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Psychological Contract Breach as a Mediator Between Organizational Politics and Employee Misidentification in Higher Education

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	Abstract
<p>Irfan Khan PhD Management Sciences Scholar Qurtuba University DIKhan, KP. Email: irfancoeuad@icloud.com</p> <p>Dr. Raza Ullah Shah Assistant Professor Department of Management Sciences Scholar Qurtuba University D.I Khan, KP. Email: razaullahphd@gmail.com</p>	<p>This study validates the relationships between organizational politics, employees' work behavior, and organizational dis-identification, with Psychological Contract Breach (PCB) examined as a mediating mechanism in Higher Education Institutions (HEIs) of Khyber Pakhtunkhwa, Pakistan. Grounded in Conservation of Resources (COR) theory and Social Exchange Theory, the research explains how perceptions of organizational politics often manifested through self-serving actions and informal power dynamics erode employees' psychological resources and disrupt reciprocal employment relationships. The study proposes that organizational politics does not influence employee outcomes directly alone; rather, it operates through the perception of Psychological Contract Breach, which subsequently shapes employees' behavioral responses. These responses include reduced job performance, lower organizational citizenship behavior (OCB), increased counterproductive work behavior (CWB), and the development of organizational dis-identification (ODI), where employees psychologically distance themselves from their institution. Data were collected through structured questionnaires administered to faculty and administrative staff working in HEIs. Using regression-based mediation analysis, the findings reveal that organizational politics significantly predicts PCB, which in turn leads to adverse work behaviors and stronger organizational dis-identification. The results confirm PCB as a critical explanatory mechanism linking political organizational environments to dysfunctional employee outcomes. This study contributes to the literature by empirically validating a mediation framework that clarifies how and why organizational politics influences employee attitudes and behaviors within academic institutions. Practically, the findings highlight the need for transparent governance, ethical leadership, and trust-building practices to prevent psychological contract violations and foster a more engaged and performance-oriented workforce.</p>

1.1 Background of the Study

Organizational politics has emerged as a critical organizational phenomenon influencing a wide range of employee and institutional outcomes, particularly employees' work behavior and their psychological attachment to the organization. Workplace politics, often manifested through informal power dynamics, self-serving behaviors, and manipulation of decision-making processes, generates both intended and unintended consequences for employees and organizations alike (Meisler, Drory, & Vigoda-Gadot, 2020). When employees perceive a highly politicized environment, they frequently experience feelings of unfairness, dissatisfaction, and uncertainty, which can diminish motivation, engagement, and overall work performance (Vigoda, 2002; Ferris et al., 2005). Such perceptions may also prompt employees to psychologically distance themselves from the organization, resulting in organizational dis-identification (Verquer & De Clercq, 2023).

In politically charged environments, employees often divert their time and energy away from core job responsibilities toward managing interpersonal alliances, protecting personal interests, and navigating organizational power structures. This diversion not only reduces job satisfaction and performance but also creates uncertainty that fosters disengagement and dysfunctional work behaviors (De Clercq & Pereira, 2022). In extreme cases, employees may perceive that political considerations override merit, authenticity, and fairness, which can ultimately encourage withdrawal intentions or deviant workplace behaviors such as counterproductive work behavior and interpersonal conflict (Khan, Khan, & Gul, 2019). The detrimental impact of organizational politics becomes particularly significant when it erodes employees' sense of belonging and emotional attachment to the organization. Exposure to persistent political maneuvering may generate stress, frustration, and emotional exhaustion, leading employees to prioritize self-preservation over organizational interests (Khan, Saeed, Ali, & Nisar, 2021). Such conditions weaken organizational commitment and foster dis-identification, wherein individuals consciously distance themselves from organizational values, identity, and objectives (Elsbach & Bhattacharya, 2001; Kreiner & Ashforth, 2004).

These concerns are especially critical in Higher Education Institutions (HEIs), which play a pivotal role in national development by producing skilled professionals, fostering innovation, and promoting socio-economic progress (Saif, Khan, Khan, & Adnan, 2022). HEIs serve as centers of knowledge creation, leadership development, and cultural transformation, contributing significantly to human capital formation and institutional advancement (Ahmad, Naveed, Ahmad, & Butt, 2020). The higher education sector supports other industries through research, entrepreneurial stimulation, and the provision of qualified graduates equipped with contemporary knowledge and technological skills (Widyastuti, Hayati, & Ahadiat, 2020; Khan, Gan, Khan, & Saif, 2023). Moreover, HEIs promote civic engagement, ethical values, creativity, and innovation, all of which are essential for sustainable national development (Khan, Amin, & Saif, 2022a; Khan, Amin, & Saif, 2022b; Shah, Saif, Khan, & Khan, 2022; Alenezi, 2021; Sait, 2018).

