

# **The Influence of Perceived High-Performance Work Systems on Pro-Social Rule Breaking Behavior**

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**ABSTRACT:** *This article is aimed to analyze the employees' Pro-Social Rule-Breaking behavior as the potential out comes of Perceived High Performance Work Systems, mediated by Perceived Organizational Support and Trust in Organization, and moderated by Caring Ethical Climate. Was used a quantitative research method, the unit level of analyze was individual level and with sample size of 300 participants. The study was conducted in Beira City, focusing on private company, the survey population is employees from two (2) Companies: Mozambique Beers Company and Flexivel Plastic Company, Lda. The findings suggest that the relationship between perceived high performance work systems and pro-social rule breaking behavior is full mediated. Therefore, employees' Pro-Social Rule-Breaking behavior as the potential out comes of Perceived High Performance Work Systems.*

**KEYWORDS:** *Perceived High-Performance Work Systems, Perceived Organizational Support, Trust in Organization and Pro-Social Rule-breaking Behavior.*

## **I. INTRODUCTION**

The perception of Pro-social rule breaking behavior is one of the main themes challenging in organizational behavior that in Mozambique should be understood by managers as a beneficial behavior for the organization, that is, for the right reasons as to breaking rules in the workplace for a good attitudes and behavior following the consumer expectations providing them satisfaction in order to retain in the organization. Also, helping each other in the organization when needs help in related job and to be more efficient and productivity to well-being of the organization.

The performance of an individual employee and the organization, in general, will be influenced by some critical decisions an individual employee makes at the point of executing his or her tasks. Employees have at times enhanced the performance of their organizations by going against the rules and policies, a concept known as Pro-social rule breaking (Phil, Bryant, Davis, Hancock & Vardaman, 2010). The concept refers to a positive behavior that is motivated by the good intention and concern for an organization that entails intentional violation of formal policies and regulations in a bid to promote the welfare of the organization or any of its stakeholders (Dahling, Chau, Mayer & Gregory, 2012).

The construct of Pro-social rule breaking is to explain that rule breaking is not motivated by negative intentions toward the organization, because rule breaking has largely been conceptualized as a deviant or counterproductive workplace behavior that results from employee hostility (Judge, Timothy A. et al. 2006), employee dissimilarity (Liao, Joshi et al. 2004), social exclusion (Twenge, J. M., Catanese, K. R., & Baumeister, R. F. (2002), and job dissatisfaction (Dalal, 2005).

Therefore, in general the article is aimed to analyze the employees' Pro-Social Rule-Breaking behavior in Mozambique as the potential out comes of Perceived High Performance Work Systems, mediated by Perceived Organizational Support and Trust in Organization, and moderated by Caring Ethical Climate. Specifically, is aimed to Examine the relationship between Perceived High-Performance Work Systems and employees' Pro-social rule breaking behavior; Evaluate the effect of Perceived Organizational Support as mediator variable on relationship between Perceived High-Performance Work Systems and employees' Pro-social rule-breaking behavior; Evaluate the effect of Trust in Organization as mediator variable on relationship between Perceived High-Performance Work Systems and employees' Pro-social rule-breaking behavior and to Examine the effect of Caring Ethical Climate as moderator variable.

The research aims also to answer the questions: Employees' Pro-social rule-breaking behavior can be a potential out comes of Perceived High-Performance Work Systems, mediated by Perceived Organizational Support and Trust in Organization, and moderated by Caring Ethical Climate? What is the impact of Perceived High-Performance Work Systems on employees' Pro-social rule-breaking behavior? Does the mediation effect of Perceived Organizational Support exist in the relationship between Perceived High-Performance Work Systems and employees' Pro-Social rule-breaking behavior in Mozambique? Does the mediation effect of Trust in Organization exist in the relationship between Perceived High-Performance Work Systems and employees' Pro-social rule-breaking behavior in Mozambique? Does caring ethical climate moderate the indirect effect of

perceived organizational support on employees' pro-social rule-breaking behavior? Does caring ethical climate moderate the indirect effect of trust in organization on employees' pro-social rule breaking behavior?

The research was motivated to examine weather on introducing the mediation effect and moderating effect on the relationship between Perceived High Performance Work Systems and Pro-Social Rule breaking Behavior could lead into the new recommendations towards Pro-Social Rule breaking Behavior.

Moreover, this research has important significance in the field of business and academics studies in Mozambique. According to the researches done by me in previous articles and in conversations for understanding of this variable employee's' Pro-social rule breaking behavior in Mozambique, I can say that in Mozambique little is explored, or even anything was explored on the understanding of this variable.

Practically the research will bring approach about Pro-social rule breaking behavior as the potential out comes of Perceived High-Performance Work Systems, mediated by Perceived Organizational Support, Trust in Organization and moderated by Caring Ethical Climate. Therefore, will contribute significantly to professionals in the area of human resources management and organizational behavior in understanding how to make workers more productive through the trust placed in them in the workplace.

My contribution is based on three assumptions: *First*, Perceived High-Performance Work Systems positively relates to employees' Trust in Organization. Mean that when High-Performance Work Systems is well perceived by employees in the company until to the point of realizing that the practices which are being promoted or developed by the organization to their well-being in the company making them motivated, engaged, developed intellectually, perfecting new abilities and techniques for performance and with all basic needs guaranteed or satisfied, build in the employees' trust in organization.

*Second*, Employees' Trust in Organization mediates positively the relationship between Perceived High-Performance Work Systems and Pro-social rule-breaking behavior. Therefore, a higher level of employees' trust in the employer will increase the employees' expectation to stay in the organization and its lead to employees' Pro-Social Rule-breaking behavior to reciprocate the trust that is received from the employers, showing positive attitudes and good behaviors engaging on the interests of organization.

*Third*, Trust in Organization positively relates to employees' Pro-social rule breaking behavior. Trust in organization is important and critical variable that affect the efficiency, effectiveness and performance of organizations; when trust is higher affect significantly the desirable work-related behaviors tending to employees' pro-social breaking rule behavior in order to ensure the interests of the company and customers.

Focusing on innovative points, the current study has some important innovative points. First, this is one of first studies that have taken into consideration the influence of Trust in Organization to be a mediator variable on linked between Perceived High Performance Work Systems and employees' Pro-Social Rule breaking behavior. Previous study, this variable was not considered in the model.

