

My Way or the High Way: A Mixed Study of Role of Leader in Contractual Disregard and Employee Recalcitrant Behavior in Determining Sustainability in Public and Private Universities of Lahore, Pakistan

ABSTRACT

The paper attempts to study the relationship of contractual disregard by employer with recalcitrant behavior of employees in presence of a leader as a mediating variable in public or private universities of Lahore, Pakistan. The article seeks to know whether the contractual disregard by employer is related to the satisfaction or recalcitrant behavior in employees of an organization due to the presence of a powerful employee leader. The constructs are studied through mixed methodology in a cross-sectional comparative setting by administering 250 online questionnaires and 30 interviews of the faculty. Thematic analysis and Statistical techniques were used to analyze the data. The results indicate that contractual disregard by employer with leader playing the mediating role and the related perceptions lead to recalcitrant behavior in the university faculty. This has significant insights into the employee resistance, protest and unrest in the universities as well as organizational image, stability, sustainability and productivity. The study is limited to insights from public and private universities with specific contextual variables. Further research may examine the role of technology and various stakeholders in sustainability through contractual and employee management.

Keywords: *Contractual disregard, leader, employee withdrawal, mutiny, recalcitrance, defiance*

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Introduction

In the landscape of higher education, sustainability has emerged as a pivotal goal for universities worldwide, necessitating effective leadership and robust management of contractual agreements and employee behaviors. The pursuit of sustainability encompasses economic, social, and environmental dimensions, requiring organizational commitment and strategic leadership to navigate complex challenges (Sajjad et al., 2024). Leadership within educational institutions plays a crucial role in shaping organizational culture and guiding sustainable practices. Recent research highlights that employee leadership, characterized by vision, inspiration, and individualized consideration, significantly influences organizational sustainability efforts (Ngozi, 2024). Leaders not only set clear sustainability goals but also empower employees to embrace sustainable behaviors and practices (Shafi, 2020).

In contemporary organizational settings, sustainability has emerged as a pivotal goal, influencing both public and private sectors alike. Central to achieving sustainability are the roles played by leaders, particularly in navigating challenges such as contractual disregard and employee recalcitrant behavior. The dynamic interplay between leadership efficacy and these organizational phenomena holds significant implications for the long-term viability of institutions, especially within the context of public and private universities.

Leadership in academia has increasingly been scrutinized for its ability to foster environments conducive to sustainable practices. A study by Zaid and Yaqub (2024) underscores the critical role of leadership in shaping organizational behaviors that impact sustainability outcomes. Their findings highlight that ineffective leadership can exacerbate issues such as contractual disregard — the phenomenon where agreements or contracts are not honored — and employee recalcitrance, characterized by resistant or disobedient behaviors among staff.

Moreover, the distinction between public and private universities introduces additional complexities. Public institutions, governed by state mandates and policies, often face bureaucratic challenges that can hinder sustainable initiatives. Conversely, private universities, driven by market dynamics and donor expectations, may encounter different pressures influencing leadership strategies and outcomes related to sustainability.

Recent research by Muttalib et al. (2023) reveals that leadership styles can significantly influence employee behaviors and organizational outcomes in educational settings. Effective leaders foster a culture of compliance and commitment to institutional goals, thereby mitigating risks associated with contractual disregard and employee recalcitrance. Conversely, ineffective

leadership contributes to organizational inertia and resistance, potentially undermining sustainability efforts.