Within this context, Psychological Contract Breach (PCB) becomes a key explanatory mechanism. Psychological contracts represent employees' beliefs regarding mutual obligations between themselves and their organization, and when organizational politics creates perceptions of favoritism, inequity, or broken promises, employees may interpret such experiences as violations of these unwritten agreements (Koçak & Kerse, 2022). PCB generates distrust, stress, and instability, which in turn lead to negative behavioral outcomes such as absenteeism, reduced productivity, and disengagement (Matschke, Vreeze, & Cress, 2023). Repeated breaches may intensify emotional exhaustion and accelerate the development of organizational dis-identification (De Clercq & Pereira, 2022). Although prior research has examined relationships between organizational politics and employee outcomes, much of the literature has focused primarily on direct effects, such as reduced job satisfaction, increased turnover intentions, or diminished organizational commitment (Vigoda, 2002; Ferris et al., 2005). Comparatively less attention has been given to understanding the psychological mechanisms through which organizational politics shapes employee behavior. In particular, organizational dis-identification remains underexplored relative to organizational identification, despite its potential to explain why employees respond to politicized environments with withdrawal, cynicism, or counterproductive behaviors (Elsbach & Bhattacharya, 2001; Kreiner & Ashforth, 2004).

Moreover, empirical studies rarely employ integrative analytical frameworks that simultaneously examine mediating and moderating processes. While some studies have explored the relationship between organizational politics and counterproductive work behavior (Meisler et al., 2020), limited research has incorporated Psychological Contract Breach as a mediating variable linking perceived politics to behavioral outcomes, especially within higher education settings (Verquer & De Clercq, 2023). Likewise, emotional and contextual conditions that may intensify or buffer these relationships such as emotional exhaustion have received insufficient attention in comprehensive modeling approaches.

Another limitation in existing scholarship is the lack of context-specific investigations in developing countries and academic institutions, where organizational structures, cultural dynamics, and resource constraints may shape political perceptions differently from corporate environments (Naseeb, Saif, Khan, Khan, & Afaq, 2019). Understanding these contextual influences is essential, as sectoral and cultural variations may alter how employees interpret politics, experience contract breaches, and respond behaviorally.

Therefore, a significant theoretical and empirical gap exists in developing a unified framework that explains how organizational politics influences employees' work behavior and organizational dis-identification through underlying psychological processes. Addressing this gap requires an integrative mediation-based approach that captures the indirect effects of Psychological Contract Breach while considering the emotional conditions that shape employee responses.

By investigating these relationships within HEIs of Khyber Pakhtunkhwa, this study contributes to the literature by offering a comprehensive model that links organizational politics to behavioral and attitudinal outcomes through psychological mechanisms. The research advances theoretical understanding of employee responses to political environments and provides practical insights for institutional leaders seeking to foster transparent, ethical, and supportive workplaces that minimize disengagement and promote sustainable performance.

1.2 Problem Statement

Organizational politics (OP) is a common feature in higher education institutions that can negatively affect employees' attitudes, behaviors, and connection to their organization. Employees exposed to OP may experience organizational dis-identification (ODI), a state in which they psychologically detach from their institution, leading to reduced motivation, engagement, and performance. However, the mechanisms through which OP fosters ODI remain underexplored. One potential pathway is Psychological Contract Breach (PCB), where employees perceive that the organization has failed to fulfill its implicit promises and obligations. Such breaches may intensify the effects of OP, increase employees' psychological distancing and promote counterproductive work behaviors. Despite its theoretical significance, the mediating role of PCB between OP and ODI in higher education settings has received limited empirical attention. This study aims to fill this gap by examining PCB as a mediator in the relationship between OP and employee misidentification, offering insights for managing political dynamics and promoting employee engagement in academic institutions.

1.3 Significance of the Study

This study holds both theoretical and practical significance by advancing understanding of how organizational politics influences employees' work behavior and organizational dis-identification through integrated mediation and moderation mechanisms. Unlike earlier research that examined these constructs independently, the present study adopts a comprehensive analytical approach to explain the psychological processes underlying these relationships, particularly the role of Psychological Contract Breach and Emotional Exhaustion.

