

The Role of Five Personality Factors in Reducing Psychological Contract Process: A Study on Sadat City University in Egypt

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Abstract

the objective of the research is to identify the impact of Five Personality Factors (FPF) on Psychological Contract (PsyCon) processes at Sadat City University in Egypt. 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 direct and negative impact between the FPF as an independent variable on the perception of employees towards the breach and violation of PsyCon. In other words, the higher the FPF, the more this leads to a decrease in the process of breach and violation of PsyCon between employees and organization, (2) there is a significant and statistically significant correlation between the dimension of FPF and PsyCon, (3) the nervous personality increases in females, while the extroverted personality increases in the male employees in the organization, (4) the organization has failed to fulfill the commitments that agreed with the employees. They are aware that the organization has failed to implement some of the promises agreed upon, (5) the employees with long career services are less aware of penetration of the PsyCon than employees with short career services, in the sense that the organization will not provide them with better than before, (6) there is a weak feeling of employees in the organization in violation of the PsyCon 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 among them, and (7) the employees of the organization are not inclined to form a negative reaction to the failure of the organization to fulfill its obligations.

The study referred to a number of recommendations, the most important of which are: (1) the organization must expand the application of personality tests during the practice of polarization and selection processes. This is the most important function of human resource management. This test may contribute to the possibility of their identification with better, (2) the necessity of choosing candidates with specific personality traits, such as kindness and openness. This will lead to all positive aspects in dealing with the PsyCon. On the contrary, if nerves are chosen, this leads to all negative aspects in dealing with the PsyCon, (3) the development of personality traits among employees in the organization, such as openness and extroversion. These traits contribute positively to raising motivation among employees in a manner that leads to improved performance at the individual and organizational level, (4) helping employees with high nervousness, and encouraging them to seek professional help, or developing strategies to deal with their concerns in a manner that leads to reducing nervousness, (5) creating a realistic picture of the working conditions and the benefits that the organization can offer to workers since applying for appointment, (6) clarifying the return that the employee will receive by carrying out work in the organization. Also, the necessity of the organization's commitment to provide the return agreed upon with the employee.

Keywords: Personality Factors, Psychological Contract Process

1. Introduction

The study of personality occupies the main position in the field of human behavior. It is closely related to the response of others towards this behavior. The personality indicates a relatively stable pattern of beliefs and ideas that makes a person a different style from others. The personality affects work behaviors in the organization (Costa & McCrae, 1992).

Psychologists have conducted many studies with the aim of arriving at the personality characteristics. These studies have resulted in the repetition of five traits in the personality that has been called the Five Personality Factors (FPF). The five major factors of personality provide an integrated description of the personality of the individual (Goldbreg, 1990).

These factors have been applied in the work environment, in order to test the interactions between the five major factors of personality and some organizational variables such as leadership, job satisfaction, and

job performance (Panaccio & Andenberghe, 2012), as well as selection, appointment, and evaluation of job performance (Gill & Hodgkinson, 2007).

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 self-motivation for oversight. In addition, it helps individuals by giving 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 (Strong, 2003).

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; Bhong, 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 between the organization and its staff (Anderson, 1996).

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 are 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. Five Personality Factors

2.1.1. Five Personality Factors Concept

Personality are patterns of fixed thoughts, feelings, and behaviors that the individual expresses in different situations (Loehlin & Nichols, 2012).

Personality is the relatively permanent set of thoughts, feelings, and behavior that relate to the individual's adaptation to the environment (Santrock, 2002).

Personality is the set of verbs that are organized hierarchically according to how broad they are (Eysenck & Eysenck, 1987).

2.1.2. Five Personality Factors Dimensions

The dimensions of the five major factors of personality are extraversion, agreeableness, conscientiousness, neuroticism, openness to experience (Costa & Mc Crae, 1992; Howard & Howard, 1995).

2.1.2.1. Extraversion

Extraversion are the positive feelings that an individual has, the social harmony between him and others, and the tendency to seek motivation and share with others. The extroverted person is social, loves working with others, and adheres to traditions (Judge & Zapata, 2015).

Extroverts tend to leadership and enjoy more physical and verbal activity (Howard & Howard, 1995).

Extroverts are distinguished by a set of sub-features, the most important of which are warmth, social gregariousness, assertiveness, activity, and excitement seeking (Costa & McCrae, 1992).

2.1.2.2. Agreeableness

Agreeableness or acceptability is the tendency to be positive. Good people are often cooperative, tolerant, and sympathetic to others, and they are not fanatical to their views and ideas (Costa & Mc Crae, 1992; Zhang, 2006).

Agreeableness or acceptability is trust, assistance, cooperation, altruism, empathy and respect for the feelings of others (De Raad, 2000).

Accepted persons tend to subordinate their needs to the needs of the group, and they also tend to play social roles (Howard & Howard, 1995).

