



# PSYCHOLOGICAL CONTRACT BREACH, ORGANIZATIONAL IDENTIFICATION AND EMPLOYEE PERFORMANCE: MEDIATING ROLE OF PROSOCIAL ORGANIZATIONAL BEHAVIOUR

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## Abstract

This study draws on psychological contract and social exchange theories to examine how prosocial organisational behaviour mediates the impact of psychological contract breach (PCB) on employee performance within the hospitality sector in Accra Metropolis, Ghana. A quantitative research approach was adopted, utilising a survey design to collect data from a sample of 84 hotel employees. The data were analysed using structural equation modelling (SEM) with SmartPLS software to test the proposed research model. The findings indicate that prosocial behaviour significantly enhances employee performance, while psychological contract breach has a negative but non-significant effect on performance. Additionally, prosocial behaviour partially mediates the positive relationship between organisational identification and employee performance among hotel employees in Ghana. The study recommends that hotel management in Ghana should focus on promoting organisational identification by fostering an inclusive and diverse workplace culture. These measures can contribute to creating a supportive work environment that enhances employee performance.

**Keywords:** psychological contract, employee performance, organisational behaviour, contract breach, hotels

## BACKGROUND

Understanding the connection between psychological contracts, organisational identity, and employee performance is critical in the fast-paced hotel business for sustaining high levels of service quality and employee satisfaction. Psychological contracts, or unwritten mutual expectations between employees and employers, are important in determining employees' attitudes and behaviours. A good psychological contract increases organisational engagement and lowers scepticism among hotel personnel (Gharib & Khairy, 2019). In contrast, violations of psychological contracts can have negative consequences, such as decreased job satisfaction, poorer work engagement, and greater turnover intentions (Abdalla et al., 2021; Ampofo, 2020). The COVID-19 pandemic highlighted

challenges in the hospitality industry, emphasising the significance of preserving trust and decreasing emotional weariness among personnel (Abdalla et al., 2021). Despite these challenges, work-life balance and leadership behaviours have been demonstrated to reduce the negative effects of psychological contract breaches, improving employee performance and prosocial behaviour (Jiang et al., 2020; Kaya & Karatepe, 2020). Prosocial organisational behaviour, which includes behaviours aimed at benefiting others inside the organisation, emerges as a key mediator in the link between psychological contract violations and employee performance. Empirical research indicates that prosocial behaviour can mitigate the negative consequences of contract breaches by encouraging greater levels of work performance and organisational citizenship behaviours (Fatoki, 2019; Shao & Peng, 2022).

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Furthermore, organisational identification, in which employees align their self-concept with their organisation's identity, has a significant effect on their engagement in prosocial behaviours, hence improving hotel performance and sustainability initiatives (Peng et al., 2020).

The relationship between psychological contracts, organisational identity, and employee performance is intricate and diverse. According to research, violations in the psychological contract have a detrimental influence on life satisfaction and engagement, resulting in lower pro-environmental behaviours and organisational commitment. However, strong organisational identity can help to mitigate these negative consequences, promoting a resilient and devoted staff (Khairy et al., 2019; Tufan & Wendt, 2019).

Understanding these dynamics is critical for hotel managers looking to improve staff performance and organisational effectiveness. Hotels can enhance employee satisfaction, performance, and overall organisational success by cultivating a healthy organisational culture, assuring psychological contract fulfilment, and encouraging prosocial behaviours.

Despite considerable research on the dynamics of psychological contracts, organisational identity, and employee performance in the hotel business, major gaps and inconsistencies remain. Previous research has found that breaches of psychological contracts lead to decreased work satisfaction, poorer engagement, and higher turnover intentions (Ampofo, 2020; Abdalla et al., 2021). However, there is limited knowledge of the processes by which prosocial organisational behaviour mediates these interactions, particularly in the hotel industry.

