The Influence of Psychological Contract Processes on Job Alienation a Study on Nurses in Egypt

Author Details: Prof. Dr. Wageeh A. Nafei

University of Sadat City, Menoufia, Egypt

Abstract

The objective of the research is to examine the impact of Psychological Contract (PsyCon) on Job Alienation (JA). The research population consists of nurses at Teaching hospitals 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) the organization has failed to fulfill the commitments agreed upon with the employees and they are aware that the organization has failed to implement some of the promises agreed upon, (2) there is a feeling of employees in the organization with a certain degree of alienation due to the separation of the same organization from the same individual, (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) the organization did not attain the promises that employees believe it has made due to external reasons that prompted the organization not to abide by the implementation of these promises, (5) there is a 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) there is an impact of breach and violation of PsyCon on JA. This means that the higher awareness of the employees towards the breach and violation of PsyCon, the more the behavior of the JA. In other words, there is a correlation between PsyCon breach and violation and JA, (7) the employees in the organization are not inclined to form a negative reaction to the failure of the organization to fulfill its obligations, (8) there is a statistically significant relationship between the PsyCon breach and the level of JA in the organization.

The study referred to a number of recommendations, the most important of which are: (1) increasing the field for employees in the organization and facilitating the task of carrying out the tasks assigned to them, giving workers in the organization the power to make some decisions, (2) creating a state of competition among employees in the organization to improve their level of performance, (3) reconsidering the evaluation system of employees in the organization and that the evaluation is not an end in itself but rather a way to improve the performance of workers in the organization, (4) increasing the responsibilities of employees in the organization and supporting their spirit of challenge to complete the tasks assigned to them, (5) staying away from personal and social compliments during work, and that the standard of business performance be determined by the regulations and instructions within the organization, (6) strengthening social relations between employees in the organization, by imposing the creation of a state of belonging to it, (7) benefiting from social media for the purpose of communicating the various news among employees of the organization, and (8) paying attention to the psychological incentives of employees in the organization. This leads to the performance of the tasks assigned to them efficiently and effectively.

Keywords: Psychological Contract, Job Alienation

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 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, 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; 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).

One of the negative situations is that the individual isolates himself from work, as well as work-related activities. This situation is called Job Alienation (JA) (Ceylan & Sulu, 2010).

Human alienation is not limited to the past, the present, and the future, but it accompanies man from the beginning of his creation. It is only natural that the type and amount of alienation change in terms of social and historical conditions (Bakhti, 2009).

Although alienation is a phenomenon against society, it increased the growth of human societies as well as the industrial wealth in western societies (Aghagoseini & Rabbani, 2005).

The subject of JA has become important from the psychological perspective of employees in the organization. It has many negative consequences, the most important of which are bureaucracy, conflict, job burnout (Cheung, 2008), lack of organizational commitment (Michael et al., 1988), and low participation in making decision (Sulu et al., 2010), low productivity, unwillingness to achieve organizational goals, and failure to fulfill functional responsibilities (Valadbigi & Ghobadi, 2011; Kocoglu, 2014).

One of the most important factors affecting the physical and psychological health of workers is JA. It is considered one of the main consequences of lack of socialization at the individual and social level (Aiken & Hage, 2001).

JA plays an important role in negatively affecting performance on the one hand, and physical health on the other (Armstrong-Stassen, 2006).

One of the researchers pointed out the need for the motives behind JA regardless of the diversity of tasks, and the independence of decision-making (Shantz et al., 2015).

JA occurs when the employee is unable to express himself at work due to the loss of control. Also, JA occurs when it is difficult for an organization to meet the needs of employees, which leads to feelings of isolation and anger (Ceylan & Sult, 2011).

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 (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 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, 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).

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 & Roussenu, 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 aye 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) 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 & Ol'eary-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. Job Alienation

2.2.1. Job Alienation Concept

JA as a term is not new. It is an old and historical concept in productive and service organizations (Farahbod et al., 2012).