This inquiry aims to understand that the presence of a powerful leader (employees' or union's leader) can lead to recalcitrant behavior in employees when the violation of job contracts occurs in an organization. Public or private higher education organizations in Lahore, Pakistan, witness a mutinous reaction when personal interests of the employees are harmed generating displeasure in them. This develops detestation towards the management. The paper attempts to discuss whether the presence of a powerful leader triggers the employee recalcitrant behavior due to the disgust borne out of the contractual disregard. The recalcitrant behavior can take the form of disobedience or tactics to destabilize the management and sustainability of organization. Three variables are discussed in the paper, which are defined as follows;

The independent variable "contractual disregard" refers to those actions by the management that go beyond the terms avowed during the job contract. For example, the employer may lay off the employees before the maturity of the right to do so. The existence of a powerful leader can be a mediating variable. He can assume the stature of a leader through tactics, talent or power. But when a leader is agreed upon, he acts closely to truly represent the employees. He gives voice to the employees and collects them on one forum. The presence of a leader, who is an influencing figure with the support of the workforce, can enhance the effect of the independent variable on the dependent variable i.e. employee recalcitrant behavior. This can be a possible outcome of the aforesaid triggering factors. The problem is not the effectiveness or success of the disobedience but its existence in any form. It can either assume the form of protest, strike, legal suit or may remain hidden i.e. slow poisoning against the management.

Theoretical Background

The Psychological Contract Theory points out that psychological contract between the employee and the employer focuses on the premises avowed during the constituent phases of the relation. The psychological contracts include various committed exchanges regarding career opportunities, job security, financial compensations and work life balance. During the employment relation, this leads to a comparison between the promises and actual reality. There are two consequent responses of the employees. One focuses upon the fulfillment of the psychological contract which breeds reciprocal quality relationships whereas the other assumes the perceived violation leading to an intense negative and emotional reaction such as anger, distress and feelings of betrayal (Topa, 2022).

Psychological Contract Theory, as articulated by Topa (2022), centers on the reciprocal obligations and expectations perceived by employees and organizations in the employment relationship. Unlike formal, written contracts that outline explicit terms and conditions, psychological contracts are implicit and subjective, based on perceived promises and obligations between employers and employees. Employees develop perceptions of what they expect from the organization (e.g., job security, career advancement opportunities, fair treatment) and what they believe they owe in return (e.g., commitment, effort, loyalty). These perceptions influence their attitudes and behaviors towards their work and the organization. When employees perceive that the organization has failed to fulfill its promises or has violated the psychological contract (e.g., by implementing unilateral changes to job roles or benefits), it can lead to feelings of breach. This breach can erode trust, increase job dissatisfaction, and potentially result in negative behaviors such as recalcitrance or disengagement. Psychological contracts are dynamic and subject to renegotiation over time. Effective leadership involves recognizing when expectations have shifted or when breaches have occurred and taking proactive steps to repair the contract through open communication, fairness in decision-making, and clarity in expectations.

Literature Review

The landscape of higher education is increasingly shaped by the pursuit of sustainability, which encompasses environmental, economic, and social dimensions (Sajjad et. al., 2024). Central to achieving sustainability within educational institutions are effective leadership practices that navigate complex organizational challenges such as contractual disregard and employee recalcitrant behavior.

The breach of a job contract by the management can breed negative impacts upon the employee's performance and severe displeasure which can lead to recalcitrance in the employees. Johnson (2003) states the display of irrational behavior in employees is a consequence of the violation of employment contract by the employers. The contract infringement negatively affects employees' motivation and citizenship behavior. The employees perceive that the management has backed out from their commitment; therefore, they are not bound to maintain work quality which results in disobedience. This behavior may lead to the increase in employee turnover or a disinterest in the organization's productivity which engenders poor performance. Morrison (2007) concluded that disregarding the agreement of one employee results in the risk of estranging all the employees in the organization. When the situation of making a choice between the employees and the employers arises, the majority prefers to opt for their co-workers. This reaction is more vivid if they believe that their co-worker is justified.

Therefore, ordinary contract abuse may cause a widespread employee strike. Robinson (2000) explains the phenomenon from the employer's standpoint that the defiance of the contract by the employer is merely employee's psychological belief. It may happen sometimes that the employees experience betrayal over petty issues and start watering the belief that the employer has violated their agreement.

