

*National College of Business
Administration and Economics
Lahore*



**PSYCHOLOGICAL CONTRACT BREACH
AND ORGANIZATIONAL IDENTIFICATION:
THE INTERVENING AND CONTINGENT
ROLES OF CYNICISM TOWARD CHANGE**

BY

ANAM SHAISTA

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

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ANAM SHAISTA

**A dissertation submitted to
School of Business Administration**

**In Partial Fulfillment of the
Requirements for the Degree of**

**MASTER OF PHILOSOPHY
IN
BUSINESS ADMINISTRATION**

January, 2017



*In the name of ALLAH,
The Most Beneficial,
The Most Merciful,*

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DECLARATION

It is to declare that this research work has not been submitted for obtaining similar degree from any other university/college.

ANAM SHAISTA
January, 2017

**DEDICATED
TO**

My Beloved Parents

*The Very Reason of
My Existence.*

ACKNOWLEDGEMENT

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RESEARCH COMPLETION CERTIFICATE

Certified that the research work contained in this thesis entitled **“Psychological Contract Breach and Organizational Identification: The Intervening and Contingent Roles of Cynicism toward Change: A Self-Control Perspective”** has been carried out and completed by **Anam Shaista** under my supervision during her **M.Phil. Business Administration** Programme.

(Dr. Matti Ullah Butt)
Supervisor

SUMMARY

In the current difficult economic conditions, many organizations struggle for their survival and success. Consequently, employee-organization relationship becomes critical for organizational efficiency and effectiveness. A growing stream of research has revealed employees' performance is highly dependent on their perceived relationship with their employers. Therefore, managers are interested to find out ways through which they can magnify their relationships with their employees to gain greater competitive advantage. Employee-organization relationship is intricate concept and comprises of several relational ties. Researchers and practitioners are involved to understand these relational ties of employer-employee relationship. Organizational identification is one of most essential relational ties because it is a key component of overall representation of the employee-organization relationship.

The current study attempts to focus on how employees' perceptions and attitudes affect their identification within organization? In this regard, the present study comprehends the role of psychological contract breach (PCB) in nurturing employees' organizational identification as a fundamental antecedent. Moreover, this research considered individual level explanatory mechanism of cynicism toward change to understand and to get insights of this relationship of PCB and organizational identification. This study ponders upon the intervening and contingent roles of cynicism toward change on the relationship between PCB and organizational identification.

Two hundred forty-five employees of two manufacturing and three service companies in Lahore participated in the study. These 245 employees belonged to different work units. The data was collected through mail-survey. Further data was analyzed through different statistical techniques such as cross tabulation, descriptive statistics, correlations, and hierarchal linear modeling. The results indicated staunchly support for all the expected relationships of variables. Likewise, PCB and cynicism toward change was found to influence organizational identification in parallel manners. Moreover, cynicism toward change was found to mediate and moderate the relation of PCB and organizational identification. This study further discusses the results and draws several insights along with suggestions for theory and practice; followed by limitations and prospect directions.

LIST OF ABBREVIATIONS

Abbreviations	Complete Words
CTC	Cynicism Toward Change
HRM	Human Resource Management
IT	Information Technology
OID	Organizational Identification
Org.	Organization
PCB	Psychological Contract Breach
P&D	Planning and Development
R&D	Research and Development
VIF	Variance Inflation Factor

LIST OF TABLES

Table No.	Title	Page
4.1	Subjects' Characteristics for Experiment 1	34
4.2	Descriptive Statistics and Reliability for Experiment 1	35
4.3	Group Comparisons by Gender for Experiment 1	35
4.4	Bi-Variate Correlations Matrix for Experiment 1	37
4.5	Regression Results: Procrastination as Mediator (H1)	38
4.6	Regression Results: Delay in Gratification as Mediator (H2)	39
4.7	Subjects' Characteristics for Experiment 2	40
4.8	Descriptive Statistics and Reliability for Experiment 2	41
4.9	Group Comparisons by Gender for Experiment 2	41
4.10	Bi-Variate Correlations Matrix for Experiment 2	42
4.11	Regression Results: Moderation of Conscientiousness (H3)	43
4.12	Regression Results: Moderation of Conscientiousness and Extrinsic Rewards (H4)	44
4.13	Summary of Hypotheses Result	45

LIST OF FIGURES

Figure No.	Title	Page
1	The Mediation Model	20
2	Three-Way Interaction Model	23
3	Moderation of Conscientiousness	47
4	Combine Moderation of Conscientiousness and Extrinsic Rewards	48

TABLE OF CONTENTS

DECLARATION.....	v
DEDICATION	vi
ACKNOWLEDGEMENT.....	vii
RESEARCH COMPLETION CERTIFICATE.....	viii
SUMMARY	ix
LIST OF ABBREVIATIONS	x
LIST OF TABLES	xi
LIST OF FIGURES.....	xii
CHAPTER 1: INTRODUCTION	1
1.1 STATEMENT OF TOPIC	1
1.2 STUDY BACKGROUND	2
1.2.1 Justification of the Study	6
1.3 SIGNIFICANCE OF THE STUDY	7
1.4 STUDY VARIABLES	7
1.4.1 Independent Variable	7
1.4.1.1 Psychological Contract Breach	7
1.4.2 Mediating and Moderating Variable	8
1.4.2.1 Cynicism Toward Change	8
1.4.3 Dependent Variables	8
1.4.3.1 Organizational Identification	8
1.5 RESEARCH HYPOTHESES	8
1.6 THEORETICAL FRAMEWORK	9
1.7 RESEARCH METHODOLOGY	9
1.8 FINDINGS	10
CHAPTER 2: LITERATURE REVIEW AND HYPOTHESES.....	11
2.1 ORGANIZATIONAL IDENTIFICATION.....	11
2.2 PSYCHOLOGICAL CONTRACT BREACH.....	14
2.3 PSYCHOLOGICAL CONTRACT BREACH AND ORGANIZATIONAL IDENTIFICATION.....	16
2.4 CYNICISM TOWARD CHANGE.....	17
2.5 PSYCHOLOGICAL CONTRACT BREACH AND CYNICISM TOWARD CHANGE	19
2.6 CYNICISM TOWARD CHANGE AND ORGANIZATIONAL IDENTIFICATION.....	20
2.7 CYNICISM TOWARD CHANGE AS A MEDIATOR.....	21
2.8 CYNICISM TOWARD CHANGE AS A MODERATOR.....	22
2.9 SUMMARY	23

CHAPTER 3: RESEARCH METHODOLOGY.....	24
3.1 RESEARCH DESIGN	24
3.2 STUDY VARIABLES	24
3.2.1 Independent Variable	24
3.2.2 Mediating and Moderating Variable.....	25
3.2.3 Dependent Variables	25
3.2.4 Control Variables	25
3.3 POPULATION AND SAMPLE	26
3.3.1 Target Population and Sampling Design	26
3.3.2 The Sample	26
3.4 DATA COLLECTION.....	27
3.4.1 The Instruments	27
3.4.2 Pilot Study	28
3.4.3 Administration Procedure.....	28
3.5 MEASUREMENT SCALE.....	28
3.5.1 Psychological Contract Breach.....	28
3.5.2 Cynicism Toward Change	29
3.5.3 Organizational Identification	29
3.5.4 Control Variables	29
3.6 DATA ANALYSIS.....	29
CHAPTER 4: DATA ANALYSIS AND RESULTS.....	30
4.1 RESPONDENTS' CHARACTERISTICS.....	30
4.2 DESCRIPTIVE STATISTICS	31
4.3 RELIABILITY OF SCALES.....	32
4.4 GROUP COMPARISONS FOR ALL STUDY VARIABLES	33
4.5 CORRELATION MATRIX.....	35
4.6 HYPOTHESES TESTING.....	37
4.6.1 Psychological Contract Breach and Organizational Identification	37
4.6.2 Mediation Analysis	38
4.6.3 Moderation Analysis	39
4.7 SUMMARY OF THE RESULTS.....	41
CHAPTER 5: DISCUSSION	43
5.1 DISCUSSIONS	43
5.2 IMPLICATIONS.....	45
5.2.1 Theoretical Implications	45
5.2.2 Practical Implications.....	46
5.3 LIMITATIONS AND FUTURE DIRECTIONS	48
5.4 CONTRIBUTIONS.....	49
5.5 CONCLUSION	51
REFERENCES	52
ANNEXURE	68

CHAPTER 1

INTRODUCTION

1.1 STATEMENT OF TOPIC

Employee-organization relationship is viewed as indispensable to organizational success in this competitive and advanced business world. *Organizational identification* – an employee’s perception of oneness with his/her organization - is one of the most essential relational ties of employee-organization relationship for understanding organizationally relevant outcomes. Organizational identification has been shown to predict an array of significant employee attitudes and behaviors in the work place. Organizational scholars have mentioned the necessity to identify antecedents of organizational identification in previous authentic studies (Ashforth et al., 2016; Conroy et al., 2016). Some researchers have recently been intrigued the role of *Psychological Contract Breach (PCB)* in inducing organizational identification as fundamental antecedent (Lu et al., 2016; Zhu et al., 2016). The dynamic interplay between psychological contracts and organizational identification has been highlighted in conceptual work (Epitropaki, 2013). However, literature has limited empirical evidence on dynamics of the relationship between PCB and organizational identification and requires further empirical investigation. Besides, the relationship of PCB and organizational identification may be intervening and contingent to individual level factors also. It is posited that *cynicism toward change* will make indirect relationship between PCB and organizational identification. Moreover, it will positively interact with PCB and influence organizational identification as well. The intervening and contingent roles of cynicism toward change with PCB and organizational identification are yet to be explored.

Therefore, this study aims: a) to empirical investigate the proposed conceptual relationship between PCB and organizational identification b) to examine the mediating effect of cynicism toward change between PCB and organizational identification c) to investigate the moderating role of cynicism toward change on the relationship between PCB and organizational identification.

1.2 STUDY BACKGROUND

Undoubtedly, international competition has recently been increased in the business world and many firms struggle for their survival. Organizations endeavor to utilize the human resource in an effective way to gain a greater competitive advantage (Anglin et al., 2017; Callea et al., 2016). Therefore, the relationship between employee and organization is become a critical factor for the success of an organization. Employee's efforts for organizational success are highly dependent on the perceived relationship of employees with their organization (Alcover et al., 2016; Liao et al., 2017), so to enhance the performance of employees their relationship with organization should be focused and amended. Employee-organization relationship is intricate concept because it comprises of various relational ties (Kraak et al., 2017; Tsachouridi and Nikandrou, 2016). Earlier organizational researchers have given attention to many relational ties among employee and organization (Chen et al., 2016; Dawson et al., 2014). These relational ties are perceived organizational support, person-organization fit, perceived inside status, psychological ownership, psychological contracts (Chang and Busser, 2017) and organizational identification (Farmer et al., 2015; Knapp et al., 2014).

One of the most essential relational ties of employee-organization relationship is organizational identification for understanding significant outcomes at the workplace (Ashforth, 2016; Shah et al., 2017). It is a key element of the overall representation of employee-organizational relationship (Farmer et al., 2015; Liao et al., 2017). *Organizational identification* is discussed as “employees’ perception of oneness and belongingness with their organization such that these individuals define themselves in terms of their organizations” (Ashforth and Mael, 1989). Prevailing literature on organizational identification have revealed its roots are deeply attached with Social Identity Theory (Bailey et al., 2016; Conroy et al., 2016).

Social Identity Theory proposes that people inclined to categorize themselves into social groups like organizational membership (Tajfel and Turner, 1985). Employees identify with their organization by generally assuming perceived attributes of the organization as elements of their own-self (Ashforth and Mael, 1989; Dutton et al, 1994). Employees begin to identify to fulfill two basic needs. First one is the need for self-categorization and the second one is need for self-enhancement. The need for self-categorization in which individual demands his/her desired place should be in society (Ashforth et al., 2016). The need for self-enhancement in which individual demands his/her membership should be rewarded and instrumental for feeling of self-worth (Galvin et al., 2015).

Organizational scholars are increasingly showing wide and deep interest in understanding perceived identification of employees with organizations (Anglin et al., 2017; Myers et al., 2016; Welbourne and Paterson, 2016). They are concerned to clarify how employees attach themselves to others at the workplace. Why do they identify with several referents within organizational life? It has been mentioned that employees tend to identify with work relationships, group, occupation, and importantly organizations (Besharov, 2014; Shah et al., 2017; Conroy et al., 2016). Moreover, employees' stronger sense of belongingness with organization leads to positive attitudes and behaviors at the workplace (Bailey et al., 2016). Employees with high organizational identification possess supportive approach toward their organization. They make decisions to meet organizational goals and objectives (Callea et al., 2016; Lipponen et al., 2016).

Gradually, organizations have become interested in seeking employees who consider their organization as a better place to work. They should illustrate loyalty and disinfect to the intention of leave. Importantly, employees should believe that their social identity is their own identity. They should see their fate is closely linked with the fate of organization (Anglin et al., 2017; Faroq et al., 2016). In this situation, organizational identification is become a central element that provides cohesion for organizational success (Liao et al., 2017; Petriglieri, 2016) and vigorous for organizational effectiveness (Wei et al., 2017; Zavyalova et al., 2016).

Although the association of organizational identification and organizational effectiveness has been identified. However, limited work has been done on the recognition of mechanisms that foster organizational identification. Many scholars have mentioned the necessity to identify such mechanisms (e.g. Ashforth, 2016; Liao et al., 2017; Shah et al., 2017). Preceding studies revealed individual level characteristics of employees can change the level of organizational identification (Alcover et al., 2016; Ng, 2015). However, it is argued that psychological contracts play a vital role in reducing the level of organizational identification. Some studies suggest the theoretical link between organizational identification and psychological contracts in their conceptual work (e.g. Epitropaki, 2013; Stamper et al., 2009).

