

MANAGING CHANGE WITH AN INTERVENTION OF PSYCHOLOGICAL CONTRACT

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ABSTRACT

Organizations assess their feasibility to manage change by weighing their response and outcome, whereby humans seem most important. This study engaged two hundred and ninety-two mid-level professionals with a working experience of either public or private organizations of Information and Communication Technologies in Pakistan. It is revealed that the association of psychological contract and its fulfillment towards change management and willingness to change is quite posturing a positive impact. The study has concluded that the psychological contract is a complete subject line of commitments and promises, whereby the response of employees during changing time depends on their personality, situation and structure of change process. Significantly, change rehearsal is obligatory to the organization. Moreover, the extent of fulfillment by both parties is a facilitating footstep towards bringing effective change in an organization, and at all, the intervention of psychological contract assists in directing the individual learning for change adaptation and organizational learning for change implementation.

Keywords: Change Management, Psychological Contract, Quantitative Study.

INTRODUCTION

Change in an organization is apparent (Cameron & Green, 2009). Organizations today assess their feasibility by weighing their response towards time-based changes (Rousseau & Tijoriwala, 1998) for its processes, human resources and physicals (Doornmalen, 2011). Humans are most important (Rose, 1969) among three as they are alive and have a responsible behaviour towards change management (CMT), while processes and physicals do not respond (Dunphy & Stace, 1993). Individuals need appropriate facilitation for endorsement of change in an

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organizational interface (Kramer, 2007). Organizations bring change to support performance (Smollan, 2017) and growth of itself and its employees (Ketzer, 2012). Bringing change would change the employee expectations and commitment towards the organization (Freese, Schalk, & Croon, 2007). The involvement of employee would link to what an employee expects to provide to the organization and get in return from it (Coyle-Shapiro & Conway, 2006; Doornmalen, 2011). This study is routed to the psychological contract (PC) of an individual. The reason to consider PC in an organization is to assess an array of obligations (Rousseau, Hansen, & Tomprou, 2018), so that an effective CMT may be rehearsed (Cummings, Bridgman, & Brown, 2015). It is a relatively significant today to improve the interpersonal behaviour of employees and its organization simultaneously to strengthen and confirm expectations and obligations duly formed by two towards each other (Guest & Conway, 2002). This would also assist in establishing organizational objectives through the definition of employee-centric approaches to enhance contract fulfillment (Liao, Wayne, & Rousseau, 2016). PC would also enrich relationship of two (Aselage & Eisenberger, 2003; Freese, Schalk, & Croon, 2007), and it would help achieve the success of bringing and managing change in an organization (Hyder, Syed, & Memon, 2019). PC expectations could be the source of establishing competitive move (Dunphy & Stace, 1993). The study is a worthy addition to the literature of Pakistan that tries to explore meaningful factors between PC and CMT. It also provides organizations and managers with empirical information of PC intervention to CMT for managing change decisions with following objective of research: to examine the extent of influence and intervention of PC, PCF and PCB to CMT, WTC and RTC.

Change Management

CMT is an approach to shift (Dunphy & Stace, 1993) employees, divisions or organization itself using predefined methods to redirect processes (Kanter, Stein, & Jick, 2003) and use of resources to restructure the organization for survival and growth (Smollan, 2017). It refers to planned modification (Galpin, 1996) of organizational behaviour towards each aspect or just one it deals with to improve functioning (Kramer, 2007). It is concerned with managing new organizational goals and policies (Luecke, 2003), and implementation, continuation and development through a CMT course (Zimmer, 2015) that depicts all steps involved in intended transformation with possible

restrictions (Smollan, 2017). CMT is a continuous process and its nature is quite practical (Armenakis & Bedeian, 1999) thus there is need to focus on CMT models of different researchers to understand the term more comprehensively.

Different change models have been presented but all direct to rehearse the practice of change as a plan or a course to be adopted in an organization (Schalk & Freese, 2002). Let us cite some of the major change models around six decades. It starts with the work of Lewin (1946), who put it into the context of unfreezing the abnormal behaviour and freezing it to normal by three steps. Kubler Rose (1969) expanded by five-stages model; arguing once a change is implemented an individual begins to react first in denial and shock moving to depression and frustration but once he is engaged in experiencing change he begins to decide for integration in change. Bullock and Batten's (1985) introduced a four-phase model; confirming that change is technical and needs to be technically addressed through definition and monitoring. Judson (1991) provided with a five-step model to motivate the employees to adopt change and reduce RTC.