Alienation is a concept that relates to sociology and psychology. Alienation is a historical phenomenon that dates back to the ancient Greek era, while others see it as belonging to modern and industrial society (Valadbigi & Ghobadi, 2014).

The word *alienation* is derived from the Latin origin *alienali* and means separation. The Latin word *alienation* has been used to refer to several meanings. The most important is the transfer of ownership of something from one person to another, and during the transfer process the thing becomes alienated from the first owner. The alienation refers to the separation of the individual from the group (Temel et al., 2013; Mendoza et al., 2007).

The meanings of alienation differ in many ways. The most important are loss of self-control, status based on isolation, feeling powerless, alienation from oneself (Kelly & Semler, 2010) and estrangement in social relations (Erbas, 2014).

JA leads to individuals feeling that they have no benefit, either to colleagues or to society in general. This will lead to feelings of frustration (Hosseinzadeh et al., 2014).

JA is a state of estrangement, separation from work, or separation from the self (Shantz et al., 2015).

JA is a reflection of an employee's disappointment about his or her own position in the organization. In other words, the individual feels powerless, isolated and alienated from the workplace and colleagues (Edrem, 2014).

JA is the feeling that individuals working in the organization have lost the true meaning of life (Tablan, 2014).

JA is being isolated, out of work, feeling alienated within the organization (Tummers & Dulk, 2013).

JA is a source of anxiety and tension and creates a feeling of loss of control for the employees, flight from work, and low productivity in the organization (Farahbod et al., 2012).

JA is a state of separation of the individual from the organization. Consequently, the job tasks for him become an external matter. Therefore, the individual is not satisfied with the exercise of the tasks assigned to him, but he does it for the purpose of achieving the goals of the organization and has nothing to do with it (Moghimi, 2001; Rajaeepour et al., 2012).

JA is the state of isolation or separation in which the individual lives within the organization (Farahbod et al., 2012).

JA is a psychological phenomenon, related to the self, which results in an internal struggle towards a feeling of hostility towards the thing outside the self. In other words, the employee is estranged from a person, or a related thing like his family, group, community, or even his own ego (Vijakumar, 2012).

JA is the lower component of work participation, the use of minimal skills, limited participation in decision-making, and increased work turnover (Sulus et al., 2010).

JA is a state of estrangement, dismissal, or alienation from oneself within an organization (Nair, 2010).

Marx is the first to lay the theoretical foundations of the concept of alienation through his famous book *Economic and Philosophical Manuscripts* (Nelson & Donohue, 2006). We can find roots of the concept of alienation in the science of philosophy, sociology and psychology (Nair, 2009).

JA is the loss of a sense of belonging to any group within or outside the business (Rovai & Wighting, 2005).

JA is the degree of individual isolation from work assigned to the organization (Hirschfeld & Field, 2000).

The term alienation is used in our daily life in the sense of resentment. In scientific research, it describes the diversity of attitudes that include lack of authority, lack of clarity, lack of morality and social rejection (Ray, 1985).

JA is a reflection of an employee's disappointment about his or her status in the organization (Hoy & Blazorsky, 1983).

JA is the severe separation of an individual. It begins with separation from the world in general, then develops to include individuals. It ends with alienation from the ideas that other individuals hold about different life variables (Horowitz, 1966).

JA is the condition in which an individual feels separated from himself, and thus alienation stems from an internal source (Fromm, 1955).

The researcher believes that JA is an internal perception as a result of a conflict between the psychological state of the individual and what the organization requires. This leads to a case of separation of the same individual from the organization itself. In other words, JA is the state of separation felt by the individual from work in the organization as a result of the circumstances surrounding him. This reflects its impact on his psychological state on the one hand, and physical on the other hand.

2.2.2. Job Alienation Dimensions

Researchers differed in determining the dimensions of JA. One of them finds that the dimensions of JA are powerlessness, normlessness, isolation, and self-estrangement (Cetin, et al., 2005).

One of the researchers believes that the dimensions of JA are self-hate, perversion, impotence, isolation, workload and self-esteem (Andaohjerd et al., 2014).

