

# The Impact of Psychological Contract Processes on Organizational Cynicism: A Study on Industrial Companies in Egypt

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## **Abstract**

*the objective of the research is to examine the impact of Psychological Contract (PsyCon) processes on Organizational Cynicism (OC). The research population consists of all employees at the industrial companies in Egypt. Due to time and cost constraints, the researcher adopted a sampling method to collect data for the study. The appropriate statistical methods such as Alpha Correlation Coefficient (ACC), Confirmatory Factor Analysis (CFA), Multiple Regression Analysis (MRA), were used to analyze the data and test the hypotheses.*

*The research has reached a number of results, the most important of which are (1) there is a positive impact between PsyCon and OC. This means that the higher awareness of the employees towards the PsyCon breach and violation, the more the behavior of the OC, (2) the organization has failed to fulfill the commitments that were agreed with the employees and they are aware that the organization has failed to implement some of the promises that were agreed upon, (3) the employees with long-term employment are less likely to breach the PsyCon than employees with short-term employment according to which the organization will not provide them with better than before, (4) there is weak feeling of employees towards the PsyCon violation in general, and their weak anger towards the organization, (5) the employees in the organization are not inclined to form a negative reaction to the failure of the organization to fulfill its obligations, (6) there is a high degree of awareness among employees of the organization conditions and the reasons that led to the breach of the PsyCon, (7) the employees of the organization do not have the authority to make decisions before referring to the officials, (8) there is a weak evaluation system for employees in the organization, (9) the feeling of employees that they are executing orders and instructions of superiors regardless of the effects on others, (10) the employees of the organization realize that they are not fulfilling some of their obligations.*

*The study referred to a number of recommendations, the most important of which are: (1) deepening understanding of the issues of breaching the PsyCon and OC in light of a clear lack of understanding the dimensions of PsyCon and the dimensions of OC, (2) creating a realistic picture of the working conditions and the benefits that the organization can offer to employees from the time of appointment, (3) clarifying the return that the employee will receive by carrying out work in the organization, (4) activating the role of the internal media in clarifying the facts related to the work of the organization, (5) promoting career practices that are based on principles of honesty, transparency, and getting to know the opinions of employees and not neglecting their proposals, (6) the necessity of commitment to apply the terms of the PsyCon between the two parties, and to avoid making promises or obligations and not fulfilling them (7) the necessity of avoiding one of the negative effects of PsyCon breach or PsyCon violation, besides commitment and maintenance of PsyCon until the organization avoids reduced job satisfaction, organizational commitment and leaving work, and (8) the need to focus and pay attention when making promises to employees at all stages of employment, from recruitment and during their time in the organization.*

**Keywords:** *Psychological Contract Processes, Organizational Cynicism, Industrial Companies*

## **1. Introduction**

The Psychological Contract (PsyCon) has become a vital topic in the literature on career relations. The employment contract between the individual and the organization includes various essential conditions such as salary, bonus and incentive. PsyCon focuses on the tacit and unwritten promises between employees and the organization (Anderson & Schalk, 1998).

The importance of PsyCon is evident in that it is the means by which individuals can interpret their functional relationships and forecast their outputs. PsyCon provides a self-motivation for oversight. In addition, it helps individuals to give them the ability to influence their position in the organization, which reduces their uncertainty on the future (Sharpe, 2006).

Although the term PsyCon falls outside the scope of human resources management, it has become an analytical tool used by management and researchers in trying to analyze and interpret the behavior of employees in organizations and establish the development of methods that contribute to achieving employee motivation towards achieving the goals of the organization (Cullinane & Dundon, 2006).

PsyCon plays an important role in the life of the organization. It can predict the quality of the outputs of its employees. It also provides the organization with the ability to predict the type of rewards that employees want to obtain in exchange for investing time and effort within the organization, which results in the design of a system of appropriate rewards and incentives (Strong, 2003).

The studies carried out in the field of PsyCon have indicated that there is a change in this area. It is the inability of organizations to continue to provide some requirements for work, such as guaranteeing work, which reflects negatively on the feeling of employees in the organization (Hiltrop, 1996).

PsyCon breach leads to employees feeling angry and distrustful in the organization itself (Morrison & Robinson, 1997), decreased organizational citizenship behavior, job satisfaction, and organizational commitment (Cassar & Buttigieg, 2015; Lapointe et al., 2013), reduced level of career placement (Jordan et al., 2007), withdrawal from work and emotional stress (Kuang, 2013; Phoung, 2013), low organizational confidence between employees and the organization (Colquitt & Rodell, 2011), increased intention of employees to leave the organization (Lo & Aryee, 2003), increasing the level of occupational combustion (Castanheira & Chambel, 2010), Organizational Cynicism (OC) between the organization and its staff, where OC is one of the expected negative consequences of breaching the PsyCon (Anderson, 1996).

A belief that is available to employees in that the organization lacks credibility and integrity leads to a state of complaint. This type of literature on organizational behavior is called OC (Dean et al., 1998; Proefschrift, 2007).

Academics have pointed to the difficult impact of OC through many negative attitudes and behaviors that harm the organization's ability to achieve its goals (Dean et al., 1998).

OC is associated with a set of negative outcomes such as job alienation, decreased performance, increased absenteeism, job fatigue, reduced job satisfaction, and organizational commitment (Thompson et al., 2000; Proefschrift, 2007).

This study is structured as follows: Section one is introductory. Section two presents the literature review. Section three presents the research model. Research questions and hypotheses are presented in section four. Section five explains the research strategy. Hypotheses testing is provided in section six. Section seven handles the empirical results. Finally, section eight presents the main recommendations of the study.

## **2. Literature Review**

### **2.1. Psychological Contract**

#### **2.1.1. Psychological Contract Concept**

The concept of PsyCon provides an important framework regarding the study of employment relations. PsyCon helps in the formation of what is going on in the workplace. It also provides a framework that highlights the things that contribute to improving organizational performance. PsyCon focuses on individuals not on technology (Syed, 2010).

Contracts are a set of promises that oblige a person to perform a future behavior in different employment relationships (Farnsworth, 1990).

The promises themselves do not guarantee the continuity of the relationship between the two parties, and what is paid in exchange for the implementation of those promises is the one that guarantees their continuation. The formation of a form of contract may be written or oral (Robinson & Rousseau, 1994).

The term PsyCon has appeared in the psychology literature to understand and explain organizational behavior (Phoung, 2013; Cohen, 2013).

Despite the importance of the PsyCon, it did not have a single concept among all researchers and this is due to the fact that each researcher looked at the concept from a different view. Some of them focused on implicit obligations, while others focused on reciprocal relations between the individual and the organization (Cullinane & Dundon, 2006).

PsyCon is one aspect of the social exchange relationship, which arises between the employees and

organization (Chiaburu et al., 2013).