Another innovative point is the moderation effect of Caring ethical climate. On other study this variable was used to moderate the relationship between perceived organization support and Pro-social rule breaking behavior. In this study was used to moderate the relationship between Trust in Organization and Pro-social rule breaking Behavior.

## **II. THEORIES AND HYPOTHESES DEVELOPMENT**

### **Perceived High-Performance Work Systems and Pro-Social Rule-Breaking Behavior**

Social exchange theory suggests that when employees receive benefits from the organization, they are likely to reciprocate with their behaviors and attitudes valued by the organization (Blau, 1964). High-performance work systems including Human resources practices such as training, developmental performance management, and compensation reflect organizations' investment in employees (Liao et al., 2009). Therefore, when firms offer High-performance work systems to employees, employees would reciprocate by demonstrating positive behaviors and attitudes such as job performance, job satisfaction, as well as organizational commitment (Messersmith et al., 2011; Kehoe & Wright, 2013; Korff et al., 2017).

Following the above thinking, with Perceived high-performance work system employees can reciprocate also to pro-social rule breaking because employees tend to PSRB for good intention to the organization such as to be more productivity, helping each other's and satisfying better customer service.

An individual employee's social exchange relationship is positively related to extra role behaviors (Masterson, Lewis, Goldman, & Taylor, 2000; Rupp & Cropanzano, 2002; Wayne, Shore, & Liden, 1997). Therefore, when employees regard their social exchange relationship with an organization as involved in high degree of social exchange, they are more likely to provide help to their coworkers breaking intentionally organizational formal rule to make a job more efficiently in order to ensure a good service to customer. Employees who share a high social exchange relationship thus benefit from receiving extra help from coworkers and, in turn, help others.

According Morrison (2006), Pro-social Rule-breaking Behavior is any instance where an employee intentionally violates a formal organizational policy, regulation, or prohibition with the primary intention of

promoting the welfare of the organization or one of its stakeholders. It encompasses activities that are meant to benefit the organization and its mission. High-performance work systems enhance market performance relative to competitors because they create an organizational environment of concern for employees and of concern for customers, which lead, respectively, to increased cooperation among employees and with customers (Chuang & Liao, 2010).

Based on these evidences, when the employees perceived about the High-Performance Work Systems, investing on employees' intellectual development, training, specialization and care about they well-being in order to bring an engagement at work, motivation, increasing the high performance and productivity tend to employees Pro-Social Rule-breaking Behavior. I propose a hypothesis that examines the direct effect between Perceived High-Performance Work Systems and Pro-Social Rule-Breaking Behavior:

**Hypothesis 1:** Perceived High Performance Work Systems positively relates to Employees' Pro-Social Rule-breaking Behavior.

### **Perceived High-Performance Work Systems and Perceived Organizational Support**

Following on social exchange theory (Blau, 1964), I argue that High-Performance Work Systems adoption motivated employees to experience organizational support and care for their well-being and in turn, employees are more likely to engage in Pro-social rule breaking behavior.

Empirical research, suggests that a high level of Perceived Organizational Support motivates employees to perform the desired behaviors valued by the organization. Moreover, has identified the positive influence of High Performance Work Systems on employees' Perceived Organizational Support (Allen, Shore, & Griffeth, 2003; Liao, Toya, Lepak, & Hong, 2009; Snape & Redman, 2012; Zhang & Jia, 2010). High Performance Work Systems send messages to employees that their efforts are appreciated and valued to organization, in turn; they feel a high level of Perceived Organizational Support.

Well, the implementation of High-performance work systems in company can foster employees' perception of organizational support, which in turn promotes employee creativity. According to social-exchange theory, employees view High-performance work systems as manifestations of organizational support, and thus reciprocate by engaging in creative activities. Therefore, based on above arguments, Perceived High-Performance Work Systems tend to motivate or affect the employees' Perceived Organizational Support, it's when beliefs and they need are satisfied in order to feel that the organization values its receipt in order to care their well-being.

**Hypothesis 2:** Perceived High Performance Work Systems positively relates to employees 'Perceived Organizational Support.

### **Perceived Organizational Support and Pro-Social Rule-Breaking Behavior**

According to organizational support theory (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011; Rhoades & Eisenberger, 2002; Shore & Shore, 1995), employees who receive valued resources (as: pay raises, developmental training opportunities) develop their Perceived organizational support and feel obligated, based on the reciprocity norm (Gouldner, 1960), to strive to repay the organization by helping it reach its objectives. For example, employees with high Perceived organizational supports have been found to reciprocate with increased in-role and extra-role performance (Eisenberger et al., 2001).

Also, Organization support theory argue that in order to find the readiness of an organization to reward increased work efforts and socio-emotional needs, employees of the firm develop general beliefs up to that extent to which their organization gives importance to their contribution and cares about their prosperity and welfare. Moreover, high levels of perceived organizational support show positive feelings of responsibility, organizational support, and long-term trying to achieve his goals (Eisenberger et al., 2001).

Perceived organizational support is expected to be associated with positive attitudes and behavior, such as employee Pro-social rule breaking behavior. Social exchange theory expresses that whenever an organization give heed to their employees, social exchange relationship is developed between the employer and employees. Employees enjoying socio-emotional and economics resources from the organization feel themselves obliged to repay their organization in terms of increased motivation, satisfaction, work engagement and performance (Cropanzano & Mitchell, 2005).

Therefore, the Positive influences of Perceived Organizational Support increase employee's expectancy that the organization will reward greater employee effort toward meeting organizational goals (Hrebiniak, 1974). Based on the arguments above, I propose the positive effect of Perceived Organizational Support on Pro-Social Rule-Breaking Behavior:

**Hypothesis 3:** Perceived Organizational Support positively relates to Employees' Pro-Social Rule-Breaking Behavior.

### **Perceived Organizational Support and its mediating effect**

Arefin, Raquiband Arif (2015), Perceived Organizational Support mediated positive relationship between High Performance Work Systems and employee proactive behavior; they found a significant positive relationship between Perceived Organizational Support and proactive behavior. Kath, Marks, & Ranney, (2010) argued that perceived organizational support is a factor that should relate to employee safety attitudes, performance, and work productivity.

Zhang and Jia (2010); found the significant mediating role of Perceived organizational support in the relationship between high-performance Human Resources practices and corporate entrepreneurship. Pro-social Rule-Breaking behavior was positively related to supervisor-subordinate relationship quality, and this relationship was mediated by perceived support from the supervisor (Morrison's, 2006).