One researcher has pointed out that the dimensions of JA are material alienation, alienation of tools, alienation from the product, and alienation from oneself (Kruger & Johanssen, 2014).

Another researcher also pointed out that the dimensions of JA are powerlessness, meaninglessness and normlessness (Prasad, 2014).

One researcher believes that the dimensions of JA are powerlessness, meaninglessness, normlessness, and self-estrangement (Erdem, 2014).

Finally, one researcher indicated that the dimensions of JA are powerlessness, meaninglessness, normlessness, isolation, and self-estrangement (Nayak, 2013).

The dimensions of JA are numerous and varied. There are five dimensions that have been accepted by most researchers who have studied this topic, and can be illustrated as follows (Seeman, 1959; Nayak, 2013):

2.2.2.1. Powerlessness

Powerlessness is an individual's inability to pay harm or even minimize its effects (Ceylan & Sulu, 2011). Powerlessness is the essence of the idea of career alienation. Powerlessness means that an individual believes that his behavior will not determine the outcome of a particular process, that is, the perceived inability to control a particular process (Shepard, 1977). Powerlessness is the lack of independence in an individual's work in the organization, that is, his freedom to perform his functions is limited. Powerlessness results from the bad mood that arises as a result of the individual's inability to perform regulatory systems (Dagl & Averbek, 2017). Powerlessness is an individual's feeling of being helpless and powerless, as it is treated as a tool that is controlled by people or through systems (Tummers et al., 2007).

2.2.2.2. Meaninglessness

Meaninglessness is the degree to which one realizes that he is unable to predict the outcome of his actions (Ganesh & Josep, 2011).

Meaninglessness indicates an individual's inability to link his efforts to work and achieve a higher goal (Tummers et al., 2007).

Meaninglessness is the inability to understand what he or she must believe, which causes the individual to ask about a meaning for its own sake. That is, the individual feels that life has lost its meaning (Sterk, 2001).

2.2.2.3. Normlessness

Normlessness means the individual's degree of awareness of the need for some socially unacceptable behavior to achieve goals that fall within his or her responsibility(Ganesh & Josep, 2011).

Normlessness means that the individual feels that the rules and principles imposed by society have no meaning, in which case the person turns to behavior that is not approved by the community (Seeman, 1959; Nayak, 2013).

. Normlessness means a person's sense of failure to perceive and understand the prevailing norms and values in society, and his inability to integrate into it due to his lack of confidence in society and its various institutions (Ganesh & Josep, 2011).

2.2.2.4. Isolation

Isolation occurs when one feels that the standards of behavior do not play an effective role in directing him in a manner that achieves personal goals (Mendoza & Lara, 2007).

Isolation is the loss of a sense of belonging and disharmony with the organization (Nelson & Donohue, 2006).

Isolation is the feeling of being isolated or rejected by other members of the organization. Isolation occurs when an individual fails to establish a satisfactory relationship with his colleagues in the workplace. This leads to difficulty in communicating with others during work. Therefore, the individual feels isolated in the workplace. Isolation means loneliness, emptiness, and lack of intimate social relationships (Ganesh & Josep, 2011).

2.2.2.5. Self-Estrangement

Self-estrangement is the degree to which an individual feels dependent on certain behaviors to achieve future benefits (Ganesh & Josep, 2011).

Self-estrangement implies a person's sense that what he has accomplished in his life is actually much less than what should be achieved (Seeman, 1959; Shepard, 1977).

Self-estrangement refers to the loss of a person's relationship with himself. The individual sees himself as if it were alien to him. The individual becomes separated from himself. Also, the individual has no internal motivation, and becomes like a human being. This leads to the individual's alienation socially (Nelson & Donohue, 2006).

Self-estrangement refers to the dimension associated with work disability, and this situation occurs when workers realize that they are strangers to work (Sarros et al., 2002).

Self-estrangement also occurs when the job is not the appropriate way to meet external needs (Smith & Boehm, 2008).