Thus, contractual disregard refers to situations where contractual agreements are not honored, potentially leading to legal disputes and organizational inefficiencies. In universities, contractual agreements with faculty, staff, and external stakeholders are essential for operational continuity and trust. The manner in which leaders handle these agreements can impact institutional reputation and stakeholder relationships (Muttalib et. al., 2023).

In such a context, Murphy & Coye (2013) highlight the role of union leaders and ringleaders as a strong one. Since defiance requires a coordinated and planned action, therefore; the leader can play a vital part. The more the leader is credible and inspiring, the more he would be playing the founder's role in mutiny towards the entrepreneurial ventures. The employees launch disobedience against the management when they disrupt routines and violate policy to offer a tough time to the employer. A study mentioned official reports about the individuals taking on leadership roles to communicate with the management as a result of the appeals by the fellow employees and their urging (Quaglieri, 1988). Berland & Jessop (1993) have referred to the unions' best contribution towards controlling the power which management has over the employees.

Employee recalcitrant behavior encompasses resistant or disobedient actions by staff, which can undermine organizational effectiveness and cohesion. In the context of universities, where autonomy and academic freedom are cherished values, managing employee behaviors becomes crucial for maintaining organizational harmony and achieving sustainability goals (Ngozi, 2024). The employees raise their voices when faced with the impediments in the promotion of their interest by organizing themselves and struggling to assume power (Staniland, 2007). Murphy & Coye (2013) illustrate the employees' resistance to fissures between the employees and the employers as upward defiance. Mostly, it is a voluntary behavior far off the organizational boundaries (O'Brien & Allen, 2008). As the situation is usually unpleasant so such non-compliance may not bring acceptable outcomes for the organization (Griffin et al., 2007). Murphy & Coye (2013) emphasize that the concerted effort in mutinous behavior is organized. Since it is based on perceived prejudice, the extra-role behavior aims to subvert the established system order by challenging the legal authority of the organization. The term mutiny is related to defiance, disobedience or recalcitrant behavior in organizations.

Furthermore, public and private universities operate within distinct institutional frameworks that influence leadership strategies and organizational dynamics. Public universities are often subject to governmental regulations and funding constraints, which can impact their ability to enact sustainable practices. In contrast, private universities may face pressures from donors, alumni, and market forces, influencing their sustainability agendas and leadership priorities.

Research Gap

Despite growing interest in leadership and sustainability within higher education, there remains a gap in understanding how leadership styles influence contractual behaviors and employee attitudes across public and private universities. This mixed-methods study aims to bridge this gap by examining the nuanced role of employee leader in navigating contractual obligations and fostering a supportive organizational climate that mitigates recalcitrant behaviors, thereby contributing to sustainable practices in diverse university settings.

Research Model

IV = Contractual violation by employer, MV = Role of powerful leader, DV = Employee recalcitrant behavior

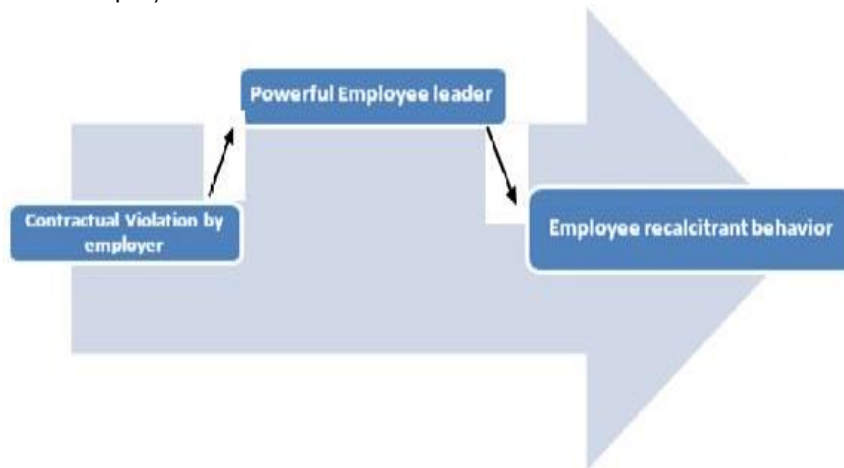


Figure No. 1 Role of Leader in Contractual Violation and Employee Recalcitrant Behavior

Research Question

Quantitative RQ#: Does the violation of contract by the employer in presence of a powerful leader lead to employee recalcitrant behavior?

