

RESEARCH ARTICLE

THE EFFECT OF PSYCHOLOGICAL CONTRACT BREACH ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS: JOB SATISFACTION AS A MEDIATION

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ABSTRACT

Organizational citizenship behavior in a company can positively impact the company. The psychological contract is one of the factors that affect organizational citizenship behavior. The occurrence of a psychological contract breach can be a cause of job dissatisfaction in employees so it can affect organizational citizenship behavior. This study aims to determine the effect of psychological contract breach on organizational citizenship behavior with job satisfaction as a mediator variable. This study uses quantitative methods and data collection methods using the Organizational Citizenship Behavior scale ($\alpha = 0.884$), psychological contract breach scale ($\alpha = 0.882$), and job satisfaction scale ($\alpha = 0.880$). This research was conducted on 100 employees. The results showed the effect of psychological contract breach on Organizational Citizenship Behavior with job satisfaction as a mediator variable for employees ($t = -7.5639$; $p = 0.000$). The determinant coefficient shows that psychological contract breach and job satisfaction make an effective contribution to the organization. Citizenship Behavior is 37.2%, while other factors influence the remaining 62.8%. The implication of this research is the importance of reciprocal and trusting relationships between employers and employees so that altruistic behavior among employees will be developed.

KEYWORDS

Job Satisfaction, Psychological Contract Breach, dan Organizational Citizenship Behaviors

1. INTRODUCTION

A company is an organization that produces goods or services with a selling value, each of which uses all its resources to operate to generate sales value (Handayani, 2016). In all developing countries, business competition is so fierce that it is difficult for all businesses to survive today. Companies need employees who can help the company achieve success (Arsanti and Triwibowo, 2019). Companies need management tools that are usually referred to as 6M, namely man, money, material, machine, method, and market. Among these six elements, human (man) plays a very important role in the company, namely maintaining and increasing the productivity of the company. A competent workforce is very important for the success of a company, because whatever technology is used, the technology will still be driven by humans (Sunandar and Satar, 2016).

Human resources are one of the important factors for organizations and companies to achieve their goals, which are determined through the joint efforts of a group of people (Akbar, Djudi and Hamid, 2016). This is because the effectiveness and success of the company is very dependent on the quality and performance of the human resources (Dewi and Suwandana, 2015). The behavior that demands the organization today is not only in-role behavior, namely carrying out work in accordance with the job description, but also extra-role behavior which contributes to the extra role to complete the work of the organization (Aswin and Rahyuda, 2017).

This behavior tends to treat employees as socially capable employees who are able to empathize with other people, their environment and align their values with the values of their surroundings (Sloat, 1999). Organizational citizenship behavior even though it is not a formal work obligation for an employee, organizational citizenship behavior supports the effective

functioning of the organization, successful organizations need employees who go beyond public work responsibilities and have a positive impact on employees and the organization (Robbins, 2003).

Organizational citizenship behavior is an attitude that many organizations expect to adopt by their employees, because organizational citizenship behavior is considered beneficial or compensates organizations that cannot develop based on formal role obligations or contract forms. Looking further, organizational citizenship behavior is a factor that contributes to the overall work results of the organization (Fitriastuti, 2013).

Social exchange theory is the view of employees when they have been treated well by the organization. An exchange occurs when both parties between employees and organizations can give each other something based on trust (Fung, 2015). Social exchange theory states that both workers and employers make reciprocal relationships with each other to maximize their profits (Gouldner, A, 1960).

According to Morrison and Robinson (2000) psychological contract refers to employees' beliefs regarding reciprocal obligations between employees and their organization, where these obligations are based on promises that the parties in the company perceive and are not aware of are important. Meanwhile (Rousseau, 1989) psychological contract includes expecting employees to believe in their behavior and how they expect the company to repay them.