Later, Kanter and colleagues (1992) identify change as a ten instructions-model to be executed; arguing that change is a multidimensional process and present almost everywhere, it cannot be avoided as per its stream of happening and execution. Dunphy & Stace (1993) proposes organizational transformation changes mission, core values, strategy and even way of interaction in an organization (Hyder, Syed, & Memon, 2019). Galpin (1996) evaluated change with cultural influences; evolving a new nine wedge (fixed) step model to align change with organizational culture. Kotter (1996) clarifies CMT as an eight-step transformational organization process in his book; applicable to organizations working in continuously changing environment. Armenakis & Bedeian (1999) build up a seven-step model almost close to Lewin's; enforcing change is continuous and is transmitted by organizational willingness.

Revolving millennium brings; Senior (2002) categorizes the change by its occurrence, how it arrives and by scale; prescribing the model is highly applicable to change under investigation. Luecke (2003) examined connections of Lewin and Kotter model; proposed a new seven-step model that entity must adopt a structured way to bring

change. Hiatt & Creasey (2003) provided with the ADKAR model that refers to creating awareness, enforcing desire, providing change knowledge, training ability and finally reinforcing change for sustainability. Zimmer (2015) confirms change is a process or a course and significantly involves eight-steps based on the commonality of different models cited above.

Each CMT model cited above confirms that it is the process that needs identifying (Bullock & Batten, 1985), planning (Senior & Swailes, 2010), communicating, implementing and reinforcing change continuously (Smollan, 2017) for effective CMT at the individual, divisional and organizational level (Zimmer, 2015). Further, CMT is about to impose new skills to whoever works in the organization. Confirming change is a step ahead towards organizational development and sustainability (Smollan, 2017). Organizational behaviour has authenticated that an individual, individual-organization interface, organization itself and its processes concerning time are significant context to CMT (Moorhead & Griffin, 1989). A successful change begins, when each of the above aspects is intervened in the change process for effectiveness (Rothwell & Sullivan, 2005). The literature revealed that CMT is highly mediated by willingness and resistance (Kramer, 2007). As employees, today are more informed towards what they do and for what they are paid. Their savvy state is key to enforce an effective CMT (Smollan, 2017).

Willingness to Change

A factor that refers to the degree of readiness of achieving organizational change (Armenakis & Bedeian, 1999). It is a behavioural intention, depicted by an individual that triggers him towards optimistic acceptance for changing dimensions (Smollan, 2017) that is either nature of work, the practice of a process and even position (Metselaar, 1997). Willingness to change (WTC) can be promoted by effective communication to employees, their participation in a change process, facilitating them to understand what the organization is going to do and finally negotiating them based on their factors (Liao, Wayne, & Rousseau, 2016) like attitude, age, designation, ability and commitment to work and organization (Kramer, 2007).

Resistance to Change

It is a factor that is opposite of WTC. It bisects change process and is

about depicting employee pessimistic thoughts that bringing change will bring conflict for either their personal life (Metselaar, 1997) or organizational position (Hiatt & Creasey, 2012). Moreover, psychological factors like work stress, uncertainty in job issues, expertise effect as per generational difference (Smissen, Schalk, & Freese, 2013; Hyder, Syed, & Memon, 2019) and new work aspects would completely change dimensions of their PC after bringing change (Smollan, 2017). However, this is not so; RTC is supported by social factors (Freese, Schalk, & Croon, 2007) such as team involvement, trust (Hyder, Syed, & Memon, 2019) and ambiguous informal meetings about change process must be avoided by managerial side (Luecke, 2003). It is no more than a misunderstanding of change context in employee mind that can be reinforced in optimism and reduced (Judson, 1991) by compensating the individual desire towards WTC.

LITERATURE REVIEW AND HYPOTHESIS

PC is an appropriate aspect of the working relationship (Rousseau, Hansen, & Tomprou, 2018) and human behaviour (Doornmalen, 2011). Notably, it emerged for the last two decades in organizations and is contributing to the high significance of commitment (Coyle-Shapiro & Conway, 2006). Keeping in view the insights of this variable organizations today highly care and respect the contractual philosophy (Nery-Kjerfve & Wang, 2019) of what their employees think about work obligations (Maguire, 2003) assigned to them. This is what entities intend to consider employment PC when bringing a change. Theoretical work revealed that PC is in between an employee and employer (Kotter, 1973) held by the employee to show optimism to his or job in response to effective PC (Doornmalen, 2011). The optimism of individual triggers him or her towards added WTC and let him or her respond positively for CMT (Smollan, 2017; Rousseau, Hansen, & Tomprou, 2018). PC is a unique set of mutual expectations held by employees concerning their commitments and claims (Sparrow & Cooper, 2003; Hyder, Syed, & Memon, 2019); that is why the organization is needed to rehearse effectively CMT by endorsing employee's contribution (Guest, 1998), responsibility (Guest, 2004), exchange philosophy (Rousseau, 1989), promises & commitment (Schalk & Soeters, 2008), perceived organizational support (Coyle-Shapiro & Conway, 2006), relationship (Kotter, 1973) and (Schein, 1965) and communication (Guest & Conway, 2002). If an employee is more informed about PC, he would behave

positively (Anderson & Schalk, 1998) and thus we can derive out the hypothesis as:

H1(a): PC is positively and significantly associated with CMT and WTC.