From a theoretical perspective, the study enriches organizational behavior literature by offering an integrative framework that clarifies how and why organizational politics leads to dysfunctional employee outcomes. By examining these dynamics within a specific cultural and sectoral context, the research also contributes context-sensitive insights that extend beyond predominantly Western-based studies, thereby enhancing the cross-cultural relevance of existing theories.

Practically, the findings provide valuable guidance for organizational leaders, HR practitioners, and policymakers in designing interventions such as transparent communication systems, ethical leadership practices, and employee support mechanisms to mitigate the negative consequences of political environments. Such measures can help improve employee commitment, reduce counterproductive behaviors, and foster a more productive organizational climate.

1.4 Research Questions

1. Does organizational politics (OP) influence employee organizational dis-identification (ODI) in higher education institutions?
2. Is there any relationship between organizational Politics and Psychological Contract Breach.
3. Is there any effect of Psychological Contract Breach over employee organizational dis-identification?
4. Does Psychological Contract Breach (PCB) mediate the relationship between OP and ODI?

1.5 Research Objectives

1. To examine the direct relationship between organizational politics and employee organizational dis-identification in higher education.
2. To check the relationship between organizational Politics and Psychological Contract Breach.
3. To examine the effect of Psychological Contract Breach over employee organizational dis-identification.
4. To investigate the mediating role of Psychological Contract Breach in the relationship between OP and ODI.

2. Literature Review

2.1. Organizational Politics

Organizational politics refers to informal influence behaviors through which individuals or groups seek to advance personal interests, control resources, or shape decisions, sometimes at the expense of collective organizational goals (Landells & Albrecht, 2017; Hochwarter, 2019). Contemporary research emphasizes that it is employees' perceptions of politics (POP) rather than objective political actions that shape workplace attitudes, trust, and behavioral responses (Bedi & Schat, 2018; Naseer et al., 2020).

In modern organizations, political environments typically arise under conditions of resource scarcity, role ambiguity, and complex governance structures, where informal networks, favoritism, and information control become alternative means of influence (Kapoutsis & Thanos, 2016; Meisler et al., 2020). Such contexts often reduce perceptions of procedural justice and transparency, encouraging self-protective behaviors among employees (Rosen, Harris, & Kacmar, 2019). Recent empirical studies consistently demonstrate that perceived organizational politics is positively associated with stress, emotional strain, and disengagement, while negatively related to job satisfaction, commitment, and performance (Bedi & Schat, 2018; Chang, Rosen, Siemieniec, & Johnson, 2021). From the perspective of Conservation of Resources (COR) theory, political environments consume employees' cognitive and emotional resources, leaving fewer resources available for productive work behaviors and increasing the likelihood of withdrawal and counterproductive actions (Hobfoll et al., 2018; Abbas et al., 2021).

Furthermore, political climates can weaken collaborative norms and organizational citizenship behaviors while fostering mistrust and psychological distancing from the organization (Khan et al., 2021; Saleem, Shenbei, & Hanif, 2022). These outcomes are particularly salient in knowledge-intensive sectors, where fairness, recognition, and identity are critical to sustaining motivation and innovation (Miao, Newman, Schwarz, & Cooper, 2018). However, recent scholarship also highlights that the consequences of organizational politics are contingent upon individual and contextual capabilities. Employees possessing political skill or working under ethical and supportive leadership may reinterpret political dynamics as manageable and even leverage them for constructive influence and career development (Ellen, Ferris, & Buckley, 2017; Munyon, Summers, Thompson, & Ferris, 2019). Thus, organizational politics is increasingly viewed as a context-dependent phenomenon whose effects vary based on leadership practices, organizational culture, and employees' psychological resources.

Organizational politics is not confined to corporate environments; it is also prevalent in Higher Education Institutions (HEIs), which are inherently complex organizations characterized by multiple stakeholders, professional autonomy, and competing interests. Political behavior in HEIs may manifest through favoritism in hiring and promotion, where decisions are influenced by personal relationships rather than merit, as well as through inequitable resource allocation in which funding, research grants, or facilities are distributed based on personal or political considerations instead of academic priorities (Khan et al., 2023). Similarly, non-transparent decision-making processes and excessive administrative control can foster perceptions of power struggles, exclusion, and political maneuvering among faculty and staff (Khan, Goh, Gan, Tariqul, & Khan, 2023). Such perceptions of organizational politics have been linked to decreased job satisfaction, weakened organizational commitment, higher turnover intentions, and reduced research productivity (Khan et al., 2023).