Research has demonstrated that prosocial behaviours can mitigate the negative effects of psychological contract violations, hence improving employee performance (Fatoki, 2019; Shao & Peng, 2022). Nonetheless, the specific role of prosocial organisational behaviour as a mediator between psychological contract violations, organisational identity, and employee performance is underexplored. While some research show that organisational identification has a positive impact on prosocial behaviours and overall performance (Peng et al., 2020), others indicate that psychological contract breaches can significantly impair these advantages (Karatepe et al., 2020; Ampofo et al., 2022).

Furthermore, there are discrepancies in the findings regarding the effect of psychological contract breaches on employee performance. For example, while some research suggests that breaches reduce life satisfaction and engagement (Karatepe et al., 2020; Ampofo et al., 2022), others suggest that strong organisational identification can mitigate these negative effects (Tufan & Wendt, 2020; Zeineldin, 2019). These inconsistent findings underscore a significant gap in understanding how prosocial behaviour influences the relationship between psychological contract breaches, organisational identity, and employee performance.

This study seeks to address these gaps by investigating the mediating effect of prosocial organisational behaviour in the relationship between psychological contract breaches, organisational identity, and employee performance in the hotel sector. By investigating these relationships, this study aims to better understand the factors that drive employee performance and propose ways to improve organisational success in the hospitality sector.



Therefore, this study aims to examine whether prosocial behaviour mediates the effect of psychological contract breach and organisational identification on employee performance.

## LITERATURE REVIEW

### Theoretical Framework

The social exchange theory gives a framework for understanding psychological contracts. Blau (1964) differentiates between social and economic exchanges, stating that social exchanges include undefined responsibilities, whereas economic transactions entail obligations that are more typically tangible. Priceless and long-lasting social patterns emerge through social trade interactions. Employees' personal values, according to this idea, affect the results of relationships with peers and employers. Scholars expanded these ideas and categorised social and economic interactions as transactional and relational contracts in the framework of the psychological contract. Transactional contracts, on the other hand, are based on extrinsic variables and focus on concrete, mostly monetary considerations, for a certain length of time—they are clear, static, and limited in scope (Rousseau, 1990). Relational contracts, on the other hand, are based on indefiniteness, dynamism, and extended aims, and they focus on intrinsic elements such as status and recognition, the opportunity for creativity, employment stability, work-life balance, good work ethics, and career progression (Rousseau, 1990).

The social exchange theory (SET) provides a valuable framework for understanding the dynamics of psychological contracts within organisations, particularly in the context of employee behaviour and performance. At its core, social exchange theory posits

that social behaviour is the result of an exchange process aimed at maximising benefits and minimising costs. This perspective is particularly relevant to the subject matter, which involves exploring how prosocial behaviour (PSB) and psychological contract breaches (PCB) impact employee performance. By applying social exchange theory, the study can explore how employees' perceptions of fairness and reciprocity in their psychological contracts motivate their prosocial behaviours and overall performance.

### Psychological Contract Breach and Employee Performance

When an employee feels the employer has not, or is not fulfilling their part of the engagement contract, the employee is likely to be demotivated and be less committed to work, hence reducing performance. This is supported by numerous studies (Bari et al., 2020; Opolot et al., 2020; Peng et al., 2021; Zacher & Rudolph, 2021).

H1: PCB has a negative effect on EMP\_PERF

### Organisational Identification and Employee Performance

When an employee identifies with his or her workplace, organisational membership becomes a component of his or her self-concept. Instead of an external force tying the personnel and the company, such inclusion creates a natural sense of we-ness (Meyer, Becker, & Van Dick, 2006). Organisational identification has been demonstrated to have a substantial impact on work attitudes (such as job satisfaction, organisational commitment, and desire to leave) and behavioural outcomes (such as in-role and extra-role performance) in empirical studies (Riketta, 2005). Organisational identification has a positive



effect on employee performance (Efraty & Wolfe, 1988; Liu et al., 2011; Tuna, 2018).