PsyCon is the employee's belief about the exchange obligations between him and the organization. These duties are built on perceived promises and do not have to be defined by the organization (Lapointe et al., 2013).

PsyCon is rooted in two theories. They are Social Exchange Theory and The Equity Theory. It is noted that the idea of the two theories is almost the same. The employees in the organization continue to provide their services as long as they believe that they are balanced with what these organizations provide them with. When individuals feel that the organization has failed to fulfill their obligations, they feel a breach and a violation of the PsyCon (Knoppe, 2012; Robison & Morrison, 1995).

PsyCon is a tacit agreement between the individual and the organization, in terms of what one expects from each other (Suazo & Stone-Romero, 2011).

PsyCon is the description of the relationship between employees and the organization. PsyCon depends on the trust between the employees and the organization. It is the belief of the employees that the organization can fulfill its obligations towards its employees (Coyle-Shapiro & Parzefall, 2008).

The implementation of the PsyCon by the organization towards its employees contributes significantly to job satisfaction, increase organizational commitment, and develop organizational citizenship behavior, in addition to the effectiveness of individual and organizational performance (Chen, 2010; Jordan et al., 2007).

PsyCon is a perceived agreement between the parties and not an actual agreement. The perceived agreement means that both parties have a specific understanding about the nature of the contract. The actual agreement necessarily entails having a common understanding about the contract (Wellin, 2007).

PsyCon is a set of individual beliefs that the organization forms about the terms of the mutual agreement between the individual and the organization (Skromme & Baccili, 2006).

PsyCon is a set of beliefs that includes specific promises and obligations (Conway & Briner, 2005).

The idea of a PsyCon depends on the interrelationships that an organization can gain through employee engagement (Wright, 2005).

PsyCon is a collection of promises that a party is bound to fulfill in the future (Kingshott, 2005).

PsyCon is the personal beliefs based on promises between two parties, whether explicitly or implicitly, about the obligations between the employees as the first party in the contract and the organization as the second party (Rousseau, 2001).

PsyCon is a set of unwritten expectations between employees and organization. In other words, it is a set of expectations that links the parties to work within the framework of functional relationships between the individual and the organization through the set of legislation governing this relationship (Guet, 2004).

PsyCon is the expectations of individuals about the obligations that exist between them and the organization (Johnson & O'Leary-Kelly, 2003).

PsyCon is a mutual agreement between employees and the organization. The employees make certain contributions to the organization in exchange for certain temptations that the organization must provide (Porter et al., 1998).

The first generation of researchers such as (Argyris, 1960; Levnison et al., 1962; Schein, 1965) defined the PsyCon as expectations about the mutual obligations that shape the relationship between the individual and the organization (Morrison & Robinson, 1997).

The definition that has been accepted among researchers is that the PsyCon is the beliefs of the individual regarding the terms and conditions of a reciprocal relationship between employees and organization (Rousseau, 1989; Rousseau, 1995; Rousseau, 2001; Rousseau & Tijoriwala, 1998).

PsyCon is considered one of the types of contracts based on the common expectations between employees and the organizations; the employees' beliefs about the mutual obligations between him and the organization. These obligations depend on perceived promises that may not necessarily be from the parties of the organization (Morrison & Robinson, 1997).

PsyCon is a belief that is directed towards specific promises and obligations between the employees and organization (Herriot & Pemberton, 1997).

PsyCon represents the individual beliefs formed by the organization regarding the terms of the exchange agreement between them and the employees. In other words, PsyCon is a description of the obligations that the organization must fulfill for employees (Rousseau, 1995).

PsyCon is the perceived mutual obligations between two parties. PsyCon requires an individual's belief in what he must make based on perceived mutual relationship between the employees and the organization. PsyCon is a set of implicit expectations between the employees and the organization. PsyCon is a set of promises and mutual obligations between two parties, employees and organization (Robinson & Rousseau, 1994).

PsyCon is a belief of the individual regarding the terms of a mutual agreement between employees and organization. The parties in this contract are bound by a set of mutual obligations between them (Rousseau, 1989).

There are two processes of PsyCon. They are PsyCon breach and PsyCon violation (Lo & Aryee, 2003; Conway & Briner, 2005; Kiefer & Briner, 2006; Dulac et al., 2008; Suazo, 2009; Suazo & Stone-Romero, 2011; Schaupp, 2012; Phoung, 2013; Saad & Badawy, 2017).

### **2.1.2. Psychological Contract Processes**

The processes of the PsyCon are the breach of the PsyCon Breach and PsyCon violation (Conway & Briner, 2005; Suazo & Stone-Romero, 2011).

The breach and violation of the contract is the vital component of PsyCon theory. It provides a basic illustration of the reasons why the PsyCon negatively affects the feelings, attitudes, and behavior of the organization's employees (Dulac et al., 2008).

The idea of breach and violation of the PsyCon has been borrowed from the concepts of legal contracts, which express a violation of one of the parties to the contract with one of the terms or conditions contained in it (Conway & Briner, 2005).

The breach or violation of the contract indicates that the organization has not fulfilled one or more of its obligations and promises towards its employees (Suazo & Stone-Romero, 2011).

Researchers have used the concept of breach or violation synonymously in the literature on PsyCon (Morrison & Robinson, 1997; Suazo, 2009).

#### **2.1.2.1. Psychological Contract Breach**

PsyCon breach is an emotional state that appears under certain circumstances when believing that the organization has failed to adequately maintain the PsyCon (Saad & Badawy, 2017).

PsyCon breach indicates that the employees awareness towards the failure of the organization to fulfill its obligations in the PsyCon between the employees and the organization (Phoung, 2013).

PsyCon breach is a perceptual assessment of the individual in that the organization has failed to fulfill its obligations to its employees (Zhao et al., 2007).

PsyCon breach is a cognitive assessment by employees of the difference between what they consider a commitment to the organization, on the one hand, and what the organization provides to them, on the other hand. Breach of the PsyCon persists whether these obligations are express or implied, or if they are not wholly or partly fulfilled (Kiefer & Briner, 2006).

PsyCon breach is the state of perceptual comparison that an individual makes in terms of what he receives relative to what is promised by the organization (Knights & Kennedy, 2005).

Employees feel that the PsyCon is not penetrated due to the existence of good human resource management practices (Conway & Briner, 2005).

PsyCon breach occurs when employees realize that the organization has been unable to fulfill its obligations in the contract agreed between them (Kickul et al., 2001; Lo & Aryee, 2003).

PsyCon breach expresses the individual's cognitive state toward the organization's failure to fulfill one or more of its obligations within the PsyCon (Robinson & Morrison, 2000).

PsyCon breach reflects the individual's cognitive state toward the organization's failure to fulfill one or more of its obligations within the PsyCon (Robinson & Morrison, 2000).

The previous studies have indicated that there are two conditions for the occurrence of PsyCon breach; namely failure to implement promises and inconsistency. The failure to fulfill promises occurs when one of the managers in the organization publicly breaks a specific promise for employees in the organization. Inconsistency and agreement occur when there is a different understanding on both sides of the contract (Morrison & Robinson, 1997).