Psychological contract is also a pivotal relational tie of employee-organization relationship (Kraak et al., 2017; Van den Heuvel et al., 2016). It denotes as "an individual's beliefs about the terms and conditions of a reciprocal exchange agreement between the person and another party" (Robinson, 1996). Psychological contract is inherently perceptual distinct from formal and implied contracts (Conway et al., 2011; Erkutlu and Chafra, 2016).

Some researchers have recently been combined both constructs (Organizational identification and psychological contracts) under common theoretical framework titled “perceived organizational membership” (Masterson and Stamper, 2003; Stamper et al., 2009). Perceived organizational membership is aggregated multidimensional construct that represents employees’ perceptions about their organizational relationships. They also gave three underlying mechanisms: need fulfillment, mattering and belonging. These mechanisms explain why people show interest in membership of the particular organization. Psychological contracts are reflected by need fulfillment dimension that strengthen employees’ organizational membership and, organizational identification is reflected by belonging dimension that strengthens employees’ organizational membership (Knapp et al., 2014; Restubog et al., 2015).

Psychological Contract Breach (PCB) is a fundamental component of psychological contract theory and demarcated as “the cognition that one’s organization has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contributions” (Morrison and Robinson, 1997). The idea of the breach has crucial nature because it provides primary justification about why psychological contracts inversely touch employees’ feelings, attitudes, and behaviors (Arshad, 2016; Bankins, 2015; Chang and Busser, 2017).

In this study, it is argued that PCB is the key variable for understanding organizational identification. These both variables offer essential insights of the overall employee–organization relationship (Alcover et al., 2016; Ng, 2015). Employees identify with organizations to fulfill their needs of self-categorization and self-enhancement. When employees perceive PCB, they will not perceive their organizational membership as fulfilling their needs. They will become to realize that their place in the organization is meaningless and valueless. Therefore, they will be less likely to put efforts for organization’s success. Gradually employees’ belongingness with the organization will become weaker. As a result, they will be less willing to identify with the organizational community (Epitropaki, 2013; Lu et al., 2016). The present study is going to empirical test this proposed relationship of PCB and organizational identification.

Moreover, individual level variables can play intervening and contingent roles within the specific context of PCB and organizational identification. The roles of individual differences for organizational identification have intensively under-researched (Ashforth et al., 2016). Such characteristics are essential to comprehend the relationship of PCB and organizational identification (Zhu et al., 2016). Thus, the current study is going to consider

cynicism as an explanatory mechanism of PCB and organizational identification (Chaouali et al., 2017). As cynical employees react more pessimistically toward breach of significant psychological contracts (MacLean et al., 2015; Johnson and O’Leary-Kelly, 2003). As a result, they reduce their level of organizational identification more willingly (Kreiner and Ashforth, 2004; Patient et al., 2015).

Cynicism toward change is specific form of cynicism and delineated as “a pessimistic viewpoint about change efforts being successful because those responsible for change are blamed for being unmotivated, uncompetitive or both” (Wanous et al., 2000). In this study, it is proposed that cynical people toward change are more likely to react pessimistically to their PCB and as they lose their level of identification with their organization (Frandsen, 2012; Johnson and O’Leary-Kelly, 2003; Van den Heuvel et al., 2016). Cynicism toward change probably mediates and even, moderates the fundamental association between PCB and organizational identification. Current organizational research literature lacks the empirical evidence of the intervening and contingent roles of cynicism toward change with PCB and organizational identification. This gap is considered in the current study.

On the base of above-mentioned facts, it can be stated that PCB adversely influences organizational identification. Best of our knowledge, there is little empirical evidence on the impact of PCB on organizational identification (Lu et al., 2016; Zhu et al., 2016). However, many scholars have mentioned the importance of PCB in prediction of organizational identification in authentic theoretical research work (Knapp et al., 2014; Masterson and Stamper, 2003; Stamper et al., 2009). Moreover, no prior study has looked at the intervening and contingent roles of cynicism within organizational behavior domain (Epitropaki, 2013). Particularly, this study focuses on cynicism toward change that is more relevant to the organizational identification process.

To fulfill aforementioned research gap, this study aims to extend the literature by empirically investigating the impact of PCB on organizational identification. Moreover, this study analyzes the contingency effects of individual level key variable cynicism toward change are accessed on the relationship between PCB and organizational identification. It will lead to comprehending dynamics of the relationship of PCB and organizational identification.

1.2.1 Justification of the Study

Today it's difficult to compete in drastically changing and highly competitive business world. Organizations are constantly struggling to understand the complexities involved in employee-organizational relationships (Alcover et al., 2016; Liao et al., 2017). Practitioners are passionate to utilize human resource effectively to gain greater competitive advantage. Managers keenly make insights on how to increase individuals' effort, cooperation, and performances (Myers et al., 2016; Wei et al., 2017; Wolter and Cronin, 2016). They are examining the ways of fostering positive relationships with their employees at workplace (Callea et al., 2016; Shah et al., 2017). Existing literature suggested organizational identification is distinctively important in comprehending employer-employee relationship (Maroofi and Parvin, 2015). As organizational identification forms and influences considerable work-related consequences (Anglin et al., 2017; Besharov, 2014).

With all of these aforementioned reasons, researchers and practitioners are widely interested in comprehending organizational identification. There has been growing scholarly interest in, why employees identify themselves with several groups, occupations, work relationships, and especially organizations. Scholars are exploring how employees cognitively and emotionally attached to their organizations (Bailey et al., 2016; Wei et al., 2017; Zhu et al., 2016). A very few studies have attempted to investigate the magnitude of influence that PCB will have on organizational identification (Epitropaki, 2013). However, this study seeks to understand the phenomenon of PCB in critically undermining organizational identification (Lu et al., 2016). It has been suggested a prolific area of research (Maroofi and Parvin, 2015).

Furthermore, there is a surge in interest regarding to the vigorous role of individual's level explanatory mechanism cynicism toward the change in the relationship of PCB and organizational identification (DeCelles et al., 2013). Until now, best of our knowledge, no study has given attention to influence of cynicism toward change in this particular context. The current study considers this gap and attempts to empirical investigate the mediating and moderating role of cynicism toward change with PCB and organizational identification. Moreover, this study extends the work of Epitropaki (2013) by examining mediation and moderation of cynicism toward change within the framework of PCB and organizational identification.

1.3 SIGNIFICANCE OF THE STUDY

This study advances the knowledge of organizational identification by exploring its vital antecedents. This study will enhance the understanding of why and how individuals identify with organizations. Similarly, this study also contributes in box of PCB by analyzing its influence on employees' perceptions and attitudes. PCB provides an explanation of why psychological contracts adversely touch employees' attitudes and behaviors (Alcover et al., 2016; Kraak et al., 2017). Researchers are curious to examine its antecedents and consequences for organizations (Chang and Busser, 2017; Peng et al., 2016). The relationship of PCB and organizational identification has conceptual grounding in many authentic studies (Masterson and Stamper, 2003; Stamper et al., 2009), but have limited empirical evidence especially in terms of organizational membership (Conway et al., 2011; Epitropaki, 2013). Our study ponders on this avenue and conducts an empirical investigation of impact of PCB and organizational identification.

Cynicism toward change is comparatively new construct with PCB and organizational identification (DeCelles et al., 2013). This study also advances the knowledge of cynicism toward change by assembling it with other variables. In the present study, it is proposed that cynicism toward change will enhance understanding and will provide insights of the crucial relation of PCB and organizational identification (Frandsen, 2012; Johnson and O'Leary-Kelly, 2003; Van den Heuvel et al., 2016).

Mostly studies on PCB, organizational identification and cynicism have been conducted in western culture (e.g. Astrove et al., 2015; Chaouali et al., 2017; Farmer and Dyne, 2016; Thundiyil et al., 2015). Pakistani organizations are also facing such kind of issues (Bashir and Nasir, 2013). Therefore, this study pursues to understand the phenomenon of PCB and organizational identification in a Pakistani context. It provides knowledge for Pakistani practitioners to resolve relevant matters of PCB, cynicism toward change and, identifications within organizations.

1.4 STUDY VARIABLES

1.4.1 Independent Variable

1.4.1.1 Psychological Contract Breach

PCB refers as “a subjective experience, referring to one's perception that another has failed to fulfill adequately the promised obligations of the

psychological contract” (Rousseau, 1990). The concept of PCB will be more understandable and unambiguous with the definition of psychological contracts. Psychological contracts defined as “an individual’s beliefs about the terms and conditions of a reciprocal exchange agreement between that person and another party” (Robinson and Rousseau, 1994).

1.4.2 Mediating and Moderating Variable

1.4.2.1 Cynicism Toward Change

Cynicism toward change reflects as “encompassing a pessimistic attitude toward one’s organization regarding its ability to successfully implement change (Bommer et al., 2005). Cynicism toward change is specifically a state variable (rather than trait), dissimilar from dispositions like negative affectivity (Reichers et al., 1997). Cynicism toward change is a specific type of cynicism. Cynicism has conceptualized as “mistrust and lost pride in one’s work or occupation or an attitude of frustration and distrust toward one’s organization” (Andersson and Bateman, 1997).

1.4.3 Dependent Variables

1.4.3.1 Organizational Identification

Organizational identification refers as “a perception of psychological inclusion or belongingness to a particular firm or institution. Even more so, it conveys a sense of being a part of something, as one’s self-definition is somewhat tied to membership in a particular firm” (Ashforth et al., 2008). “A person is identified with an organization when his or her self-concept contains the same attributes as those in the perceived organizational identity” (Dutton et al., 1994).

1.5 RESEARCH HYPOTHESES

On the base of abovementioned literature, the present study has proposed the following hypotheses:

- H1:** PCB is negatively related to organizational Identification.
- H2:** PCB is positively related to cynicism toward change.
- H3:** Cynicism toward change is negatively related to organizational identification.

- H4:** Cynicism toward change mediates the relationship between the PCB and organizational identification.
- H5:** Cynicism toward change moderates on the relationship between the PCB and organizational identification. Specifically, the negative relationship between PCB and organizational identification will be stronger when cynicism toward change is high rather than when cynicism toward change is low.

1.6 THEORETICAL FRAMEWORK

Figure 1 illustrates the graphical representation of theoretical framework that depicts possible relationships of various variables and the corresponding hypotheses of the study. Hypothesis 1 pertains to the direct relationship of PCB with organizational identification. Hypothesis 2 exhibits connection of PCB and cynicism toward change. Succeeding, hypothesis 3 represents relationship of cynicism toward change and organizational identification. Moreover, hypothesis 4 and 5 present the mediation and moderation of cynicism toward change between PCB and organizational identification respectively.

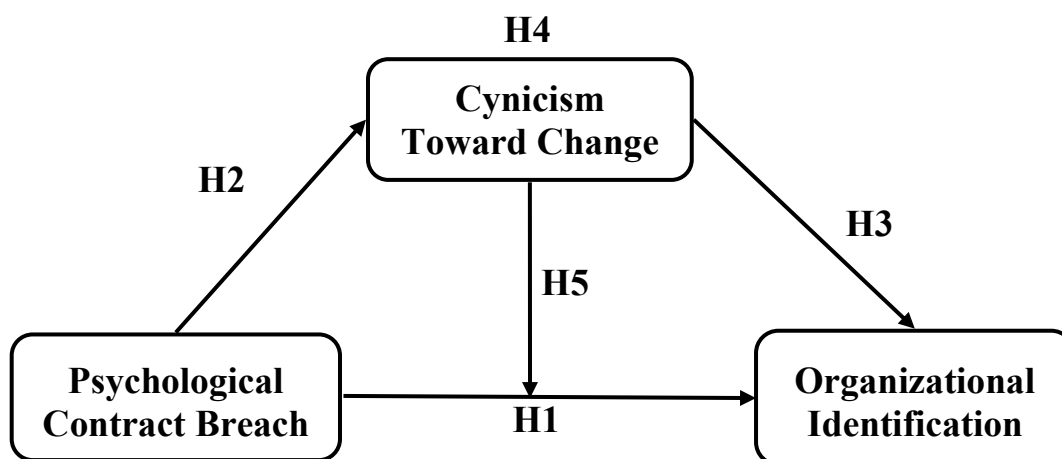


Figure 1: Theoretical Framework

1.7 RESEARCH METHODOLOGY

This study is *analytical and correlational* in nature and its purpose is to *test the hypotheses* and to gain insights and understandings of the hypothesized relationships of PCB, organizational identification, and cynicism toward change. The *unit of analysis* is individuals (employees) as all variables are determined by individuals. The nature of the study is quantitative which is suitable for testing of hypotheses. The data was collected from employees of 2

manufacturing and 3 service companies. Multi-stage sampling technique was used to select the respondents for data collection.

Time horizon is *cross-sectional* where data is collected at a single point in time. The study setting is *non-contrived* as this study is conducted in a natural setting where employees work in a regular routine with *minimal interference* of researcher. All variables were measured through self-report data where every respondent fill-up questionnaire by themselves. The mail survey method was used for attaining this self-report data. Detailed methodology is discussed in chapter 3.

The primary data of 245 respondents were entered in software Excel 2016 to combine all data into a single file. After that, the data was transferred into SPSS (Statistical package for social sciences) 22nd version for statistical analysis of data. Various techniques of statistics were used to carefully obtain the results of the study. Some of these techniques are cross tabulations, descriptive statistics, Bi-variate Pearson Correlations, Cronbach's alpha for internal consistency of scale and, hierarchical linear regression modeling is used for hypotheses testing. The prescribed methodology of Baron and Kenny's (1986) was used in order to test mediation and moderation of variables. The obtaining results are given on chapter no. 4 in the form of tables and diagram.