3. Research Model

Figure (1) Proposed Comprehensive Conceptual Model
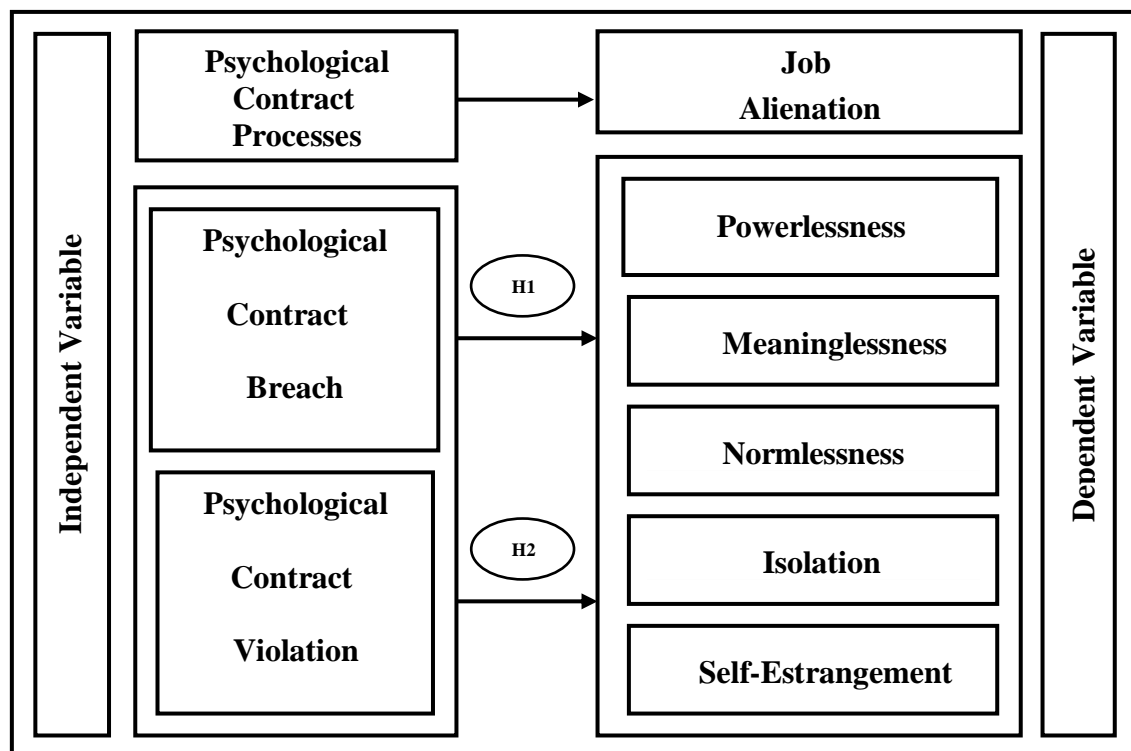
The diagram shows that there is one independent variable of PsyCon. There is one dependent variable of JA. The research framework suggests that PsyCon have an impact on JA.

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

JA is measured in terms of powerlessness, meaninglessness, normlessness, isolation, and self-estrangement (Cetin, 2005; Seeman, 1959; Nayak, 2013).

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 JA. This called for the researcher to test this relationship in the Egyptian environment.

The 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, and organizational citizenship behavior. 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 on the one hand, and the intention of business rotation on the other (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 PsyCon verification 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) nurses at Teaching Hospitals in Egypt to identify the dimensions of PsyCon and JA. The researcher found through the pilot study several indicators notably the blurred important and vital role that could be played by PsyCon in affecting JA of nurses at Teaching Hospitals 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 (Psychological Contract Breach) and JA of nurses at Teaching Hospitals in Egypt

Q2: What is the extent of the relationship between PsyCon (Psychological Contract Violation) and JA of nurses at Teaching Hospitals in Egypt?

5. Research Hypotheses

The previous studies indicated 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, 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 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. In addition to the 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 JA.

H1: There is no relationship between PsyCon (Psychological Contract Breach) and JA of nurses at Teaching Hospitals in Egypt.