According to Rousseau (1989) the study on psychological contracts is divided into two, namely in terms of fulfillment and violation of psychological contracts. If the employees judge that the company has successfully fulfilled its obligations to the employees, the psychological

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contract fulfillment (PCF) is considered to have been fulfilled, but if the employee believes that the company has not fulfilled its obligations, then a psychological contract breach can occur from the employees' side. Psychological contract breach is a situation or personal perception that assesses whether the organization has not fulfilled its obligations to employees in accordance with the existing psychological contract (Morrison and Robinson, 2000). This is one of the reasons employees lacking in organizational citizenship behavior.

Organizational citizenship behavior can come from various factors in organizations, including those caused by employee job satisfaction and high organizational commitment (Judge and Robbins, 2003). Job satisfaction is one of the factors that encourage someone to work. The employee gets satisfaction from his job, so he will be happy with his job (Khair and Siagian, 2018).

According to Herzberg's theory, there are two factors that cause satisfaction and dissatisfaction. First, the driving factor is job characteristics related to job satisfaction, namely several needs, which if met will lead to satisfaction, but if not met will reduce satisfaction. Second, health factors are job characteristics related to job dissatisfaction, namely some needs that if these needs are met will not increase motivation, but if not met will lead to dissatisfaction (Krieter and Kinicki in Darmawati et al., 2016). An important element that company employees need to pay attention to is behavior outside the rules of the organizational form. (Robbins, 2003) emphasizes that cooperative behavior and mutual assistance outside of formal requirements is essential for organizational operations.

This study aims to determine the effect of psychological contract breach on organizational citizenship behavior with job satisfaction as a mediator variable.

2. LITERATURE REVIEW

2.1 Psychological Contract Breach and Organizational Citizenship Behaviors

Psychological Contract Breach or the denial of psychological contracts is a form of employee cognitive thinking about organizational failure to fulfill obligations that are considered incompatible with employee contributions (Morrison and Robinson, 1997). Research conducted the psychological contract breach will reduce the behavior of organizational citizenship behavior in a company (Griep and Vantilborgh, 2018). The form of organizational citizenship behavior which is carried out now is in anticipation of the psychological contract breach.

Organizational citizenship behavior embedded in its employees, namely organizational citizenship behavior as voluntary individual behavior (there is no element of coercion), is not directly or explicitly recognized formally by the existence of a reward system and all of this is expected to promote efficiency and effectiveness of organizational functions or the behavior of a person who works more than the job description (Organ, 2006).

Likewise, research stated that the psychological contract breach hurts organizational citizenship behavior which indicates that this psychological contract breach will decrease the behavior of organizational citizenship behavior (Bordia et al., 2008). Supported again by the research of (Morales et al., 2015) that psychological contract breach harms organizational citizenship behavior.

2.2 Psychological Contract Breach and Job Satisfaction

According to the psychological contract breach is a cognitive evaluation of an individual when an organization fails to carry out its duties (Morrison and Robinson, 2000). A psychological contract breach occurs in two conditions, first, the organization has broken its promise and has not fulfilled its obligations. Second, the organization has performed its obligations to an individual but the individual believes the opposite because the beliefs he has about promises or obligations are different from those held by the organization.

Based on previous studies on psychological contract breaches, it was found that there was a relationship between the psychological contract breach and negative attitudes and behavior in the workplace. One of them is employee job satisfaction, to see the effect of psychological contracts on job satisfaction is very easy. Promises that are ultimately carried out will bring satisfaction while promises that are not kept will cause negative emotions (Nermerich and Wilkens, 2011).

According to the job satisfaction refers to a person's attitude and feelings

towards work (Armstrong, 2006). This concurs suggesting that job satisfaction is a person's attitude towards work caused by his attitude towards all aspects of work (Suwatno and Priansa, 2011).