PsyCon breach indicates the individual's awareness that the organization has failed to fulfill one or more of the obligations that the individual believed to be committed to implementing with him (Morrison & Robinson, 1997).

There are three factors that contribute to creating a state of individual awareness that the organization has breached the PsyCon, namely (1) renegeing which occurs when the organization realizes that there are mutual obligations with employees, but it knows that it cannot be fulfilled, (2) incongruence which occurs because both the organization and the individual possess different perceptions of mutual obligations and their nature, (3) individual attention of the extent to which the organization is implementing its obligations (Morrison & Robinson, 1997; Robinson & Morrison, 2000; Johnson & O'leary-Kelly, 2003).

It should be noted that not every perceived PsyCon breach will lead to the individual feeling that the contract has been violated. This depends on how the individual interprets the degree to which the organization has responded to the implementation of its obligations. Add to this the type of PsyCon (transactional or rational), as the individual who has rational contract holds less prone to move to the stage of violation than the one who holds the transactional contract (Dulac et al., 2008; Schaupp, 2012).

### **2.1.2.2. Psychological Contract Violation**

PsyCon violation is a negative emotional state that follows the individual's feeling of breaking the PsyCon (Schaupp, 2012).

PsyCon violation is a negative emotion that comes in the second stage of the individual's perceptual state. It is associated with the breach of PsyCon. The violation of the PsyCon is a negative emotional state that follows the process of penetration of the PsyCon between employees and the organization (Suazo & Stone-Romero, 2011).

There are negative effects of breach and violation of PsyCon. The most important are the low levels of job satisfaction, organizational commitment, job performance, organizational citizenship behavior, and high withdrawal behavior from tasks and leaving work in the organization (Bal & Kooij, 2011).

The breach of the PsyCon is associated with several negative reactions, the most important are leaving work, silence, disloyalty, and neglect in the performance of job tasks (Sharpe, 2006).

PsyCon violation is a state of mental preparedness as a result of the organization's failure to fulfill its obligations, as well as negative feelings towards the organization (Conway & Briner, 2005).

PsyCon violation is an emotional response or a strong emotional response to the process of breaching the PsyCon due to the organization's inability to fulfill the obligations agreed with the employees (Morrison & Robinson, 1997; Robinson & Morrison, 2000).

There are different forms of individuals' reaction to their feelings of violation of the PsyCon between employees and the organization, such as leaving work, ending the employment relationship, neglecting the individual with the duties and the individual's feeling of indifference to the organization (Brewerton, 2000).

PsyCon violation indicates a negative emotional reaction resulting from the awareness and breach of the PsyCon. The violation of the PsyCon is an emotional reaction to the state of PsyCon breach which carries a set of bad feelings towards the organization such as anger, high tone of voice (Morrison & Robinson, 1997).

PsyCon violation is the outcome of the breach PsyCon and this outcome is a mixture of negative feelings towards the organization (Rousseau, 1989).

## **2.2. Organizational Cynicism**

### **2.2.1. Organizational Cynicism Concept**

Cynicism, in general, is the attitude or direction of the individual towards something. This is reflected in his behavior (Proefschrift, 2007).

Cynicism toward organization expresses employees' negative attitudes towards the organization as a whole (Eaton, 2000).

Some researchers argue that OC is a position, not a personal feature (Ince & Turan, 2011). Other researchers see that OC represents a personal advantage or a stable tendency among individuals (Meyerson, 1990). Many researchers treat OC as an attitude, not a personal feature (Andersson, 1996; Cole et al., 2006).

It should be noted that the cynical person is less productive (Hochwarter et al., 2004), and consequently there is a decrease in the degree of job satisfaction and organizational commitment (Dean et

al., 1998), and less likely to cooperate with organizational change efforts (Nafei, 2013).

OC is a group of negative feelings towards others, both inside and outside the organization (Asif & Zahid, 2012).

OC is not only limited to a specific profession, specific job, but can relate to multiple things, and can generalize from one thing to another (Ince & Turan, 2011).

OC is the impression of an unfriendly treatment from an organization, given that employees perceive the organization as lacking honesty in most of its dealings (Nair & Kamalana, 2010).

OC is the beliefs of employees toward an organization that lacks integrity and honesty in its dealings (Dhar, 2009).

OC is a group of attitudes that employees have towards the organization, and which are characterized by negative feelings. In other words, OC is an organization-related attitude characterized by negative beliefs and feelings (James, 2005).

OC is a negative attitude towards the organization in general, in terms of its procedures, operations and management, as it works against the good interests of employees (Wilkerson, 2002).

OC is a negative attitude towards the organization, given that the organization lacks integrity in its dealings. It consists of three elements: (1) the belief that the organization lacks integrity and integrity (2) negative emotions towards the organization, (3) the tendency toward disregard behavior and criticism towards the organization. It is consistent with beliefs and emotions (Dean et al., 1998).

OC is not just a judgment of emotion and sensation but rather strong emotional reactions (Dean et al., 1998).

OC is negative trends among employees towards organizations and leaders. OC is a negative trend formed by employees towards the organization (Graham, 1993).

OC is a set of negative beliefs and expectations towards the behavior of the other, which is inseparable from the person's view of human nature (Wrightsmann, 1992).

### **2.2.2. Organizational Cynicism Dimensions**

A large number of researchers treated OC as a one-dimensional conceptual structure (Andersson & Bateman, 1997). However, the current trend highlights treated OC as a multi-dimensional concept structure (Ince & Turan, 2011).

There are three dimensions of OC. They are cognitive or belief dimension, emotional dimension and behavioral dimension (Bashira & Nasirb, 2013; Proefschrift, 2007; Dhar, 2009; Dean et al., 1998; Ince & Turan, 2011; Suazo & Stone-Romero, 2011; Kutanis & Cetinel, 2010), and this can be illustrated as follows:

#### **2.2.2.1. Cognitive or Belief Dimension**

Cognitive or belief dimension means that the individual believes that the organization lacks integrity and credibility (Proefschrift, 2007). The cynical employee believes that the organization says one thing and does another, and that its goals lack a common vision among the organization's employees (Suaza & Romero, 2011).

The cognitive or belief dimension indicates that the employer believes that the organization lacks integrity and credibility. Employees believe that the organization practices behaviors that betray them, due to the lack of principles such as fairness, honesty and loyalty. These principles are often sacrificed in order to achieve organizational benefits (Dean et al., 1998).

The employees may have beliefs about the failure to fulfill what they expect from the organization. This creates tendencies to deny the credibility of the actions and practices of the organization (Ince & Turan, 2011).

The cynical employee believes that the organization says one thing and does another, and that its goals lack a common vision on the part of the employees in the organization (Brandes et al., 1999).