Different studies have put into context that PC is subjective (Hyder, Syed, & Memon, 2019) and holds more cognitive nature (Massingham, 2013; Bankins, 2015) as it refers to individual expectations, beliefs and perception (Sparrow & Cooper, The Psychological Contract, 2003). Perhaps it may have a pessimistic response towards change when an employee is less informed about PC and this is what pushes him or her to behave negatively (Griep & Vantilborgh, 2018). The hypothesis is thus drawn as:

H1(b): PC is negatively and significantly associated with RTC.

PC raises two aspects; first expectations are met called PC and second expectations are unmet called PCB (Robinson & Morrison, 2000). The PCF refers to PC execution (Moore, 2014); where an individual perceives that his or her promises have been met (Coyle-Shapiro & Conwey, 2006). The perception here is a positive difference (Guest, 2004) in actual versus expected outcomes. PCF is well-thought-out in terms of trust and commitment towards the organization to ensure enhanced performance (Aselage & Eisenberger, 2003), inspire employee trust about future completion of promises (Guest & Conway, 2002) by affiliation side and willingness to carry out new assignments (Griep & Vantilborgh, 2018). All it reflects and helps in the manipulation of employee attitude (Doornmalen, 2011) towards CMT and WTC. The hypothesis is thus drawn as:

H2(a): PCF is positively and significantly associated with CMT and WTC.

Moreover, it is generally observed that PCF minimizes negative responses like frustration, disappointment and irritation (Hyder, Syed, & Memon, 2019). It has the strength to achieve effective employee decisions and choices for job roles (Turnley & Feldman, 1998). It is seen as an aspect of job support that transits a PC for years and years (Guest, 2004) and that will ultimately contribute in depicting a negative response to the refusal of change as per two-way contractual philosophy. Thus, hypothesis H2(b) can be suggested:

H2(b): PCF is negatively and significantly associated with RTC.

Psychological contract breach (PCB) refers to PC breaking or

violation (Robinson & Morrison, 2000; Sutton & Griffin, 2004); where an individual perceives that his or her promises have not been met (Griep & Vantilborgh, 2018). The perception here is a negative difference in actual versus expected outcomes (Arain, Hameed, & Farooq, 2012). PCB is well-thought-out in terms of discrepancies and misunderstandings found towards the organization that depicts repeated employee shock (Griep & Vantilborgh, 2018), denial of work, frustration and irritation (Rose, 1969) towards present or may be future assignments. All it reflects is to say NO! to transformation by employee attitude towards the change process. Thus, breaching of contractual philosophy from one side will lead to breaching by others (Turnley & Feldman, 2000) and a hypothesis can be drawn for depressing relation in between two.

H3(a): PCB is negatively and significantly associated with CMT and WTC.

PCB, if not considered maximizes negative responses (Griep & Vantilborgh, 2018) that will lead to disturbance or violation of employment contract held between two parties (Aselage & Eisenberger, 2003). The perceptions for PCB can be minimized by focusing on PCF central points, negotiations (Liao, Wayne, & Rousseau, 2016) and discussions with employees (Robinson & Morrison, 2000), so that to minimize the chances of RTC in an organization but on the other side breaching of contract at all levels leads to constructive support for RTC (Griep & Vantilborgh, 2018) and a hypothesis can be drawn as:

H3(b): PCB is positively and significantly associated with RTC.

The intervention of PC is a response of an employee for change commitment (Maguire, 2003). It holds a good behavioural contribution (Lewin, 1947) of an employee and employer towards CMT as it considers both parties for work arrangements, interaction (Guest & Conway, 2002), shared responsibility, mutual inducements (Rousseau, Hansen, & Tomprou, 2018) and even inspiration of trust (Rousseau, 1989) that provides individual commitment (Luecke, 2003) in bringing change in an organization (**see Exhibit 1**). The intervention also assists in erasing distance and forming loyal relations between two (Liao, Wayne, & Rousseau, 2016) with respect and understanding (Rousseau, 1989). It allows leaders or facilitators of change to balance and direct change in an organization (Doornmalen, 2011; Smollan, 2017).