Research on psychological contract breach and job satisfaction was conducted by Robinson and Rousseau in 1994, then in 1998, it was carried out again by Turnley and Feldman and by Tekleab et al. 2005. They found that there was a negative relationship between the two aspects above, which means that the greater the psychological contract breach felt by employees, the lower the level of job satisfaction (Li et al., 2005).

2.3 Job Satisfaction, Psychological Contract Breach, and Organizational Citizenship Behaviors

According to Zottoli psychological contract breach is defined as a situation experienced and felt by employees if they are not paid as promised by the organization (Idris and Irza, 2017). An unsuitable condition could be in the form of a company (organization) in which employees have promised to receive less or more compensation. The company fails to fulfill its employees' obligations, in other words, if employees do not get paid as promised by the company then they will feel and experience, Psychological contract breach situation that employees feel and experience if they do not receive a reward for what the company promised (Rousseau, 2000).

According to a study, job satisfaction is a positive feeling about a job that is the result of an evaluation of several characteristics (Robbins, 2003). Job satisfaction is an affective or emotional response to a job, one can feel satisfaction in one aspect and another Krieter and Kinicki (Darmawati et al., 2016).

Job satisfaction is a personal thing because it involves a person's feelings. Everyone will have a different level of satisfaction based on the values applied to each person. The more work that fulfills an individual's desires, the higher the satisfaction felt by the individual (Nurhayati and Jannah, 2016).

The opinion of Wexley and Yuki regarding job satisfaction is a person's perception of work, which is based on an evaluation of all aspects of the job (Rosmaini and Tanjung, 2019). A person's attitude toward work describes pleasant or unpleasant experiences and hopes for future experiences.

The lesson that we can take in examining the relationship between job satisfaction and psychological contract breach is to always evaluate the importance of employee relations with the company, especially in determining existing expectations so that each party can meet these expectations (Nermerich and Wilkens, 2011).

According to the organizational citizenship behavior is employee extra-role behavior and the most fundamental difference is in reward because in this behavior employees are usually free from reward. Actions taken by individuals are not organized into rewards, in other words, there are no additional incentives for employees who behave extra-roles (Morrison, 1994).

Previous research conducted stated that the emergence of organizational citizenship behavior was a positive thing for companies (Arum et al., 2016). When an employee is satisfied with the work he has done, the employee will finish his job as well as possible, even do things outside of work (Luthans, 2005).

3. METHODOLOGY

This research is quantitative. The variables used in this study were the independent variable, namely psychological contract breach, the mediator variable, namely job satisfaction, and the dependent variable of organizational citizenship behavior. The technique of taking respondents in this study used accidental sampling. Respondents in this study amounted to 100 employees in the company. Collecting data using a psychological contract breach scale instrument from Susanti (2019) which was modified by researchers based on two aspects, namely monetary reward and non-monetary reward. The number of items on the psychological contract breach scale was 34 items. The psychological contract breach scale has a reliability of 0.882. The job satisfaction scale from Maulana (2011) which is modified by the researcher is based on five aspects, namely mentally challenging work, appropriate rewards, supportive working conditions, supportive colleagues, and personality suitability for work. The number of items on the job satisfaction scale is 30 items. The job satisfaction scale has a reliability of 0.880. The organizational citizenship behavior scale from Sofina (2018) was modified by researchers based on five aspects, namely altruism, civic virtue, conscientiousness, sportsmanship, and courtesy. The number of items on

the scale of organizational citizenship behavior is 27 items. The organizational citizenship behavior scale had a reliability of 0.831. The data analysis used in this research is path analysis to determine the effect of psychological contract breach on organizational citizenship behavior which is mediated by job satisfaction.

4. RESULT AND DISCUSSION

Demographic data in this study include several factors, namely age, gender, length of work, and marital status. There were more female respondents than male respondents, namely 75% of the respondents were female and 25% of the 100 respondents were male. Respondents in this study as employees for 3 to 11 years, at most for 4 years with a total of 30 respondents out of 100 respondents. Respondents came from a variety of age ranges, from 21 to 39 years old. Respondents who were seen from marital status, namely respondents who were married were 65.8%, respondents who were not married were 28.3%, and respondents who had been married were 5.9%.