Sanaz Vatankhah, Elyeh Javid & Ali Raoofi (2017) on their study about Perceived organizational support as the mediator of the relationships between high-performance work practices and counter-productive work behavior: Evidence from airline industry, found that the mediating role of Perceived Organizational Support in this relationship acts as the partial mediator in the relationships between empowerment, reward and Citizenship work behavior.

Based on these arguments findings above, is possible to argue that Perceived Organizational Support may mediate the influence of Perceived High Performance Work Systems on employee Pro-Social Rule-Breaking Behavior. High levels of Perceived organizational support has been shows to promote an affective bond to the given organization. The Perceived high-performance work systems influence the employees' perception support about the efforts and care provided by the organization for their well-being, and when they feel this support tend to Pro-social rule-breaking behavior as a way to show the reciprocate for the work in order to increase the interests or organizational performance.

**Hypothesis 4:** Perceived Organizational Support mediates positively the relationship between Perceived High Performance Work Systems and Employees' Pro-Social Rule-Breaking Behavior.

### **Perceived High-Performance Work Systems and Trust in Organization**

The theories that better explain the relationship between high performances works systems and trust are Social Exchange Theory (Blau, 1964) and the Reciprocity Theories (Gouldner, 1960). According to the social exchange theory, one contribute to the interest of the other and expects a return to a future time, believing that those received a service will develop a sense of obligation to reciprocate with positive attitudes and behaviors. Therefore, the social exchange relationship is strongly contingent on the trust of one of the parties (employees) regarding to the obligation of other part (employer) in the long term.

High-performance works systems adoption should lead to increased trust to the extent that such actions are seen by employees as demonstrating managerial competence and as reducing their perceptions of vulnerability or threat, and in general to the extent that such practices are seen to be in the workers' interests (Macky & Boxall, 2007).

Trust in management reflects the belief that managers are competent and that their actions in seeking to attain organizational goals will ultimately prove beneficial to employees (Whitener, 2001). Therefore, I propose trust in organization as variable that can be developed both in response to well-being on company as well as the result of interactions between managers and workers.

**Hypothesis 5:** Perceived High Performance Work Systems positively relates to employees' Trust in Organization.

### **Trust in Organization and Pro-Social Rule-Breaking Behavior**

Fishbein & Ajzen (1975), an attitude involves both cognitive and affective components. Therefore, the distinction draws particularly on the framework by Lewis & Weigert, (1985). Tyler & Kramer (1996); pointed that the cognitive components of organizational trust refers to an evaluative belief and usually a certain extent of knowledge about the other party. This perception of trust implies that managers trust their employees because they acted in a trustworthy way in the past and they can be expected to do so in the future (Tyler & Degoey, 1996).

Also, when employees have more trust in their organization, they would believe that a social exchange relationship with the organization has been developed, and they are inclined to have positive expectations about the words, actions, motives, and decisions of the organization (Lewicki & Bunker, 1995). As a consequence, they are likely to develop a higher level of organizational commitment (Cook & Wall, 1980), stay longer with the organization (Konovsky & Cropanzano, 1991), work harder (Dirks & Ferrin, 2001), and perform more organizational citizenship behavior in the workplace (Wong et al., 2006). Also, on my view pro-social rule breaking is a behavior for a good action or motives as to provide good service customer, helping co-workers and so on, its need a high level of commitment, citizenship behavior in workplace and stay longer with the organization. I argue that trust is important and critical variable that affect the efficiency, effectiveness and



performance of organizations; when trust is higher affect significantly the desirable work-related behaviors such as pro-social breaking rule behavior.

**Hypothesis 6:** Trust in Organization positively relates to employees' Pro-Social Rule breaking behavior.

#### **Trust in Organization and its mediating effect**

Trust is an insignia of social exchange, which is a large supporter of devotion, benevolence and livelihood. Thus I can presume that trust is a player of mediation for perceived high performance work systems and social exchange support the common loyalty, generosity and support, thus trust will absolutely have impact over the relationship aimed between Perceived high performance works systems and Pro-social rule breaking behavior.

Those organizations that have high levels of internal trust will be more successful, adaptive, and innovative than others that has low levels of trust (McEvily, B., Perrone, V. & Zaheer, A., 2003). Trust is a central element of successful working relationship between organizational members at different organizational levels. Kalleberg et al., (2004), on his study about the mediating role of trust variable in the relationships between high performance work systems, employee outcomes and productivity performance, the results showed that trust mediated the relationship between high performance work systems and employee outcomes, no support was found for its moderating effect.

According to Social exchange theory a higher level of trust in the employer will increase the employees' assurance that the organization will fulfill its obligations in the future. Tremblay at al., (2010), consequently this trust in the employer may lead employees to show high levels of affective commitment, or, they will reciprocate this trust that they received from the employers with positive attitudes and behaviors.

Trust in organization can be used as mediation variable on relationship between Perceived high performance work systems and Pro-social rule-breaking behavior, and has positive mediation. Also, I argue that a higher level of trust in the employer will increase the employees' expectation to stay on the organization and its lead to employees' Pro-Social Rule-breaking behavior to reciprocate the trust that they received from the employers, showing positive attitudes and behaviors to interests of organization.

**Hypothesis 7:** Trust in Organization mediates positively the relationship between Perceived High Performance Work Systems and Pro-Social Rule-breaking behavior.

#### **Caring Ethical Climate and its Moderating effect**

Ethical climate (Peterson, 2002) refers to the shared perceptions of what is ethically correct behavior and how ethical issues should be handled in the organization. Ethical climate, firms provide compensation for community volunteer work, and provide an ombudsperson to help resolve conflicts within the workplace in many organizations the Human Resource is the ombudsman.

Caring climate perceive the organization as having norms that encourage ethical decision-making underpinned primarily by the notion of benevolence (Martin & Cullen, 2006). In this since, individuals perceive that decisions should be made in accordance with concerns for the well-being of others in the organization or the community in general. The employees perceiving a caring climate have an imperative to help others, including organization members, organizational stakeholders, and society at large (Parboteeah & Kapp, 2007).

Research in organizational trust claimed that in expectations of reciprocity, employees engage in trust behavior because they anticipate others to do the same (Korsgaard et al., 2015). According to (DeConinck, 2011), employees will increase trust when their supervisors are perceived as being ethical. ethical climate and ethical leadership were positively correlated with job satisfaction; on the multiple regression analyses method also confirmed that the ethical climate, political behavior, and ethical leadership constructively had significant predictive ability regarding job satisfaction (Naiyananont & Smuthranond, 2017).