1.8 FINDINGS

Firstly, the relationship between two focal variables (PCB and organizational identification) of employee-organization relationship is investigated. The results indicate that PCB plays a crucial role in reducing the state of organizational identification. Secondly, cynicism toward change is accessed as a mediating variable between PCB and organizational identification. The results illustrate that cynicism toward change fully mediates the relationship of PCB and organizational identification. Thirdly, the moderation of cynicism toward change on the relationship between PCB and organizational identification is examined. The results demonstrate that cynicism toward change significantly and positively moderates the relation of PCB and organizational identification. The detailed results along numerical values/figures are discussed on chapter no. 4. The discussion on results, limitations with prospect directions, implications, contributions, and conclusion are disclosing in Chapter 5.

CHAPTER 2

LITERATURE REVIEW AND HYPOTHESES

2.1 ORGANIZATIONAL IDENTIFICATION

A glimmer variable today recognized as organizational identification appeared very early in the boundary of organizational science. Initially, Taylor (1911) discussed the concerns of persons and organizations should be “identical” by personal cooperation, intimidation, closeness between the management and the men. Barnard (1938) argued on “coalescence” among employees and organization that produces a sense of employee’s willingness to put increased efforts toward the organizational success. Simon (1947) appeared to have been first organizational scholar to contribute the construct some theoretical teeth and formalized it at different levels. Afterward, Ashforth and Mael (1989) as well as Dutton et al., (1994) provided more clarity to the construct and conceptualized it underneath social Identity Theory. Withal, the variable achieved traction and evolves into the mainstream from over the past decade through publications of some scholars (e.g. Ashforth et al., 2008; Jones and Volpe, 2010; Riketta, 2005).

Organizational Identification has been formulated in various ways, ranging from quite narrow to quite broad (Anglin et al., 2017; Liao et al., 2017; Smidts et al., 2001). However, here this study is interested in quite narrow conceptualization that comes from Social Identity Theory (Tajfel and Turner, 1985). Organizational identification will be considered in terms of organizational membership. Organizational identification refers as “perception of oneness or belongingness to some human aggregate” (Ashforth and Mael, 1989) even, “when a person’s self-concept contains the same attributes as those in the perceived organizational identity” (Dutton et al., 1994). Where, identification pertains to “a relatively enduring state that reflects an individual’s readiness to define him or herself as a member of a particular social group” (Haslam et al., 2001). Prevailing literature on organizational identification suggests that its roots are deeply attached within Social Identity Theory (Bailey et al., 2016; Conroy et al., 2016).

Social Identity Theory (Tajfel and Turner, 1985) proposes that people inclined to categorize themselves into social groups like age, cohort, and organizational membership. People start to identify with social groups by adopting their attributes as elements of their own self. Identification may be considered with a continuum of personal identity to social identity. Personal

identity consists of idiosyncratic attributes like interests, abilities etc. whereas, the social identity includes dominant group classifications like gender, nationality, and organizational affiliation. Organizational identification is characterized as a specific form of social identification. Employees begin to identify with their organization by generally assuming prototypical attributes of the organization as elements of their own self (Cannella et al., 2015). Employees identify to fulfill two basic needs such as the need for self-categorization and the need for self-enhancement. The need for self-categorization that involves in employee's cognitions and social interactions. Such cognitions affect the creation and use of social groups that can define person's place in society (Hogg, 2001; Ashforth et al., 2016). The need for self-enhancement that involves in employee's demands of his membership should be rewarded and instrumental. These demands satisfy employees' feeling of self-worth (Sluss and Ashforth, 2008; Galvin et al., 2015).

Tajfel (1982) argued to attain phase of "identification" two elements are essential and another one is mostly related to them. The first essential one is a cognitive component that related with individual's sense of awareness of membership and second essential one is an evaluative component that lies in individual's sense about this awareness is associated with some value connotations. The third element contains on an emotional investment in the awareness and evaluations.

The cognition (I am A) has increased value in organizational membership. It includes shared characteristics, goal congruence, value congruence, identity consistent behaviors, and identity-related ideology (Banks et al., 2015). However, identification seems as the perception of individuals about self-defining toward some collectives (Howard-Grenville et al., 2013). The value (I care A) includes stereotypic traits, skills, knowledge and abilities (Thatcher and Zhu, 2006). These attributes are distinctive, central and enduring that produce organizational identities. Affect (I feel A) or emotional significance fasten to the organizational membership (Kyratsis et al., 2016). If individual identifies and values his/her identity, then identity stimulates affect as a result. Sluss et al., (2012) states that identification relates to individual's hearts more than their brains because thoughts lack feelings are worthless.

Welbourne and Paterson (2016) argue that organizational identification has suggested as "root construct" in organizational science because it put employees in their relevant identities. Besides, complex and boundless organizational sphere turns organizational identification as a key constituent and central ingredient for organizational effectiveness and success (Boons et al., 2015). It's a process of somehow providing cohesion and consistency in organizational matters. Individuals with strong affiliation with their

organization tend to be passionate for the organization and always make decisions to support and to fulfill the organizational objectives (DeRue et al., 2015). It is argued that stronger identification tends to guide affect and behavior within organization and employees will behave according to organization's best interests (Anglin et al., 2017; Conroy et al., 2016). It is also suggested that identification includes employees' perception that they are psychologically intertwined with the fate of organization (Ibarra and Barbulescu, 2010).

The importance of organizational identification can be determined through its consequences specifically within organizational context. Organizational identification influences a myriad of key outcomes like effort, cooperation, citizenship behaviors and organizational support (Cooper and Thatcher, 2010), organizational commitment (Foreman and Whetten, 2002) as well as lower turnover and turnover intentions (Mael and Ashforth, 1995; Knapp et al., 2014). Organizational identification increases the creativity of employees, social support toward others, information sharing and job satisfaction (Ashforth et al., 2008). The well-known outcomes of organizational identification are occupational attachment, job involvement, organizational withdrawal behaviors, work group attachment, and in-role and extra-role performance (Abrams et al., 1998; Wan-Huggins et al., 1998; Riketta, 2005).

Previously many researchers have attempted to uncover the black box of why do people identify with organizations? Like the process of identification facilitates sense of order in this world and deeper meaning from collectives, they affiliated with (Hogg and Terry, 2000). It is evident that process of identification also satisfies self-related individuals' motives such like uncertainty reduction, safety, and affiliation (Epitropaki, 2003). Other individual motives of organizational identification are positive affectivity, need for identification and determining positive association with organizational tenure, hierarchical level, and job scope (Riketta, 2005). Whereas, Pratt et al., (2006) look the organizational identification as individuals desire to adjust in the turbulent environment of the organizational societies.

According to social identity theory, the primary motive of identification is intensification of collective self-esteem, which demands rewards and instrumental for member feeling of self-worth (Sluss and Ashforth, 2008). Individuals incline to value the identities that are socially desirable and enhance their self-esteem. This self-enhancement motive is the desire of perceiving oneself as favorable. The motive appears to have two related facets. The first aspect is experiencing one's identities in a positive manner. The

second aspect is experiencing a sense of growth or progress, that one is becoming a true exemplar of a valued identity (Faroq et al., 2016).

Organizational identification also satisfies several other significant individual desires. Ashforth (2001) suggests five important desires of employees that should have fulfilled in working environment. First one is self-knowledge in which individuals want to know the organizational context, their place within it, and their competencies to act according to organizational objectives. The second one is self-expression that allows individuals to display their organizational identity as their real self. It is necessary because their intrinsic pleasure emerges in their valued identities. The third one is self-coherence that refers to individuals' need of more internally consistent and unified sense of self because inconsistency provokes anxiety. The fourth one is self-continuity that reflects a desire to sense of stability in own self over time. Individuals want to experience a sense of continuity over time. The fifth one is self-distinctiveness because individuals value their sense of distinctiveness. They want to adopt distinctions among identities to ensure their uniqueness and specialness (Ashforth et al., 2016).

Research sheds also substantial light on the organizational antecedents of the identification. Likewise, Dutton et al., (1994) suggest three central antecedents of organizational identification are organizational attractiveness, distinctiveness, and salience. In short, positive attributes of the organization increase the employees' self-esteem and their organization's identity (Wolter and Cronin, 2016). But this study is specifically interested in individual level underlying factors of organizational identification.

In the following paragraphs, organizational identification will be associated with other individuals' characteristics and will provide theoretical reasoning for relating PCB, cynicism toward change and organizational identification.

2.2 PSYCHOLOGICAL CONTRACT BREACH

The pivotal variable today known as psychological contract originally presented by Levinson et al., (1962). They have mentioned psychological contract in the terms of expectations of mutual obligations that establish a relationship between person and organization. However, Rousseau (1989) has provided clarity about the construct and differentiated it from other relevant concepts. She has suggested that psychological contracts are person's personal beliefs about common promises and obligations of persons and firms. These beliefs generated by perceived implicit or explicit promises by the

management. Then, they present the exchange agreement between the individuals and organization (Rousseau, 1995; Rousseau, 1996). They gradually assist in defining mutual responsibilities and duties between the employees and employers. They help to define dynamics of employment relationships. Psychological contracts are distinct from legal agreements. They are completely perceptual, unwritten, and implicit. They arise out in the gap of formal employment contracts (Payne et al., 2015; Rousseau, 1998).

Psychological contract defined as “an individual’s beliefs about the terms and conditions of a reciprocal exchange agreement between the person and another party” (Robinson, 1996). Employees begin to make psychologically contracts in the starting stages of working relationship (Chang and Busser, 2017; Erkutlu and Chafra, 2016). They consistently observe the contracts to confirm the state of balance. Employees make “mirror” in which they make a list of contract fulfillment by the organization (Caldwell and Hasan, 2016). Psychological contracts are usually incomplete at the start of employment because of individuals and organizations both are incapable to gain adequate detail of mutual obligations in the term of employment. Psychological contracts are likely to advance by changing time and circumstances (Kraak et al., 2017; Solinger et al., 2015).

PCB is fundamental component derived from psychological contract theory and refers to “the cognition that one’s organization has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contributions” (Morrison and Robinson, 1997). A breach can be occurred in the absence of actual breach (Delobbe et al., 2015; Tekleab et al., 2005). It is an individual’s belief that breach has happened that influence their perceptions, attitudes, and behaviors (Chang and Busser, 2017; Van den Heuvel et al., 2016). It has essential nature because it provides primary justification why psychological contract inversely touches employees’ feelings, attitudes, and behaviors (Barling et al., 1996; Priesemuth and Taylor, 2016).

Masterson and Stamper (2003) have suggested that psychological contracts are tapping on the concept of need fulfillment. They argued that individuals must perceive that their organizational membership as fulfilling their needs. As individual-organization relationship must be perceived rewarded to maintain membership. They stated that multiple reinforcements exist to combine individuals in the shape of groups like economic benefits and other vital needs. Other needs are the status of the group that attracts them. In other words, relationship with the organization provides positive status benefits to the members. Group’s competence level also describes the capability of the group to fulfill the need of individuals. Additionally, shared

values provide an opportunity to individuals to share similar goals and priorities with other group members (Caldwell and Hasan, 2016; Epitropaki, 2013).

Moreover, individuals have also need to see their contributions are helping other group members. According to McMillan and Chavis (1986), individuals want to combine all group members that give a sense of community. Individuals' perception of helping other members tends to create a sense of membership in the community (Arshad, 2016; Chen et al., 2008). Employees are motivated to consider themselves as part of the organization as organization can fulfill a number of essential employee needs. These essential needs are economic needs, developmental needs and relatedness needs. Economic needs are pay and benefits, whereas developmental needs are growth and challenge, opportunities and relatedness needs are social status, coworkers with same values and backgrounds (Raja et al., 2004). Thus, psychological contracts tend to make stronger perception of employees' organizational membership by their perception of need fulfillment. These facts lead us to conceptualize psychological contracts as representative of need fulfillment (Caldwell and Hasan, 2016; Cassar and Briner, 2011).

PCB is theoretical and empirical underpinning in the organizational literature yet (Arshad, 2016; Chang and Busser, 2017; Kraak et al., 2017). For the purpose to extend the view of PCB, it is relating to employees' identification and cynicism toward change in organizational environment and presenting logics for these relationships. Further, this study will offer formal hypotheses which will be empirically tested as well.

2.3 PSYCHOLOGICAL CONTRACT BREACH AND ORGANIZATIONAL IDENTIFICATION

The reciprocal relationship between psychological contracts and organizational identification has been highlighted in previous conceptual work (Knapp et al., 2014; Masterson and Stamper, 2003). Recently, Stamper et al., (2009) theoretically integrate both variables under common framework as relational ties of employee-organization relationship. However, despite the attempts of this conceptual integration, there has been limited evidence on the employee-organization relationships and particularly interrelationships of PCB and organizational identification (Epitropaki, 2013; Maroofi and Parvin, 2015).

Some researchers have attempted to empirically investigate the association of PCB and organizational identification. E.g. Kreiner (2002)

examined psychological contract fulfillment undermines organizational identification. Epitropaki and Martin (2005) looked impact of PCB on organizational identification with no significant findings. Kreiner and Ashforth (2004) explored PCB nurture disidentification in employed alumni.

In this study, it is argued that PCB is the key variable for understanding organizational identification. These both variables offer essential insights of the overall employee–organization relationship (Alcover et al., 2016; Restubog et al., 2015). Employees identify with organizations to fulfill their needs of self-categorization and self-enhancement. When employees perceive PCB, they will not perceive their organizational membership as fulfilling their needs. They will realize that their place in the organization is meaningless and valueless. Therefore, they will less likely to put efforts for organization’s success. Gradually employees’ belongingness with the organization will become weaker. As a result, they show less willingness to identify with the organizational community (Epitropaki, 2013; Maroofi and Parvin, 2015).