H2: PsyCon (Psychological Contract Violation) has no statistical significant effect on JA of nurses at Teaching Hospitals in Egypt.

6. Research Population and Sample

The population of the study included only nurses at Teaching Hospitals in Egypt. The total population is 3245 nurses. Determination of respondent sample size was calculated using the formula (Daniel, 1999) as follows:

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

So the number of samples obtained by 343 nurses at Teaching Hospitals in Egypt is as presented in Table (1).

Table (1) Distribution of the Sample Size

Teaching Hospitals	Nurses	Percentage	Sample Size
Shebin El Koum	784	24%	343X 24% = 82
Damanhour	445	14%	343X 14% = 48
Benha	489	15%	343X 15% = 51
Ahmed Maher	448	14%	343X 14% = 48
Galaa	412	13%	343X 13% = 45
Al Mataria	300	9%	343X 9% = 31
Al Sahel	358	11%	343X 11% = 38
Total	**3245**	**100%**	**343X 100% = 343**

The annual Statistics for the Information Center of the Public Agency for Teaching Hospitals, 2018

Table (2) Characteristics of Items of the Sample

Demographic Variables		Frequency	Percentage
1- Gender	Male	110	37%
	Female	190	63%
	Total	**300**	**100%**
2- Marital Status	Single	100	33%
	Married	200	67%
	Total	**300**	**100%**
3- Age	From 30 to 45	150	50%
	Above 45	150	50%
	Total	**300**	**100%**
4- Educational Level	University	180	60%
	Post Graduate	120	40%
	Total	**300**	**100%**
5- Period of Experience	From 5 to 10	200	67%
	More than 10	100	33%
	Total	**300**	**100%**

7. Procedure

A survey research method was used to collect data. The questionnaire included three questions, relating to PsyCon, JA, and biographical information of nurses at Teaching Hospitals in Egypt. About 343 survey questionnaires were distributed. Multiple follow-ups yielded 300 statistically usable questionnaires. Survey responses were 87%.

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 26-item scale JA section is based on Seeman, 1959; Nayak, 2013. There were six items measuring powerlessness, five items measuring meaninglessness, five items measuring meaninglessness, five items measuring isolation, and five items measuring self-estrangement

Responses to all items scales were anchored on a five (5) point Likert scale for each statement which ranges from (5) "full agreement," to (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	Suazo, 2009; Robinson & Morrison, 2000
		Psychological Contract Violation	4	
		Total PsyCon	**8**	
Dependent Variable	Job Alienation	Powerlessness	6	Nayak, 2013; Cetin, 2005
		Meaninglessness	5	
		Normlessness	5	
		Isolation	5	
		Self-Estrangement	5	
		Total JA	**26**	