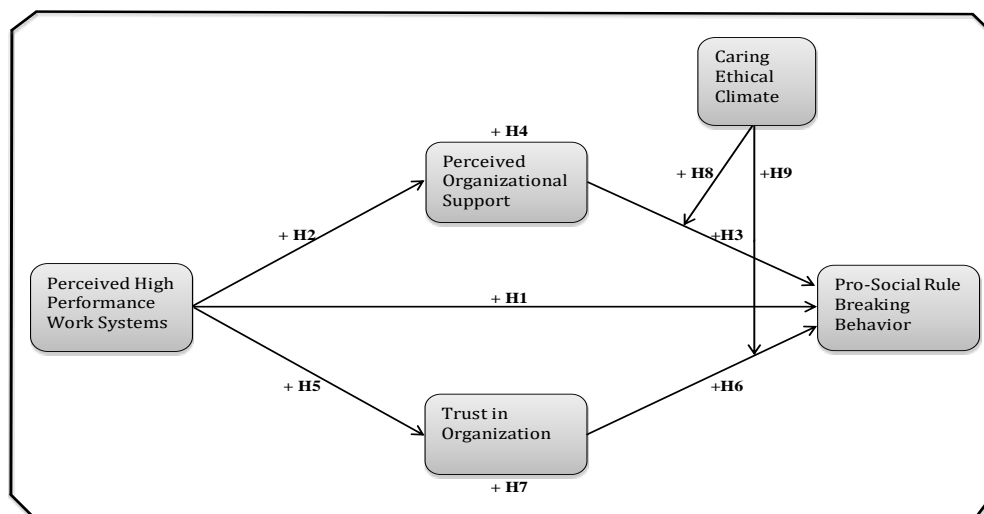
Vardaman, Gondo & Allen (2014) on their study about Ethical climate and pro-social rule breaking in the workplace argue that the ethical climate types proposed by Victor and Cullen (1988) impact Pro-social rule breaking both directly and by moderating relationships between individual attributes and Pro-social rule breaking. In the same study they found that Caring ethical climate is positively associated with Pro-social rule breaking. Also, other authors found the significant moderation effect of different types of ethical climate on relationship between corporate reputation and organizational identification.

Based on the arguments above I propose a positive moderation effect of caring ethical climate on relationship between Perceived Organizational Support and Pro-Social Rule-Breaking Behavior, it's when employees perceive that are in a caring climate they became more benevolence to the organization's interests taking to risk personal consequences and violate organizational rules in order to satisfy the customer and to increase the organization's interests. **Hypothesis 8:** Caring Ethical Climate moderates positively the relationship between Perceived Organizational Support and Pro-Social Rule-Breaking Behavior.

Seda Aydan, Sidika Kaya (2018) point that the positive feeling of trust that the employees have developed against the employer may help to correct the negative situations of behaviors. Simha, A. & Stachowicz-Stanusch, A. (2015), found that caring ethical climate climates positively related to trust in organization. McCauley, D.P. & Kuhnert, K.W. (1992), on their study about the association between ethical climate types and trust in management, the results indicated that ethical climate types (caring, laws and codes, rules and procedures) were significant predicates of trust in management.

Caring Ethical Climate moderate positively the relationship between Trust to organization and Pro-Social Rule-Breaking Behavior. When employees trust to the organization and with an organizational caring ethical climate providing the good of all employees in the company as a whole, and giving trust on each person to do what is right for the company, customers and the public they will engage to Pro-Social Rule-Breaking Behavior to reciprocate for the work in order to do what is right for the interest of company. **Hypothesis 9:** Caring Ethical Climate moderates positively the relationship between Trust in Organization and Pro-Social Rule-Breaking Behavior.

### Research model



**Figure 1: The research model developed by the researcher**

### III. METHOD

The purpose of this article, I used a quantitative research method, which consists in a systematic and objective approach involving data collection and then statistically analyzed. The study was conducted in Mozambique, Beira City, focusing on private company, the survey population was employees from two (2) Companies: Mozambique Beers Company and Flexivel Plastic Company, Lda.

Regarding sample size, the survey was conducted on employees from Mozambique Beers Company and Flexivel Plastic Company, Lda in the field of study on a total of 300 participants. In each company 150 questionnaires were distributed to the participants to collect a data, making a total of 300 questionnaires.

The unit of analysis is set at an individual level, in order to explore and understand the workers' point of view, what they feel or think about the practices conducted by the Organization regarding the Perceived High Performance Work Systems, Pro-social Rule breaking behavior, Perceived Organizational Support, Trust in Organization and Organization Ethical Climate.

The survey was conducted by using a questionnaire for data collection. The data collection was collected in three times on employees that belong on operation sector: On Time1, in July of 2019 was distributed the first questionnaire to the participants to collect a data about two variables the independent and dependent variable (Perceived High Performance Work Systems and Pro-Social Rule breaking behavior). Time2, in August of 2019 was distributed the second questionnaire to collect a data about the mediation variables (Perceived Organizational Support and Trust to Organization). On Time3, in September of 2019 was distributed the third questionnaire to complete the data collection that was about the moderation variable (Caring Ethical Climate). A questionnaire was translated into Portuguese language, it was able to the respondents understood the questions well and provide the required answers as expected.

To ensure the survey's validity, I obtained all of the items used from measures that had been applied in previous research. The questionnaire for the purpose of this study contains sentences and respective choices where the respondents required responding the questions. Pro-social Rule breaking behavior, was the unique variable that is measured with a five-point likert scale, (Dahling et al., 2012).

**Perceived High Performance Work Systems:** To measure this variable we used 21 items Human Resource Management policy, designed by Takeuch et al. (2007) to capture employee perceptions, was adapted from Lepak & Snell's (2002) original Human Resources survey, with seven-point Linkert-type anchors ranging from 1= strongly disagree to 7= strongly agree.

**Pro-social Rule breaking behavior:** To measure this variable we used the questionnaire developed by Dahling et al. (2012) with a five-point Likert scale, ranging from 1= strongly disagree to 5= strongly agree. Called GPSRBS- General Pro-Social Rule Breaking Scale. The Cronbach's  $\alpha = .92$ . They constructed 21 items, consisting of seven items intended to reflect each of the three types of Pro-Social Rule breaking behavior indentified by Morrison (2006): Pro-social Rule breaking behavior for improved efficiency, Pro-social Rule breaking to assist a coworker, and Pro-Social Rule breaking behavior to provide better customer service. To this study I selected 13 items to measure this variable.