In this particular scenario, Social identity view of dissonance theory (McKimmie et al., 2003) provides a comprehensive view. According to this perspective, when employees’ dissonant cognitions are associated with organizational membership, they will use social identity-based dissonance reduction strategies like minimizing their level of organizational identification. Likewise, experiencing PCB arouse dissonance in employees’ cognitions about organizational membership. Then, employees will perceive organization is incapable of fulfilling their workers’ needs. Organization will lose its positive image and distinctiveness. Therefore, employees will believe their personal identity is different from their organizational identity. They will involve in the process of differentiating their personal identity to specific organizational identity. As a result, employees will decline to identify with particular organization (Epitropaki, 2013; Maroofi and Parvin, 2015; Norton et al., 2003). On the base of aforementioned ideas, it is hypothesized that there is an inverse relationship between PCB and organizational identification.

H1: Psychological contract breach is negatively related to organizational Identification.

2.4 CYNICISM TOWARD CHANGE

Cynicism has been studied in multiple ways. Initially Cook and Medley (1954) has conceptualized it as dispositional characteristic of a person. Afterward, Kanter and Mirvis, (1989) have suggested as pessimistic attitude concerning unfulfilled expectations of society or authorities. In specifically

organizational perspectives, cynicism mentioned as distrust and lost pride in the one's job or profession (Niederhoffer, 1967). Furthermore, some organizational scholars conceptualized it as mistrust and frustrated attitude regarding one's institute or organization (Andersson and Bateman, 1997).

Currently, organizational cynicism views as an employee's attitude that is detrimental to any organization (Chaouali et al., 2017). It is referred as a complex attitude that comprises of cognitive, affective and behavioral aspects (Van den Heuvel et al., 2016). Organizational cynicism arises out through increased feeling of distrust, beliefs of unfairness and other relevant organizational actions (Chiaburu et al., 2013). In organizational science, cynicism is generally characterized as state variable distinct from trait-based dispositions like trait cynicism or negative affectivity (Lorinkova and Perry, 2014). As some scholars has suggested that cynicism is a "malleable attitude" formed greatly by the work context (Chaouali et al., 2017; Scott and Zweig, 2016).

Organizational cynicism is quite common. As Kanter and Mirvis (1989) suggest that 43 percent of the workforce as 'cynics in America. Reichers et al., (1997) state that 48 percent of the employees in their sample as being 'high' in cynicism. However, here this study has focused on cynicism toward change that is a specific form of cynicism. Cynicism toward change refers to "A pessimistic viewpoint about change efforts being successful because those responsible for change are blamed for being unmotivated, uncompetitive or both" (Wanous et al., 2000). Scholars generally agree that cynicism toward change is an attitude of employees and encompassing pessimism about the capability of one's organization to effective implementation of change (DeCelles et al., 2013; Scott and Zweig, 2016). Initially, Individuals analyze the organizational change efforts in terms of their effectiveness in their own perspectives. Then, they selectively assess past experiences of failed organizational change attempts and interpret change initiatives by giving sense to them (Piderit, 2000; Van den Heuvel et al., 2016).

Lewin (1947) is the first scholar who has suggested that organizational change confronts equivalent and distinct social forces that create difficulties to implement change effectively. Afterward, a number of academicians attempted to dig-out and examine factors that create hurdles to implementing effective change (Bordia et al., 2011; Kirrane et al., 2016; Oreg et al., 2016). Despite these efforts and even relevant practical strategies, many organizations fail to implement change excellently (DeCelles et al., 2013). However, the probable contributing element is evolvment of employee's cynical attitudes toward change within organizations. Employees characterize organizational change events as "Flavor of mouth" and criticize them. Therefore, such events may

deserve attention, commitment to improving organizational performance (Herold et al., 2007; Kirrane et al., 2016). These employees skeptically understand the significance of organizational change initiatives and organizational ability to its effective implementation (Oreg et al., 2016). It's a challenging problem facing organizations today (Chaouali et al., 2017). Since, this attitude of employees is quite common and somehow worse reality for many organizations (Gkorezis et al., 2014). Change is necessary phenomenon and organizations with undergoing change confronting cynical attitudes regarding change. Extant literature revealed that cynicism toward change is quite damaging because cynicism nurtures in individuals those are best in their work (Van den Heuvel et al., 2016). They don't support change initiatives and even awfully, involve in efforts to sabotage organizational change events (DeCelles et al., 2013). This significant individual's attitude toward organizational change processes attracts the scholar's attention and evolves in the mainstream of research today (Armenakis and Bedeian, 1999; Scott and Zweig, 2016).

Watt and Piotrowski (2008) found inverse relationship between employee engagement and organizational change cynicism. Wanous et al., (2000) argue that cynicism toward change is positively related to negative affectivity and grievance filing and negatively correlated with motivation to support change efforts, the perception of supervisory role effectiveness, job commitment, the amount of recent previous change and participation in decision-making. Abraham (2000) has suggested that if employees fail to perceive improvement in the specific job through change it leads to feeling of displeasure that causes job dissatisfaction and alienation. To date, best of our knowledge no study appears to test the influence of cynicism toward change with PCB and organizational identification.

2.5 PSYCHOLOGICAL CONTRACT BREACH AND CYNICISM TOWARD CHANGE

PCB involves in individual's perception about unfulfilled obligations of an organization (Erkutlu and Chafra, 2016; Kraak et al., 2017) whereas, cynicism represents individuals believe that organization lacks integrity (Chaouali et al., 2017; Scott and Zweig, 2016). Thus, social exchange at the workplace is inherent for both PCB and organizational cynicism as well. Even, PCB and cynicism both are responses regarding the deterioration of their expectations towards their employing organizations (Johnson and O'Leary-Kelly, 2003; Scott and Zweig, 2016). Hence, it is not surprisingly that PCB and cynicism are linked with each other. Particularly PCB is vital predictor of employee cynicism at the workplace (Andersson, 1996; Scott and Zweig,

2016). It is argued that it probably also predicts employees' cynicism toward change (DeCelles et al., 2013).

It is proposed that when employees perceive PCB, employees will not perceive their organizational membership as fulfilling their needs. They also perceive that employee–organization relationship is not rewarding anymore (Maroofi and Parvin, 2015). They will become pessimistic and cynical toward the organization. As a result, employees will think more pessimistically about upcoming organizational change (Thundiyil et al., 2015). They will become convinced that employers are incapable of implementing effective change and even change attempts are futile and fruitless. They tend likely to become more cynical with organizational change (Klein and Sorra 1996; Van den Heuvel et al., 2016).

It is hypothesized that PCB increases the level of cynicism toward change at the workplace. Employees' cynical attitude about change fosters by the perception of breach of their psychological contracts. In the light of previous research, following hypothesis is formulated.

H2: Psychological contract Breach is positively related to cynicism toward change.

2.6 CYNICISM TOWARD CHANGE AND ORGANIZATIONAL IDENTIFICATION

Extant literature has slight collection about individual level antecedents of organizational identification (Anglin et al., 2017; Zhu et al., 2016). It is argued that individuals are receptive towards organizational identification but have different tendency to identify with social objects (Kreiner and Ashforth, 2004). However, employees also differ in levels of identifying with their employing organization. Moreover, a variable cynicism is frequently associated work adjustment. Work adjustment is a broad concept and seems somehow relevant to organizational identification (Kreiner, 2002). More specifically, cynicism toward change negatively associates with satisfaction, trust in the organization, commitment, the motivation of employees and turnover intentions (Bordia et al., 2011; Reichers et al. 1997; Bedeian, 2007).

Cynicism toward change is determined through disappointments and negative experiences about prior unsuccessful change attempts (Reichers et al. 1997). Employees with cynicism toward change feel frustrating by ineffective organizational change efforts. They believe that they can see how and where organization requires attention to improving (Brown et al., 2015; DeCelles et

al., 2013). Gradually employees become convinced that management is incapable of carrying required change within the organization. Even they perceive their involvement in continual and ongoing organizational change is futile (Scott and Zweig, 2016; Oreg et al., 2016). This cynicism toward change will reduce employee's sense of belongingness with his/her organization. Consequently, they will put less effort for organization's success and effectiveness. They will become to believe that their place in the organization is worthless. Therefore, employees will reduce their level of identification with the organization (Courpasson et al., 2012; Frandsen, 2012).

It is hypothesized that there is inverse relationship between cynicism toward change and organizational identification. Employees who are cynical toward change are less likely to identify with their organizations because they hold pessimistic experiences, attitudes, and cognitions about change. On the base of this preliminary theorizing and empirical evidence, it can be predicted that:

H3: Cynicism toward change is negatively related to organizational identification.

2.7 CYNICISM TOWARD CHANGE AS A MEDIATOR

PCB is a capable variable that can generate consequences for employees work attitudes and behaviors (Chang and Busser, 2017; Erkutlu and Chafra, 2016). As psychological contracts are essential to employees' work-related beliefs (Kraak et al., 2017; Priesemuth and Taylor, 2016) whereas, cynicism is based on lack of organizational integrity and perceived violation of their significant expectations (Chaouali et al., 2017; Dean et al., 1998; Scott and Zweig, 2016). Therefore, it is not surprisingly that PCB and cynicism are linked with each other. Particularly PCB is vital predictor of employee cynicism at the workplace (Scott and Zweig, 2016). Moreover, cynical people toward change deny identifying with organizations because of their pessimistic cognitions about organizational change (Kreiner, 2002; Kreiner and Ashforth, 2004; Frandsen, 2012).

It is proposed that cynicism toward change might be a crucial explanatory mechanism in the relationship between PCB and organizational identification. As the experience of breach will provoke dissonance cognitions in employees. Such dissonance cognitions will be about incapable management and organizational decisions. It will arouse cynical attitude in employees regarding upcoming change (Van den Heuvel et al., 2016). As a result, employees will resist and make hurdles in implementation of effective

change. These dissonances will make employees as cynical toward change and even about organization's respect (Thundiyl et al., 2015). In this situation, employees will use dissonance reduction strategies like minimizing their level of organizational identification (Courpasson et al., 2012; Frandsen, 2012). Moreover, Zagenczyk et al., (2011) explore the relationship between PCB and organizational identification with the mediation effect of perceived organizational support. They find that PCB weakens the perceived organizational support and perceived organizational support influences the organizational identification. It raises the question of other possible mechanisms implicated in this relationship.

Here is as per it is hypothesized that cynicism toward change mediates the relationship of psychological contract with organizational identification. As the employees' perception of PCB enhances the level of cynicism toward change and cynicism toward change reduces the level of organizational identification. In the light of previous research, following hypothesis is formulated.

H4: Cynicism toward change mediates the relationship between psychological contract breach and organizational identification.

2.8 CYNICISM TOWARD CHANGE AS A MODERATOR

The role of cynicism as a moderator of employment relationships has been suggested by Epitropaki (2013). As cynicism influences the perceptual, attitudinal and behavioral responses as a consequence of PCB (Erkutlu and Chafra, 2016). Cynical people are more likely to react pessimistically to their PCB (Scott and Zweig, 2016) and as they lose their level of identification with their organization (Courpasson et al., 2012; Kreiner and Ashforth, 2004). This study specifically focuses here on cynicism toward change that is likely to buffer the relation between PCB and organizational identification. Since, employees whose cynicism level is high toward change their organizational identification leads to strongly affect by their perception of PCB (Frandsen, 2012; Johnson and O'Leary-Kelly, 2003; Van den Heuvel et al., 2016). Furthermore, Epitropaki (2013) examines the moderator role of connectedness-separateness self-schema on the relationship PCB and organizational identification. The results indicate that employees with connected self-schema their organizational identification slight affected by PCB whereas, employees with separateness self-schema their organizational identification more affected by PCB. It raises the question of other potential mechanisms as moderators involved in this relationship.

It is hypothesized that cynicism toward change will potentially play a moderating role in the relationship between PCB and organizational identification. An employee whose psychological contract is breached with the employer, he/she will be less likely to identify with his/her organization. Moreover, if his/her level of cynicism is high towards the change then the negative relationship of PCB and organizational identification will be stronger. On the other hand, employees with low level of cynicism toward change their organizational identification lean to less effect by their perception of PCB. On the base of this preliminary theorizing and empirical evidence, it can be predicted that:

H5: Cynicism toward change will moderate on the relationship between the psychological contract breach and organizational identification. Specifically, the negative relationship between psychological contract breach and organizational identification will be stronger when cynicism toward change is high rather than when cynicism toward change is low.

2.9 SUMMARY

By reminiscing of literature, it can be demonstrated that PCB is a vital predictor of many significant perceptual, attitudinal and behavioral consequences in organizations (Chang and Busser, 2017; Kraak et al., 2017; Priesemuth and Taylor, 2016). The association between psychological contracts and organizational identification has been highlighted in previous conceptual work (e.g., Knapp et al., 2014; Masterson and Stamper, 2003; Stamper et al., 2009). This study is going to empirically test the proposed conceptual relationship between PCB and organizational identification. Some scholars also argue that the relationship of PCB and organizational identification is contingent to other explanatory mechanisms like employees' cynicism toward change (Epitropaki, 2013; Kreiner and Ashforth, 2004; Scott and Zweig, 2016). Thus, the mediating and moderating effect of cynicism toward change is also considered in the current study. It will contribute to the organizational literature by providing evidence of the crucial relationship of PCB and organizational identification. The study design and methodology used to collect data in order to analyze the results are presented in upcoming Chapter 3.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study is *analytical and correlational* in nature and its purpose is to *test the hypotheses* and to gain insights of the hypothesized relationships of PCB, organizational identification, and cynicism toward change. This study investigates the impact of PCB on organizational identification. Moreover, the researcher is interested in scrutinizing the mediation of cynicism toward change between PCB and organizational identification. Moreover, the researcher is also interested in determining the influence (moderating effect) of cynicism toward change on the relationship between PCB and organizational identification.

