = -0.212$, $P < 0.001$). Hypothesis 3 does not hold.

In addition, we also plotted the adjustment effect map (Figure 1) to understand the regulation of internal human identity perception.

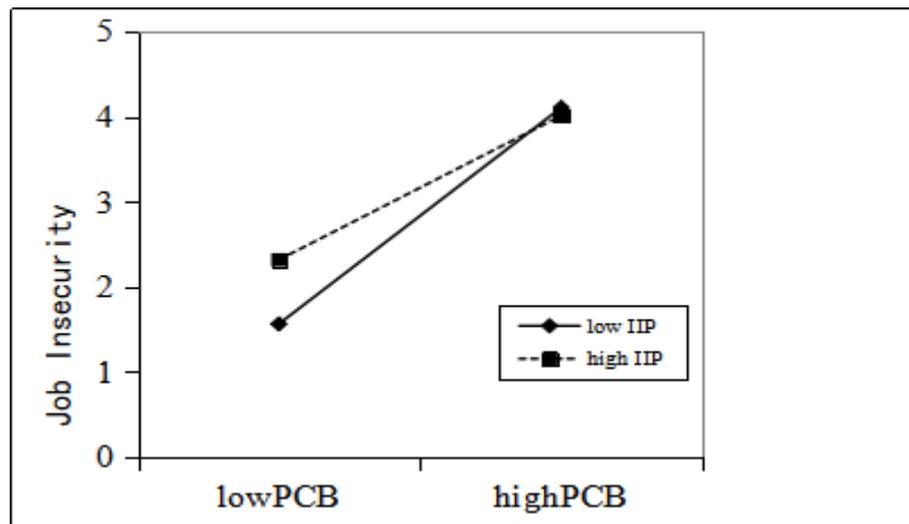


Figure 1. Adjustment diagram of internal identity perception

5. Research Conclusions and Management Implications

5.1. Research Conclusions

The performance of the psychological contract will directly or indirectly affect the employment relationship, and it plays a very important role for employees and managers. This paper combines social exchange theory, organizational membership theory, based on predecessors' research, uses job insecurity as a mediator, and internal identity perception as a regulatory variable to study the relationship between psychological contract rupture and active behavior. Through verification, this paper draws the following conclusions: The sense of job insecurity plays an incomplete mediating role between psychological contract breach and active behavior. Internal person identity perception can reduce the quality of job insecurity caused by employee psychological contract rupture, thus reducing The impact on employee initiative.

5.2. Management Enlightenment

(1) The psychological contract is a link between the employee and the enterprise. The degree of fulfillment of the psychological contract determines the enthusiasm of the employee. From the source point of view, on the one hand, do not give employees a blank check, "feed on illusions", "look at plums to quench thirst" will certainly maximize the benefits of employees in a short period of time, but in the long run, it will not only reduce the enthusiasm of employees, but also damage the credibility of enterprises. Therefore, the manager must do "the words must be faithful, the results must be fruitful"; on the other hand, during the work and the work of the employees, in-depth communication with the employees, understand the employees' ideas and psychological expectations, reduce the relationship between employees and enterprises Misunderstanding and avoidance; from the point of view of the implementation process, the commitment has been made. When the company is unable to fulfill its commitment to

employees, it must be timely explained (including the reasons for breach of contract, commitment to postpone, etc.), or do a good job. Other compensation measures (such as the conversion of contract content, the doubling of subsequent contracts, etc.) reduce the decline in active behavior of employees due to the breakdown of psychological contracts.

(2) Employees work for the enterprise. First, they are for social exchange, employees work for the company, and the company gives employees the corresponding rewards. Second, it is out of emotions, employees and organizations share the same honor and disgrace, and truly consider the enterprise. Therefore, companies should pay attention to the aspect of employee relations, create a positive organizational culture atmosphere, enhance the organizational membership of employees, and employees will actively and actively work because they are "inner people."

6. Research Limitations and Prospects

This paper studies the relationship between psychological contract rupture and active behavior. There are still some limitations in the research content and research methods, mainly reflected in: First, cross-sectional data can not fully understand the causal relationship between variables, in order to better The research can use vertical data to track the same data source at multiple time points, reduce data errors, and ensure that the data has strong persuasion. At the same time, it can also study the changes of employees in the whole process of psychological contract breakdown based on longitudinal data. Second, using the questionnaire survey method, the common method bias problem cannot be avoided. In the future, diversified methods can be used for research, such as experimental methods and interview methods. Third, without considering the individual differences of employees, the research samples are not segmented by industry, and the results are universal. Future research can be based on a certain industry or a group of people based on certain traits, so as to target specific industries or groups. In-depth study can better understand the relationship between psychological contract breakdown and active behavior.

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