**Perceived Organizational Support:** I operationalized using the short version of 8 from the 36 items created by Eisenberger et al., (1986), called Survey of Perceived Organizational Support (SPOS), using a Seven-point Likert-scale ranging from (1= strongly disagree to 7= strongly agree). The items showed high internal reliability (Cronbach's  $\alpha = .90$ ; Eisenberger et al., 1997).

**Trust in Organization:** For the measure of employee's Trust in Organization, we used a 7-item scale by Gabarro & Athos (1978), and used by Robinson (1996). Example items are: "I believe my employer has high integrity, in general, I believe my employer's motives and intentions are good, I can expect my employer to treat me in a consistent and predictable fashion and my employer is not always honest and truthful". The scale's alpha reliability in this study is 0.84.

**Caring Ethical Climate:** This variable was measured by scale from Victor & Cullen (1988) called Ethical Climate Questionnaire (ECQ). All subscales are measured with a 7- point Likert scale, ranging from 1= strongly disagree and 7= strongly agree. The Cronbach's alpha for this scale was .84

**Control variables:** Gender, Age, Education level, Work Experience and Years in company are control variables to be tracked to rule out the impacts on Pro-Social Rule breaking behavior. Using SmartPLS3 (Ringle et al., 2015) was performed the results. The Statistical Package for Social Sciences (SPSS version 19) was used to get Demographics variables.

#### IV. DATA ANALYSIS AND RESULTS

**Table 1: Demographics variables (N= 300)**

Variables	Demographics	Number of respondents	Valid Percent (%)
Gender	Male	201	67.0
	Female	99	33.0
Age	Less than 25 Years	43	14.3
	25 - 34 years	152	50.7
	35 - 44 years	77	25.7
	45 - 54 years	18	6.0
	Over 54 years	10	3.3
Education Level	General Education	146	48.7
	Graduate Level	40	13.3
	Technical Education	114	38.0
Work Experience	Less than 5 Years	122	40.7
	5 - 10 years	126	42.0
	11 - 15 years	29	9.7
	16 - 20 years	14	4.6
	Over 20 years	9	3.0
Years in Company	Less than 5 Years	157	52.3
	5 - 10 years	97	32.3
	11 - 15 years	24	8.1
	16 - 20 years	12	4.0
	Over 20 years	10	3.3

A summary of the demographics variables is presented in above table1. The majority percentage of the respondents (67.0%) was male, and 85.7% of these employees were older than 25 years. The predominant level of education among employees (48.7%) was general education. 42.0% of the employees' total work experience are more than 6 years. The majority of employees they are working in company less than 5 years and followed others in the rage of 5 to 10 years.

**Table 2:**  
**Factor Loading, Standard Deviation, and t-Statistics**

Item	Factor Loadings	Standard Deviation	t- Statistics	PHPWS	POS	PSRBB	TIO
PHPWS1 <- PHPWS	0,786	0,045	17,313	<b>0,786</b>	0,413	-0,210	0,302
PHPWS2 <- PHPWS	0,842	0,031	27,469	<b>0,842</b>	0,502	-0,105	0,373
PHPWS3 <- PHPWS	0,881	0,018	49,023	<b>0,881</b>	0,567	-0,113	0,384
PHPWS4 <- PHPWS	0,872	0,020	42,636	<b>0,872</b>	0,534	-0,104	0,309
PHPWS5 <- PHPWS	0,816	0,035	23,182	<b>0,816</b>	0,551	-0,156	0,163
POS1 <- POS	0,802	0,034	23,919	0,509	<b>0,802</b>	-0,149	0,297
POS2 <- POS	0,819	0,028	29,437	0,553	<b>0,819</b>	-0,197	0,280
POS4 <- POS	0,694	0,046	15,214	0,423	<b>0,694</b>	-0,229	0,332
POS5 <- POS	0,793	0,030	26,355	0,474	<b>0,793</b>	-0,124	0,363
POS6 <- POS	0,805	0,035	22,746	0,521	<b>0,805</b>	-0,096	0,384
POS7 <- POS	0,786	0,028	27,853	0,441	<b>0,786</b>	-0,107	0,343
POS8 <- POS	0,745	0,037	20,378	0,385	<b>0,745</b>	-0,015	0,361
PSRBB1 <- PSRBB	0,749	0,163	4,582	-0,166	-0,214	<b>0,749</b>	-0,011
PSRBB2 <- PSRBB	0,700	0,155	4,509	-0,026	-0,042	<b>0,700</b>	0,113
PSRBB3 <- PSRBB	0,699	0,144	4,856	-0,066	-0,043	<b>0,699</b>	0,028
PSRBB4 <- PSRBB	0,755	0,117	6,455	-0,140	-0,117	<b>0,755</b>	0,054
TIO1 <- TIO	0,874	0,026	33,203	0,342	0,320	0,117	<b>0,874</b>
TIO2 <- TIO	0,804	0,046	17,433	0,320	0,448	-0,035	<b>0,804</b>
TIO3 <- TIO	0,771	0,051	15,120	0,219	0,271	0,036	<b>0,771</b>

Two-tailed

PHPWS= Perceived High Performance Work Systems;

POS= Perceived Organizational Support;

PSRBB= Pro-Social Rule Breaking behavior; and

TIO= Trust in Organization.

The results on the table 2 showed that all items are above 0, 7. Therefore, it's meaning that all items are greater.

**Table 3:**

	Crob's Alpha	Comp. R	Avg Var Extr	PHPWS	POS	PSRBB	TIO
PHPWS	0,895	0,923	0,706	<b>0,840</b>			
POS	0,892	0,915	0,606	0,614	<b>0,779</b>		
PSRBB	0,726	0,817	0,527	-0,160	-0,175	<b>0,726</b>	
TIO	0,755	0,858	0,668	0,369	0,429	0,053	<b>0,817</b>

PHPWS= Perceived High Performance Work Systems;

POS= Perceived Organizational Support;

PSRBB= Pro-Social Rule Breaking behavior;

TIO= Trust in Organization;

Crob's Alpha= Crobach's Alpha;

Comp. R= Composite reability; and

Avg Var Extr= Average Variance Extracted.