Qualitative RQ#: How and why does an employees' leader influence employee's behavior upon contractual violation by employer?

Hypotheses

Ho: The presence of a leader has no effect upon the association of contractual disregard and employee recalcitrant behavior.

H1: The presence of a powerful leader influences the employee recalcitrant behavior upon contractual disregard by the employer.

Methodology and Sampling

The article has employed cross sectional research design and mixed methodology. The quantitative questionnaire had two segments; the first section gathered information on demographics like the education, income, teaching hours and extra-curricular activities. The second portion inquired about contractual disregard, role of leader and the employee recalcitrance. This was an adapted version of instrument used by Ishtiaq and Zeb (2020). The questionnaires were shared through an email containing an online link to five general public and private universities making a total of ten universities. These institutions represented the higher education sector of Lahore, Pakistan. The five departments from each university were randomly chosen for data collection. Then, 5 lecturers from each of the departments were selected, making a total of 250 respondents. Qualitative data was gathered by interviewing 30 lecturers who were on contract and faced insecurity as compared to regular employees. The unit of analysis of this research was employees of the organizations.

Results and Discussion

The following Table 1 presents the response rate of the questionnaire administered on the faculty of the public and private universities;

Table 1 Response Rate

<i>Activities</i>	<i>Frequency</i>	<i>Percentage</i>
<i>Distributed questions</i>	<i>384</i>	<i>100%</i>
<i>Returned questions</i>	<i>365</i>	<i>95 %</i>
<i>Usable questions</i>	<i>355</i>	<i>92 %</i>

This table shows that 384 questionnaires were distributed. Out of the 384 questionnaires distributed, only 365 were returned. This indicates that some participants did not respond to the questionnaire, resulting in a response rate of 95%. Among the questionnaires returned, 355 were usable because the returned questions were incomplete or incorrectly filled for analysis purposes.

Table 2 below shows the demographic variables pertaining to the faculty;

Table 1 Demographic Profile

Demographic	Categories	N	%
Gender	Male	146	41.1
	Female	209	58.9
Age	21-25 years	152	42.8
	26-30 years	133	37.5
	31-35 years	52	14.6
	Above 35 years	18	5.1
Employment Status	Lecturer	172	48.5
	Assistant Professor	126	35.5
	Associate Professor	35	9.9
	Professor	22	6.2
Sector	Private	265	74.6
	Public	90	25.4

These demographics provide insight into the composition of the respondent population, which can be valuable for understanding the characteristics of the sample.

Table 3 below shows the reliability measures pertaining to the faculty;

Table 3 Internal Consistency Measures

Constructs	Items	Factors Loading	Items Deleted	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Contractual Disregard	CD1	0.795	0	0.920	0.920	0.588
	CD2	0.792				
	CD3	0.784				
	CD4	0.761				
	CD5	0.779				
	CD6	0.729				
Employee Recalcitrant Behavior	ERB1	0.797	0	0.917	0.919	0.616
	ERB2	0.796				
	ERB3	0.834				
	ERB4	0.708				
Role of Leader	ROL1	0.797				
	ROL2	0.799				
	ROL3	0.786				
	ROL4	0.767				

Contractual Disregard

This construct consists of six items. The factors loading indicate the strength of the relationship between each item and the underlying construct. All items have relatively high factor loadings, ranging from 0.729 to 0.795, suggesting that they are good indicators of the Contractual Disregard construct. No items were deleted during analysis. The Cronbach's Alpha coefficient is 0.920, indicating high internal consistency reliability. The Composite Reliability (rho a) is also 0.920, suggesting good reliability. The Average Variance Extracted (AVE) is 0.588, which is above the threshold of 0.5, indicating acceptable convergent validity.