EXHIBIT 1: Comparison between CM and PC

Change Management		Psychological Contract	
Personal Factors	Organizational Culture	Work Obligations	Individual Expectations
Communication	Motivation & Reinforcement	Work Interface	Formal Relationships
Work Commitment	Employee Engagement	Work Life	Individual Commitment
Time Difference	Technical Expertise	Family Life	Individual Belief & Trust
Mission & Goals	Willingness Response	Job Transition	Individual Awareness
Individual Misunderstanding	Facilitation to Change	Job Resources	Organizational Commitment
Society Pressures	Knowledge & Ability	Individual Learning	Fairness & Justice
Instructions & Investigation	Assumptions & Uncertainties	Compensation	Organizational Support
Planning & Development	Implementation & Continuation	Rewards	Conflict Management
Informal Meetings	Sequence & Rehearsal	Decision Roles	Policies & Procedure

The participation helps in promoting WTC and minimizing RTC by improving (Kotter, 1996) perceptual state of PCF and PCB within the organizational interface. PCF attributes such as flexible policy, time to be given to an employee for change clarification, understanding, good communication (Lewin, 1947), career (Nery-Kjerfve & Wang, 2019), compensation (Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002), work-family assistance and PCB attributes (Robinson & Morrison, 2000) such as handling of employee emotional response & behaviour (Griep & Vantilborgh, 2018), shared obligations (Hyder, Syed, & Memon, 2019), informal communications, assumptions and uncertainties (Cummings, Bridgman, & Brown, 2015), practices, workload distribution (Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002), interference, organizational attachment to an individual, job resources (Freese, Schalk, & Croon, 2007), justice and rewards (Aselage & Eisenberger, 2003) would be highly meaningful to the involvement of two (Hyder, Syed, & Memon, 2019).

Managing expectations is significant for CMT to avoid conflicts (Aselage & Eisenberger, 2003). Else, the organization must compensate employee expectations to bring effective change at the workplace or affiliation (Arain, Hameed, & Farooq, 2012). An individual is highly adaptable to behaviours that are rewarded (PCF aspect) and punished (PCB aspect) to protect his or her self-esteem (Griep & Vantilborgh, 2018) before others, subject to a dialogue of bringing change (Doornmalen, 2011) and that is why they respond to changing conditions through CMT

(Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002) that might affect their working and personal life (Moorhead & Griffin, 1989).

The intervention is highly effective in directing individual learning for change adaptation and organizational learning for change implementation (Ketzer, 2012); whereby employees are actual agents of bringing the change (Bankins, 2015). Time (Robinson & Morrison, 2000) and speed of change (Senior & Swailes, 2010) are significant mediators of CMT. Lewin (1947) also primarily considered individual psychological aspects throughout the change but he later he shifted to individual behaviour to observe the response towards change (Doornmalen, 2011). Change is unpredictable but a real-time intervention of PC would bring individual WTC and highly contribute to the sustainability of change (Kramer, 2007).

RESEARCH METHODS

The study involves survey method, whereby around 292 questionnaires were distributed to the circle of nationwide employees, managers and coordinators, working in different divisions of public and private organizations (Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002) related to information and communication technology (ICT) industry to assemble data in Pakistan. The reason is to involve this industry is because of rapidly changing situations in ICT, adapting to new technology day by day and managing fast change in underdeveloped nationwide employment practice as well. The study assumes in this industry there is highest of influence of PC on CMT.

Measures and Measurement Strength

The instrument is divided into six sections each having worldwide recognized measuring scale and items involvement as per variables context in global research. Variables and related items were in following heads as per our research context. Forty-one items are intervened as total. Change-related variables are measured with scale endorsed by (Fedor, Caldwell, & Herold, 2006); CMT: four items coded with context-help of (Holt, Armenakis, Feild, & Harris, 2007); WTC: Eight items coded with context-help of personal and organization valence from (Holt, Armenakis, Feild, & Harris, 2007); RTC: Seven items coded with context-help of (Hiatt & Creasey, 2012). PC related variables are measured with scale endorsed by (Freese & Schalk, 2008; Rousseau, 2000; Robinson & Morrison, 2000) respectively. PC: Eight items coded with context-help of Kotter, (1973) and (Sparrow & Cooper, 2003); PCF: Eight items coded with context-help of Rousseau. (2000); PCB: Six items coded with context-help of (Robinson & Morrison, 2000).

Reliability and Validity

Internal consistency for the construct was checked with the computation of alphas (Cronbach, 1951). **Exhibit 2** depicts the reliability of the instrument for model evaluation; almost all of the Cronbach alpha values are above 0.70 (Nunnally, 1978). Yet, values that tend to remain at the lowest of 0.35 are found to be acceptable for measurement (Roberts & Wortzel, 1979) to uphold the professional meaning of constructs. AMOS based confirmatory factor analysis (CFA) were used to examine the validity of construct by assessing the percentage of total explained variance per dimension (Jöreskog & Sörbom, 1986; Jackson, Gillaspay, Jr, & Purc-Stephenson, 2009). The alpha values reported are higher than 0.5 that indicates the acceptance of instrument survey validity of construct (Hair, Tatham, Anderson, & Black, 1998). However, exploratory factor analysis was not preferred over confirmatory factor analysis so that to stay dependent on content validity rather than possible structures and their priorities; that ultimately ensures the adequacy of concept and its items-set (Sekaran & Bougie, 2013).