2.2 Organizational Misidentification

Organizational misidentification is a psychological condition in which employees perceive a lack of connection or alignment with their organization, often occurring when organizational goals, values, or actions conflict with personal beliefs (Version & Clercq, 2023; Koçak & Kerse, 2022). This disconnection can reduce commitment, job satisfaction, and performance, and increase turnover intentions (Elsbach & Bhattacharya, 2001; Kreiner & Ashforth, 2004). Misidentification may result from favoritism, unethical leadership, lack of managerial support, or inconsistent policies, leading employees to disengage cognitively and emotionally as a coping mechanism to protect self-esteem and reduce frustration (Bentein et al., 2017; Bergeron & Thompson, 2020; De Clercq & Pereira, 2022a). Over time, such disengagement can manifest in counterproductive work behaviors and erode trust, loyalty, and organizational cohesion (Grimland et al., 2012; Kapoutsis et al., 2012).

The phenomenon is distinct from mere low identification or neutrality, as it involves a conscious psychological distancing and sometimes moral conflict or shame regarding one's organizational membership (Pratt, 2000; Elsbach & Bhattacharya, 2001). Consistent with the Conservation of Resources (COR) theory, perceived injustices, favoritism, or unethical practices can deplete employees' emotional and self-esteem resources, prompting them to reject organizational initiatives while still physically present (Bowling et al., 2010; Hasan et al., 2019). Addressing organizational misidentification requires transparent decision-making, ethical leadership, and alignment of organizational values with employee expectations to rebuild trust, engagement, and reduce negative behavioral outcomes (Kreiner & Ashforth, 2004; De Clercq & Pereira, 2022a).



Advance Journal of Econometrics and Finance

Vol-4, Issue-1, 2026

2.3 Psychological Contract Breach

Psychological contract breach (PCB) refers to employees' perception that their organization has failed to fulfill promised obligations, whether formal or informal, within the employment relationship (Rousseau, 1995; Ma et al., 2019). These unwritten expectations include job security, recognition, career growth, and fair treatment. When employees perceive that promises are broken, it can result in diminished job satisfaction, reduced organizational commitment, increased turnover intentions, and engagement in counterproductive work behaviors (Conway & Briner, 2009; Bordia et al., 2010; Koçak & Kerse, 2022). The phenomenon is particularly salient in politically charged workplaces, where perceived organizational politics and misalignment with organizational values can amplify feelings of emotional exhaustion and misidentification, thereby intensifying negative responses (Malik et al., 2019; Zagenczyk et al., 2013).

The theoretical basis of PCB is grounded in social exchange theory and the Conservation of Resources (COR) theory, which suggest that employees seek to protect their resources and reciprocate treatment received from the organization (Islam et al., 2021; Blau, 1964; Gouldner, 1960). Breaches trigger negative reciprocity, where employees may retaliate through reduced effort, sabotage, or disengagement (Bordia et al., 2008; Chiu & Peng, 2008). Perceived breaches also influence organizational identification, with employees either psychologically detaching (misidentification) or disengaging from the organization to preserve self-concept (Elsbach & Bhattacharya, 2001; Kreiner & Ashforth, 2004). Managing PCB effectively requires transparent communication, ethical leadership, and alignment of organizational practices with employee expectations to maintain trust, engagement, and positive work behaviors (Conway & Coyle-Shapiro, 2012; Chiu & Peng, 2008).

2.4 Hypotheses

H1: Organizational politics positively influences employee organizational dis-identification.

H2: Organizational politics positively influences Psychological Contract Breach.

H3: Psychological Contract Breach positively influences employee organizational dis-identification.

H4: Psychological Contract Breach mediates the relationship between organizational politics and employee organizational dis-identification.

3. Methodology

3.1 Research Design

This study employed a survey-based quantitative design using structured questionnaires to collect data from employees of higher education institutions (HEIs). The survey method enables researchers to gather empirical evidence efficiently to address research questions and test hypotheses. Adopting a positivist approach, this study focuses on measurable facts and figures rather than subjective interpretations, allowing for hypothesis testing through numerical data. A deductive reasoning strategy was applied, moving from general theoretical frameworks to specific empirical observations, consistent with the descriptive and explanatory objectives of this research.