The result show that Crob's Alpha = .90. Comparing with Crob's Alpha from the Lepak and Snell's (2002), this Crob's Alpha is above of Crob's Alpha from the Lepak and Snell's (2002).

Pro-Social Rule Breaking Behavior was developed by Dahling et al., (2012) on their research found that the Cronbach's  $\alpha$  = .92. On this study the result show that the Crob's Alpha = .72. Therefore, comparing with Crob's Alpha developed by Dahling et al., (2012), the Crob's Alpha from this study is below of Crob's Alpha developed by Dahling et al., (2012). According to Eisenberger et al., (1997) on their study the Perceived Organizational Support showed high internal reliability (Cronbach's  $\alpha$  = .90). The result of this study showed Crob's Alpha = .89. Comparing this Crob's Alpha with Crob's Alpha from Eisenberger et al., (1997) it can be noted that the Crob's Alpha is below. The alpha reliability of employee's Trust in Organization the Cronbach's  $\alpha$  = .84 (Gabarro & Athos, 1978). The study result showed that Crob's Alpha = .76.



**Table 4:**

<b>Direct Effect</b>	<b>Coefficient</b>	<b>Standard Deviation</b>	<b>t-Statistics</b>	<b>R Square</b>	<b>R Square Adj.</b>
PHPWS -> PSRBB	-0,160	0,086	1.872*	0.097	0.077
<i>Control Variables Effect on PSRBB</i>					
Age -> PSRBB	0.063	0.093	0.681		
Education Level -> PSRBB	-0,166	0.077	2.170**		
Gender -> PSRBB	0.044	0.063	0.696		
Work Experience -> PSRBB	0.234	0.147	1.587		
Years in Company -> PSRBB	-0.008	0.067	0.124		

\*  $P < 0.05$ ; \*\*  $P < 0.01$ ; and \*\*\*  $P < 0.005$ , two-tailed.

PHPWS= Perceived High Performance Work Systems

PSRBB= Pro-Social Rule Breaking behavior

The direct effect between Perceived high-performance work system and Pro-social rule breaking behavior without a serial mediation effects the variables are related, but with negative path coefficient. Moreover, the control variable that has direct effect on Pro-social rule breaking behavior is Education level, with negative effect on PSRBB. However, the strongly and negative influence of Education level on employees' Pro-social rule breaking behavior can be attributed on weak index of human capital development in Mozambique.

**Table 5:**

<b>Effect on Mediators</b>	<b>Coefficient</b>	<b>Standard Deviation</b>	<b>t-Statistics</b>	<b>R Square</b>	<b>R Square Adj.</b>
PHPWS -> POS	0,614	0,059	10,381***	0.419	0.407
<i>Control Variables Effect on POS</i>					
Age -> POS	-0.024	0.084	0.291		
Education Level -> POS	0.104	0.055	1.891*		
Gender -> POS	-0.072	0.031	2.360**		
Work Experience -> POS	-0.010	0.055	0.188		
Years in Company -> POS	0.173	0.064	2.703***		

\*  $P < 0.05$ ; \*\*  $P < 0.01$ ; and \*\*\*  $P < 0.005$ , two-tailed.

NS= Not significant

PHPWS= Perceived High Performance Work Systems

POS= Perceived Organizational Support

TIO= Trust in Organization

Concerning on control variables effect on Perceived organizational support the result show three control variables (Education level, gender and Years in company) which affect Perceived organizational support.

**Table 6:**

	<b>Coefficient</b>	<b>Standard Deviation</b>	<b>t-Statistics</b>	<b>R Square</b>	<b>R Square Adj.</b>
PHPWS -> TIO	0,369	0,065	5.669***	0.229	0.213
<i>Control Variables Effect on TIO</i>					
Age -> TIO	-0.072	0.054	1.334		
Education Level -> TIO	-0.167	0.171	0.977		
Gender -> TIO	-0.022	0.040	0.549		
Work Experience -> TIO	-0.026	0.081	0.328		
Years in Company -> TIO	0.235	0.076	3.089***		

\*  $P < 0.05$ ; \*\*  $P < 0.01$ ; and \*\*\*  $P < 0.005$ , two-tailed.

PHPWS= Perceived High Performance Work Systems

POS= Perceived Organizational Support

TIO= Trust in Organization

The effect on Trust in organization, the result show that Perceived high performance work systems has positive effect on trust in organization. The control variables effects on Trust in organization the result show that is only one control variable (years in company) that effect on Trust in organization.

**Table 7: Mediation analysis**

Effects on PSRBB	Coefficient	Standard Deviation	t-Statistics	R Square	R Square Adj.
POS -> PSRBB	-0,178	0,105	1.697*	0.376	0.374
TIO -> PSRBB	0,171	0,083	2.070**		
PHPWS -> POS -> PSRBB	-0,109	0,065	1.673*		
PHPWS -> TIO -> PSRBB	0,063	0,034	1.855*		
Age -> PSRBB	0.039	0.074	0.526		
Education Level -> PSRBB	-0.188	0.082	2.278**		
Gender -> PSRBB	0.042	0.060	0.696		
Work Experience -> PSRBB	0.210	0.133	1,584		
Years in Company -> PSRBB	-0.035	0.067	0.516		

\*  $P < 0.05$ ; \*\*  $P < 0.01$ ; and \*\*\*  $P < 0.005$ , two-tailed.

PHPWS= Perceived High Performance Work Systems

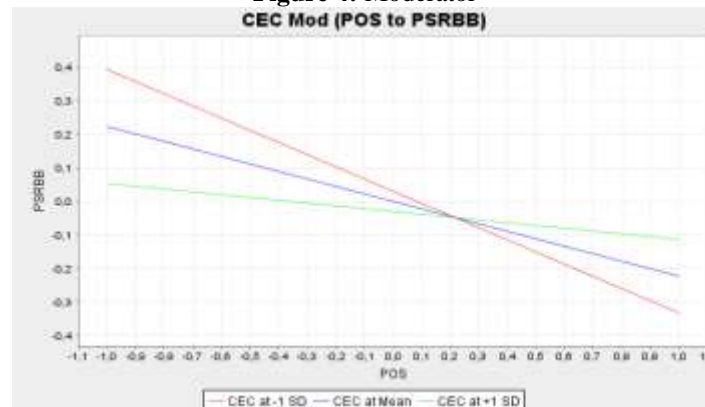
POS= Perceived Organizational Support

TIO= Trust in Organization

PSRBB= Pro-Social Rule Breaking behavior

The direct effect on Pro-social rule breaking behavior shows that Perceived organizational support and Trust in organization are correlated with Pro-social rule breaking behavior. Moreover, the control variable that has direct effect on Pro-social rule breaking behavior is Education level, with negative effect on PSRBB. Concerning the mediation, as indicated by t-Statistic there is a significant mediation of Perceived Organizational Support on the relationship between Perceived High-Performance Work Systems and Employees' Pro-Social Rule-Breaking Behavior. The t-Statistic result show that there is a significant and positive mediation effect of Trust in Organization on the relationship between Perceived High-Performance Work Systems and Employees' Pro-Social Rule-Breaking Behavior.