H2: OID has a positive effect on EMP\_PERF

### **Prosocial Organisational Behaviour and Employee Performance**

Numerous studies have shown that prosocial behaviour (PSB) impacts employee performance within organisations (Baruch et al., 2004; Frazier & Tupper, 2018; Yaakobi & Weisberg, 2020). PSB encompasses a range of voluntary actions that employees undertake to benefit others and support the organisation beyond their formal job requirements. These behaviours include cooperating with co-workers, suggesting ways to improve the organisation, and speaking favourably about the organisation to outsiders. These patterns of behaviour are particularly interesting in that they are necessary for organisational survival through enhanced employee performance (Baruch et al., 2004).

The influence of PSB on employee performance is particularly significant because these behaviours often fill gaps that formal policies and procedures cannot address. This cooperation enhances overall team performance and encourages knowledge sharing, which can lead to innovation and improved processes. The necessity of PSB for organisational survival is evident in its impact on the quality of work relationships and employee morale. When employees consistently engage in helpful behaviours and actively contribute to the organisation's well-being, they reinforce a culture of reciprocity and trust (Qin & Men, 2023). This, in turn, cultivates a resilient workforce capable of navigating challenges and sustaining high levels of performance.

H3: PSB has a positive effect on EMP\_PERF

### **Psychological Contract Breach and Prosocial Organisational Behaviour**

Several studies established the negative link between PCB and PSB (Coyle-Shapfro, 2002; Griep et al., 2020; Li et al., 2021; Morsch & Dijk, 2020). Employees who perceive breaches of their psychological contracts may react by decreasing both their in-role and extra-role behaviours. One assumes that the employees who experience PCB in the hotels under investigation should reduce their voluntary helping behaviours toward their colleagues and the organisation. Thus, the fourth hypothesis proposes a direct negative relationship between PCB and PSB.

H4: PCB has a negative effect on PSB.

### **Organisational Identification and Prosocial Organisational Behaviour**

Studies over the years have found that organisational identification positively affects prosocial organisational behaviour (Contreras-Pacheco et al., 2021; Lee, 1999). Employees with a sense of belongingness to the hotels and a sense of oneness with the hotels are more likely to provide help to other employees and the organisation. The fifth hypothesis is thus formulated as

H5: OID has a positive effect on PSB

### **METHODOLOGY**

The study adopted a cross-sectional survey design. This design was deemed appropriate because in surveys, the researcher is an outsider, which increases reliability and eliminates subjectivity. The study area covered by this research is the Accra Metropolis. The sample size was calculated using Krejcie and Morgan's (1970) formula, based on which a sample of 132 employees across eight hotels in



Accra was targeted. The study, however, achieved a sample size of 84 (i.e. 63.6% response rate). It is important to note that while this sample size is relatively small, it can still be considered sufficient for a quantitative study employing Structural Equation Modelling (SEM), as SEM can accommodate smaller sample sizes if the model is simple and the indicators are robust. The sampling technique used for administering the questionnaire was convenience sampling, where participants were selected based on their accessibility and willingness to participate.

The data for this study were collected through primary sources with the use of a questionnaire. The questionnaire comprised two sections. The first section contained questions regarding the demographic data, while in the second section, the respondents were asked to express their perceptions regarding the study variables (employee performance, psychological contract breach, prosocial organisational behaviour, and organisational identification). Participants were requested to provide their responses on a 5-point Likert-type scale, ranging from '1' (strongly disagree) to '5' (strongly agree) on all items under study. The psychological contract construct's sample questions were adapted from the research of Freese and Schalk (2008), while the prosocial organisational behaviour construct was drawn from the research of Fabio and Gori (2020). While the employee performance construct items were taken from Griffin et al. (2003), the organisational identity construct was inferred from Rubin, Palmgreen, and Sypher (2020).