3.2 Philosophy of the Study

The study is grounded in a post-positivist philosophy, which acknowledges the challenge of absolute truth in social sciences while emphasizing rigorous empirical inquiry to approximate objective reality. This approach supports the use of statistical analysis, measurement, and hypothesis testing to examine relationships among organizational politics, employee work behavior, and organizational misidentification. The study integrates Conservation of Resources (COR) Theory to explain how organizational politics can deplete employees' emotional resources, leading to emotional exhaustion and counterproductive behaviors, and Social Identity Theory to interpret organizational misidentification as a cognitive and emotional detachment in response to perceived injustice or workplace stressors. This philosophical stance enables the identification of causal and conditional relationships, contributing to both theory validation and practical organizational insights.

3.3 Population

The population comprised all employees working in public and private HEIs in the southern region of Khyber Pakhtunkhwa, Pakistan, totaling 1,730 individuals. The study included both male and female staff members, reflecting the diversity of the workforce in these institutions.

3.4 Sampling and Procedure

Due to the large population, simple random sampling was employed to select representative respondents. Using the Krejcie and Morgan (1970) sample size table, a population of approximately 1,800 suggested a sample size of 217. To account for potential non-responses and incomplete questionnaires, 500 questionnaires were distributed to employees across public and private HEIs, ensuring adequate coverage and representativeness. Respondents were selected randomly to minimize sampling bias and enhance the generalizability of the findings.

4. Data Analysis

4.1 Descriptive Statistics

The means and standard deviations for the main study variables are presented in Table 1. Participants reported a moderately high perception of organizational politics (OP) ($M = 3.86, SD = 1.01$), indicating that employees generally perceive political behavior in their institutions. Organizational misidentification (ODI) was slightly lower ($M = 3.34, SD = 1.16$), suggesting a moderate level of psychological detachment from the organization. The psychological contract breach (PCB) was also moderate ($M = 3.53, SD = 1.03$), indicating that participants somewhat perceived their organization as not fully fulfilling expected obligations.

4.2 Correlation Analysis

	OP	ODI	PCB
OP	1		
ODI	.58*	1	
PCB	.80*	.92*	1

** Correlation is significant at $p < .01$ (02 tailed).

Bivariate correlations among the study variables are presented in above table. Organizational Politics (OP) was positively correlated with Organizational Misidentification (ODI), $r = .58, p < .01$, indicating that higher perceptions of organizational politics are associated with greater organizational misidentification. OP was also strongly positively correlated with Psychological Contract Breach (PCB), $r = .80, p < .01$, suggesting that employees perceiving more political behavior in the organization also perceive greater breaches of their psychological contract. Additionally, ODI and PCB were highly positively correlated, $r = .92, p < .01$, indicating that higher perceptions of contract breach are associated with higher organizational misidentification.

4.3 Regression Analysis

		b	Std. Error	β	T	Sig
1	(Constant)	.78	.18		4.22	.000
	OP	.66	.05	.58	14.45	.000

a. Dependent Variable: ODI, $R^2 = .33$, $F = 208.95^{**}$

A simple linear regression was conducted to examine whether Organizational Politics (OP) predicts Organizational Misidentification (ODI). The results indicated that OP was a significant positive predictor of ODI, $B = 0.66, SE = 0.05, \beta = 0.58, t = 14.45, p < .001$. The model explained 33% of the variance in ODI, $R^2 = .33$, and was statistically significant, $F(1, N - 1) = 208.95, p < .01$.

4.4 Mediation Analysis

Mediation of PCB in the Relationship of OP and ODI

Model	Predictor(s)	Dv	β	F	R^2	T	p
1	OP	ODI	.58	208.58	.34	14.46	.000
2	OP	PCB	.80	729.48	.64	27.01	.000
3	OP	ODI	-.43	2551.98	.92	-18.24	.000
	PCB		1.27			53.38	.000

In above table in model 01, there is the dependent variable ODI and the independent variable OP This implies that it has great positive influence on ODI since $r\beta = .58, p < .01$ $R^2 = .34, F = 208.58$. In model 02, ODI was regressed to mediator PCB where the predictor significantly predicted the mediator as $\beta = .50, p < .01, R^2 = .64, F = 729.48$ which means that ODI had positive relationship with PCB. When the mediator PCB is incorporated, model 3 has 92 percent variance as the ODI is predicted by the predictor OP with a significance value of $< .01$ through the beta value ($\beta = .$), and the F value is 2551.98. At this point the value of $-.58$ of OP in model 01 became $-.43$ upon inclusion of mediator. At that, then it foresees that there is the positive correlation between OP and ODI, partly mediated by PCB.