The cynical employee believes that the organization is cheating on its employees because it lacks the principles of justice, credibility and sincerity, and that these principles are sacrificed for self-interest (Dean et al., 1998).

#### **2.2.2.2. Emotional Dimension**

Emotional dimension refers to strong emotional reactions (Ince & Turan, 2011). The cynical employee feels angry towards the organization and he or she suffers pain and disgust when thinking about

the organization (Proefschrift, 2007).

Emotional dimension is a translation of the integrity and credibility of the organization's actions and practices (Ince & Turan, 2011).

Emotional dimension refers to the emotional responses to the organization, and the employee understands the lack of credibility of the organization's actions, sayings and practices (Proefschrift, 2007).

A cynical employee feels angry about the organization, and may also experience pain when considering his organization (Brandes et al., 1999).

### 2.2.2.3. Behavioral Dimension

Behavioral dimension expresses overt or covert actions towards the organization. The cynical employee behaves with a host of hostile behaviors and these behaviors are the result of negative beliefs and emotions towards the organization (Kutunis & Cetinel, 2010).

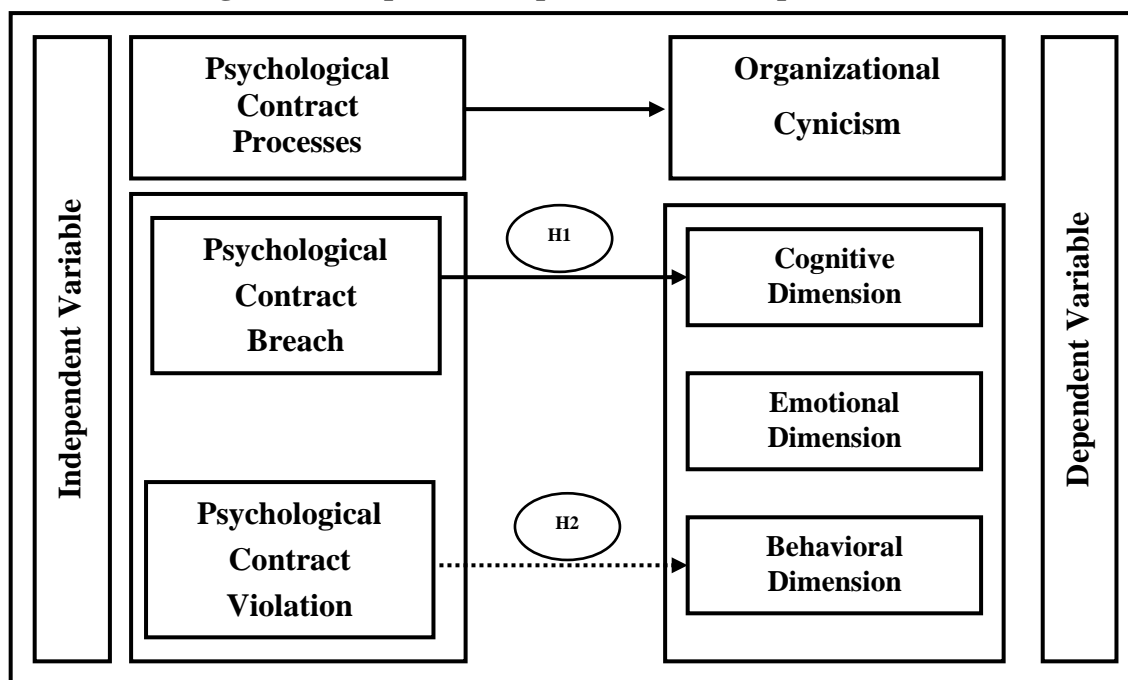
Behavioral dimension refers to overt or covert actions by cynical individuals in the organization. These behaviors are characterized by hostility, alienation, and distrust of employees in the organization. These behaviors are the outcome and result of negative beliefs and emotions towards the organization (Proefschrift, 2007).

Behavioral dimension indicates the tendency of employees towards negativity (Dhar, 2009). Because of the negative feelings among employees, this causes them to behave of cynicism, such as hostile behaviors towards the organization (Turner & Valentine, 2001), or psychological alienation and non-participation (O'Brien et al., 2004), distrust of anyone in the organization (Turner & Valentine, 2006).

The behavior of cynical people can take multiple forms such as directing strong criticism of the organization, often speaking badly about the organization, and making fun of any organizational actions that the organization takes because it lacks objectivity, transparency, and credibility (Bashira & Nasirb, 2013).

### 3. Research Model

Figure (1) Proposed Comprehensive Conceptual Model



The diagram shows that there is one independent variable of PsyCon process. There is one dependent variable of OC. It shows the rational link among the two types of observed variables. The research framework suggests that PsyCon have an impact on OC.

PsyCon is measured in terms of PsyCon breach and PsyCon violation (Robinson & Morrison, 2000; Conway & Briner, 2005; Suazo & Stone-Romero, 2011).

OC is measured in terms of cognitive, emotional and behavioral (Proefschrift, 2007; Dean et al., 1998; Ince & Turan, 2011).

#### 4. Research Questions

The research problem has two sources. The first source is to be found in previous studies. There is a lack in the number of literature review that dealt with the analysis of the relationship between PsyCon and OC. This called for the researcher to test this relationship in the Egyptian environment.

Previous studies have indicated that there is a significant correlation between breach and violation of the PsyCon and productivity and organizational citizenship behavior (Griep & Vantilborgh, 2018).

Another study indicated that there is a significant correlation between violating the PsyCon and job performance on the one hand, and organizational citizenship behavior, on the other hand. This is in addition to a significant relationship between violation of the PsyCon and leaving work in the organization (Lopez et al., 2017).

Another study indicated that there was a significant relationship between the transformational leadership behaviors, the theory of exchange between the leader and members and PsyCon violation, and the intention of business rotation (Chen & Wu, 2017).

Another study indicated that there is a significant correlation between organizational support, emotional commitment, breach of PsyCon, organizational citizenship behavior and job engagement (Gupta et al., 2016).

There is another study concerned with analyzing the effect of PsyCon violation on the rate of work turnover in the organization, and the orientation to self-employment, in addition to the impact of PsyCon violation as a mediating variable in the relationship between the verification of PsyCon and work turnover (Van-Stormbroek & Blomme, 2017).

Another study aimed to determine the relationship between PsyCon and leaving work in light of mediating namely organizational justice and organizational confidence (Clinton & Guest, 2014).

Another study aimed to determine how to manage the PsyCon during the withdrawal of employees from the organization. In addition, it defines the role of human resources management in limiting the psychological withdrawal of employees (Poisat & Thereon, 2014).

Another study focused on identifying the role of the breach of the PsyCon as a mediating variable between breach of the PsyCon and organizational citizenship behaviors. In addition, it identifies the nature of the relationship between PsyCon breach, job satisfaction, organizational commitment, and intentions to leave the organization (Suazo, 2009).