EXHIBIT 2: Construct's Internal Consistency

Construct	Alpha (Cronbach)	Variance Explained (%)
Psychological Contract	0.821	0.041
Psychological Contract Fulfilment	0.881	0.250
Psychological Contract Breach	0.678	0.280
Change Management	0.583	0.032
Willingness to Change	0.872	0.220
Resistance to Change	0.821	0.019

DATA ANALYSIS

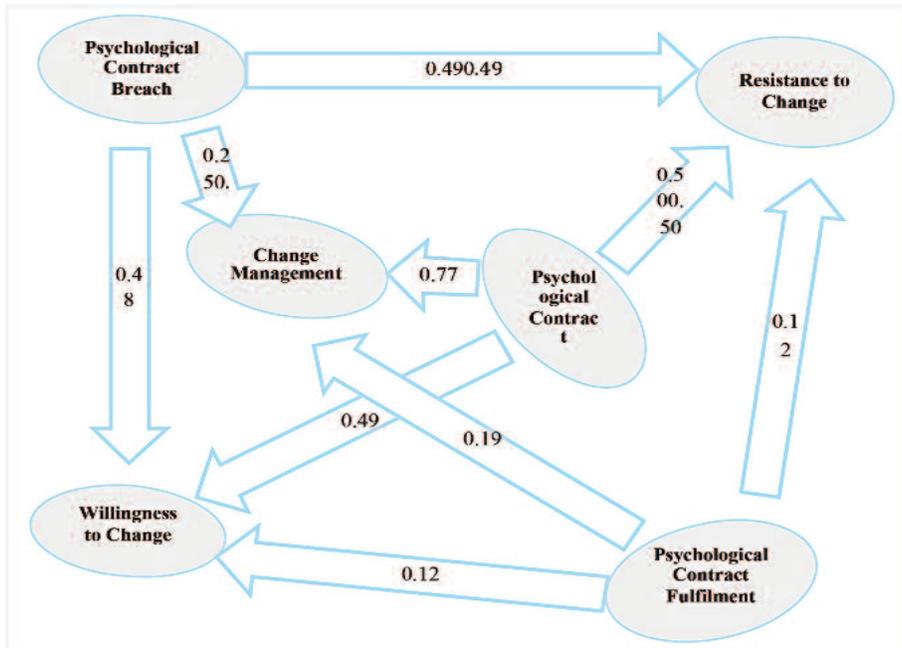
The relationships for unlike perceptions (Bankins, 2015) and organizational intentions involve the assumption of structural equation models (SEM) (Turnley & Feldman, 2000) or simply latent variable models (Hair, Tatham, Anderson, & Black, 1998) is used with the help of maximum likelihood estimation (MLE) and AMOS (Jöreskog & Sörbom, 1986). SEM is almost effective at testing the models that are path-analytic with the intervention of several variables (Freese, Schalk, & Croon, 2007) and contain underlying constructs that use multiple items to be measured (Luna-Arocas & Camps, 2007). MLE is used because departure tests from skewness, normality and kurtosis for all the variables involved were inside satisfactory statistical limits (Klein & Moosbrugger, 2000). Additionally, the 292 sample size in this study pertains to the range of 100 to 200 to use MLE procedures.

The overall model fitness was assessed with the reference to (Bollen,

1989) for examining the multiple indices with a possibility of model fit to remain adequate on the single index but may be inadequate on numerous others. Chi-square and the normed chi-square tests, the GFI (goodness of fit index) and examination of root mean squared error of approximation (RMSEA) were used (Jöreskog & Sörbom, 1986; Turnley & Feldman, 2000).

Insignificant Chi-square (i.e. $p > 0.05$) points to an adequate presentation of the all-inclusive set of relationships in the proposed model. But, for significant chi-square and high numerical degree of freedom, the worth of normed chi-square (either chi-square value or degree of freedom) may be used. The most elastic acceptance value of normed chi-square must not be greater than 5, but carefully it may rise above 3 (Pedhazur & Schmelkin, 1991). The GFI index should not drop down below 0.70 in a situation of complex models (Judge & Hulin, 1993). The RMSEA appraise the model fitness with the reference to either correlation matrix or population covariance and RMSEA value below 0.08 depicts a good approximation. Moreover, the CFI (comparative fit index) (Bentler, 1990) and NFI (normed fit index) (Bentler & Bonett, 1980) were also used, to investigate the study structure that best suits empirical data. The above-mentioned indexes should not drop below 0.90, but in a situation of complex models, 0.80 is the lowest-acceptable level for CFI and NFI (Hart, 1994).