The data collected was processed using SmartPLS software and analysed using structural equation modelling (SEM). According to Hox and Bechger (1998), SEM combines complex path models with

latent variables (factors) in the same study. It is a robust technique that is used in studies with unobserved constructs, such as those under consideration in this study (Sander & Teh, 2014). That is, it provides the avenue to measure unobservable variables with identifiable indicators. The method utilises the features of factor analysis and multiple regressions that help examine the relationship between endogenous and exogenous variables (Bagozzi & Fornell, 1982; Gefen et al., 2000; Hair et al., 2010; Hair et al., 2017). This helps reduce first-generation statistical tool challenges that include the examination of only one single relationship at a single point in time (Gefen et al. 2000; Hair et al. 2010). Structural equation modelling permits the extension of longitudinal data within a single framework to conform to a study's conceptual framework and hypotheses (Preacher et al. 2008; Gunzler et al. 2013). Furthermore, it enables the combination of categorical, discrete, and continuous variables. The rule is that the observed variables may be categorical or discrete, but the latent variables must be continuous (Civelek 2018).

### Measurement Model Assessment

Reliability refers to consistency, while validity refers to accuracy (whether the items are actually measuring the constructs or what they are intended to measure). The Partial Least Squares reliability test in SEM uses two methods, namely Composite Reliability and Cronbach's Alpha. Cronbach's Alpha measures the lower limit of a construct's reliability value, while composite reliability measures the actual value of a construct's reliability. Composite Reliability measures the actual reliability value, with an acceptable threshold of  $>0.7$ , though values  $>0.6$  are also acceptable (Suprpto et al., 2020). Using Cronbach's



Alpha, the rule of thumb for decision-making according to Manerikar and Manerikar (2015) is as follows:  $\alpha < 0.5$  is unacceptable;  $0.5 \leq \alpha < 0.6$  is poor;  $0.6 \leq \alpha < 0.7$  is acceptable;  $0.7 \leq \alpha \leq 0.9$  is good; and  $\alpha > 0.9$  is excellent.

There are two types of validity- convergent validity and discriminant validity. Convergent Validity is measured by the Average Variance Extracted (AVE). According to Suprpto et al. (2020), the minimum recommended AVE is 0.5. Hair et al. (2010) also asserted that AVE values less than 0.5 are acceptable as long as the composite reliability is higher than 0.6.

Discriminant Validity, on the other hand, measures differentiation in the constructs and how different the constructs are from each other. This can be established by three methods: the Fornell-Larcker Criterion, Cross Loadings, or Heterotrait-Monotrait Ratio. In this study, the Fornell-Larcker criterion is applied and supported by the HTMT ratio. The Fornell-Larcker criterion requires that the square root of AVE for each construct exceed the correlation between constructs, while HTMT values should not exceed 0.85 (Ab Hamid et al., 2017; Henseler et al., 2015).

### Structural Model Assessment

The structural model explains how the variables are related to each other (Hox & Bechger, 1999; Tempelaar et al., 2007). This is done by determining the path coefficients through bootstrapping. Bootstrapping, with 5,000 resamples, was employed to

test the significance of the path coefficients, as this procedure provides a robust estimate of the stability of the results. The bootstrapping approach allows for testing both the direct and indirect effects within the SEM framework, ensuring that the results are statistically sound and consistent with the study's conceptual model.

## RESULTS

The respondents' demographic profile presented in Table 1 reveals that the majority of the participants in this study were female (90%,  $n=76$ ), aged below 50 (98%,  $n=82$ ), with at least an HND qualification (98%). The majority (57%) were also permanent employees who had been in engagement with their organisations for more than a year (79%,  $n=66$ ).