Employee Recalcitrant Behavior

This construct comprises four items. Similar to Contractual Disregard, all items have high factor loadings, ranging from 0.708 to 0.834. No items were deleted during analysis. The Cronbach's Alpha coefficient is 0.917, indicating high internal consistency reliability. The Composite Reliability (rho a) is also 0.919, suggesting good reliability. The Average Variance Extracted (AVE) is 0.616, which is above the threshold of 0.5, indicating acceptable convergent validity.

Role of Leader

This construct includes four items. Again, all items have high factor loadings, ranging from 0.767 to 0.799. No items were deleted during analysis.

Table 4 below presents the discriminant validity of the constructs;

Table 4 Discriminant Validity

Constructs	Contractual Disregard	Employee Recalcitrant Behavior
Contractual Disregard	0.687	
Employee Recalcitrant Behavior	0.747	0.748
Role of Leader	0.674	0.742

Contractual Disregard and Employee Recalcitrant Behavior

The value in this cell is 0.687, indicating the correlation coefficient between the Contractual Disregard construct and the Employee Recalcitrant Behavior construct. This value is less than 0.9, suggesting that there is discriminant validity between these two constructs.

Contractual Disregard and Role of Leader

The value in this cell is 0.674, indicating the correlation coefficient between the Contractual Disregard construct and the Role of Leader construct. Similar to the previous comparison, this value is less than 0.9, indicating discriminant validity between these two constructs.

Employee Recalcitrant Behavior and Role of Leader

The value in this cell is 0.742, indicating the correlation coefficient between the Employee Recalcitrant Behavior construct and the Role of Leader construct. Once again, this value is less than 0.9, suggesting discriminant validity between these two constructs.

In short, Table No 4 demonstrates that there is discriminant validity between all pairs of constructs. This means that each construct measures a distinct and unique aspect of the phenomena being studied, without significant overlap or redundancy.

Table 5 below presents the relation of the constructs;

Table 5 Causal Relation: Structural Equation Model

Relationship	<i>b (SE)</i>	C.I	P Values	Result
Contractual Disregard -> Employee Recalcitrant Behavior	1.266 (0.28)	0.888, 0.842	0.000	Supported

Table number 5 presents the results of a structural equation model, specifically indicating the causal relationship between "Contractual Disregard" and "Employee Recalcitrant Behavior".

This column specifies the relationship being analyzed, which is from "Contractual Disregard" to "Employee Recalcitrant Behavior". It suggests that the study is investigating whether contractual disregard has an impact on employee recalcitrant behavior.

b (SE), this column provides the estimated unstandardized coefficient (*b*) for the relationship, along with its standard error (SE). In this case, the coefficient is 1.266, and the standard error is 0.28.

C.I, this column provides the confidence interval for the estimated coefficient. The confidence interval ranges from 0.888 to 0.842. This suggests that there is 95% confidence that the true value of the coefficient falls within this range.

P Values, this column provides the p-value associated with the coefficient estimate. In this case, the p-value is 0.000, which is less than the typical threshold of 0.05, indicating statistical significance.

In short, the results suggest that there is a statistically significant positive relationship between contractual disregard and employee recalcitrant behavior. This implies that higher levels of contractual disregard are associated with higher levels of employee recalcitrant behavior, according to the structural equation model analysis.

Table 6 below presents the indirect relation of the constructs;

Table 6 Indirect Relationships

Relationship	<i>b</i> (SE)	C.I	P Values	Result
Contractual Disregard -> Role of Leader -> Employee Recalcitrant Behavior	0.279 (0.06)	0.167, 0.332	0.000	Supported

Table number 6 outlines the results of examining the indirect relationship between "Contractual Disregard" and "Employee Recalcitrant Behavior" mediated by the "Role of Leader."