Accepted persons have a set of sub-features that are trust, straight forwardness, compliance and modesty (Costa & McCrae, 1992).

2.1.2.3. Conscientiousness

Conscientiousness is the tendency to show self-discipline, planning, organizing, persevering, taking responsibility, struggling, and adhering to duties. The people who have a conscience are characterized by honesty, altruism, seriousness, restraint, accuracy, and motivation to accomplish work (Leutner et al., 2014).

Conscientious persons have a host of features. They are competence, dutifulness, self discipline, and deliberation (Costa & Me Crae, 1992).

2.1.2.4. Neuroticism

Neuroticism is a group of unpleasant feelings such as anxiety, anger, depression, turmoil, poor decision-making, lack of control over their emotions, and they cannot bear pressure (Nighute & Sadawarte, 2014).

Neurotic tendencies are prone to anxiety and ease of provocation, and their behavior is unclear (Howard & Howard, 1995).

Neurologists have a host of sub-traits. They are anxiety, anger, hostility, depression, and impulsiveness (Costa & Me Crae, 1992).

2.1.2.5. Openness to Experience

Openness to experience is an indicator of mental maturity, excellence, intuition, ambition, and love of competition. It also classifies open people with intellectual curiosity, creativity, modernity, interest in new creative ideas, and curiosity (Nighute & Sadawarte, 2014).

Open-minded people are distinguished by a set of sub-features. They are fantasy, aesthetics, feeling, ideas and values (Costa & Me Crae, 1992).

2.2. Psychological Contract

2.2.1. 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 (Cullianane & 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 contributes to job satisfaction, increase organizational commitment, organizational citizenship behavior, 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, 2004).

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).

PsyCon is the expectations about the mutual obligations that shape the relationship between the individual and the organization (Morrison & Robinson, 1997).

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; Schaubp, 2012; Phoung, 2013; Saad & Badawy, 2017;).

2.2.2. 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).

2.2.2.1. 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) reneging 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).

2.2.2.2. 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).

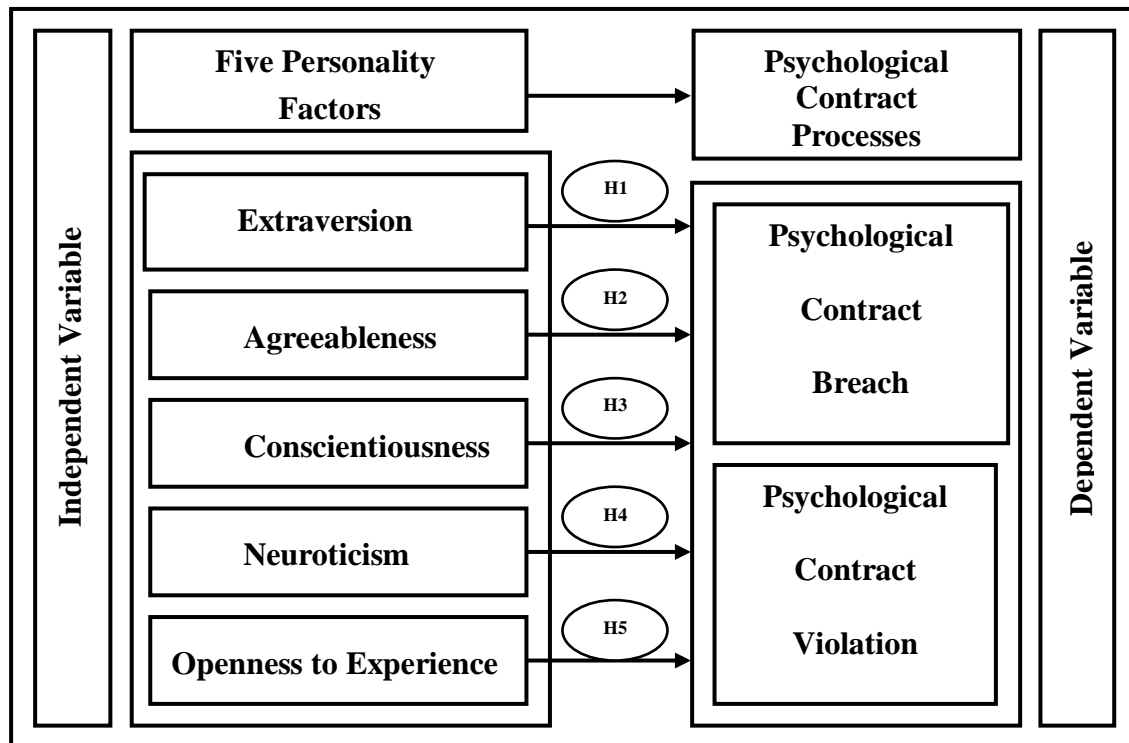
There are different forms of individuals' reaction to their feelings of violation of the PsyCon between employees and the organization, such as leaving work, ending the employment relationship, neglecting the individual with the duties and the individual's feeling of indifference to the organization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

3. Research Model

Figure (1) the Research Model



The research model suggests that FPF has an impact on PsyCon at Sadat City University in Egypt.