### Assessment of Measurement Model

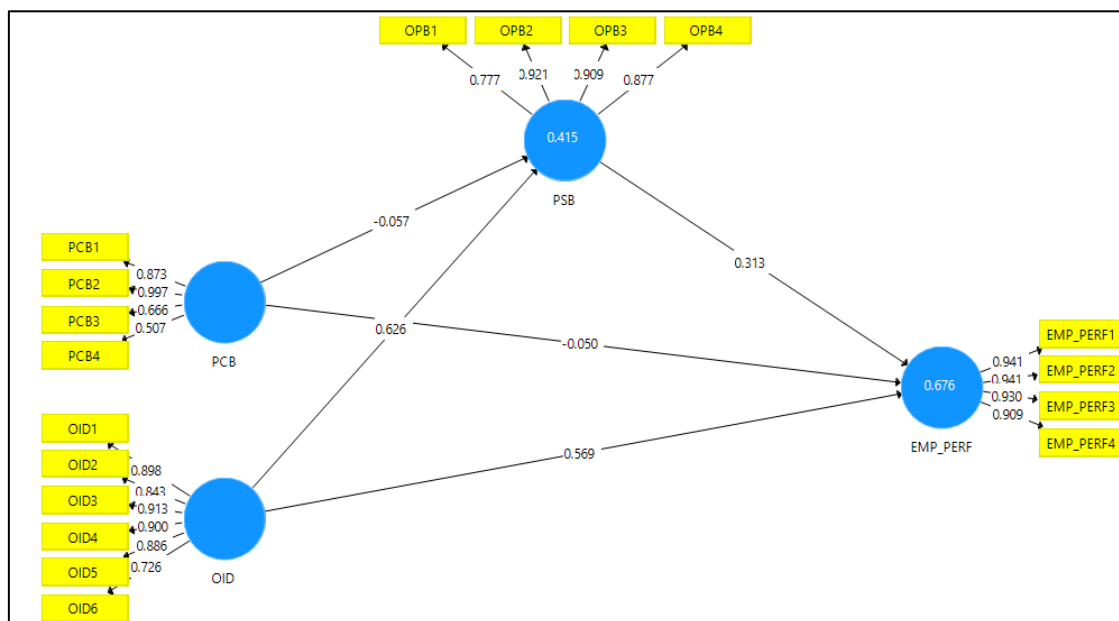
This section seeks to check the quality of the measures by testing for the reliability and validity of the constructs. The model results are shown in Figure 1. The results show that all the factors report a loading greater than 0.5 as desired (Akgül, 2019; Jennex, 2019; Salvendy & Smith, 2009).

### Reliability

The results in Table 2, therefore, mean that all PCB and PSB had good reliability, while EMP\_PERF and OID had excellent reliability. Further, the composite reliability values are all greater than 0.7, which implies high internal consistency for the constructs.

**Table 1: Respondents' Profile**

Variable		Frequency	Percent
Gender	Male	8	10%
	Female	76	90%
	Total	84	100%
Age group	Below 30	8	10%
	31-40	74	88%
	Over 50	2	2%
	Total	84	100%
Highest level of Education	NVTI	2	2%
	HND	76	91%
	Bachelors	4	5%
	Masters	2	2%
	Total	84	100%
Type of Employment	Permanent	48	57%
	Temporary (Casual)	10	12%
	Fixed Term (Contract)	16	19%
	Attachment	10	12%
	Total	84	100%
Years in employment relationship	Less than 1	18	21%
	1-5	58	69%
	6-10	4	5%
	Over 10	4	5%
	Total	84	100%

**Figure 1: Factor Loadings**



**Table 2: Results for Construct Reliability and Validity**

	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
EMP_PERF	0.948	0.949	0.963	0.866
OID	0.931	0.943	0.946	0.745
PCB	0.897	3.682	0.857	0.614
PSB	0.896	0.919	0.927	0.762

Source: Data Analysis Results from Smart PLS (2024)

### Validity

Table 3 presents the Heterotrait-Monotrait (HTMT) for Discriminant validity. To establish discriminant validity, all ratios should be less than 0.85, the

threshold for discriminant validity (Ab Hamid et al., 2017; Henseler et al., 2015). The results in Table 3 show that all the constructs reported an AVE greater than 0.5.