Another study is concerned with identifying the relationship between PsyCon and organizational commitment and job performance of employees in the organization. In addition, it determines the relationship between PsyCon breach and professional assistance received by the employers in the organization (Sturges et al., 2005).

The second source for the research problem is the pilot study, which was conducted an interview with (30) employees at the industrial companies in Egypt to identify the dimensions of PsyCon and OC. The researcher found through the pilot study several indicators notably the blurred important and vital role that could be played by OC in affecting OP at the industrial companies in Egypt.

As a result of the discussions given above, the research questions of this study are as follows:

Q1: What is the nature and extent of the relationship between PsyCon (Breach) and OC at the industrial companies at Sadat city in Egypt?

Q2: What is the extent of the relationship between PsyCon (Violation) and OC at the industrial companies at Sadat city in Egypt?

#### 5. Research Hypotheses

In the light of a review of previous studies towards PsyCon, literature has shown that there is a positive relationship between PsyCon breach and the increase in the feeling of PsyCon violation. There is a negative relationship between breach and violation of PsyCon and productivity. In addition to that, there is a negative relationship between breach and violation of PsyCon and organizational citizenship behavior (Griep & Vantilborgh, 2018).

Another study indicated that job insecurity is positively related to the process of violating the PsyCon. The violation of the PsyCon is negatively related to the job performance of employees on the one



hand, and organizational citizenship behavior on the other hand. In addition, job insecurity and violation of the PsyCon play the mediating variable between layoffs and both job performance and organizational citizenship behavior (Lopez et al., 2017).

Another study indicated that transformational leadership behaviors affect the relations between the leader and organization members. It affects, also, the process of breach of PsyCon which leads to a decline in the intention of employees turnover in the organization (Chen & Wu, 2017).

Another study indicated that emotional commitment mediates the positive relationships between organizational support and both job engagement and organizational citizenship behavior. In addition, PsyCon breach mediates the relationship between organizational support and organizational citizenship behavior (Gupta et al., 2016).

There is another study that concluded that there is an inverse relationship between PsyCon verification and the intention to leave the work. In other words, the low rate of PsyCon verification is related to the orientation towards self-employment. This is in addition to the fact that lack of balance between life and work leads to the intention of leaving the work. The violation of PsyCon is an important indicator of intention to quit work (Van-Stormbroek & Blomme, 2017).

Another study found a direct relationship between PsyCon breach and the intention to quit work. Also, organizational justice and organizational confidence mediate the relationship between PsyCon breach and the intention to leave work. In addition, the high level of PsyCon breach increases the possibility of leaving the job (Clinton & Guest, 2014).

Another study indicated that human resource management plays an important role in developing the relationship between the employer and the organization. This leads to limiting the psychological withdrawal of employees in the organization. This can be done through recognition of the value of the employees, job empowerment, and participation in decision-making (Poisat & Thereon, 2014).

There is another study that concluded that PsyCon violation plays the mediating variable between PsyCon breach and both job satisfaction and organizational commitment and intentions of leaving the job. Also, the study found that the violation of PsyCon mediates the relationship between the PsyCon breach and organizational citizenship behavior (Suazo, 2009).

There is another study that indicated that fulfilling the PsyCon is linked to the organizational commitment on the one hand, and the job performance on the other hand. The fulfilling of PsyCon makes individuals feel committed to the organization and their performance is more efficient and effective. In addition, there is a strong relationship between PsyCon breach and professional assistance the employee receives from the organization (Sturges et al., 2005).

The following hypotheses were developed to decide if there is a significant correlation between PsyCon and OC.

H1: There is no relationship between PsyCon (Breach) and OC at the industrial companies at Sadat city in Egypt.

H2: PsyCon (Violation) has no statistical significant effect on OC at the industrial companies at Sadat city in Egypt.

## 6. Research Population and Sample

The population of the study included all employees at the industrial companies in Sadat city in Egypt. The total population is 20200 employees. Determination of respondent sample size was calculated using the formula (Daniel, 1999) as follows:

$$n = \frac{N \times (Z)^2 \times P(1-P)}{d^2(N-1) + (Z)^2 \times P(1-P)}$$

The number of samples obtained by 377 employees at the industrial companies in Sadat city in Egypt is presented in Table (1).

**Table (1) Distribution of the Sample Size**

Industrial Companies	Employees	Percentage	Sample Size
1. Iron and Steel Sector	8100	40%	377X 40% = 150
2. Construction Sector	5926	29%	377X 29% = 110
3. Food Industries Sector	2087	10%	377X 10% = 38
4. Textile Sector	2520	13%	377X 13% = 49
5. Chemical Industries Sector	1567	8%	377X 8% = 30
<b>Total</b>	<b>20200</b>	<b>100%</b>	<b>377X 100% = 377</b>

Source: Personnel Department at Industrial Companies, Sadat City, Egypt, 2020

**Table (2) Characteristics of the Sample**

Demographic Variables		Frequency	Percentage
1- Gender	Male	175	58%
	Female	125	42%
	<b>Total</b>	<b>300</b>	<b>100%</b>
2- Marital Status	Single	100	33%
	Married	200	67%
	<b>Total</b>	<b>300</b>	<b>100%</b>
3- Age	From 30 to 45	170	57%
	Above 45	130	43%
	<b>Total</b>	<b>300</b>	<b>100%</b>
4- Educational Level	University	200	67%
	Post Graduate	100	33%
	<b>Total</b>	<b>300</b>	<b>100%</b>
5- Period of Experience	From 5 to 10	180	60%
	More than 10	120	40%
	<b>Total</b>	<b>300</b>	<b>100%</b>

**7. Procedure**

The goal of this study was to identify the significant role of PsyCon in affecting OC. A survey research method was used to collect data. The questionnaire included three questions, relating to PsyCon, OC and biographical information of employees at industrial companies at Sadat city in Egypt. About 377 survey questionnaires were distributed. Multiple follow-ups yielded 300 statistically usable questionnaires. Survey responses were 79%.

**8. Research Variables and Methods of Measuring**

The 8-item scale PsyCon process section is based on Conway & Briner, 2005; Suazo & Stone-Romero, 2011. There were four items measuring PsyCon breach. Also, four items measuring PsyCon violation.

The 13-item scale OC section is based on Proefschiif, 2007; Dean et al., 1998; Ince & Turan, 2011. There were five items measuring cognitive, four items measuring emotional, and four items measuring behavioral.

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) “full agreement,” (4) for “agree,” (3) for “neutral,” (2) for “disagree,” and (1) for “full disagreement”.