The present study handles FPF as an independent variable. FPF as measured consisted of extraversion, agreeableness, conscientiousness, neuroticism, openness to experience. The researcher has employed the measure developed by Costa & Mc Crae, 1992; Howard & Howard, 1995.

Also, the present study handles PsyCon as a dependent variable. PsyCon is measured in terms of PsyCon breach and PsyCon violation (Conway & Briner, 2005; Suazo & Stone-Romero, 2011).

4. Research Questions

The research problem has two sources. The first source is to be found in previous studies, and it turns out that there is a lack in the number of literature review that dealt with the relationship between FPF and PsyCon at Sadat City University in Egypt. 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 is the pilot study, which was conducted an interview with (30) employees at Sadat City University in Egypt to identify FPF and PsyCon. The researcher found through the pilot study several indicators notably the blurred important and vital role that could be played by FPF in affecting PsyCon at Sadat City University in Egypt.

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

Q1: What is the relationship between FPF (Extraversion) and PsyCon at Sadat City University in Egypt?

Q2: What is the nature of the relationship between FPF (Agreeableness) and PsyCon at Sadat City University in Egypt?

Q3: What is the extent of the relationship between FPF (Conscientiousness) and PsyCon at Sadat City University in Egypt?

Q4: What is the nature and extent of the relationship between FPF (Neuroticism) and PsyCon at Sadat City University in Egypt?

Q5: What is the extent of the relationship between FPF (Openness to Experience) and PsyCon at Sadat City University 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 FPF and PsyCon.

H1: There is no statistically significant relationship between FPF (Extraversion) and PsyCon at Sadat City University in Egypt.

H2: FPF (Agreeableness) has no significant effect on PsyCon at Sadat City University in Egypt.

H3: There is no relationship between FPF (Conscientiousness) and PsyCon at Sadat City University in Egypt.

H4: FPF (Neuroticism) has no significant impact on PsyCon at Sadat City University in Egypt.

H5: There is no relationship between FPF (Openness to Experience) and PsyCon at Sadat City University in Egypt.

6. Research Population

The total population of Sadat City University in Egypt is 801 employees. Due to the small number of the research community, it was decided to use complete numeration or census. The research population is illustrated in Table (1).

Table (1) Distribution of the Sample Size

Faculty Members	Number	Percentage
1. Faculty of Veterinary Medicine	154	19%
2. Faculty of Tourism & Hotels	93	12%
3. Genetic Engineering Research Institute	124	16%
4. Faculty of Physical Education	186	23%
5. Faculty of Education	49	6%
6. Faculty of Commerce	69	9%
7. Faculty of Law	59	7%
8. Institute for Environmental Studies and Research	50	6%
9. Faculty of Pharmacy	17	2%
Total	801	100%

Source: Staff Members Affairs Department, Sadat University, Egypt, 2019

Table (2) Frequency Distribution Table of Demographics

Demographic Variables	Frequency	Percentage	
1- Gender	Male	200	67%
	Female	100	33%
	Total	300	100%
2- The Academic Degree	Professor degree	80	27%
	Associate professor	90	30%
	Lecturer	70	23%
	Demonstrator	60	20%
	Total	300	100%
3- Marital Status	Married	210	70%
	Single	90	30%
	Total	300	100%
4- Age	From 30 to 45	190	63%
	More than 45	110	37%
	Total	300	100%
5- Period of Experience	From 5 to 10	175	58%
	More than 10	125	42%
	Total	300	100%

7. The Survey Structure

The survey used to measure AL and PsyCon at University of Sadat City in Egypt. This survey consists of three questions. The first related to FPF. The second asked for PsyCon. The third related to demographic variables of employees at University of Sadat City in Egypt. About 400 questionnaires were distributed. 300 usable questionnaires. The response rate was 75%.

8. Research Variables and Methods of Measuring

The 44-item scale FPF section is based on Costa & Mc Crae, 1992; Howard & Howard, 1995. There were eight items measuring extraversion, nine items measuring agreeableness, nine items measuring conscientiousness, eight items measuring neuroticism, and ten items measuring openness to experience

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.