The *unit of analysis* is individuals (employees) as organizational identification is an individuals' perception that varies from person to person. Similarly, all other variables are determined by individuals. The nature of the study is *quantitative* which is suitable for testing of hypotheses. Time horizon is *cross-sectional* where data is collected at single point in time.

The study setting is *non-contrived* as this study is conducted in a natural setting where employees work in a regular routine with *minimal interference* of researcher. All variables are measured through self-report data where every respondent fill-up questionnaire by themselves. The survey method is used for attaining this self-report data.

3.2 STUDY VARIABLES

3.2.1 Independent Variable

PCB is an independent variable of this study. PCB is operationally defined as “a subjective experience, referring to one's perception that another has failed to fulfill adequately the promised obligations of the psychological contract” (Rousseau, 1989). When, the level of balance between fulfilled expectations and failed expectations are seriously eroded.

3.2.2 Mediating and Moderating Variable

Cynicism toward change is mediating as well as a moderating variable of the current study. Cynicism about change is operationally defined as “a real loss of faith in the leaders of change and is a response to a history of change attempts that are not entirely or clearly successful. It arises in spite of the best intentions of those responsible for the change, even rational decision makers who care about the well-being of employees and value their own reputations” (Reicher et al., 1997).

3.2.3 Dependent Variables

Organizational identification is a dependent variable of the present study. Organizational identification is operationally defined as a “process of internal and external persuasion by which the interests of an individual merge with the interests of an organization, resulting in the creation of identifications based on those interests” (Cheney, 1983). It includes the cognition (I am that one) places shared characteristics, goal congruence, value congruence, identity consistent behaviors. The value (I care that one) includes stereotypic traits, skills, knowledge, and abilities. Affect (I feel that one) or emotional significance fasten to the organizational membership (Ashforth et al., 2008).

3.2.4 Control Variables

Personal characteristics of respondents are controlled with the intention to prevent their effect on study variables. These individual-level variables are gender, age, education, organizational tenure (measured in years). Literature reveals that older people have build-up more stable psychological contracts. They react in a different way than younger people toward breach of psychological contracts (Bal et al., 2008). Organizational tenure is also included because dynamics of psychological contracts may alter over the passage of an employee’s job (Raja et al., 2004). Tenure has shown consistent results to affect individual’s organizational identification (Mael and Ashforth, 1995). As such, other demographics may have effect on organizational identification.

3.3 POPULATION AND SAMPLE

3.3.1 Target Population and Sampling Design

Permanent employees working in the manufacturing and service sector of Pakistan situated at Lahore were the target population. Lahore is the second largest metropolitan city of Pakistan and many reputed national and international organizations have their offices in this city. The preference was to collect data from manufacturing and service sectors so that any difference among the sector could also be observed. At first data was collected using probability sampling method but due to policy restrictions in recruited organizations it could not be employed properly and it was felt that the reliability of data might be sacrificed if the employees did not willingly support the research. Hence convenient sampling method was utilized to collect data from selected organizations where the employees appreciated the research and were more friendly and cooperating. The method was followed after it was confirmed that it would not compromise the research rather would increase reliability of the data collected. This type of sampling technique is widely used in research in which respondents are conveniently contacted for data collection (Zikmund et al., 2013). Pharmaceutical Industry, Engineering Industry, Information Technology (IT) Industry and Media Industry were selected from manufacturing and service sectors as the industries are well established and recruit well-educated employees. Furthermore, as per our study aims the selected industries fall within criteria of: well known, large size and had good reputation. 12 organizations were further selected in these industries that were highly reputed in these industries. These organizations were invited to participate in the current study but overall only 5 organizations responded positively to participate in the study. These organizations were pharmaceutical company, engineering company, IT company, electronic media company and print media company i.e. two companies from Media industry and one company from each other industry already selected.

3.3.2 The Sample

The planned sample comprises of permanent working employees who have a minimum three months' experience in the organization. Keeping in view of study variables, employees' job tenure three months was specified because organizational identification and PCB usually occur after some months of affiliation with a particular organization (Kraak et al., 2017; Shah et al., 2017). The participants belonged to different work units and departments like administration, finance, operations, HRM, Marketing, and sales. A sample of 350 employees was planned by using online sample size calculator.

350 questionnaires were administered to employees working in selected sectors. 265 questionnaires were received back out of which only 245 were complete and usable in all respect. The reason for not receiving complete 350 questionnaires is employees did not respond because of their busy work schedule.

Table 3.1
Response Rate

Industry	Respondent	Questionnaire		Retrieval Rate (%)
		Distributed	Usable	
Pharmaceutical	Employees	85	62	72.94
Engineering		50	35	70.00
Information Technology		115	70	60.87
Electronic Media		50	30	60.00
Print Media		50	48	96.00
Total		350	245	70.00

After subtracting 20 non-usable questionnaires, the usable retrieval rate is 70% which is good enough to use for analysis (Baruch et al., 2014). In this sample of 245, 62 employees are from Pharmaceutical Industry, 35 from Engineering Industry, and 70 from IT Industry, 30 are from Electronic Media and rest 48 are from Print Media Industry. The reason for low number of participants of Engineering and Electronic Media is that they were restricted and did not prefer to participate in the study. The employees working in IT were most co-operative. Further details are given in Table 3.1.

3.4 DATA COLLECTION

The primary data is collected from employees of manufacturing and service sector by using self-administered questionnaires sent by email. The employees were permanent worker in the particular organization for more than 3 months. The instrument and its administration details are given below.

3.4.1 The Instruments

Self-administered questionnaires were developed to collect data for the study. All the items in employee questionnaire were measured with 5-point Likert scale ranging from 1 to 5. Firstly, the purpose of the study was explained and the respondents were assured that their anonymity would be strictly retained. The

questionnaire was divided into 4 sections. In the first section, personal information of respondent was collected in which gender, formal education, age, department, job designation, organizational and job tenure in months were included. In the second part, 25 items were included about organizational identification in which 3 items (r, s, and v) were originally reversed coded (Cheney, 1983). The third part had 12 items about PCB and last section consisted of 8 items about cynicism toward change.

3.4.2 Pilot Study

In the pilot study, some questionnaires were distributed to permanent employees of different manufacturing and service companies. From the feedback, it was confirmed that the statements and wording of questionnaire are understandable and even not disorienting.

3.4.3 Administration Procedure

Firstly, researcher considered manufacturing and service sectors for the purpose of data collection. Then, multiple industries were identified from these sectors in Lahore, Pakistan. Industries were Pharmaceutical, Engineering, IT, and Media. Afterward, the researcher selected various well-known and well reputed organizations in above mentioned multiple industries. Human resource and operational managers of these organizations were contacted for permission to collect data. Only five organizational managers showed their willingness to participate in this study. Questionnaires were sent through email along complete instructions. This process followed up for two months with telephonic reminders and personal visits. Respondents filled-up the questionnaires and sent back to the researcher.

3.5 MEASUREMENT SCALE

3.5.1 Psychological Contract Breach

The first variable PCB is measured by using PCI (psychological contract inventory) developed by Rousseau (2000). PCI have 12 items and sample items include *1. My firm withholds information from its employees*. All the items are adopted and used without any change or adjustment. The responses are collected on 5-point dimensions from not at all (1) to a great extent (5).

3.5.2 Cynicism Toward Change

The second variable cynicism toward change is measured by using CAOC (Cynicism about organizational change) developed by Reichers et al., (1997). CAOC have 8 items and sample items include *1. Most of the programs that are supposed to solve problems around here will not do much good.* All the items are adopted and used without any change or modification. The responses are obtained on 5-point likert scale from strongly disagree (1) to strongly agree (5).

3.5.3 Organizational Identification

The second variable organizational identification is measured through OIQ (organizational identification questionnaire) that is developed by Cheney (1983). OIQ have 25 items and sample items include *1. I would probably continue working for even if I did not need the money.* Only 2 items are reverse coded including *1. I find it difficult to agree with my organization's policies on important matters relating to me.* *2. I feel very little loyalty to my organization.* All the items are utilized without any alteration. The responses are taken on 5-point likert scale from strongly disagree (1) to strongly agree (5).

3.5.4 Control Variables

Information regarding demographics employees like gender, age, education, organizational tenure and other experiences are treated as control variables. Gender was measured as (1) for male and (2) for female. The age is measured in years. Its categories are as (1) for below 30, (2) for 31-35, (3) for 35-40 and (4) for 41-45 (5) for above 45. The education of employees is expressed in terms of Intermediate, Graduate, and Masters given as 1, 2 and 3. Organizational and other experiences were also taken in number of months but measured in number of years. Its categories are as (1) 1-5, (2) 6-10 and (3) above 10.

3.6 DATA ANALYSIS

The primary data of 245 respondents were entered into software Excel 2016. After that, the data was transferred into SPSS (Statistical package for social sciences) 22nd version for statistical analysis. Various techniques of statistics were used to carefully obtain the results of the study. Some of these techniques were descriptive statistics, cross tabulation, Bi-variate Pearson correlations, Cronbach's alpha for internal consistency of scale and hierarchical linear modeling. The obtaining results are given on succeeding chapter in the form of tables and figures.

CHAPTER 4

DATA ANALYSIS AND RESULTS

4.1 RESPONDENTS' CHARACTERISTICS

As mentioned before, 245 respondents were from different industries (Pharmaceutical, Engineering, Information Technology and Media) in the Lahore city of Pakistan. The characteristics of these respondents are given here with the respect of relevancy of study variables. Numerous cross tabulations were utilized to evaluate these characteristics. This evaluation comprised of categories of gender, age, department, and sector. Tabulation is given below.

Table 4.1
Sample Distribution by Sector and Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Sector	Engineering	28	15.3	7	11.3	35	14.3
	Information Technology	49	26.8	21	33.9	70	28.6
	Electronic Media	25	13.7	5	8.1	30	12.2
	Print Media	30	16.4	18	29.0	48	19.6
	Pharmaceutical	51	27.9	11	17.7	62	25.3
Total		183	100	62	100	245	100

Table 4.1 illustrates respondent's characteristics of the sector by gender in the form of frequencies and percentages. There are out of 245 respondents, 14.3% (35) of them belongs to Engineering Industry, 28.6% (70) belongs to Information Technology Industry, 12.2% (30) belongs to Electronic Media, 19.6% (48) belongs to Print Media, and 25.3% (62) belongs to Pharmaceutical Industry. The analysis of gender determines that out of the 245 respondents 183 are males and remaining 62 are females. Female respondents are less in numbers to male respondents because particular organizations have less female employees compared to male employees. The results of cross tabulation display that majority of respondents belong to Information Technology Industry than Pharmaceutical, Print Media, Engineering and minority is belonging to Electronic Media. All industries have male numbers are more

than females. The detailed information of frequencies and percentages of respondents' characteristics of the sector by gender are demonstrated in above Table 4.1.

Table 4.2
Sample Distribution by Age and Gender

Variable	Category	Gender				Total	
		Male		Female		Freq	%
		Freq	%	Freq	%		
Age	Below 30	47	25.7	27	43.5	74	30.2
	31-35	51	27.9	22	35.5	73	29.8
	36-40	53	29.0	12	19.4	65	26.5
	41-45	24	13.1	1	1.6	25	10.2
	Above 45	8	4.4	-	-	8	3.3
Total		183	100	62	100	245	100

Table 4.2 discloses the distribution of the respondent's characteristics of age by gender. There are total of 245 respondents out of which 183 are males and remaining 62 are females. The analysis of age category reveals that 30.2% (74) respondents are below 30, 29.8% (73) are between 31 to 35 years, 26.5% (65) are 36 to 40, 10.2% (25) are 41 to 45 and the remaining 3.3% (8) are above 45 years. The results of cross tabulation display that majority of respondents belong to age category below 30 and minimum belong to above 45. Male numbers are more than females in all categories and even no female is included in above 45. The detailed analysis of frequencies and percentages of age in terms of gender are demonstrated in Table 4.2.

4.2 DESCRIPTIVE STATISTICS

The descriptive statistics describes the basic characteristics of data such as central tendency, distribution and variability. Mean offers general picture of the data whereas standard deviation shows the variability in the data from the mean (Zikmund et al., 2013). Total number of respondents, minimum and maximum range of values, mean, and standard deviation of the variables are discoursed below.

Table 4.3
Descriptive Statistics

Variable	N	Min	Max	Mean	SD
Gender	245	1.0	2.0	-	-
Age	245	22.0	55.0	31.3	1.2
Education (Years)	245	12.0	18.0	15.6	1.4
Organizational Tenure (Years)	245	0.3	25.0	3.4	3.5
Psychological Contract Breach	243	1.0	5.0	2.4	0.9
Cynicism toward Change	245	1.0	5.0	2.5	0.9
Organizational Identification	245	1.0	5.0	3.6	0.6

Table 4.3 exhibits that the means of study variables ranges from 2.4 to 3.6 excluding control variables. The mean for PCB is 2.4, cynicism toward change is 2.5, and organizational identification is 3.6. Whereas, organizational identification has standard deviation that is 0.6 and PCB and cynicism toward change has deviation that is 0.9. Here standard deviation is less than 1 indicating less spread in data from their mean. All the variables are measured through five-dimensional scale so, the maximum and minimum scores of each variable ranges the 1-5, except control variables. These all description of mean and standard deviation of six study variables are presented in Table 4.3.