Hypothesis testing used in this research is path analysis to see if job satisfaction mediates the effect of psychological contract breach on organizational citizenship behaviors of employees in companies. The results of hypothesis testing are as follows:

Table 2: Hypothesis Test Results

Variable	F	T	P	Rsquare	Decision
PCB> JS	5,1053	-2,2595	0,0261	0,0495	Significant
PCB>OCB	50,845	-7,1306	0,000	0,3416	Significant
PCB, JS > OCB	28,729	-7,5639 -2,1669	0,000	0,3720	Significant

The results of research on the regression "path a", namely there is a significant influence between the psychological contract breach variable on job satisfaction, the value counts = 5.1053 and (p) = 0.0261 (p < 0.05), meaning that the psychological contract breach variable has a significant effect on the job satisfaction variable. So it can be concluded that the psychological contract breach variable affects the job satisfaction variable of company employees X. The correlation coefficient (R) of the psychological contract breach variable on job satisfaction is 0.2225, while the R square value is 0.0495 which means psychological contract breach provides an effective contribution or effect on job satisfaction by 4.95%.

In addition, the effect of psychological contract breach on job satisfaction can also be shown by the regression equation $Y = 68,750 + (-0.40) X$. The regression equation shows that if psychological contract breach is considered constant, changes in job satisfaction are reduced (-0.40) units for each increment of $X = 1$. These results prove that a psychological contract breach can have a negative effect on job satisfaction. If the employees of company X have high psychological contract breach, then job satisfaction will always decrease. Likewise, if the employees of company X have a low psychological contract breach, then job satisfaction will always increase.

According to Rayton and Yalabik (2014), a study conducted found that there was a negative and significant relationship between psychological contract breach and job satisfaction. This shows that the higher the psychological contract breach a person has, the lower the job satisfaction of a person is. Promises that are ultimately carried out will bring satisfaction while promises that are not kept will cause negative emotions (Nermerich and Wilkens, 2011). Companies must also know the importance of always evaluating the relationship between employees and the company, especially in identifying existing expectations so that each party can meet these expectations (Xie et al., 2015).

Based on the simple regression analysis on the "path b" model, the results obtained support the second problem formulation, namely that there is a significant and significant influence between job satisfaction on organization citizenship behavior. Based on the results of data analysis, it was obtained $fcount = 28.72$ and (p) = 0.0327 (p > 0.05), so that the hypothesis can be accepted, namely that there is an effect of job satisfaction on organization citizenship behavior on employees of company X.

Among the main studies that have deepened research on the relationship between job satisfaction and organizational citizenship behavior. Bateman and Organ (1983) conducted an in-depth study, comparing monitoring and evaluation of organizational citizenship behavior and the reported levels of employees' job satisfaction. found a strong and positive relationship between overall organizational citizenship behavior and

contextual job satisfaction. Agreeing with other research, found that satisfaction has a positive relationship with organizational citizenship behavior (Lestarinintyas, 2016).

An important element that needs to be considered for employees in the company is behavior outside the formal rules of the organization. A study emphasizes that cooperative behaviors and mutual assistance that fall outside formal requirements are essential for the functioning of the organization (Robbins, 2003). According to Podsakoff (Cahyandi et al., 2019), organizational citizenship behavior affects the organization. The results of the regression model "path c" were proven to support the formulation of the third problem, namely that there was a significant influence between the psychological contract breach variable on organizational citizenship behavior. The results obtained were $fcount = 50.8459$ and (p) = 0.000 (p > 0.05) so the hypothesis was accepted, namely that there was an effect of psychological contract breach on organizational citizenship behavior of employees of company X.