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-Variab	Number of Statement	Methods of Measuring Variables
Independent Variable	Five Personality Factors	Extraversion	8	Costa & Mc Crae, 1992; Howard & Howard, 1995
		Agreeableness	9	
		Conscientiousness	9	
		Neuroticism	8	
		Openness to Experience	10	
Total FPF			44	
Dependent Variable	Psychological Contract Processes	Psychological Contract Breach	4	Robinson & Morrison, 2000; Suazo, 2009
		Psychological Contract Violation	4	
Total PsyCon			8	

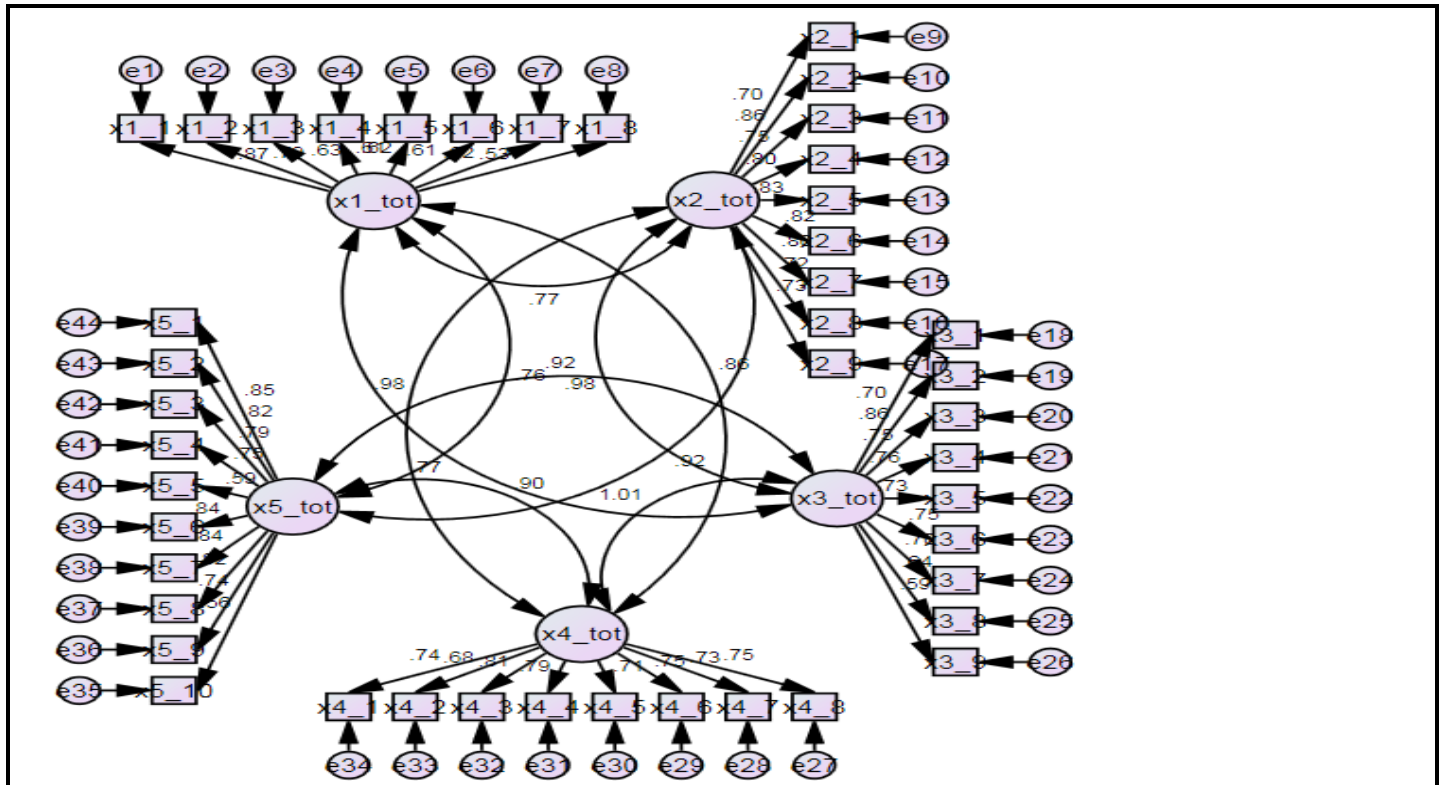
According to Table (3) the research consists of two main variables. The first is FPF (independent variable). The second is PsyCon (dependent variable). Each variable consists of sub-variables.

9.2. Construct Validity

9.2.1. Five Personality Factors

The researcher used Confirmatory Factor Analysis (CFA) for FPF. This variable consists of five dimensions. They are extraversion, agreeableness, conscientiousness, neuroticism, openness to experience. The total number of FPF is 44 statement. This can be illustrated by the following figure:

Figure (2)
CFA For FPF



Source: AMOS, V.23

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

Table (4)
Quality Indicators for FPF Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X ² / Degree of freedom >5	32.109
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.972
Tuker-Lewis Index (TLI) > 0.95	0.890
Comparative Fit Index (CFI) > 0.90	0.925
Normed Fit Index (NFI) > 0.90	0.970
Incremental Fit Index (IFI) > 0.95	0.926
Relative Fit Index (RFI) > 0.90	0.968
Root Mean Square Residual (RMR) < 0.5	0.102
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.139