4.3 RELIABILITY OF SCALES

Cronbach alphas or co-efficient alphas of the variables are estimated to check reliability of scales. Cronbach's alpha is used to measure the internal consistency of the study variables. According to Nunnally (1978), the acceptable value for reliability coefficient is 0.7 or higher.

Table 4.4
Reliability of Scales

S#	Variables	Items	Alpha
1	Psychological Contract Breach	12	0.909
2	Cynicism Toward Change	8	0.909
3	Organizational Identification	25	0.904

Table 4.4 demonstrates that all scales exhibiting alphas above 0.9. PCB showed reliability value as 0.909. The reliability value for cynicism toward change is 0.909. Organizational identification reliability value is 0.904. All the values indicate that the items have relatively acceptable internal consistency. The reason of excellent reliability is measures are well established and has been repeatedly tested in many authentic studies (Gautam et al., 2004).

4.4 GROUP COMPARISONS FOR ALL STUDY VARIABLES

Independent t-test, also called the, student's t-test, independent-samples t-test or, two-sample t-test is an inferential statistical test that determines whether there is a statistically significant difference between the means in two unrelated groups (Zikmund et al., 2013). The results of independent t-test are disclosed below:

Table 4.5
Comparison of Study Variables by Age

S#	Variable	Age	Mean	SD	P-value
1	Psychological Contract Breach	26-30	2.46	0.90	0.058
		31-35	2.19	0.80	
2	Cynicism Toward Change	26-30	2.44	0.93	0.090
		31-35	2.19	0.77	
3	Organizational Identification	26-30	3.55	0.72	0.069
		31-35	3.75	0.55	

* P < 0.05, ** P < 0.01

Group comparison of all study variables by age category of 26-30 and 31-35 are shown above in Table 4.5. The attained value of PCB is quite closer to significance level 0.05 so it can be considered as significant so, the independent sample t-test results for PCB indicates that employees differ with each other in their perception of breach for the age category of 26-30 and 31-35. Likewise, the results of independent sample t-test for employees' variables shows that there is no significant dissimilarity in terms of cynicism toward change and organizational identification on the age category prescribed above 26-30 and 31-35.

Table 4.6
Comparison of Study Variables by Sector

S#	Variable	Sector	Mean	SD	p-value
1	Psychological Contract Breach	Manufacturing	2.32	0.61	0.109
		Service	2.51	1.01	
2	Cynicism Toward Change	Manufacturing	2.50	0.64	0.921
		Service	2.49	1.06	
3	Organizational Identification	Manufacturing	3.45	0.53	0.005
		Service	3.68	0.67	

* $p < 0.05$, ** $p < 0.01$

Table 4.6 presents that employees' perception related to study variables do not vary by sector except organizational identification. The employees of manufacturing and service sector do not significantly differ with each other in terms of their perception regarding PCB. Similarly, employees of manufacturing and service sector do not significantly differ with each other in terms of cynicism toward change. However, employees of manufacturing and service sector significantly vary each other in terms of organizational identification.

Table 4.7
Comparison of Study Variables by Industry

S#	Variable	Industry	Mean	SD	p-value
1	Psychological Contract Breach	Pharmaceutical	2.24	0.97	0.000
		Engineering	2.47	0.59	
2	Cynicism Toward Change	Pharmaceutical	2.40	0.77	0.036
		Engineering	2.68	0.80	
3	Organizational Identification	Pharmaceutical	3.48	0.34	0.481
		Engineering	3.39	0.43	

* $p < 0.05$, ** $p < 0.01$

The Table 4.7 given above explains that employee of the pharmaceutical industry and engineering industry. Independent sample t test was conducted pharmaceutical and engineering industries because both are subsectors of manufacturing sector. The result indicates these subsectors significantly vary each other in terms of PCB and cynicism toward change. In disparity, employees of the pharmaceutical industry and engineering industry do not significantly vary with each other in terms of organizational identification.

Table 4.8
Comparison of Study Variables by Industry

S#	Variable	Industry	Mean	SD	p-value
1	Psychology Contract Breach	IT	2.78	0.83	0.002
		Media	2.27	1.09	
2	Cynicism Toward Change	IT	2.66	0.94	0.069
		Media	2.34	1.13	
3	Organizational Identification	IT	3.40	0.63	0.000
		Media	3.92	0.61	

* $p < 0.05$, ** $p < 0.01$

The Table 4.8 given above explains that employees of information technology industry and media industry. Independent sample t test was conducted information technology and media industries because both are subsectors of service sector. The result indicates these subsectors are significantly varying each other in terms of PCB and organizational identification. In contrast, employees of information technology industry and media industry do not significantly vary with each other in terms of cynicism toward change.

4.5 CORRELATION MATRIX

Bivariate Pearson Correlation analysis was used to find out basic kind of relationship or association between all study variables. Correlation value varies from -1 to +1. Where 0 indicates that there is no correlation between variables (Zikmund et al., 2013). The detailed results of correlation analysis of study variables are below.

Table 4.9
Bivariate Correlation

S #	Variable	1	2	3	4	5	6
1	Gender	1					
2	Age	-0.252**	1				
3	Education	0.009	0.078	1			
4	Org. Tenure	-0.162*	0.569**	0.066	1		
5	PCB	-0.004	0.091	0.044	-0.003	1	
6	CTC	-0.092	0.180**	-0.023	0.082	0.815**	1
7	OID	0.116	-0.135*	-0.131*	-0.133*	-0.310**	-0.309**

* $p < 0.05$, ** $p < 0.01$

Note: PCB = Psychological Contract Breach, CTC = Cynicism Toward Change, OID = Organizational Identification; * $p < 0.05$, ** $p < 0.01$

Table 4.9 exhibits that PCB is significantly and positively correlated to cynicism toward change as per $r = 0.815^{**}$, $P < 0.01$. Cynicism toward change is negatively significantly correlated to organizational identification as per $r = -0.310^{**}$, $P < 0.01$. Moreover, Organizational identification is significantly and negatively correlated to PCB as per $r = -0.309^{**}$, $P < 0.01$. These results are as per expected in H1, H2, and H3. However, the demographic variables also unveil correlation with other focused variables. Cynicism toward change is positively significantly correlated with age. Organizational identification is negatively significantly correlated with age, education, and organizational tenure.

Notably, the correlation coefficient (r-value) for the relation between PCB and cynicism toward change is greater than 0.80 that may arise the issue of multicollinearity (Neter et al., 1989). However, correlation is not a sufficient condition to detect multicollinearity with variables (Marquardt, 1970). Variance Inflation Factor (VIF) analysis and Tolerance Statistics are further analysis utilized to detect multicollinearity between variables. VIF and tolerance are both widely used measures of the degree of multicollinearity of the i th independent variable with the other independent variables in a regression model (O'Brien, 2007). High levels of VIF indicate high multicollinearity and oppositely low tolerance levels postulate high levels of multicollinearity. A value of 10 has been recommended as the maximum level of VIF indicating VIF value near 10 reflects sever multicollinearity (Hair et al., 1995; Kennedy, 1992; Marquardt, 1970). Whereas, tolerance 0.10 is specified as maximum level of multicollinearity indicating tolerance statistics below 0.10 correspond to high multicollinearity (O'Brien, 2007; Marquardt, 1970). The study has conducted collinearity statistics of study variables and results are disclosed below.

Table 4.10
Collinearity Statistics

S#	Variable	Tolerance Statistics	VIF
1	Psychological Contract breach	0.336	2.974
2	Cynicism Toward Change	0.336	2.974

Table 4.10 reveals VIF values for PCB and cynicism toward change as $2.974 < 10$ that are quite satisfactory. It indicates there are no symptoms of multicollinearity with PCB and cynicism toward change and can be used for

further analysis. Moreover, tolerance statistics also confirm it by showing values $0.336 > 0.10$.

4.6 HYPOTHESES TESTING

Hierarchical linear regression was used to test the hypotheses and to get valid results. In this technique, independent variables are entered in a step-wise manner for determining the impact of predictors on the dependent variable. This technique also helps in determining the overall fit of the model. It also explains the relative contribution of each of the independent variables to the total variance explained (Zikmund et al., 2013).

4.6.1 Psychological Contract Breach and Organizational Identification

Table 4.11 exhibits step-wise regression results of the hypotheses. In step 1, four control variables gender, age, education, and organizational tenure are entered to control the effects of these variables on the dependent variable. The results represent that none variable is showing any significant relationship with dependent variable that is cynicism toward change. The entire explanatory value is 0.027 in the first step. It reveals that 2.7 percent variation in organizational identification due to control variables.

In step 2, independent variable PCB is entered to check the relationship with dependent variable cynicism toward change. The results reveal the positive significant relationship of PCB and cynicism toward change as expected per $\beta = 0.812^{**}$ ($P < 0.01$). Overall, explanatory value of step 2 is 0.682 percent. It reveals that 68.2 percent variance can explain PCB on cynicism toward change. Hence, hypothesis 2 is also supported.

In the second part, step 1 shows effects of control variables on dependent variable organizational identification. In which only education variable is showing negative significant relationship with organizational identification. The entire explanatory value is 0.054 in the first step. It reveals that 5.4 percent variation in organizational identification due to control variables.

In step 2, PCB is entered as a predictor of organizational identification. The acquired value is negative significant that represents support for the supposed relationship of PCB and organizational identification as per β value = -0.334^{**} ($P < .01$). On the whole, explanatory value of step 2 is

0.164 percent. It indicates that 16.4 percent variance PCB can explain in organizational identification. Thus, the results support hypothesis 1.

In step 3, cynicism toward change is entered as the independent variable. The acquired value is negative significant beta value = -0.207^* that represents support for the hypothesis 3. In hypothesis 3, cynicism toward change was supposed to be predictor of dependent variable organizational identification. The detailed discussion on mediation analysis is given below.

4.6.2 Mediation Analysis

The fourth hypothesis of the study argued that cynicism toward change mediates the relationship between PCB and organizational identification. The mediating hypothesis can be verified with the approach of Baron and Kenny (1986) which is commonly used in social sciences. Baron and Kenny (1986) proposed three steps to test the role of mediator between independent variable and dependent variable. In the first step, the independent variable should significantly affect the mediator. In the second step, there should be significant relationship exist between independent variable and dependent variable. In the third step, the mediator should have significant influence on dependent variable. They also state that in order to achieve full mediation, it is necessary that after including mediator effect the existing relationship of the independent and dependent variable should turn into insignificant. Thus, to achieve support for full mediation, the upcoming beta value should dropdown for the relationship of independent and dependent variable (Harris et al., 2011; Zagenczyk et al., 2011).

In the current study, step 3 in table 4.11 discloses the regression model for the verification of hypothesis 4. The results demonstrate that all three steps of Baron and Kenny (1986) about mediation testing process have been fulfilled. Our first three hypotheses H1, H2, H3 show significant relationship. Moreover, the condition of mediation has been also fulfilled. After entering mediation affect the direct link of independent and dependent variable converted into insignificant. The beta value has been also changed like beta = -0.165 . So, it can be stated that cynicism toward change fully mediates the relationship of PCB and organizational identification. Thus, on the base abovementioned argument, H4 is supported.

Table 4.11
Mediation Analysis

Dependent Variable	Cynicism		Org. Identification		
	Step 1	Step 2	Step 1	Step 2	Step 3
Control					
Constant	2.624	0.941	4.458	4.927	5.075
Gender	-0.027	-0.037	0.116	0.119	0.106
Age	0.144	0.053	-0.073	-0.028	-0.011
Education	-0.037	-0.054	-0.135*	-0.128*	-0.142*
Org. Tenure	0.016	0.046	-0.055	-0.071	-0.064
Independent Mediator					
Psy. C. Breach		0.812**		-0.334**	-0.165
Cynicism					-0.207*
R ²	0.027	0.682	0.054	0.164	0.176
ΔR ²		0.655		0.110	0.012

* P < 0.05, ** P < 0.01

4.6.3 Moderation Analysis

Table 4.12 discloses moderation analysis of study variables. In step 1, four control variables gender, age, education, and organizational tenure are entered to analyze the influence of each variable on the dependent variable (organizational identification). The results show that only one control variable education has negative significant impact on dependent variable. The entire explanatory value is 0.054 in the first step. It reveals that 5.4 percent variation in organizational identification due to control variables.

In step 2, the independent variable PCB has been entered with control variables. The results demonstrate that PCB negatively and significantly affects organizational identification as beta = -0.334 (P < 0.01). The overall explanatory value of step 2 is 0.164. It reveals that 16.4 percent variance can explain PCB on organizational identification.

In step 3, cynicism toward change has been entered as an independent variable. The results indicate that cynicism toward change negatively and significantly effects on dependent variable organizational identification as per beta = -0.207 (P < 0.05). Overall, explanatory value of step 3 is 0.176. It indicates that 17.6 percent variance cynicism toward change can explain in organizational identification. Thus, the results support hypothesis 3.

In step 4, the moderating role of the cynicism toward change has been analyzed by using hierarchical linear regression analysis with interaction effect (Epitropaki, 2013; Epitropaki and Martin, 2005). Interaction term has been entered in step 4 along the control variables and regressed on dependent variable organizational identification. The results show that cynicism toward change significantly and positively moderates on the relationship between PCB and organizational identification as per $\beta=2.352^{**}$ ($P < 0.01$) indicating high cynicism toward change strengthens the negative relationship of PCB and organization identification. The overall explanatory of the model is 0.367 it indicates that 36.7 percent variance interaction term can explain in organizational identification. In order to test moderation hypothesis like H5 interaction term must also be significant in presence of independent and moderator in the model. Therefore, the interaction term in step 4 PCB X CM is remained significant in presence of PCB and cynicism toward change. Thus, it indicates that hypothesis 5 is supported.