This first column describes the relationship being investigated. In this case, it's examining how "Contractual Disregard" indirectly affects "Employee Recalcitrant Behavior" through the mediator "Role of Leader". It implies that the impact of contractual disregard on employee recalcitrant behavior is mediated by the perceived role of the leader.

The second column provides the estimated unstandardized coefficient (*b*) for the indirect relationship, along with its standard error (SE). Here, the coefficient is 0.279, and the standard error is 0.06.

The next column offers the confidence interval for the estimated coefficient. The confidence interval ranges from 0.167 to 0.332, suggesting that there is a 95% chance that the true value of the coefficient lies within this interval.

Next column provides the p-value associated with the coefficient estimate. In this instance, the p-value is 0.000, indicating that the result is statistically significant.

In short, the results suggest that there is a statistically significant indirect relationship between contractual disregard and employee recalcitrant behavior through the perceived role of the leader. This implies that the effect of contractual disregard on employee behavior is partly mediated by how employees perceive the role of their leaders.

The hypothesis **H1** is proved that contractual disregard leads to employee recalcitrant behavior in the presence of a powerful leader.

Discussion

Understanding Contractual Disregard and Employee Behavior: The study delves into the relationship between contractual disregard by employers and employee recalcitrant behavior, with a focus on the mediating role of a leader in public and private universities of Lahore, Pakistan. This adds to the understanding of organizational dynamics in the context of employee behavior and leadership. The findings highlight the importance of the role of leaders in shaping employee behavior within organizations. The study demonstrates that the presence of a leader can mediate the relationship

between contractual disregard and employee recalcitrant behavior, suggesting that leaders play a crucial role in mitigating or exacerbating the effects of organizational practices on employee behavior. The results underscore the significance of addressing issues related to contractual agreements and leadership within organizations to ensure sustainability. Organizations need to recognize the potential impact of contractual disregard on employee behavior and the role leaders play in shaping employee attitudes and actions.

The results are confirmed through qualitative data also. The respondents explained that the disregard of the job contract by the employer increase frustration and negative feelings. One of the respondents said that *“the job terms and conditions high a high impact on the mind and behavior of the employee. The employee feels secure when the job is according to the expected and committed contract whereas it becomes a trauma when the conditions are violated or not being fulfilled.”* Also, the role of leader was explained by another interviewee *“the employees can gather under one strong voice which express their thoughts in appropriate manner on higher forum. The powerful voice tries to ensure that employment contract must be respected and its integrity maintained by uniting the fellows and convincing the management.”*

Managerial Implications

a. Leadership Development

Organizations should invest in leadership development programs to equip leaders with the skills and knowledge necessary to effectively manage employee behavior and foster a positive work environment. This includes training leaders to handle situations where there may be discrepancies between organizational practices and employee expectations.

b. Improving Communication and Transparency

Enhancing communication and transparency regarding contractual agreements and organizational policies can help mitigate perceptions of contractual disregard among employees. Open dialogue between employers, leaders, and employees can foster trust and alignment, reducing the likelihood of recalcitrant behavior.

c. Promoting a Positive Organizational Culture

Organizations should strive to cultivate a positive organizational culture that values employee satisfaction and well-being. This involves creating a supportive work environment where employees feel valued, respected, and empowered to voice concerns or grievances without fear of reprisal.

Theoretical Implications

In the context of public and private universities, where faculty and staff may have diverse expectations and perceptions, understanding and managing psychological contracts are crucial. Leaders must align organizational practices with employee expectations, communicate effectively about changes, and ensure fairness in decision-making processes to maintain trust and mitigate the risk of recalcitrant behaviors.

In this research article, Psychological Contract Theory by Topa (2022) provides a theoretical lens through which to analyze the impact of contractual disregard and recalcitrant behavior in university settings. By examining how perceived breaches or violations of psychological contracts influence employee attitudes and behaviors, the study can identify strategies for leaders to enhance organizational trust, manage expectations, and foster a supportive work environment conducive to sustainability goals.