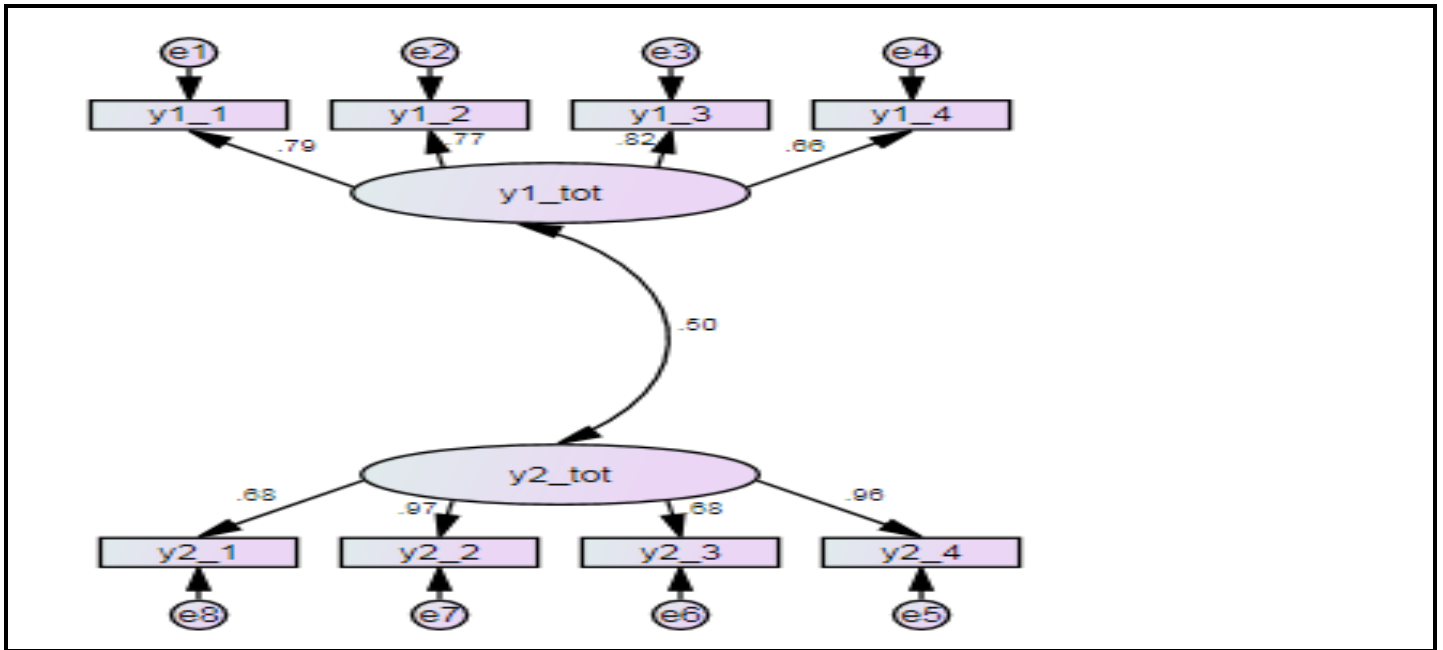
Source: AMOS, V.23, 2015

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. Psychological Contract Process

The researcher used CFA for PsyCon which consists of two dimensions. They are PsyCon breach and violation. The total number of PsyCon is 8 statement. This can be illustrated in Figure (2).

Figure (3)
CFA For OC



Source: AMOS, V.23, 2015

According to Figure (2), it is clear that all the statement of PsyCon are greater than 0.50. This is a good indicator of all other statistical analysis. The quality indicators for PsyCon can be illustrated in the following table:

Table (5)
Quality Indicators for PsyCon Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
$X^2 / \text{Degree of freedom} < 5$	53.402
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.758
Tuker-Lewis Index (TLI) > 0.95	0.715
Comparative Fit Index (CFI) > 0.95	0.803
Normed Fit Index (NFI) > 0.90	0.800
Incremental Fit Index (IFI) > 0.95	0.804
Relative Fit Index (RFI) > 0.90	0.810
Root Mean Square Residual (RMR) < 0.5	0.112
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.129

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.

9.3. Descriptive Analysis

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

Variables	The Dimension	Mean	Standard Deviation
Five Personality Factors	Extraversion	2.81	0.795
	Agreeableness	2.55	0.881
	Conscientiousness	2.67	0.798
	Neuroticism	2.66	0.801
	Openness to Experience	2.72	0.895
	Total Measurement	2.68	0.768
Psychological Contract Processes	Psychological Contract Breach	2.80	0.894
	Psychological Contract Violation	2.66	0.881
	Total Measurement	2.73	0.770

According to Table (6), most of the respondents identified the presence of extraversion (M=2.81, SD=0.795), agreeableness (M=2.55, SD=0.881), conscientiousness (M=2.67, SD=0.798), neuroticism (M=2.66, SD=0.801), openness to experience (M=2.72, SD=0.895), and total AL (M=2.68, SD=0.768).