EXHIBIT 3: Path Model



The path diagram for proposed CMT and PC intervention model is depicted in **Exhibit 3**. The circles symbolize the connected perceived variables. The arrows indicate perceived variables that establish a connection in latent and corresponding variables. The numeric that is allocated to each arrow display important standardized estimated coefficients. By referring to the intervention model, path analysis and multivariate analysis were involved to associate theorized relationships (i.e. H1, H2...H3) between offered variables. Besides, the overall fitness of the model was also examined. The study results confirm the structural relationship between CMT and PC factors with the significance of p-value < 0.05 . The chi-square (χ^2) displays model goodness.

EXHIBIT 4: Hypothesis Testing Results

Hypothesis	Path	Association	* γ	**t-value	***p-value	Result
H1(a)	CMT \leftarrow PC	+	0.77	6.54	0.000	Supported
	WTC \leftarrow PC	+	0.49	3.32	0.002	Supported
H1(b)	RTC \leftarrow PC	-	0.50	1.17	0.378	Not Supported
H2(a)	CMT \leftarrow PCF	+	0.19	10.83	0.005	Supported
	WTC \leftarrow PCF	+	0.12	2.43	0.033	Supported
H2(b)	RTC \leftarrow PCF	-	0.12	0.98	0.481	Not Supported
H3(a)	CMT \leftarrow PCB	-	0.25	1.27	0.732	Not Supported
	WTC \leftarrow PCB	-	0.48	0.74	0.559	Not Supported
H3(b)	RTC \leftarrow PCB	+	0.49	6.64	0.004	Supported

* Gamma (\square), ** $t \geq 1.96$, *** $p \leq 0.05$

The impact of study factors as shown in **Exhibit 4** with their significance and acceptance. H1(a), H2(a) and H3(b) are supported and H1(b), H2(b) and H3(a) are not supported. The results, however, involves that the assumed relationships between PC, PCF and PCB have a significant impact on CMT and its inclined variables. The goodness-of-fit indexes confirms the validity measure of operational model with Chi-Square = 1.907, RMSEA = 0.015, NFI = 0.878, CFI = 0.908 and GFI = 0.958; Even though flexible RMSEA and GFI levels were attained. Before concluding to results, it is to be noted that all possible paths to link demographics with CMT and PC, the results are partially significant. Further, concerning above results, following considerations are drawn keeping in view the base status of γ and extended consideration towards t- value and p-value for hypotheses: The association of PC is high towards CMT ($\gamma = 0.77$) and lowest towards WTC ($\gamma = 0.49$) but positive and significant supporting H1(a) and lowest

towards RTC ($\gamma = 0.50$) and negative rejecting H1(b). The association of PCF is lowest towards CMT ($\gamma = 0.19$) and WTC ($\gamma = 0.12$) but positive and significant supporting H2(a) and lowest towards RTC ($\gamma = 0.12$) and negative rejecting H2(b). The association of PCB is lowest towards CMT ($\gamma = 0.25$) and moderate towards WTC ($\gamma = 0.48$), negative and not significant rejecting H3(a) and moderate towards RTC ($\gamma = 0.49$) and positive supporting H3(b).

DISCUSSION

The study completely revolved around the following question: *To what extent does content of employee psychological contract influence the content of change management?* The overall influence of the content of PC to CMT is significant (Freese & Schalk, 2008; 1997; Pate, Martin, & Staines, 2000; Doornmalen, 2011; Turnley & Feldman, 1998). But the mediating relationship for fulfillment or breach of the contract is partially supporting (Guest, 2004; Pate, Martin, & Staines, 2000; Hall & Moss, 1998; Schalk & Freese, 2002) to study propositions. The results in Exhibit 4 reveals that the hypotheses are partly confirmed. H1(a) and H1(b) provides that the association of PC towards the content of CMT and WTC is positive and significant (Schalk & Freese, 2002) but towards RTC is negative and not significant (Pate, Martin, & Staines, 2000). This implies by the confirmation of this study that the PC has higher grassroots ($\gamma = 0.77$) embedded in CMT content (Rousseau & Tijoriwala, 1998), describing that the employee PC and his commitment (Coyle-Shapiro & Conwey, 2006) towards the organization and work obligations (Rousseau, Hansen, & Tomprou, 2018) can have better outcomes for CMT (Massingham, 2013) and WTC ($\gamma = 0.49$), depending on the up-to-what extent the employer's obligations towards employees are fulfilled (Herriot, Manning, & Kidd, 1997). Moreover, the same type of employees has no resistant force ($\gamma = 0.50$) towards bringing the change in an organization or work practice (Doornmalen, 2011).