The incorporation of Psychological Contract Theory by Topa (2022) enriches the theoretical framework of the research article by emphasizing the importance of managing perceived obligations and expectations in employment relationships. This theory not only enhances understanding of employee behaviors within public and private universities but also guides practical recommendations for leadership strategies aimed at promoting organizational sustainability and mitigating risks associated with contractual disregard and recalcitrant behavior.

a. Leadership as a Mediating Variable

The study contributes to leadership literature by highlighting the mediating role of leaders in the relationship between contractual disregard and employee behavior. This underscores the importance of considering leadership dynamics in understanding the effects of organizational practices on employee outcomes.

b. Contextual Factors in Organizational Behavior

The findings emphasize the significance of contextual factors, such as organizational culture and leadership, in shaping employee behavior. This aligns with broader theories of organizational behavior, emphasizing the importance of considering the unique context in which organizations operate.

c. Intersection of Organizational Practices and Employee Behavior

The study bridges the gap between organizational practices, such as contractual agreements, and employee behavior, shedding light on the complex interplay between these factors. This has implications for theories related to organizational justice, employee satisfaction, and behavioral responses to perceived injustice.

Recommendations

Institutions should prioritize leadership training programs to equip leaders with skills in communication, conflict resolution, and ethical decision-making to effectively secure contractual obligations and foster a supportive organizational climate. Further, universities should implement robust mechanisms to ensure the integrity of contractual agreements. This includes transparent communication of expectations, regular audits of contract compliance, and mechanisms for addressing grievances related to contractual disputes. Leaders should lead by example in honoring agreements to build trust and credibility among stakeholders. Also, leaders in both public and private universities should promote a culture of transparency and accountability. This involves open communication channels, clear policies regarding ethical conduct and contractual obligations, and mechanisms for reporting and addressing instances of recalcitrant behavior among employees. Moreover, leaders should foster a collaborative work environment where employees feel valued and engaged. This can be achieved through participatory decision-making processes, opportunities for professional development, and recognition of contributions towards sustainability goals. Engaged employees are more likely to align with organizational values and exhibit positive behaviors towards contractual compliance. Public universities may need to navigate bureaucratic hurdles and political considerations, while private universities may focus on donor expectations and market competitiveness. Understanding these nuances is crucial for effective leadership and sustainable organizational practices. Institutions should establish mechanisms for continuous evaluation of leadership practices and organizational behaviors. Regular feedback loops, surveys on employee satisfaction and organizational climate, and benchmarking against industry standards can provide valuable insights for adapting strategies to enhance sustainability and mitigate risks associated with contractual disregard and recalcitrant behavior.

Limitations and Future Directions

The limitations indicate that findings may not be broadly applicable due to the specific focus on public and private universities. Different organizational contexts, such as corporate settings or nonprofit organizations, might yield different results. The study may not have fully accounted for all contextual variables that could influence the relationships examined. Factors such as organizational culture, industry differences, or regional variations could impact the findings. Future research may examine the role of technology (e.g., digital platforms, AI) in facilitating contractual compliance, managing employee behavior, and enhancing sustainability practices within educational institutions. Investigations may include perspectives from various

stakeholders (e.g., students, faculty, administrators, community members) to understand how different groups perceive the role of leadership in promoting sustainability through contractual adherence and employee management.

Conclusion

Existing studies have provided evidence that the presence of a powerful employee leader boosts employee morale and confidence. When the problem of violation of contract arises, the employees with the help of their leader would be more expressive and action oriented. Non-compliance would be visible in their routine jobs as well. With the help of their leader, the employees may call a strike or challenge the behavior of the management. In some cases, the powerful leader may collaborate to sue the firm for breach of contract. In short, the study provides valuable insights into the relationship between contractual disregard, leadership, and employee behavior in the context of public and private universities in Lahore, Pakistan. The findings have important implications for organizational management and contribute to theoretical understandings of organizational sustainability, and behavioral and leadership dynamics.

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