**Figure 4: Moderator**



CEC= Caring Ethical Climate

POS= Perceived Organizational Support

PSRBB= Pro-Social Rule Breaking behavior

SD= Standard deviation

The results of path coefficient (0.140) show a positive effect of caring ethical climate on relationship between Perceived Organizational Support and Pro-Social Rule-Breaking Behavior. Using t-statistic show a significant moderation. Moreover, the slope of above graphics shows that with -1 standard deviation the relationship between perceived organizational support and pro-social rule breaking behavior becomes stronger with lower levels of caring ethical climate. And the one with higher level of caring ethical climate where standard deviation is +1 leads to weaker negative relationship between perceived organizational support and pro-social rule breaking behavior. To the second moderation t-statistic show that no moderation effect of Caring ethical climate on the relationship between Trust in Organization and Pro-Social Rule Breaking Behavior.

**Table 8: Summary of hypotheses**

Hypotheses	
Perceived High Performance Work Systems positively relates to Employees' Pro-Social Rule-Breaking Behavior	Rejected
Perceived High Performance Work Systems positively relates to Employees' Perceived Organizational Support	Accepted
Perceived Organizational Support positively relates to Employees' Pro-Social Rule-Breaking Behavior	Rejected
Perceived Organizational Support mediates positively the relationship between PHPWS and Employees' PSRBB	Rejected
Perceived High Performance Work Systems positively relates to Employees' Trust in Organization	Accepted
Trust in Organization positively relates to Employees' Pro-Social Rule-Breaking Behavior	Accepted
Trust in Organization mediates positively the relationship between PHPWS and PSRBB	Accepted
Caring Ethical Climate moderates positively the relationship between POS and Pro-Social Rule Breaking Behavior	Accepted
Caring Ethical Climate moderates positively the relationship between Trust in Organization and PSRBB	Rejected

## V. DISCUSSION AND CONCLUSION

With a two serial mediation effects, the direct effect is no significant, means that the relationship between Perceived High Performance Work Systems (PHPWS) and Pro-Social Rule breaking behavior (PSRBB) is full mediated. According to the support of the literature to clarify this scenario, Hair et al. (2017) on their study about a Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM) support that if the direct effect is no significant, we face the situation of indirect-only mediation. This situation represents the best-case scenario as it suggests that our mediator fully complies with the hypothesized theoretical framework. In other words, full mediations mean that the effect of the variable X to Y is completely transmitted with help of another variable M (Nitzl et al., 2016). In different study done on developed country the results have been found by others researchers in their study Aimin, Lingling, Renze & Ying, (2018) found that Employees' perceptions of Perceived High Performance Work Systems are directly related to employees' Pro-Social Rule-breaking Behavior. Behind on this, can be addressed on Mozambique's poverty because is not a development country and it affect many companies in several aspects of human resource development. Moreover, the control variable that has direct effect on Pro-social rule breaking behavior is Education level, with negative effect on PSRBB. First of all, the reason which education level has negative effect on PSRBB can be pointed on Mozambique's education, we must know that Mozambique is a kind of country that the level of human development is very low; means that many people's education access is very low.

There is a positive and significant relationship between Perceived High-Performance Work Systems and employees' Perceived Organizational Support. T-statistic (0.614) results indicates that PHPWS is very strongly related to POS, its mean that the practices of High Performance Work Systems influence positively the employees' Perceived Organizational Support when beliefs and they need are satisfied in order to feel that the organization values its receipt and to care their well-being. Moreover, High Performance Work Systems send messages to employees that their efforts are appreciated and valued to organization, in turn; they feel a high level of Perceived Organizational Support. Similar to previous study researchers has identified the positive influence of High-Performance Work Systems on employees' Perceived Organizational Support (Allen, Shore, & Griffeth, 2003; Liao, Toya, Lepak, & Hong, 2009; Snape & Redman, 2012; Zhang & Jia, 2010).

Perceived Organizational Support negatively influence Pro-Social Rule-Breaking Behavior. According to the findings, it means that in the company the employees has experience less Perceived Organizational Support. Supporting the suggests with others authors on their studies, according Allen et al. (2003); Coyle-Shapiro & Conway (2005); Litzky et al. (2006); Rhoades & Eisenberger (2002) on their study found that the extent that employees' perceptions of the effects of Pro-Social Rule-Breaking behavior are negative. Its mean that employees may experience less Perceived Organizational Support. On other side, Allen et al. (2003); Coyle-Shapiro & Conway (2005); Litzky et al. (2006); Rhoades & Eisenberger (2002) found that the extent that an employee's perceptions of the effects of Pro-Social Rule-Breaking behavior are positive, they can be expected to respond in a positive manner. Specifically, they may experience greater perceived organizational support, greater levels of job satisfaction, and trust of management.

The path coefficient (0.369) result shows that the Perceived High-Performance Work Systems influence positively the Trust in Organization. The t-statistic result indicates that these variables (Perceived High-Performance Work System and Trust in Organization) are very strongly related. It means that when high-performance is well perceived the employees tend to reciprocate with positive attitudes and behaviors. To support the suggest, Social Exchange Theory (Blau, 1964) and the Reciprocity Theories (Gouldner, 1960) explain that on the relationship between High-Performance Works Systems and Trust one contribute to the interest of the other and expects a return to a future time, believing that those received a service will develop a sense of obligation to reciprocate with positive attitudes and behaviors.

There is a significant mediation of Perceived Organizational Support on the relationship between

Perceived High-Performance Work Systems and Employees' Pro-Social Rule breaking behavior; but the mediation effect is negative. There is a significant mediation effect of Trust in Organization on the relationship between Perceived high-Performance work systems and Employees' Pro-social rule-breaking behavior; but the mediation effect is positive. Therefore, in the first mediation the effect is negative and in the second is positive, means that is competing mediation. Hair et al. (2017) competitive mediation provides support for the hypothesized mediating effect but also suggests that another mediator may be present whose indirect effect's sign equals that of the direct effect.