**Table 3: HTMT Results for Discriminant Validity**

	EMP_PERF	OID	PCB	PSB
EMP_PERF				
OID	0.825			
PCB	0.159	0.189		
PSB	0.738	0.677	0.152	

Source: Data Analysis Results from Smart PLS (2024)

### Structural Model Assessment

The total effect results are presented in Table 4. The path coefficient results in Table 4 show that OID has a positive (0.569) significant effect on

EMP\_PERF, and PCB has a negative (0.050) but insignificant effect (p-value of 0.579) on EMP\_PERF. PSB also has a positive (0.313) significant effect on EMP\_PERF

**Table 4: Total Effect Results for Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
OID -> EMP_PERF	0.569	0.564	0.096	5.914	0.000
PCB -> EMP_PERF	-0.050	-0.018	0.090	0.556	0.579
PSB -> EMP_PERF	0.313	0.315	0.102	3.060	0.002

Source: Data Analysis Results from Smart PLS (2024)





### Model Assessment with PSB as a Mediating Factor

Table 5 shows that the indirect effect of OID on EMP\_PERF through PSB is positive and significant (0.000) with a coefficient of 0.196. However, Psychological Contract Breach (PCB) has a weak negative indirect effect on Employee

Performance through PSB, with a coefficient of -0.018, indicating a negligible impact. This means that PSB partially mediates the effect of OID on EMP\_PERF, but does not mediate the effect of PCB on EMP\_PERF.

**Table 5: Indirect Effect Results for Path Coefficients**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
OID -> PSB->EMP_PERF	0.196	0.197	0.083	2.349	0.000
PCB -> PSB->EMP_PERF	-0.018	-0.009	0.033	0.542	0.588

Source: Data Analysis Results from Smart PLS (2024)

### DISCUSSION

The results from the study provide insights, addressing the study's hypothesis (H1-H5). Per the findings, Hypothesis 1 should be rejected as it indicates a negative effect of PCB on Employee Performance. The findings proved that Psychological contract breach (PCB) has no significant effect on employee performance (EMP\_PERF). This suggests that the occurrence of perceived breaches in the psychological contract may not substantially influence the performance of employees. This finding does not reflect the results of Eckerd et al. (2013), which suggested that psychological contract breaches significantly impacted the performance of workers.

The findings support Hypothesis 2, which proposed a positive effect of OID on Employee Performance. The analysis shows that OID has a significant and strong positive impact on EMP\_PERF. This indicates that employees who identify more closely with their organisation tend to perform better, possibly because a strong sense of belonging and

alignment with organisational values motivates them to contribute more effectively to organisational goals. The findings of this study are similar to that of He et al. (2014), which indicated high employee engagement and performance as a result of strong employee organisational identification.

The findings of this study also supported Hypothesis 3, which suggested a positive relationship between PSB and Employee Performance. PSB has a significant positive effect on EMP\_PERF, although the effect is weaker than that of OID. This indicates that employees who engage in prosocial behaviours, such as helping colleagues or going beyond their formal job requirements, are likely to perform better. Such behaviours can contribute to a more collaborative and productive work environment, thereby enhancing overall performance. This finding confirms the conclusions of existing studies (Frazier & Tupper, 2018; Yaakobi & Weisberg, 2020). These studies highlighted that cooperating with co-workers, suggesting ways to improve the organisation, and



speaking favourably about the organisation to outsiders, impact employee performance within organisations.

Hypothesis 4 was not supported by the results of the study. The Hypothesis proposed a negative effect of PCB on PSB. However, PCB does not have a significant indirect effect on Employee Performance through PSB. This indicates that breaches in the psychological contract do not meaningfully reduce prosocial behaviour or indirectly influence employee performance through this pathway. This further suggests that the presence of psychological contract breaches does not necessarily diminish employees' willingness to engage in prosocial behaviours. This finding contrasts with the findings of Bal, Chiaburu and Diaz (2011), which indicated that psychological contract breach influences employees' feelings and behaviour. However, the finding of Ugwu (2013) is similar to the finding of this study. While Bal, Chiaburu, and Diaz (2011) found that such breaches significantly affect employee attitudes and behaviours in a European context, Ugwu's (2013) findings in Nigeria, similar to this study's findings in Ghana, indicate that employees in some African contexts may be more resilient to psychological contract breaches, possibly due to cultural norms of communalism and social support that buffer the negative effects. This points to the need for further cross-cultural research to understand the variability in responses to psychological contract breaches across different settings.