Table 4.12
Moderation Analysis

Dependent Variable	Org. Identification			
	Step 1	Step 2	Step 3	Step 4
Constant	4.458	4.927	5.075	7.172
<i>Control</i>				
Gender	0.116	0.119	0.106	0.048
Age	-0.073	-0.028	-0.011	-0.085
Education	-0.135*	-0.128*	-0.142*	-0.138*
Org. Tenure	-0.055	-0.071	-0.064	0.068
<i>Independent</i>				
Psy. C. Breach (PCB)		-0.334**	-0.165	-1.378**
<i>Moderator</i>				
Cynicism (CM)			-0.207*	-1.427**
PCB X CM				2.352**
R2	0.054	0.164	0.176	0.367
$\Delta R2$		0.110	0.012	0.191

* $P < 0.05$, ** $P < 0.01$

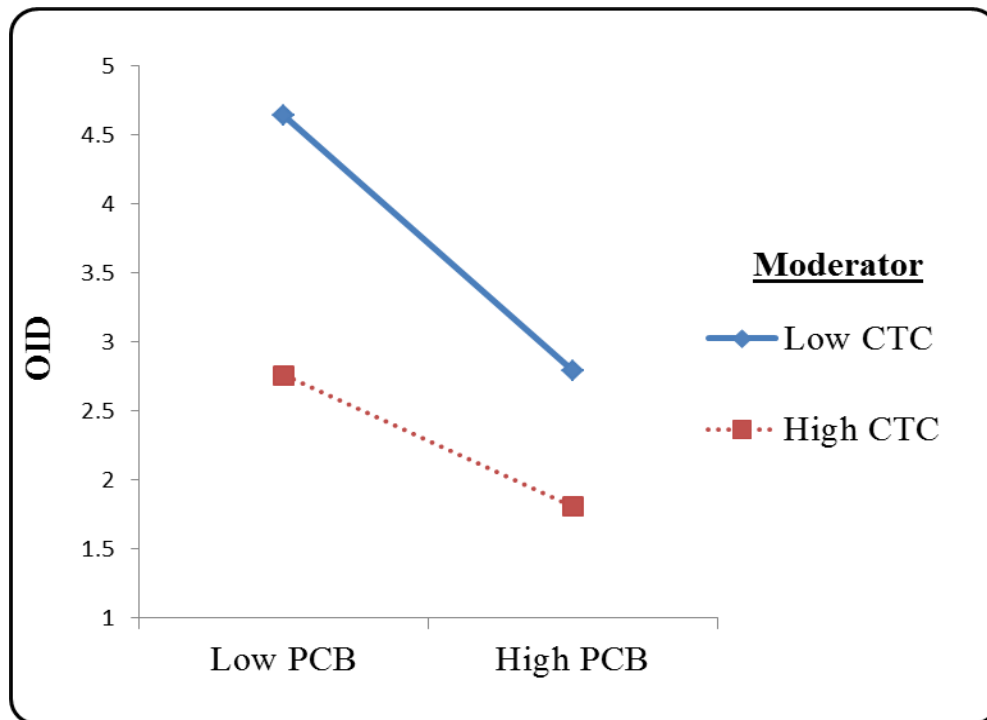


Figure 2: Interaction Effect

Note: PCB = Psychological Contract Breach, CTC = Cynicism Toward Change, OID = Organizational Identification

Figure 2 represents the interaction effect of cynicism toward change on the relation between PCB and organizational identification. The results reveal the interaction of cynicism toward change with PCB is significantly related to organizational identification. The slope indicates that PCB effects organizational identification more when there is high cynicism toward change rather than low. Moderation is in a positive direction which means that if organizations cannot maintain employees' cynical attitude toward change then it's not good for employees those perceive breach because they will lose their identification with their organization. In simple words, the negative relationship between PCB and organizational identification will be stronger when cynicism toward change is high rather than when cynicism toward change is low.

4.7 SUMMARY OF THE RESULTS

Results of the hypotheses of the study are summarized in table 4.13. All hypotheses H1, H2, H3, H4, and H5 are supported.

Table 4.13
Summary of Hypotheses

Hypothesis	Description	Results
H₁	Psychological contract breach is negatively related to organizational Identification.	Supported
H₂	Psychological contract breach is positively related to cynicism toward change.	Supported
H₃	Cynicism toward change is negatively related to organizational identification.	Supported
H₄	Cynicism toward change mediates the relationship between Psychological contract breach and organizational identification.	Supported
H₅	Cynicism toward change moderates on the relationship between the Psychological contract breach and organizational identification. Specifically, the negative relationship between Psychological contract breach and organizational identification will be stronger when cynicism toward change is high rather than when cynicism toward change is low.	Supported

Table 4.13 reveals summary of results indicated staunchly support for all the expected relationships of variables. Likewise, PCB and cynicism toward change was found to influence organizational identification in parallel manners (inverse direction). Moreover, cynicism toward change was found to mediate and moderate the relation of PCB and organizational identification. This study further discusses the results and draws several insights along with suggestions for theory and practice; followed by limitations and prospect directions.

CHAPTER 5

DISCUSSION

5.1 DISCUSSIONS

This effort seeks to empirically investigate antecedents of organizational identification as it is essential for organizational effectiveness, success, and survival. Quite a lot of scholars assert the necessity to identify antecedents of organizational identification (Anglin et al., 2017; Bailey et al., 2016; Conroy et al., 2016). Some of them claim that individual differences factors might considerably influence the employees' identification in organizations (Anglin et al., 2017; Liao et al., 2017). Besides, a number of studies proved that individual level variables involve in enhancing or decreasing the level of organizational identification (e.g. Callea et al., 2016; Shah et al., 2017; Wei et al., 2017). This study pertains to empirically ponders upon and scrutinize the impact of PCB on organizational identification. Moreover, are individual level mechanisms nurture the relationship of PCB and organizational identification? So, this study contemplates the mediation and moderation of cynicism toward change on the relationship between PCB and organizational identification.

In hypothesis 1, it is proposed that PCB will inversely relate to organizational identification. The attained results of this study confirm that PCB reduces the level of organizational identification. By reminiscing of literature, it has been declared that there is theoretical link between PCB and organizational identification (Knapp et al., 2014; Masterson and Stamper, 2003; Stamper et al., 2009). This study found significant negative influence of PCB for organizational identification. These results are consistent with the finding of prior studies (e.g. Epitropaki, 2013; Zagenczyk et al., 2011). Thus, it could be articulated that after perceiving PCB, employees would not perceive their organizational membership as fulfilling their needs. They would not perceive individual-organization association as rewarding. So they make less effort for success of organization. Their place in organization becomes valueless and meaningless. Their bonding and belongingness toward organization extremely eroded. They tend to less likely to identify with organizational community. These arguments are consistent with Social identity view of dissonance theory (McKimmie et al., 2003).

In hypothesis 2, speculates that PCB will enhance cynicism toward change. The acquired results illustrate that PCB significantly predicts cynicism toward change. The underlying reason might be that the perceived breach of

employees' psychological contracts forces them to think that their expected obligations are not justifying by the employers. Therefore, they believe that their organizational membership is becoming incapable of fulfilling their needs. Employee-organization relationship is not rewarding and pleasing them. This experience of breach turns them into pessimist and cynical. They view upcoming change in skeptical light and make hurdles to avert the change attempts. Employees after perceiving breach become convinced that the management is incapable of carrying required change within the organization. Even they perceive their involvement in continual and ongoing organizational change efforts change efforts are like futile and pointless. Thus, this study found significant positive relationship between PCB and cynicism toward change. The results of the study are consistent to our assumptions and even, other related studies (e.g. DeCelles et al., 2013; Oreg et al., 2016; Scott and Zweig, 2016).

Our results provide support to hypothesis 3 in which it is assumed that cynicism toward change reduces the level of organizational identification. The results determine that cynicism toward change is strongly influenced to organizational identification. The underlying reason why cynicism toward change plays a vital role in decreasing organizational identification is that cynical people generally look upcoming change events in a pessimistic light that reflect and confirm by previous unsuccessful or failed change execution experiences. Their skeptical attitude increased with the cognition that management is incapable of implementing positive change. In other words, they perceive that change efforts are useless and ineffective, however only they can see where change is needed and how it can be implemented within the organization. This negative attitude undertakes their sense of closeness and attachment with the organization. Their place in the organization becomes strongly affected. Consequently, they tend to less likely to identify with their organization. Therefore, this study found support for our predicate relationship of cynicism toward change and organizational identification. The results provide negative significant relationship between both variables. These results are consistent with relevant studies (e.g. DeCelles et al., 2013; Oreg et al., 2016; Scott and Zweig, 2016).

Hypothesis 4, which states that cynicism toward change will mediate the relationship between PCB and organizational identification. The results bring the support that cynicism toward change makes an indirect path between PCB and organizational identification. The reason behind is that breach of psychological contracts is considered strongly predictor of employees' cynical attitudes about organizational change. Both concepts based on negative experiences and unfulfilled expected obligations. As a result, employees' perceived organizational oneness lose its strength by observing organizational

membership as not rewarded. Due to organizational identification negatively affected by cynicism toward change. The results depict fully mediation for this supposed relationship (e.g. Courpasson et al., 2012; Epitropaki, 2013; Frandsen, 2012).

The acquired results provide support to hypothesis 5, which states that cynicism toward change will moderate on the relationship between PCB and organizational identification. Specifically, if the cynicism toward change is high it strengthens the negative relationship of PCB and organizational identification and vice versa. From the results, it is evident that cynicism toward change is centric to influence the above relationship. The underlying rationale is that employees whose cynicism level is high toward change their organizational identification leads to strongly affected by their perception of PCB. The employee whose psychological contract is breached with the employer, he/she will be less likely to be identified with his/her organization. Moreover, if his/her level of cynicism is high towards the change in the organization then the negative relationship of PCB and organizational identification will be stronger and, employees with low level of cynicism toward change their organizational identification leads to less likely to effect by their perception of PCB. The results are consistent with these assumptions and provide fully moderation (e.g. Frandsen, 2012; Johnson and O'Leary-Kelly, 2003; Van den Heuvel et al., 2016).

5.2 IMPLICATIONS

5.2.1 Theoretical Implications

The present study provides many essential implications for researchers. As researchers keenly dig-out the ways by which they can increase individuals' effort, cooperation, and performance (Gatling et al., 2017; Tracy, 2017). They are searching that how to foster a positive relationship with their employees at workplace (Anglin et al., 2017; liao et al., 2017). Existing literature speculates that organizational identification is distinctively important in comprehending employer-employee relationship (Bailey et al., 2016; Maroofi and Parvin, 2015) for the reason that process of identification with organizations forms and influences considerable work related outcomes. However, the literature lacks the empirical evidence on the antecedents of organizational identification (Callea et al., 2016). At this stage, it is more important to highlight various significant antecedents of organizational identification (Ashforth et al., 2016). Thus, this study gives new insight by exploring the factors that influence organizational identification and undermines identification among employees.

Furthermore, literature has limited empirical light on the association of organizational identification with other relational ties like psychological contracts identification (Epitaropaki, 2013). However, both focal variables are essential elements of work environment because of their consequences (Li et al., 2017; Shah et al., 2017). Researchers should look upon other relational ties that can affect employees' perception, attitudes, and behaviors (Kraak et al., 2017). The current considered this gap because of its significance of organizations.

Keeping in the view importance of the relationship of PCB and organizational identification, it is necessary to find out the explanatory mechanism of this association (Zhu et al., 2016). Cynicism toward change has potential to enhance or undermine numerous job attitudes and work behaviors (Chaouali et al., 2017; Elsbach et al., 2005). It may significantly influence the relationship of PCB and organizational identification (Courpasson et al., 2012). Researchers should look upon other explanatory mechanisms that have the potential to affect overall organizational performance and effectiveness. This research contributes some authentic knowledge towards this avenue.

5.2.2 Practical Implications

This study also provides several practical implications for practitioners. The current study's findings reveal that employees' identification has a significant place in organizations. Additionally, it was established that PCB plays an imperative role in decreasing organizational identification. These findings provide following implications.

Practitioners should focus on their relationships with their employees for organization's success (Besharov, 2014; Liao et al., 2017). They should carefully consider the relational ties that exist between employees and employers. For the reason that in this challenging and advanced business environment, organizations struggle to compete and survive (Deery et al., 2006; Tracy, 2017). Employers are using the human resource more effectively to gain greater competitive advantage (Conway et al., 2011; Kraak et al., 2017). The relational ties of employees and the organizational relationships have become vital variables for motivating employees towards combine efforts (Shah et al., 2017). It is necessary that managers receive understandings and insights regarding the dynamics of connections among PCB and organizational identification (Lu et al., 2016; Zhu et al., 2016). As it is important to know about how to maintain relational ties at workplace that will help managers to ultimately advance effective outcomes (Deery et al., 2006; Gatling et al., 2017). This research work provides help to practitioners by providing

knowledge about the importance of employees' perception that is significant to get maximum from employees. This study has provided evidence about when employees perceive breach of their significant psychological contracts; as a result, they put less investment in their organizational relationships. They involve in the process of distancing themselves from the organizational efficiency and effectiveness. It makes worse situations when organizations already have limited financial rewards as motivational tool. The loss of personal interest in organizational membership and erosion of intangible rewards (like employee engagement and pride) can have intense effects on organizational performance and survival (Callea et al., 2016; Chang and Busser, 2017). This research work provides help to practitioners by informing them how to manage paradoxical situations and difficult events existed within organizations.