The correlation coefficient (R) of the psychological contract breach variable on organizational citizenship behavior is 0.5845, while the R square value is 0.3416, which means that the psychological contract breach provides an effective contribution or effect on organization citizenship behavior of 34.16%. In addition, the effect of psychological contract breach on organizational citizenship behavior can also be shown by the regression equation $Y = 74.5410 + (-0.0653) X$. The regression equation shows that if the psychological contract breach is considered constant then the change in organizational citizenship behavior decreases (-0.065) units at each addition of $X = 1$. These results prove that a psychological contract breach can have a negative effect on Organization's Citizenship Behaviors. If the employees of company X have a high psychological contract breach, the organizational citizenship behavior will always decrease. Likewise, if the employees of company X have a low psychological contract breach, the organization's citizenship behavior will always increase.

Research conducted shows that a psychological contract breach will reduce the behavior of organizational citizenship behavior in a company (Jafri, 2012). The existence of a psychological contract breach in a company will endanger the behavior of organizational citizenship behavior and can even affect the performance of employees. Social support is also an important part of OCB which can be seen in the sportsmanship aspect. Social support is significantly influenced by job satisfaction and psychological contracts (Dwiyantri, 2019). Someone who has a high level of sportsmanship will increase a positive climate among employees, employees will be more polite and cooperate with others it will create a more pleasant work environment.

Likewise, research stated that the psychological contract breach has a negative effect on organizational citizenship behavior which indicates that this psychological contract breach will decrease the behavior of organizational citizenship behavior (Bordia et al., 2008). Supported again by the research that psychological contract breach has a negative effect on organizational citizenship behavior (Morales et al., 2015).

The results of the regression model research (path c') have proven the research hypothesis that there is an effect of psychological contract breach on organization citizenship behavior which is mediated by job satisfaction. In this path, it is hoped that the results will not be significant. Based on the results of the analysis Based on the results of the data analysis, the value of $fcount = 28.7293$ and (p) = 0.000 (p < 0.05) Under the rules of the mediating variable that the results in path c' which should not be significant because the significance value is greater than 0.05, however in this study it is significant. So that the hypothesis can be accepted, it can be concluded that psychological contract breach through job satisfaction as a mediating variable affects organization citizenship behavior by partially mediating.

The effective contribution given by the job satisfaction variable as a mediator of the influence of the psychological contract breach variable on organizational citizenship behavior is shown by the R square value of 0.3720. This shows that psychological contract breach through job satisfaction has an effect or effective contribution to organizational citizenship behaviors of 37.20%, so there are still 62.8% of other influencing factors (factors not examined).

The role of the mediating variable can be seen by looking at the significant value which explains the significance value (p) > 0.05. This means that there is a significant influence between the psychological contract breach on organization citizenship behavior when passing the mediating variable in the form of job satisfaction. In addition, it can also be seen by comparing the R square value, namely the value of the effect or effective contribution

given before passing through the mediating variable with the R square after passing the mediating variable. Based on the results of the analysis in path c, namely the influence of the psychological contract breach variable on organization citizenship behaviors, the effect or contribution value is 34.16%, while after entering the mediating variable, namely the job satisfaction, the R square value becomes 37.20%. it means that there is a higher value on the effect of psychological contract breach on organizational citizenship behavior by 3.04%.

5. CONCLUSION

The results showed that there was a significant influence between psychological contract breach on organizational citizenship behaviors and job satisfaction as mediation for employees. The limitation of this study is that it does not analyze demographic factors with the variable psychological contract breach, job satisfaction, and organizational citizenship behavior. This study has shortcomings due to limitations to researchers, so it is hoped that the next researcher can carry out further research based on other factors, including organizational commitment, personality, employee morale, motivation, organizational culture, characteristics, and factors that come from internal and external employees. can affect organizational citizenship behaviors. In addition, the next researcher can conduct research using the results of demographic data in this study based on gender, age, length of work, and marital status to enrich the results of the study.

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