Regarding to PsyCon, most of the respondents identified the presence of PsyCon breach (M=2.80, SD=0.894), PsyCon violation (M=2.66, SD=0.881), and total PsyCon (M=2.73, SD=0.770).

9.4. Evaluating Reliability

Table (7) Reliability of FPF and PsyCon

Variables	Dimension	Number of Statement	ACC
Five Personality Factors	Extraversion	8	0.873
	Agreeableness	9	0.932
	Conscientiousness	9	0.910
	Neuroticism	8	0.909
	Openness to Experience	10	0.932
	Total Measurement	44	0.977
Psychological Contract Processes	Psychological Contract Breach	4	0.837
	Psychological Contract Violation	4	0.919
	Total Measurement	8	0.873

Source: SPSS, V.23, 2015

Table (7) presents the reliability of FPF. The 44 items of FPF are reliable because the ACC is 0.977. Extraversion, which consists of 8 items, is reliable because the ACC is 0.873. The 9 items related to agreeableness, are reliable because the ACC is 0.932 while the 9 items of conscientiousness are reliable because the ACC is 0.910. The 8 items related to neuroticism, are reliable because the ACC is 0.909. Openness to experience, which consists of 10 items, is reliable because the ACC is 0.932. Thus, the internal consistency of AL can be acceptable.

The 8 items of PsyCon are reliable because the ACC is 0.883. PsyCon breach is reliable because the ACC is 0.837. The 4 items related to PsyCon violation are reliable because the ACC is 0.919. Thus, the internal consistency of PsyCon can be acceptable.

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

Table (8) Means, St. Deviations and Intercorrelations among Variables

Variables	Mean	Std. Deviation	FPF	PsyCon
Five Personality Factors	2.68	0.768	1	
PsyCon Process	2.73	0.770	0.858**	1

Source: SPSS, V.23, 2015

Table (8) shows correlation coefficients between FPF and PsyCon. FPF is (Mean=2.68; SD=0.768), while OC is (Mean=2.73; SD= 0.770). Also, the correlation between FPF and PsyCon is (R=0.858; P <0.01).

9.6. The Correlation between FPF and PsyCon

Table (9) Correlation Matrix between FPF and PsyCon

Research Variables	1	2	3	4	5	6
Extraversion	1					
Agreeableness	0.674**	1				
Conscientiousness	0.657**	0.890**	1			
Neuroticism	0.732**	0.908**	0.922**	1		
Openness to Experience	0.655**	0.858**	0.837**	0.831**	1	
PsyCon Processes	0.871**	0.740**	0.834**	0.843**	0.689**	1

Based on Table (9), correlation between FPF (extraversion) and PsyCon is 0.871 whereas FPF (agreeableness) and PsyCon shows correlation value of 0.740. FPF (conscientiousness) and PsyCon is 0.834 whereas FPF (neuroticism) and PsyCon shows correlation value of 0.843. Also, FPF (openness to experience) and PsyCon is 0.689.

9.6.1. Five Personality Factors (Extraversion) and PsyCon

Table (10) MRA Results for FPF (Extraversion) and PsyCon

Five Personality Factors (Extraversion)	Beta	R	R ²
1. I see that I am a talkative and talkative person.	0.148**	0.556	0.309
2. I see that I am a conservative person.	0.124**	0.491	0.194
3. I see myself filled with energy and energy.	0.324**	0.750	0.562
4. I see myself as a non-fanatic.	0.156**	0.696	0.484
5. I see myself as not calm.	0.195**	0.742	0.550
6. I see myself as a firm character.	0.191**	0.679	0.461
7. I tend to be unhelpful in my actions.	0.052	0.616	0.379
8. I feel friendly and social.	0.117	0.565	0.319
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.896	
		0.803	
		148.086	
		8, 291	
		2.51	
		0.000	
** P < .01			

As Table (10) proves, the MRA resulted in the R of 0.896 demonstrating that the 8 independent variables of FPF (Extraversion) construe PsyCon significantly. Furthermore, the value of R², 8 independent variables of FPF can explain 80% of the total factors in PsyCon. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between FPF (Extraversion) and PsyCon.