This study would be helpful to manage employee-organization relationship by providing authentic knowledge. The knowledge about how to protect the growth of dissonant cognitions concerning membership. The knowledge about why and when employees show positive behaviors at workplace. This knowledge can help practitioners to maintain and boost up positive behaviors of employees. Moreover, how to motivate employees by increasing their levels of identification with organizations. Thus, some kind of training for managers to behave in a certain way will lead to significant and pivotal returns. Undoubtedly, this training procedure extends to higher employees' motivation and better performances (Arshad, 2016; Kraak et al., 2017). Moreover, this study takes attention of managers on the key role of cynicism toward change. Nevertheless, managers have not much control on individual characteristics of employees. If they have insights and understandings about individual differences, they will be more capable of managing their employees (Chaouali et al., 2017; Elsbach et al., 2005). They should know how individual characteristics play an important role in developing and maintaining employment relationships.

This study also provides help in organizational change management. Organizational change is a continuous process happens in each organization. Every day, new initiatives, and projects are launched to improve performance, increase profits, and enhance competitive advantage. Organizations implement technology to enable a more mobile workforce, re-engineering a process to ensure regulatory compliance or pursuing an enterprise-wide transformation around customer experience (Kirrane et al., 2016; Oreg et al., 2016; Shah et al., 2017). Thus, management of organizational change is compulsory for practitioners and this research work provides knowledge about how to implement change effectively and successfully.

5.3 LIMITATIONS AND FUTURE DIRECTIONS

Regardless of remarkable and original findings, this study also has some limitations. First probable limitation is the use of self-report data. Self-report data is generally considered as a potential source of common method bias. Although various tests were used to explore the level of common method variance in the current data set. All steps revealed that it did not affect the validity of findings. It is also important that common method variance shows in highly correlated variables and not possibly results in statistical analysis but this study has done this. Organizational identification operationalized as self-report variable. It reflects the perception of individuals as mentioned before “oneness with organization” (Ashforth and Mael, 1989). In spite of this, no one can deny that broader measurement of organizational identification will increase understanding of the variable. Future research can collect data from others like a family member, spouse, or colleague of person (Judge et al., 2008). They have numerous chances to observe person’s oneness with his/her organization due to their frequent interaction and close proximity (Judge and Hulin, 1993). Even significant data can be collected through supervisor, colleague, and team member (Epitropaki, 2013).

Second potential limit of generalizability of data. Although data is collected from different sectors to draw strong conclusions. Nevertheless, there is need to acquire other sectors to determine results completely. Thus, future research can replicate results in distinct sectors, organizations and even countries (Wei et al., 2017).

Third probable limitation is this study could not address various foci of identification. Researchers only emphasized on employees’ attachment with the organization entirely in current study. Some researchers highlight different foci of identification (like Ashforth, et al., 2008; Stamper et al., 2009). Organizations provide their employee’s various further sub memberships like membership with departments, work units, divisions, informal relationships, and networks. These relationships and memberships provide building blocks for organizational identification (Sluss and Ashforth, 2008). Even PCB has a multi foci approach as some researchers particularly focused two foci of breach such as breach by the supervisor referent and breach by the organization referent (Bordia et al., 2011). Researchers can focus on organizational identification and PCB in terms of their foci in future (Van Knippenberg and Van Shie, 2000). It can be checked because employees embed in series of official and non-official relationships in work environment (Ashforth et al., 2008). Moreover, impact of numerous foci of PCB on various foci of organizational identification can be explored.

Fourth probable limitation is the concept of organizational disidentification is not examined in this study. Organizational disidentification refers as a sense of separateness between employee and organization (Elsbach and Bhattacharya, 2001) whereas organizational identification refers as sense of connection. Despite their similarity, no one can deny the possibility of their different antecedents. Likewise, psychological contract violation ignores in the present study. In mid-1990, breach and violation both used for similar constructs but afterward, researchers distinguish them (Epitropaki, 2003). Psychological contract violation is defined as “affective reaction that follows from this cognitive appraisal of breach” whereas “breach refers to the cognitive appraisal of discrepancy between what was promised versus what was actually delivered” (Morrison and Robinson, 1997). So, future research can address above fruitful issues separately. PCB comprises of several emotions like frustration and disappointment and deeply bitterness, anger and feelings of betrayal because of broken promises. Extant literature indicates that violation makes an indirect path between PCB and behavioral and attitudinal outcomes (Bordia et al., 2011). Thus, probably it will mediate the relation of PCB and organizational identification. This query can be addressed in future.

This study did not address the variable trust even it has been recognized as essential consequence of PCB. (Dulac et al., 2008; Morrison and Robinson, 1997). This variable is essential for exploration of in-depth insights and understandings of employee-organization relationship. Some studies even show mediation of trust between organizational identification and PCB. Individual level variables that can be included in the particular model are equity sensitivity, self-esteem and the need for identification (Kickul and Lester, 2001).

5.4 CONTRIBUTIONS

This study contributes to the knowledge of organizational identification by trying to open the black box of why people less identify with their organizations. Researchers are interested in unfolding antecedents of organizational identification due to its pivotal consequences (Anglin et al., 2017; Besharov, 2014; Callea et al., 2016; Liao et al., 2017). Scholars highlight dynamic interplay between PCB and organizational identification in their conceptual work (Knapp et al., 2014; Masterson and Stamper, 2003). They stated that empirical investigation is needed to explain the meaningful connection between these two relational ties of employer-employee relationship. Thus, this study empirically explores this connection.

This study also contributes to the literature of PCB by opening the door of its adverse consequence. Business environment affects by downsizing, layoffs, erosion of promotional opportunities, loss of job security and increased uncertainty of orderly and regular pay (Bankins, 2015; Conway et al., 2011; Kraak et al., 2017). In this circumstance employees feel difficult to keep trust on employers to fulfill their responsibilities and obligations (Peng et al., 2016). In result, they are inclined to involve in breach of their psychological contracts (Chang and Busser, 2017; Priesemuth and Taylor, 2016). This study carries an empirical light on the impact of PCB on attitudes and behaviors of employees in the working environment. It will eventually help the employers to avoid such circumstances in order to overcome the negative consequences of PCB.

The current study stabs to contribute mediating effect of cynicism toward change between PCB and organizational identification. Cynicism toward change is suggested as an explanatory mechanism that makes indirect path between PCB and organizational identification (Epitropaki, 2013; Van den Heuvel et al., 2016). This study provides empirically limelight to fill the gap in the literature.

In addition, this study also attempts to contribute interactive role of cynicism toward change on the proposed relationship amongst two focal constructs such as PCB and organizational identification. In other words, cynicism toward change bolsters the relationship between PCB and organizational identification. Literature also lacks the interactive effect of cynicism toward change between PCB and organizational identification (Epitropaki, 2013; Scott and Zweig, 2016). This study fills the gap in the literature by providing insights about the key role of cynicism toward change. Thus, management should provide attention cynical employees.

This study also contributes to organizational change management by providing knowledge about how to implement change effectively and successfully. Organizational change management is important in the business world as it enables organizations to meet the dynamic needs of its customers and create growth opportunities (Lipponen et al., 2016; Shah et al., 2017). The change also allows organizations to keep up with advancing technology and respond to different economic conditions, such as strong or weak economic growth. Many organizations fail to implement effective change because of their employees' cynical attitudes toward change (Kirrane et al., 2016; Oreg et al., 2016; Piderit, 2000). This research work provides help to maintain such attitudes to implement change efforts.

Pakistani organizations are also enduring from this kind of issues (Bashir and Nasir, 2013). So, this study contributes knowledge for Pakistani practitioners to resolve matters of PCB, cynicism toward change and as well as identification within organizations. Pakistani practitioners should consider these variables in the list of management practices implementation.

Overall, the present study contributes the insights and understandings on the intricate interrelationships between dimensions of organizational membership and its explanatory mechanisms.

5.5 CONCLUSION

At the end, this study concludes that employees' identification with their organization is fundamentally affected by their perception of breach of their significant psychological contracts. Our findings confirm the extant of conceptual literature review that forces employees to become less identify with the organizations in the response of PCB because they perceived that organizations do not value their contributions (Epitraopaki, 2013). Moreover, the key role of individual differences in comprehending above relationships cannot be denied. Cynicism toward change at individual level variable significantly influences the adverse relation of PCB and organizational identification. This study attained tentative empirical support for cynicism toward change as a mediator and moderator of the association between PCB and organizational identification (Van den Heuvel et al., 2016). As a whole, PCB and cynicism toward change are essential explanatory contributors in organizational identification. Organizations that wish to compete and improve their performance level, they should seriously pay attention to their relational ties with their employees (Lu et al., 2016). The implementation of this phenomenon leads to foster the strong relationship of employees and organization. Therefore, organizations should include these variables in the list of management practices. It is a hope that this study offers new impetus for research in the particular area of the field.

Ashforth et al. (2008) said, "It may seem odd to speak of identification in a time of turbulence and eroding individual-organization relationships. However, it is precisely because individuals seek situated moorings in each of their social domains that it is important to understand the dynamics, risks, and potential of identification in today's organizations."

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ANNEXURE

SURVEY QUESTIONNAIRE

Dear Sir/Madam!

This survey is being conducted for the purpose of analyzing the workplace attitudes of employees about their Firm. The results will have no effect what so ever upon your performance appraisal. Your anonymity will be strictly retained. The data shall be utilized for research only. Thank you for your cooperation and sharing true information.

1. Personal Information	
a) Gender: <input type="checkbox"/> Male <input type="checkbox"/> Female	b) Formal Education (no of years):
c) Age: <input type="checkbox"/> Below 25 <input type="checkbox"/> 26-30 <input type="checkbox"/> 31-35 <input type="checkbox"/> 36-40 <input type="checkbox"/> 41-45 <input type="checkbox"/> 46-50 <input type="checkbox"/> above 50	
d) Department:	e) Job Designation:
f) Tenure in this Job (in months):	g) Tenure in this Firm (in months):

2. Think of your Role as an employee and for each item below select the answer that best represents your belief and attitude toward your Organization	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) I would probably continue working for my organization even if I didn't need the money.	1	2	3	4	5
b) In general, the people employed by my organization are working toward the same goals.	1	2	3	4	5
c) I am very proud to be an employee of my organization	1	2	3	4	5
d) My organization's image in the community represents me well.	1	2	3	4	5
e) I often describe myself to others by saying, "I work for (organization)" or "I am from (organization)".	1	2	3	4	5
f) I try to make on-the-job decisions by considering the consequences of my actions for my organization.	1	2	3	4	5
g) We at my organization are different from others in our field.	1	2	3	4	5
h) I am glad I chose to work for this company rather than another company.	1	2	3	4	5

i) I talk up my organization to my friends as a great company to work for.	1	2	3	4	5
j) In general, I view my organization's problems as my own.	1	2	3	4	5
k) I am willing to put in a great deal of effort beyond that normally expected in order to help my organization be successful.	1	2	3	4	5
l) I become irritated when I hear others outside my organization criticize the company.	1	2	3	4	5
m) I have warm feelings toward my organization as a place to work.	1	2	3	4	5
n) I would be quite willing to spend the rest of my career with my organization	1	2	3	4	5
o) I feel that my organization cares about me.	1	2	3	4	5
p) The record of my organization is an example of what dedicated people can achieve.	1	2	3	4	5
q) I have a lot in common with others employed by my organization.	1	2	3	4	5
r) I find it difficult to agree with my organization's policies on important matters relating to me.	1	2	3	4	5
s) My association with my organization is only a small part of who I am.	1	2	3	4	5
t) I like to tell others about projects that my organization is working on.	1	2	3	4	5
u) I find that my values and the values of my organization are very similar.	1	2	3	4	5
v) I feel very little loyalty to my organization.	1	2	3	4	5
w) I would describe my organization as a large "family" in which most members feel a sense of belonging.	1	2	3	4	5
x) I find it easy to identify with my organization.	1	2	3	4	5
y) I really care about the fate of my organization.	1	2	3	4	5

3. In the space given next to item that describes your Firm's relationship with you, please write the appropriate number from the following key that describes your answer:	Not at all	Slightly	Somewhat	Moderately	To a Great Extent
a) My firm withholds information from its employees	1	2	3	4	5
b) It acts as if it doesn't trust its employees.	1	2	3	4	5
c) It firm Introduces changes without involving employees	1	2	3	4	5
d) It doesn't share important information with its workers	1	2	3	4	5
e) It is difficult to predict future direction of my Firm's relations with me	1	2	3	4	5
f) I am uncertain about the future regarding its relations with me	1	2	3	4	5
g) There is uncertainty regarding its commitments to employees	1	2	3	4	5
h) There is uncertainty regarding its commitments to me	1	2	3	4	5
i) It demands more from me while giving me less in return	1	2	3	4	5
j) There would be a decrease in benefits in the next few years	1	2	3	4	5
k) I am expecting stagnancy or reduced wages the longer I work here	1	2	3	4	5
l) I have to work more and more work for less pay	1	2	3	4	5

4. Please read the statements carefully and respond to all the items. Rate the statement by placing a tick mark on the box which best describes your attitude about working in this firm.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a) Most of the programs that are supposed to solve problems around here will not do much good	1	2	3	4	5
b) Attempts to make things better around here will not produce good results	1	2	3	4	5
c) Suggestions on how to solve problems will not produce much real change	1	2	3	4	5
d) Plans for future improvement will not amount to much good.	1	2	3	4	5
e) The people responsible for solving problems around here do not try hard enough to solve them	1	2	3	4	5
f) The people responsible for making things better around here do not care enough about their jobs	1	2	3	4	5
g) The people responsible for making improvements do not know enough about what they are doing	1	2	3	4	5
h) The people responsible for making changes around here do not have the skills needed to do their jobs	1	2	3	4	5

Thank You for Your Time