5. Discussion

This study examined the impact of organizational politics (OP) on organizational misidentification (ODI), with psychological contract breach (PCB) as a mediator, among employees in higher education institutions. Results show that OP significantly predicts ODI ($\beta = .58, p < .001$) and PCB ($\beta = .80, p < .001$), indicating that political behaviors such as favoritism and manipulation increase employees' perceptions of violated organizational promises.

Importantly, PCB mediates the OP–ODI relationship, highlighting that perceptions of contract breach largely explain why political behaviors lead employees to detach from their organization ($R^2 = .92$). These findings align with Social Identity Theory and COR Theory, suggesting that political environments deplete employees' psychological resources and prompt disidentification. Practically, institutions should reduce political practices, enhance transparency, and promote fair decision-making to maintain engagement, trust, and organizational commitment.

6. Findings and Conclusion

The study found that organizational politics (OP) significantly influences employees' work attitudes and behaviors in higher education institutions. Specifically, higher perceptions of political behavior, such as favoritism, manipulation, and self-serving actions, were positively associated with organizational misidentification (ODI), indicating that employees psychologically detach from institutions perceived as politically driven. Additionally, OP strongly predicted psychological contract breach (PCB), suggesting that political practices increase employees' perception that the organization has failed to fulfill its implicit promises, leading to dissatisfaction, disengagement, and negative behavioral outcomes. Importantly, PCB was found to mediate the relationship between OP and ODI, revealing that perceived contract violations are a key mechanism through which organizational politics drives misidentification. These results align with Conservation of Resources (COR) Theory and Social Identity Theory, demonstrating that resource depletion and value incongruence under political environments contribute to emotional exhaustion and withdrawal from organizational identification.

In conclusion, organizational politics exerts a detrimental effect on employees' psychological connection with their institution, primarily through the perception of psychological contract breach. In higher education contexts, this can reduce commitment, increase counterproductive behaviors, and compromise overall organizational effectiveness. To mitigate these outcomes, institutions should implement transparent decision-making, ethical leadership, and equitable policies that align organizational practices with employee expectations. The findings contribute to theory by validating the mediating role of PCB and provide practical guidance for managing political behavior in academic workplaces to foster employee engagement, loyalty, and organizational effectiveness.

7. Recommendations

1. **Ensure Transparent Decision-Making:** Based on findings showing that organizational politics (OP) significantly predicts organizational misidentification (ODI) and counterproductive work behavior (PCB), institutions should implement fair and transparent procedures for promotions, resource allocation, and policy decisions to reduce perceptions of favoritism and political maneuvering.
2. **Promote Ethical Leadership:** Since OP was found to strongly influence PCB, leaders must model integrity and fairness, balancing competing interests ethically to minimize negative behaviors and misidentification among employees.
3. **Strengthen Psychological Contracts:** The mediating role of psychological contract breach (PCB) indicates that unmet expectations amplify negative outcomes. Organizations should clearly communicate expectations, recognize contributions, and fulfill promises to reduce ODI and CWB.
4. **Enhance Employee Participation:** Encouraging employee involvement in decision-making can mitigate perceptions of OP and foster a sense of inclusion and belonging, thereby lowering misidentification and disengagement.
5. **Implement Development Interventions:** Emotional exhaustion and stress resulting from OP suggest the need for stress management programs, mentoring, and training on navigating organizational politics to help employees maintain engagement and productivity.
6. **Foster Positive Organizational Culture:** Aligning organizational values with employees' expectations, promoting open communication, and reinforcing ethical practices can improve commitment and reduce counterproductive behaviors, as supported by the strong correlations found among OP, PCB, and ODI in this study.

8. Future Research Directions

Future studies could examine organizational politics, misidentification, and psychological contract breach in other sectors beyond higher education to test generalizability. Longitudinal designs can explore causal effects over time, while moderating factors like leadership style or political skill can clarify conditions influencing outcomes. Qualitative approaches may provide deeper insights into employee perceptions, and research could also investigate the effects of remote or hybrid work on these dynamics.



Advance Journal of Econometrics and Finance

Vol-4, Issue-1, 2026

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Advance Journal of Econometrics and Finance

Vol-4, Issue-1, 2026

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