The findings reveal that OID significantly influences Employee Performance indirectly through PSB, supporting Hypothesis 5 (H5), which proposed a positive effect of OID on PSB. The mediation analysis suggests that higher levels of OID enhance PSB,

which in turn boosts Employee Performance. This indicates that when employees identify strongly with their organisation, they are more likely to engage in prosocial behaviours, which further contribute to improved performance outcomes. The study findings do not refute the findings of Bolino and Grant (2016), which suggested that employees value the success and well-being of their colleagues and are more likely to engage in prosocial behaviour for better performance outcomes.

## CONCLUSION AND RECOMMENDATION

The findings of this study provide valuable insights into the relationships between Organisational Identification (OID), Psychological Contract Breach (PCB), Prosocial Behaviour (PSB), and Employee Performance (EMP\_PERF). The results confirm that OID has a significant positive impact on employee performance, both directly and indirectly through PSB, suggesting that fostering a strong sense of organisational identification can enhance prosocial behaviours and improve performance outcomes. Additionally, PSB is shown to be a crucial factor in boosting employee performance, reinforcing the importance of encouraging prosocial actions within the workplace.

Contrary to expectations, PCB does not significantly affect Employee Performance, either directly or indirectly through PSB, indicating that perceived breaches in the psychological contract do not necessarily diminish prosocial behaviour or employee performance. This finding contrasts with some previous studies conducted in Western contexts, where PCB was found to influence employee attitudes and behaviours. The results align more closely with studies conducted in African settings, suggesting that cultural and contextual factors in Ghana may moderate



employees' responses to psychological contract breaches.

Overall, the study highlights the significance of organisational identification and prosocial behaviour as key drivers of employee performance. It also suggests that while psychological contract breaches may not drastically impact performance in certain cultural contexts, organisations should still strive to maintain fair and transparent practices to prevent potential negative outcomes. Further research should explore how cultural differences influence the effects of psychological contract breaches across various contexts to develop more comprehensive organisational strategies.

The significant positive effect of OID on employee performance suggests that organisations should invest in initiatives that strengthen employees' sense of belonging and identification with the company. This could include promoting a shared vision, building a strong organisational culture, and ensuring that employees see their values reflected in the company's mission. Given the significant impact of PSB on employee performance, management should create an environment that encourages and rewards prosocial actions, such as teamwork, helping behaviours, and volunteering. Such initiatives can foster a more collaborative and supportive work atmosphere, leading to better performance outcomes.

The findings also suggest that the impact of PCB may vary across cultural contexts, pointing to the need for a more nuanced understanding of psychological contract theory. This study adds to the body of literature by showing that cultural and contextual factors may buffer the effects of PCB on employee behaviour, thus challenging some established assumptions in the field.

### Limitations of the Study

The sample size of 84 employees, while sufficient for the analysis, limits the generalizability of the findings. The results may not fully represent all employees in the hospitality industry or other sectors in Ghana. Also, the study was conducted in Accra, Ghana, which may limit the applicability of the findings to other regions or countries. Cultural factors unique to Ghana might influence the results, and further research in different contexts would be necessary to confirm the findings. There is also the potential for response Bias as the data were collected using self-reported questionnaires, there is a possibility of response bias. Employees may have provided socially desirable responses rather than accurately reflecting their true behaviours and perceptions.

In view of these limitations, it is recommended that future research should compare how cultural and contextual factors influence the relationships between OID, PCB, PSB, and employee performance across diverse settings, given the different findings in Western and African contexts regarding the impact of PCB. Also, to establish causality and understand the long-term effects of OID, PCB, and PSB on employee performance, future studies should adopt a longitudinal design. This would provide insights into how these factors evolve and their sustained impact on performance. Lastly, further research could investigate other potential mediators or moderators, such as job satisfaction, organisational support, or resilience, to better understand the mechanisms through which OID and PCB affect employee performance.

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