9.6.2. Five Personality Factors (Agreeableness) and PsyCon

Table (11) MRA Results for FPF (Agreeableness) and PsyCon

Five Personality Factors (Agreeableness)	Beta	R	R ²
1. Do not tend to escalate the mistakes of others.	0.084	0.465	0.216
2. I see myself as cooperative and unselfish.	0.165**	0.608	0.369
3. I see that I do not like conflict with others.	0.003	0.505	0.255
4. I think I am tolerant in nature.	0.049	0.626	0.391
5. I tend to trust others in general.	0.250*	0.669	0.447
6. I care about and sympathize with other people's feelings.	0.183**	0.669	0.447
7. Take into account the feelings of others and compassion for them.	0.234**	0.674	0.454
8. I don't like being violent with others.	0.070	0.579	0.335
9. I love to cooperate with others.	0.122*	0.595	0.354
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.768	
		0.590	
		46.446	
		9, 290	
		2.40	
		0.000	
** P < .01			

As Table (11) proves, the MRA resulted in the R of 0.768. This means that PsyCon has been significantly explained by the 9 independent variables of FPF (Agreeableness). As a result of the value of R², the nine independent variables of FPF justified 59% of the total factors in PsyCon. Hence, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between FPF (Agreeableness) and PsyCon.

9.6.3. Five Personality Factors (Conscientiousness) and PsyCon

Table (12) MRA Results for FPF (Conscientiousness) and PsyCon

Five Personality Factors (Conscientiousness)	Beta	R	R ²
1. I do my best to complete the job assignments.	0.008	0.465	0.216
2. I see myself as being neglected in some situations.	0.115*	0.608	0.369
3. I think I am a reliable person.	0.028	0.505	0.255
4. I tend to be somewhat organized.	0.446*	0.796	0.633
5. I tend to be not lazy.	0.164*	0.762	0.580
6. I see that I am enduring and do not know despair.	0.001	0.791	0.625
7. I do the required things efficiently and effectively.	0.219**	0.757	0.573
8. I prepare plans and follow up on their implementation.	0.021	0.581	0.337
9. It is difficult to get confused while working.	0.037	0.547	0.299

<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 	0.875 0.765 105.008 9, 290 2.40 0.000
** P < .01	

As Table (12) proves, the MRA resulted in the R of 0.875 demonstrating that the 9 independent variables of FPF (Conscientiousness) construe PsyCon significantly. The value of R², 9 independent variables of FPF can explain 0.76% of the total factors in PsyCon. Therefore, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between FPF (Conscientiousness) and PsyCon.

9.6.4. Five Personality Factors (Neuroticism) and PsyCon

Table (13) MRA Results for FPF (Neuroticism) and PsyCon

Five Personality Factors (Neuroticism)	Beta	R	R ²
1. I see myself as a depressed person.	0.088*	0.556	0.309
2. I see myself nervous when dealing with stress.	0.010	0.491	0.241
3. I feel very tense in some situations.	0.109*	0.669	0.447
4. I see a lot of concern.	0.130**	0.674	0.454
5. I see myself emotionally unstable.	0.026	0.579	0.335
6. I feel moody.	0.238	0.796	0.633
7. I see myself very nervous in embarrassing situations.	0.345**	0.762	0.580
8. It's easy to get on my nerves.	0.164	0.791	0.625
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.884 0.781 129.567 8, 291 2.51 0.000	
** P < .01			

As Table (13) proves, the MRA resulted in the R of 0.884. This means that PsyCon has been explained by the 8 independent variables of FPF (Neuroticism). As a result of the value of R², the eight independent variables of FPF justified 78% of the total factors in PsyCon. So, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between FPF (Neuroticism) and PsyCon.

9.6.5. Five Personality Factors (Openness to Experience) and PsyCon

Table (14) MRA Results for FPF (Openness to Experience) and PsyCon

Five Personality Factors (Openness to Experience)	Beta	R	R ²
1. I see myself as innovative in presenting new ideas.	0.180**	0.615	0.378
2. I see myself as curious, I like to know a lot about others.	0.146**	0.591	0.349
3. I see that I am a creative and thoughtful person.	0.146**	0.578	0.334
4. I see that I am the owner of fertile idle.	0.085	0.505	0.255
5. I see that I am discovering new things in life.	0.134	0.456	0.207
6. I see that I am a person who appreciates the arts and experiences.	0.095	0.583	0.339
7. No better chores.	0.041	0.567	0.321
8. I love serious and creative thinking.	0.134*	0.582	0.338
9. I have a great interest in the arts.	0.004	0.497	0.247
10. I enjoy art and music.	0.100*	0.438	0.191
<ul style="list-style-type: none"> ▪ MCC ▪ DC ▪ Calculated F ▪ Degree of Freedom ▪ Indexed F ▪ Level of Significance 		0.705 0.498 28.634 10, 289 2.32 0.000	
** P < .01			

As Table (14) proves, the MRA resulted in the R of 0.705 demonstrating that the 10 independent variables of FPF (Openness to Experience) construe PsyCon significantly. Furthermore, the value of R², 10 independent variables of FPF can explain 50% of the total factors in PsyCon. Hence, 50% 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 FPF (Openness to Experience) and PsyCon.