**9. Data Analysis and Hypotheses Testing**

**9.1. Coding of Variables**

**Table (3) Description and Measuring of the Research Variables**

Main Variables		Sub-Variables	Number of Statement	Methods of Measuring Variables
Independent Variable	Psychological Contract Processes	Psychological Contract Breach	4	Conway & Briner, 2005; Suazo, 2009; Robinson & Morrison, 2000
		Psychological Contract Violation	4	
		<b>Total PsyCon</b>	<b>8</b>	
Dependent Variable	Organizational Cynicism	Cognitive Dimension	5	Ince & Turan, 2011; Proefschiif, 2007; Dean et al., 1998
		Emotional Dimension	4	
		Behavioral	4	

		Dimension	
<b>Total OC</b>			<b>13</b>

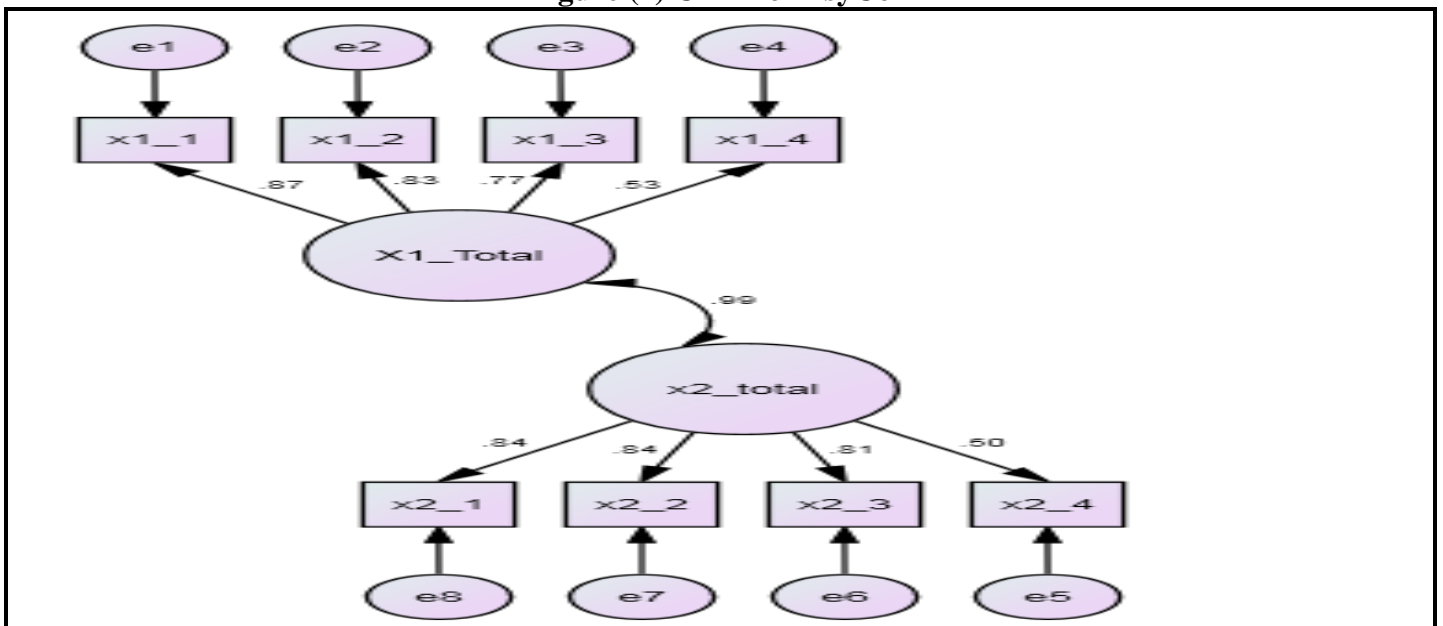
According to Table (3) the research consists of two main variables. The first is PsyCon (independent variable). The second is OC (dependent variable). Each variable consists of sub-variables.

**9.2. Construct Validity**

**9.2.1. Psychological Contract Process**

The researcher used Confirmatory Factor Analysis (CFA) for PsyCon. This variable consists of two dimensions. They are PsyCon breach and violation. The total number of PsyCon is 8 statement. This can be illustrated by the following figure:

**Figure (2) CFA For PsyCon**



Source: AMOS, V.23

From the previous figure, it is clear that all the statement of PsyCon are greater than 0.50, which corresponds to GFI. This is a good indicator of all other statistical analysis. The quality indicators for PsyCon can be illustrated in the following table:

**Table (4) Quality Indicators for PsyCon Using AMOS Analysis**

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X <sup>2</sup> / Degree of freedom >5	6.870
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.902
Tuker-Lewis Index (TLI) > 0.95	0.893
Comparative Fit Index (CFI) > 0.90	0.927
Normed Fit Index (NFI) > 0.90	0.916
Incremental Fit Index (IFI) > 0.95	0.928
Relative Fit Index (RFI) > 0.90	0.877
Root Mean Square Residual (RMR) < 0.5	0.067
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.140

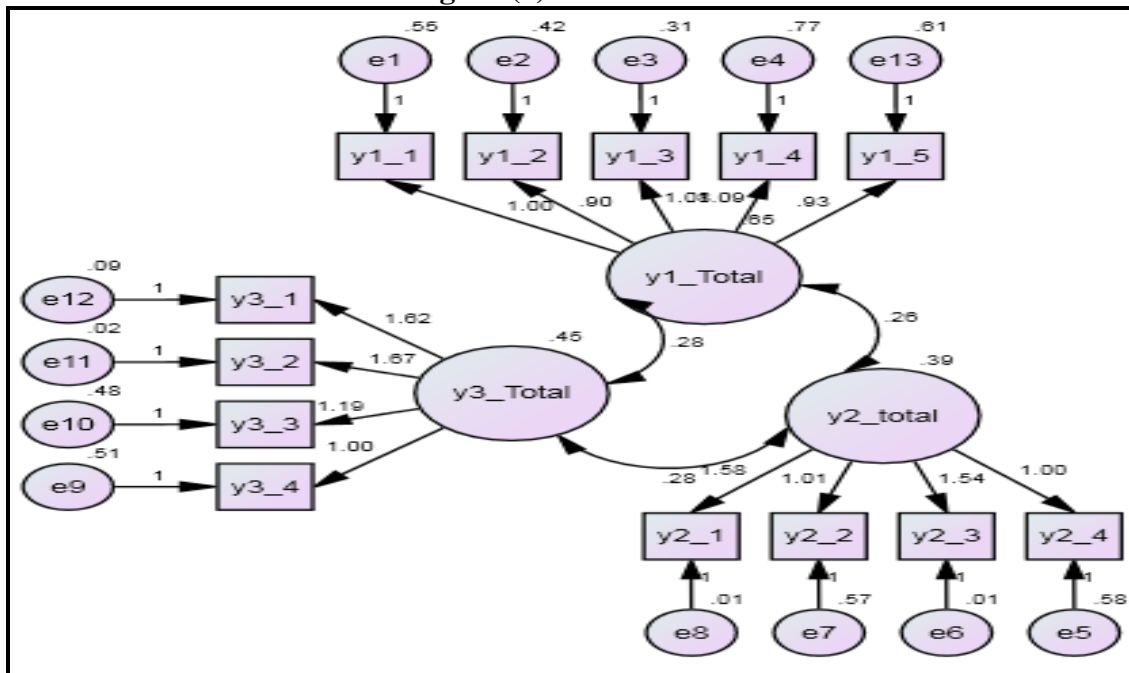
Source: AMOS, V.23, 2015

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

**9.2.2. Organizational Cynicism**

The researcher used CFA for OC which consists of three dimensions. They are belief, emotional, and behavioral. The total number of OC is 13 statement. This can be illustrated in the following figure.