H2(a) and H2(b) provides that the association of PCF towards content of CMT and WTC is positive and significant but towards RTC is negative (Freese, Schalk, & Croon, 2007) and not significant (Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002). This implies that the fulfilment of the contract by employer side consistently leads to the optimism of the employee (Kotter, 1973) and far longer towards the optimism for bringing radical and meaningful changes (Nery-Kjerfve & Wang, 2019) that may ensure and strengthen the formal relationship in

between the organization and its performance (Doornmalen, 2011). The fulfilment of the contract by parties have fruitful results at all for both and nevertheless inverse in the case of RTC (Bankins, 2015). In Pakistan, the statistics are not so good ($\gamma = 0.19, 0.12$ & 0.12) but it is confirmed in the results of this study as per the different studies have revealed and endorsed.

Additionally, the organization must rehearse the effective CMT (Smollan, 2017) by endorsing employee's contribution (Guest, 1998), responsibility (Guest, 2004), exchange philosophy (Rousseau, 1989), promises and commitment (Schalk & Soeters, 2008), perceived organizational support (Coyle-Shapiro & Conway, 2006), relationship (Kotter, 1973; Schein, 1965) and finally communication (Guest & Conway, 2002) in organization. The fulfilment of the contract may have a confident and favourable response by the employee side (Hyder, Syed, & Memon, 2019; Anderson & Schalk, 1998) towards the change process when an employee is more informed about the contractual philosophy and change precedents and their outcomes for the organization and employee him or herself (Härenstam, Rydbeck, Johansson, Karlqvist, & Wiklund, 2002).

H3(a) and H3(b) provides that the association of PCB towards the content of CMT and WTC is negative (Doornmalen, 2011) and not significant but towards RTC is positive and significant (Turnley & Feldman, 1998). This implies that the breaching of the contract by employer side surely leads to negativism of the employee (Kotter, 1973) and far longer towards the negativism for bringing radical and meaningful changes to organization or work and it may severely harm the organization and its performance (Turnley & Feldman, 2000). The breaching of the contract by parties has worsening results at all for both (Arain, Hameed, & Farooq, 2012). In Pakistan, the statistics confirm the same. Rationally, the same leads to bringing increased numeric ($\gamma = 0.25, 0.48$ & 0.49) for RTC in an organization.

When a contract is violated and the employee is betrayed; he or she feels aggressive and frustrated towards the organization for how he is treated (Turnley & Feldman, 1998; 2000). The employee perceives that the organization has violated the deal in terms of commitments, job security (Herriot, Manning, & Kidd, 1997) and individual development (Pate, Martin, & Staines, 2000). At large, the breaching of the contract has

a pessimistic and stressful response by the employee side towards the organization and the change process (Sutton & Griffin, 2004; Hyder, Syed, & Memon, 2019).

Employees are subject to reduce their responsibilities when an organization increases change (Freese, Schalk, & Croon, 2007) but we find something similar to outcomes of Rousseau (1995) that the response of an employee during changing time depends on his or her personality, situation and structure of change process (Schalk & Freese, 2002). Though the change creates uncertainty (Doornmalen, 2011) but employees for whom the content of the contract is fulfilled will behave positively towards change (Rousseau D. M., 1995). It is further explained that every single employee behaves and responds differently when the content of a contract is violated or breached (Smissen, Schalk, & Freese, 2013; Banks, 2015). It also prevails in decreasing the role of the employee in the form of feeling changed in fulfilment of their formal obligations towards the organization (Freese & Schalk, 2008).

CONCLUSION

PC is a subject line of commitments and promises (Sutton & Griffin, 2004; Hyder, Syed, & Memon, 2019) their fulfillment and extent of fulfillment by both of the parties is a facilitating footstep towards bringing effective change in an organization (Anderson & Schalk, 1998). Further, the factors such as work responsibility, workplace environment (Schalk & Freese, 2002) and support (Moorhead & Griffin, 1989), identification of employee capabilities, spending in employee skill development (Turnley & Feldman, 1998), nature of work, practice of a process, even position (Metselaar, 1997) and a good-fit measuring reward-system are the key gadgets to promote WTC among employees to support CMT (Freese, Schalk, & Croon, 2007; Rothwell & Sullivan, 2005; Massingham, 2013).