10. Research Results

10.1. Research Results Related to FPF

1. There is a direct and negative impact between the FPF as an independent variable on the perception of employees towards the breach and violation of PsyCon. In other words, the higher the FPF, the more this leads to a decrease in the process of breach and violation of PsyCon between employees and organization.
2. There is a significant and statistically significant correlation between the dimension of FPF (extraversion, agreeableness, conscientiousness, neuroticism, openness to experience) and PsyCon.
3. The nervous personality increases in females, while the extroverted personality increases in the male employees in the organization.

10.2. Research Results Related to PsyCon

1. The organization has failed to fulfill the commitments that agreed with the employees. They are aware that the organization has failed to implement some of the promises agreed upon.
2. The employees with long career services are less aware of penetration of the PsyCon than employees with short career services, in the sense that the organization will not provide them with better than before.
3. There is a weak feeling of employees in the organization in violation of the PsyCon 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 among them.
4. The employees of the organization are not inclined to form a negative reaction to the failure of the organization to fulfill its obligations.
5. There is a high degree of awareness among workers of the conditions of the organization and the reasons that led to the PsyCon breach, which it contributes to improving their performance in light of the conditions of the organization.
6. The employees of the organization do not have the authority to make decisions before referring to the officials. In addition to that the work in the organization is managed by a specified number of employees and others are not allowed to participate in making decisions.
7. There is 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.
8. Employees in the organization feel that they are executing orders and instructions of superiors regardless of the effects on others.
9. Employees are aware that the organization has not fulfilled some of its obligations and promises. In other words, the ratio between actual benefits to expected benefits is very small.
10. There is no negative trend on the part of employees towards the organization as a result of fulfilling some of its obligations. The employees do not feel angry and resentful of this organization.
11. There is a belief among some employees in the organization that it lacks the credibility and honesty and says one thing and do something else. This lead to the generation of bad feelings such as frustration, anxiety, and the appearance of some OC behaviors.
12. The employees who feel respected and valued by the organization will have their interpretation of the state of penetration of the PsyCon. This leads to the disappearance of the negative reaction to the organization.
13. There is a negative feeling among employees towards the organization in which they work due to the failure to fulfill some of its obligations. 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

11.1. Recommendations Related to FPF

1. The organization must expand the application of personality tests during the practice of polarization and selection processes. This is the most important function of human resource management. This test may contribute to the possibility of their identification with better.
2. The necessity of choosing candidates with specific personality traits, such as kindness and openness. This will lead to all positive aspects in dealing with the PsyCon. On the contrary, if nerves are chosen, this leads to all negative aspects in dealing with the PsyCon.
3. The development of personality traits among employees in the organization, such as openness and extroversion. These traits contribute positively to raising motivation among employees in a manner that leads to improved performance at the individual and organizational level.
4. Helping employees with high nervousness, and encouraging them to seek professional help, or developing strategies to deal with their concerns in a manner that leads to reducing nervousness.

11.2. Recommendations Related to PsyCon

1. Creating a realistic picture of the working conditions and the benefits that the organization can offer to workers since applying for appointment.
2. 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. Also, 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 workers.
5. Enhancing job 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.
7. The necessity to deal with the PsyCon with the same importance as the formal written contract between the two parties.
8. The necessity of avoiding one of the negative effects of PsyCon breach or violation, which is represented in OC.
9. The organization can reduce the level of breach of the PsyCon by managers search for feedback to improve interaction with others, managers understand how their behavior affects others, managers know the appropriate time to reassess a stand on important issues, the need for managers to hear different perspectives before making decisions, the managers' interest in analyzing the relevant data before taking the appropriate decision, the behavior of managers reflects what is within them towards employees, and managers should encourage employees to express their opinions and proposals to develop work performance in the organization.
10. Directing human resource management practices in the organization towards achieving employee requirements through training and promotion.
11. Increasing the sense of employees towards the organization appreciates their contributions and efforts made through letters of thanks and certificates of appreciation.
12. Avoiding making promises and breaking them, as this raises the issue of feeling broken through the PsyCon.
13. 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.
14. Adopting a philosophy that stresses the importance of the distinguished human element in the organization through effective communication methods, and the establishment of values and rules that require the commitment of all in light of respect and appreciation.

12. Future research

Although the present study attempts to reveal the dimensions of AL and its impact on OC, scope of this study and the methods used in it and its findings indicate that there are areas for other future studies. Among these research areas are (1) studying other determinants of breach of PsyCon between employees and the organization, such as organizational culture or organizational climate, (2) studying the relationship

between abusive supervision and breach of the PsyCon (3) studying and analyzing the relationship between breach of PsyCon and work pressure, (4) studying the impact of PsyCon processes and organizational cynicism, and (5) studying the effect of PsyCon on organizational citizenship behavior.

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