Figure (3) CFA For OC



Source: AMOS, V.23, 2015

According to Figure (3), it is clear that all the statement of OC are greater than 0.50. This is a good indicator of all other statistical analysis. The quality indicators for OC can be illustrated in the following table:

Table (5) Quality Indicators for OC Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X <sup>2</sup> / Degree of freedom < 5	13.827
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.768
Tuker-Lewis Index (TLI) > 0.95	0.767
Comparative Fit Index (CFI) > 0.95	0.814
Normed Fit Index (NFI) > 0.90	0.804
Incremental Fit Index (IFI) > 0.95	0.815
Relative Fit Index (RFI) > 0.90	0.753
Root Mean Square Residual (RMR) < 0.5	0.115
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.207

In light of the above-mentioned indicators, it is clear that the previous indicators are good for making all other statistical analysis.

9.3. Descriptive Analysis

Table (6) shows the mean and standard deviations of PsyCon and OC

Variables	The Dimension	Mean	Standard Deviation
Psychological Contract Processes	Psychological Contract Breach	2.66	0.927
	Psychological Contract Violation	2.71	0.931
	<b>Total Measurement</b>	<b>2.69</b>	<b>0.895</b>
Organizational Cynicism	Cognitive Dimension	2.81	0.871
	Emotional Dimension	2.66	0.881
	Behavioral Dimension	2.42	0.967
	<b>Total Measurement</b>	<b>2.64</b>	<b>0.770</b>

According to Table (6), most of the respondents identified the presence of PsyCon breach (M=2.66, SD=0.927), PsyCon violation (M=2.71, SD=0.931), and total PsyCon (M=2.69, SD=0.895).



Regarding to OC, most of the respondents identified the cognitive dimension (M=2.81, SD=0.871), emotional dimension (M=2.66, SD=0.881) and behavioral dimension (M=2.42, SD=0.967), total OC (M=2.64, SD=0.770).

**9.4. Evaluating Reliability**

**Table (7) Reliability of PsyCon and OC**

Variables	Dimension	Number of Statement	ACC
Psychological Contract Processes	Psychological Contract Breach	4	0.838
	Psychological Contract Violation	4	0.830
	<b>Total Measurement of PsyCon</b>	<b>8</b>	<b>0.912</b>
Organizational Cynicism	Cognitive Dimension	5	0.857
	Emotional Dimension	4	0.919
	Behavioral Dimension	4	0.919
	<b>Total Measurement of OC</b>	<b>13</b>	<b>0.927</b>

Table (7) presents the reliability of PsyCon. The 8 items of PsyCon are reliable because the ACC is 0.912. PsyCon breach, which consists of 4 items, is reliable because the ACC is 0.838. The 4 items related to PsyCon violation are reliable because the ACC is 0.830. Thus, the internal consistency of PsyCon can be acceptable.

The 13 items of OC are reliable because the ACC is 0.927. The cognitive dimension, which consists of 5 items, is reliable because the ACC is 0.857. The 4 items related to emotional dimension are reliable because the ACC is 0.919. The 4 items related to behavioral dimension are reliable because the ACC is 0.919. Thus, the internal consistency of OC can be acceptable.

**9.5. The Means, St. Deviations and Correlation among Variables**

**Table (8) Means, Standard Deviations and Intercorrelations among Variables**

Variables	Mean	Std. Deviation	PsyCon	OC
Psychological Contract Processes	2.69	0.895	1	
Organizational Cynicism	2.64	0.770	0.766**	1

Source: The researcher based on the outputs of SPSS, V.23, 2015

Table (8) shows correlation coefficients between PsyCon and OC. PsyCon is (Mean=2.69; SD=0.895), while OC is (Mean=2.64; SD= 0.770). Also, the correlation between OC and OP is (R=0.766; P <0.01).

**9.6. The Correlation between PsyCon and OC**

**Table (9) Correlation Matrix between OC and OP**

Research Variables	1	2	3
Psychological Contract Breach	1		
Psychological Contract Violation	0.856**	1	
Organizational Cynicism	0.728**	0.747**	1

Note: \*\* Correlation is significant at 0.01 level.

Source: The researcher based on the outputs of SPSS, V.23, 2015

Based on the Table (9), correlation between PsyCon breach and OC is 0.728 whereas PsyCon violation and OC shows correlation value of 0.747. The overall correlation between PsyCon and OC is 0.766.

**9.6.1. Psychological Contract Processes (PsyCon Breach) and OC**

**Table (10) MRA Results for PsyCon Breach and OC**

Psychological Contract Processes (PsyCon Breach)	Beta	R	R <sup>2</sup>
1. The organization failed to fulfill all the promises that I expected to fulfill.	0.401**	0.691	0.477
2. The actual benefits obtained from the organization are very few compared to the expected benefits.	0.260**	0.647	0.416
3. I did not get all the benefits promised by the organization in return for the effort I am doing.	0.009	0.544	0.295
4. I believe that the organization has not performed its role towards	0.216*	0.498	0.248

fulfilling its obligations.			
▪ MCC		0.747	
▪ DC		0.557	
▪ Calculated F		92.880	
▪ Degree of Freedom		4, 295	
▪ Indexed F		3.31	
▪ Level of Significance		0.000	
** P < .01			

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (10) proves, the MRA resulted in the R of 0.747 demonstrating that the 4 independent variables of PsyCon breach construe OC significantly. Furthermore, the value of R<sup>2</sup>, 4 independent variables of PsyCon breach can explain 0.55% of the total factors in OC. Hence, 45% are explained by the other factors. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between PsyCon (Breach) and OC.

### 9.6.2. Psychological Contract Processes (PsyCon Violation) and OC

**Table (11) MRA Results for PsyCon Violation and OC**

Psychological Contract Processes (PsyCon Violation)	Beta	R	R <sup>2</sup>
1. I feel a lot of anger towards the organization in which I work.	0.337**	0.674	0.454
2. I feel that I have been deceived by the organization in which I work.	0.202**	0.643	0.413
3. I feel that the organization has violated our mutual obligations.	0.199**	0.641	0.410
4. I feel very disappointed with how the organization is dealing with me.	0.168**	0.464	0.215
▪ MCC		0.750	
▪ DC		0.563	
▪ Calculated F		94.965	
▪ Degree of Freedom		4, 295	
▪ Indexed F		3.31	
▪ Level of Significance		0.000	

Source: The researcher based on the outputs of SPSS, V.23, 2015

As Table (11) proves, the MRA resulted in the R of 0. 0.750. This means that OC has been significantly explained by the 4 independent variables of PsyCon violation. As a result of the value of R<sup>2</sup>, the four independent variables of PsyCon violation justified only 56% of the total factors in OC. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between PsyCon (Violation) and OC.