PC is related to CMT in different forms; primarily it is quite dynamic in nature (Rousseau & Tijoriwala, 1998) that completely relies on requirement of parties (Rousseau, Hansen, & Tomprou, 2018). It is altered in the mind of an employee by change adaptation practice as per the line of employer's obligations fulfilment (Herriot, Manning, & Kidd, 1997). Employees tend to form unspoken that are silent expectations about change process (Coyle-Shapiro & Conwey, 2006). The need is to be cautious for reverse and adverse effects in managing PC in the perseverance of CMT (Smissen, Schalk, & Freese, 2013). The enforcement

and fulfilment of PC by organization proves to be the respect-giving factor to employees (Pate, Martin, & Staines, 2000; Doornmalen, 2011) and in return, employees tend to bond the organization as a better workplace (Anderson & Schalk, 1998) and perceive that the organization completely interacts them for PC changings (Smissen, Schalk, & Freese, 2013). This perceived interaction leads to shared work responsibility among employees at the workplace (Herriot, Manning, & Kidd, 1997). Employees in this kind of favourable working environment compromise to changing situations (Bankins, 2015) and this is exactly where the point intersects and balances the line of expectations and inducements for employees in their work contribution (Turnley & Feldman, 1998; Hyder, Syed, & Memon, 2019). This is how an organization can better manage and rehearse change through inspiring employee trust in a justified and fair working environment (Pate, Martin, & Staines, 2000).

It can be concluded that the organization must identify, plan, implement and reinforce change and have enough information for CMT for effective outcomes (Massingham, 2013; Schalk & Freese, 2002). Employees perceive that change improves organizational and job efficiency(Freese, Schalk, & Croon, 2007). Employees are ready to behave positively upon different situations such as, when they trust their organization (Anderson & Schalk, 1998) they perceive change is completely communicated to them and is an opportunity for them, they are given the training for change adaptation and participation in the change process (Hall & Moss, 1998), change makes critical work process simple and easy for them(Massingham, 2013) and finally it proves itself a gadget of differentiating future and present from past (Rousseau, 1995). It can be simply stated that employees tend to change when they have fully received what they have expected in the contractual deal (Smissen, Schalk, & Freese, 2013). If all these situations hold untrue, then the employees resist changing (Massingham, 2013). They feel stressful and uncertain in their contractual deal (Smissen, Schalk, & Freese, 2013). They perceive that the change is troublemaking to organization and workplace(Massingham, 2013) and it will surely be a conflicting state for the employees and organization (Metselaar, 1997; Smollan, 2017).

Practical Implications for Management

Certainly, the perpetual change in an organization (Cameron & Green, 2009) depends on how the employees are going to react and rehearse it (Armenakis & Bedeian, 1999). As the literature exposed bringing change

would change the employee expectations and commitments towards the organization (Herriot, Manning, & Kidd, 1997); therefore, proper individual involvement and facilitation in CMT (Pate, Martin, & Staines, 2000) either spoken or unspoken is required to make it successful in an organization (Kramer, 2007). This is how the PC of an individual assist in improving interpersonal behaviour of an organization and its employees in promoting willingness and demoting RTC (Kramer, 2007). Besides this, the fulfilment of expectations and obligations in a contract (Freese, Schalk, & Croon, 2007) could be a sure source of establishing a competitive move (Smissen, Schalk, & Freese, 2013) through individual involvement (Dunphy & Stace, 1993).

The ADKAR model of (Hiatt & Creasey, 2012) to bring organizational change that has core PC dimensions is quite helpful in understanding the meaningful relationship for the intervention of PC towards CMT (Griep & Vantilborgh, 2018; Smissen, Schalk, & Freese, 2013). Improving the state of employee level PC would surely bring positive outcomes (Turnley & Feldman, 1998) and improve the degree of readiness of achieving the organization change (Armenakis & Bedeian, 1999). And this is possible by negotiating with the employees for their factors (Smissen, Schalk, & Freese, 2013) like age, attitude, designation, ability, commitment (Pate, Martin, & Staines, 2000) to work and organization (Kramer, 2007), giving them less work stress, uncertainty in job issues and no threat to their social wellbeing or expertise (Schalk & Freese, 2002; Hyder, Syed, & Memon, 2019).

The PC holds a good behavioural contribution (Lewin, 1947) of an employee and employer towards CMT in different aspects (Rousseau & Tijoriwala, 1998). It can lower the power distance between two in managing the change (Rousseau, 1989). Whereas; PCF and PCB hold a good and worse moral contribution in minds of the employee (Rousseau, 1995) in an organization respectively for their consideration in CMT (Smissen, Schalk, & Freese, 2013; Bankins, 2015). PC is a source to reduce conflicts (Aselage & Eisenberger, Perceived organizational support and psychological contracts: a theoretical integration, 2003). Its involvement is highly meaningful (Rousseau, 1995) in directing the individual learning for change adaptation (Hall & Moss, 1998) and organizational learning for change implementation (Ketzer, 2012; Schalk & Freese, 2002).

The study has used a general set of PC, and its aspects related to CMT and its dimensions. A more comprehensive list of the contents for PC concerning CMT can be explored through qualitative study (Rousseau & Tijoriwala, 1998). The study has focused on individual employees in a specific industry of Pakistan that may prevail in cultural and socio-economic differences in environment for researchers that evidences future examination in this area.

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