A positive moderation effect of Caring ethical climate on the relationship between Perceived organizational support and Pro-social rule-breaking behavior. Its means that when employees perceive that are in a caring climate they become more benevolence to the organization's interests taking to risk personal consequences and violate organizational rules in order to satisfy the customer and to increase the organization's interests.

Therefore, this study concluded that the employees' Pro-social rule-breaking behavior is the potential out comes of Perceived high-performance work systems, mediated by Perceived Organizational Support and Trust in Organization, and moderated by Caring Ethical Climate. Our findings show that the relationship between Perceived high-performance work systems and employees' Pro-social rule breaking behavior is full mediated. While trust in organization, brought an important role on relationship between perceived high-performance work systems and pro-social rule breaking behavior; therefore, the presence of employees' trusts in the workplace increase the Pro-social rule breaking behavior. That is, increase the employees' expectation to stay into the company reciprocating and showing positive attitudes and behaviors to a company's performance breaking organization rules to be more efficiently, help another employee in the workplace with job related duties and provide better customer needs. Concerning caring ethical climate, have important role moderating the relationship between perceived organizational supports and pro-social rule breaking behavior bringing the individuals perceived in the workplace that decisions-making should be made in accordance with concerns for well-being of company, members helping others, including customer's needs.

The limitations of the current research can be explained in terms of difficulty in getting information from companies. In some companies was difficulty to accept to left their employees to fill the questionnaires, they avoiding to share some information that in their point overview is confidential information that if the employees know can bring a problem in future for the company.

Another limitation was with the variable pro-social rule breaking behavior, because the characteristic of the questions of this variable many employees avoided filling it well as show the reality of company in the workplace.

For future researches suggestions the study should be extended to other work setting, to further develop understanding of the relationship among the studied variables.

All variables in the current research were studied on individual level of analysis. It is suggested that some variables in the study (as: High-performance work systems and Caring ethical climate) should be extended to organizational level of analysis. We examined Pro-social rule breaking behavior as outcome of perceived high-performance work systems mediated by perceived organizational support and trust in organization. In future, studies are encouraged to consider other variables as Job autonomy and employee's citizenship behavior to be mediator variables.

### **Theatrical Contribution**

This article contributes to the existing literature in the following areas of organizational behaviors; High-performance work systems, perceived organizational support, Trust in organization, caring ethical climate and Pro-social rule breaking behavior.

*First*, the current study contributes to existing research studies from the perspective of developing countries, like Mozambique. The current findings introduce also the constructs of pro-social rule breaking behavior within the spheres of a developing country. *Second*, can be explained in term of findings, this study finding advance the existing literature on perceived high-performance work systems the relationship with pro-social rule breaking behavior is full mediated by perceived organizational support and caring ethical climate, not a partial mediation. *Three*, also the study finding advance to the existing literature on perceived organizational support that agued a positive related effect on pro-social rule breaking behavior, but the finding of current study show that perceived organizational support is negatively related to pro-social rule breaking behavior.

This study added new significant contribution to the existing literature by initiating a study to develop a new variable to linkage de mediation between perceived high-performance work system and pro-social rule breaking behavior. I suggest that a higher level of employees' trust to organization will increase the employees' expectation to stay on the organization and its lead to employees' Pro-Social Rule-breaking behavior to reciprocate the trustiness that they received from the employers by showing positive attitudes and behaviors to interests of organization. Aimin, Lingling, Renze & Ying (2018), on they study about the Influence



of Perceived High Performance Work Systems on Pro-Social Rule-breaking Behavior: The Effect of Perceived Organizational Support and Organizational Ethical Climate. They used only perceived organizational support as mediator variable. Was found that Perceived Organizational Support have positive mediation on relationship between Perceived High Performance Work and Pro-Social Rule-breaking Behavior. On our study we add trust in organization to be also mediator variable, the finding reveal that trust in organization mediate positively the relationship between perceived high-performance work systems and pro-social rule breaking behavior.

On relationship between Trust in organization and Pro-social rule breaking behavior no need a moderation effect of Caring ethical climate. The results show that the effect of Caring ethical climate on relationship between Trust in organization and Pro-social rule breaking behavior is insignificant. Therefore, employees with trust in organization can affect their behavior breaking rules for a good intention.

Education level and years in company are important variable that must be pay attention by managers in company because when relate Pro-social rule breaking behavior with Perceived organizational support and Trust in organization those variable affect positively employees' Pro-social rule breaking behavior. its mean that with low level of education and little years of experience people will have difficulties to engage on any Pro-social rule breaking behavior as show the results in main effects.

### **Practical Implication**

The study provides various practical implications that can be useful and valuable for the managers, leaders, middle and top-level managers who come across with the challenges of understanding the employees' behavior in different circumstance.

The study offers innovative insights on how perceived high-performance work systems influence employees' pro-social rule breaking behavior. The study take approach that this relationship can be mediated by perceived organizational support and trust in organization, and moderated by Caring ethical climate.

The first implication can be explained in terms of high pressure on economy and concurrence on market in Mozambique the top management of the private sector companies should recognize the significance of pro-social rule breaking behavior of employees and to accept this practices in order to be more efficient, help another employee with job related duties and provide better customer service.

The second implication involves the employees' perception of high performance work systems. Generally, the practices of high-performance work systems in the organization need more financial investment and it might be improved in long-term because these practices involve selective staffing, extensive training and development, developmental performance appraisal, competitive compensation and flexible job assignments. Therefore, companies must improve high-performance work systems practices after all organizational conditions are prepared (financial, administrative and psychological condition), with all conditions guaranteed is believed that perceived high-performance work systems to be positive for perceived organizational support and trust in organization which in turn increase the engage to pro-social rule breaking behavior.

Another important implication of the current study can be explained in terms of experience of perceived organizational support in the company, when perceptions of organizational support affect negatively on pro-social rule breaking behavior it means that employees are experience less perceived organizational support. As the current study found that perceived organizational support have negative effect on pro-social rule breaking behavior. Therefore, company must experience frequently the perceived organizational support in the workplace. Moreover, the findings suggest that the company should pay attentions as to how their perceived high-performance work systems may contribute to the development of perceived organizational support and trust in organization, with aim to increase the engage to pro-social rule breaking behavior.

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