## 10. Research Results

By reviewing the results of testing the research hypothesis, the study reached a set of results which will be reviewed and discussed as follows:

1. There is a positive impact between PsyCon and OC whether inside or outside the organization. This means that the higher awareness of the employees towards the breach and violation of the PsyCon, the more the behavior of the OC. This finding is consistent with previous studies such as Bashir et al, 2011, and Kuang, 2013, which concluded that there is a positive correlation between PsyCon breach and violation within the work environment.
2. There is a statistically significant relationship between the PsyCon breach and the level of OC among employees in the organization. In other words, the lower level of PsyCon breach, the lower level of OC for employees in the organization.
3. The organization has failed to fulfill the commitments that were agreed with the employees and they are aware that the organization has failed to implement some of the promises that were agreed upon.
4. The employees with long-term employment are less likely to breach the PsyCon than employees with short-term employment according to which the organization will not provide them with better than before.
5. There is weak feeling of employees towards the PsyCon violation in general, and their weak anger towards the organization, in addition to their weak feeling that the organization has deceived them or violated mutual obligations between them.

6. The employees in the organization are not inclined to form a negative reaction to the failure of the organization to fulfill its obligations.
7. There is a high degree of awareness among employees of the organization conditions and the reasons that led to the breach of the PsyCon. This contributes to improving their performance in the light of the conditions of the organization.
8. The employees of the organization do not have the authority to make decisions before referring to the officials. In addition to that, work in the organization is managed by a specified number of employees and others are not allowed to participate in making decisions.
9. There is a weak evaluation system for employees in the organization. This leads to the fact that the current system is not commensurate with the requirements for upgrading work and their sense of belonging to the organization.
10. The feeling of employees in the organization that they are executing orders and instructions of superiors regardless of the effects on others.
11. The employees of the organization realize that they are not fulfilling some of their obligations. In other words, the actual benefits to the expected benefits is very small.
12. There is no negative trend of employees towards the organization as a result of fulfilling some of its obligations. They do not feel angry and resentful of this organization.
13. There is a belief among some employees in the organization that it lacks credibility and integrity; says one thing and do something else. This leads to a bad feelings such as frustration, anxiety, and the appearance of some OC behaviors.
14. The employees who feel respected and valued by the organization will have their interpretation of the state of breach of PsyCon in the interest of the organization. This leads to the disappearance of the negative reaction to the organization.
15. A negative feeling is generated among employees towards the organization in which they work due to the failure to fulfill some of its obligations, but the presence of a state of internal respect and appreciation for employees will reduce the impact of a negative response to the organization.

## 11. Recommendations

In the light of the previous results, the researcher concluded with a set of recommendations summarized as follows:

1. Deepening understanding of the issues of breaching the PsyCon and OC in light of a clear lack of understanding the dimensions of PsyCon and the dimensions of OC.
2. Creating a realistic picture of the working conditions and the benefits that the organization can offer to employees from the time of appointment, and the necessity of holding seminars and workshops that explain to employees their rights and duties.
3. Clarifying the return that the employee will receive by carrying out work in the organization, besides the necessity of the organization's commitment to provide the return agreed upon with the employee.
4. Activating the role of the internal media in clarifying the facts related to the work of the organization, and the implicit promises it made towards employees.
5. Promoting career practices that are based on principles of honesty, transparency, and getting to know the opinions of employees and not neglecting their proposals.
6. The necessity of commitment to apply the terms of the PsyCon between the two parties, and to avoid making promises or obligations and not fulfilling them according to the expectations of both parties, besides the necessity to deal with the PsyCon with the same importance as the formal written contract between the two parties.
7. The necessity of avoiding one of the negative effects of PsyCon breach or PsyCon violation, besides commitment and maintenance of PsyCon until the organization avoids reduced job satisfaction, organizational commitment and leaving work.
8. The need to focus and pay attention when making promises to employees at all stages of employment, from recruitment and during their time in the organization.
9. Reformulating and updating human resources management practices in the organization, and directing them towards achieving the requirements of employees in the field of promotion, training, growth opportunities and job evaluation.

10. Actual orientation of positive practices towards increasing the feeling of employees in the organization that it appreciates and values their efforts and contributions that they make in achieving the organizational goals.
11. Working to find appointment policies that focus on providing realistic information to the candidates, in addition to adopting the psychological testing process to measure the level of PsyCon before employment.
12. Guiding the managers in the organization towards encouraging employees to participate effectively in the decision-making process, which leads to increased loyalty and affiliation, and an increase in the degree of engagement of employees in the organization.
13. Providing sufficient information on work requirements and employment, working hours, organizational goals and organizational policies.
14. Providing psychological support to employees in their workplaces and enhance social and employment relationships with the heads and colleagues in the organization.
15. The organization can reduce the level of breach of PsyCon when (1) managers search for feedback to improve interaction with others, (2) managers understand how their behavior affects others, (3) managers know the appropriate time to reassess a stand on important issues, (4) managers hear different perspectives before making decisions, (5) managers analyze the relevant data before taking the appropriate decision, (6) the behavior of managers reflect what is within them towards employees, and (7) managers encourage employees to express their opinions and proposals to develop work performance in the organization.
16. Renewal of human resource management practices in the organization and its orientation towards achieving employee requirements through training and promotion.
17. Increasing the sense of employees towards the organization that appreciates their contributions and efforts through thank you books and certificates of appreciation.
18. Working to avoid making promises and breaking them, as this raises the issue of feeling broken through the PsyCon.
19. The need to improve the level of awareness of employees towards the organization through respect and appreciation for their characteristics in a manner that reduces their negative attitude towards the organization as a result of failure to fulfill some of its obligations.
20. Adopting a philosophy of the importance of the distinguished human element in the organization through effective communication methods and the establishment of values and rules in the light of respect and appreciation.

## 12. Future research

The present study attempts to reveal the dimensions of PsyCon and its impact on the dimensions of the OC, but the scope of this study, the methods used and its findings indicate that there are areas for other future studies.

Among these research areas are (1) studying the effect of OC on job burnout, (2) studying the relationship between supervision and OC, (3) studying the relationship between the ethical climate and OC behaviors, (4) the relationship between job engagement and breach of PsyCon, (5) the effect of leadership style in reducing the negative effects of PsyCon breach, (6) organizational justice as a mediating variable between PsyCon breach and the negative effects of breach of contract, and (7) the relationship between breach of PsyCon and job security.

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