According to Table (3) the research consists of two main variables. The first is PsyCon (independent variable). The second is JA (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
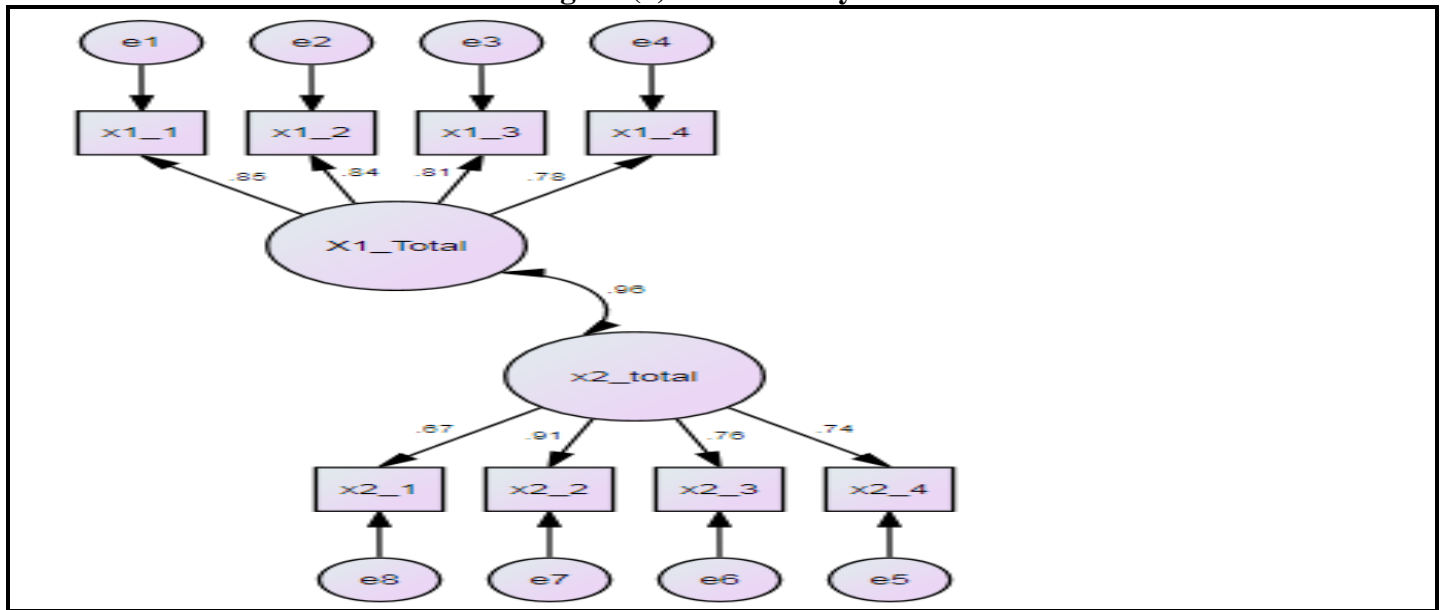
From the previous figure, it is clear that all the statement of PsyCon are greater than 0.50, which corresponds to GFI. This is a good indicator of all other statistical analysis. The quality indicators for PsyCon can be illustrated in the following table:

Table (4) Quality Indicators for PsyCon Using AMOS Analysis

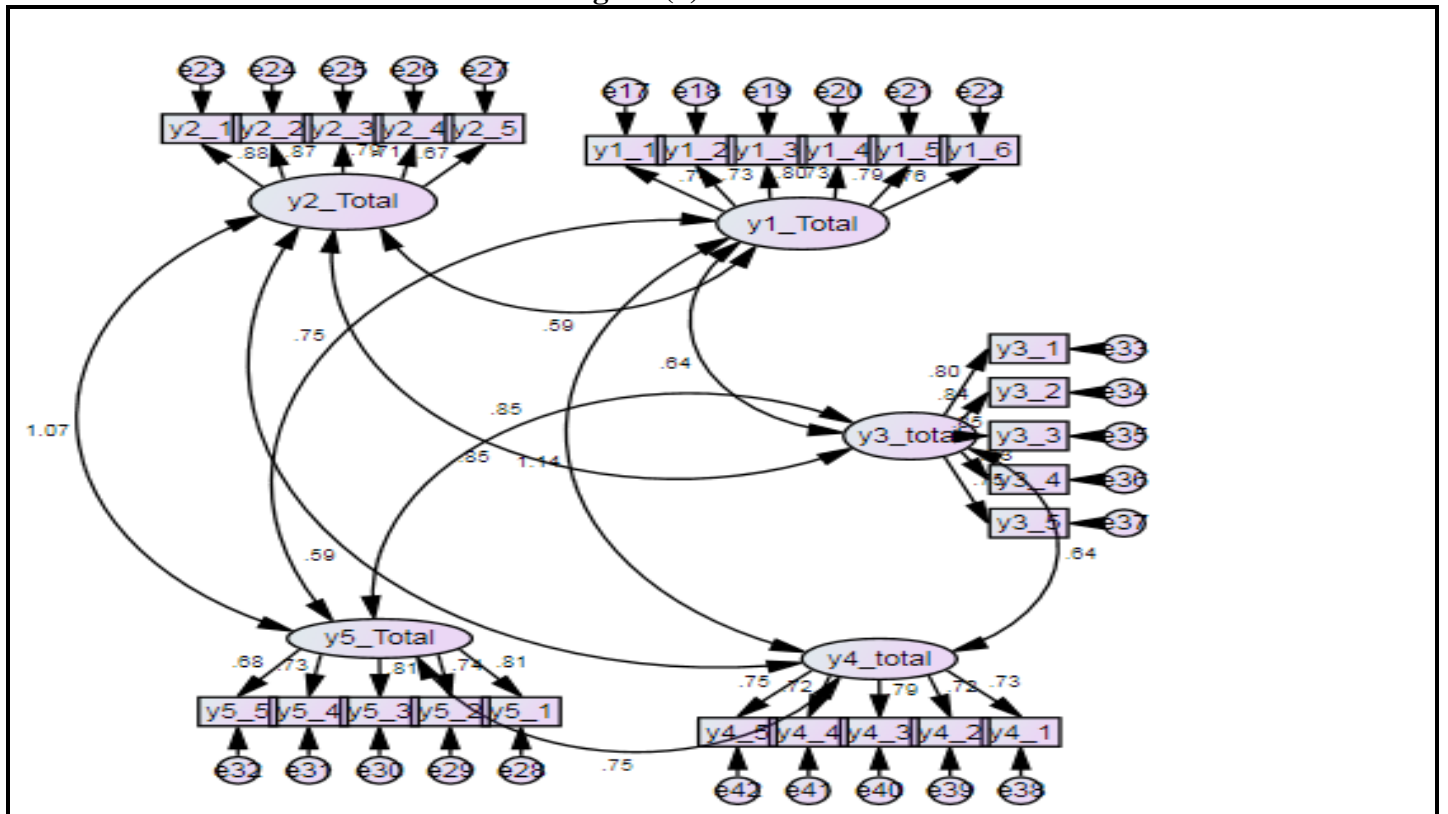| Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X^2 / Degree of freedom >5	3.751
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.951
Tuker-Lewis Index (TLI) > 0.95	0.953
Comparative Fit Index (CFI) > 0.90	0.968
Normed Fit Index (NFI) > 0.90	0.957
Incremental Fit Index (IFI) > 0.95	0.968
Relative Fit Index (RFI) > 0.90	0.937
Root Mean Square Residual (RMR) < 0.5	0.038
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.096

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. Job Alienation

The researcher used CFA for JA which consists of five dimensions. They are powerlessness, meaninglessness, normlessness, isolation, and self-estrangement. The total number of JA is 26 statement. This can be illustrated in the following figure.

Figure (3) CFA For JA

Source: AMOS, V.23, 2015

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

Table (5) Quality Indicators for JA Using AMOS Analysis

Test the Quality of the Model Acceptance Condition (Daire et al., 2008)	Test Value
X^2 / Degree of freedom < 5	27.85
P. value > 0.5	0.000
Goodness of fit Index (GFI) > 0.90	0.950
Tuker-Lewis Index (TLI) > 0.95	0.839
Comparative Fit Index (CFI) > 0.95	0.904
Normed Fit Index (NFI) > 0.90	0.919
Incremental Fit Index (IFI) > 0.95	0.901
Relative Fit Index (RFI) > 0.90	0.841
Root Mean Square Residual (RMR) < 0.5	0.128
Root Mean Square Error of Approximation (RMSEA) < 0.5	0.119

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 JA

Variables	The Dimension	Mean	Standard Deviation
Psychological Contract Processes	Psychological Contract Breach	2.69	1.015
	Psychological Contract Violation	2.69	0.948
	Total Measurement	**2.69**	**0.942**
Job Alienation	Powerlessness	2.81	0.868
	Meaninglessness	2.69	0.820
	Normlessness	2.53	0.877
	Isolation	2.81	0.871
	Self-Estrangement	2.66	0.881
	Total Measurement	**2.27**	**0.618**

According to Table (6), most of the respondents identified the presence of PsyCon breach (M=2.69, SD=1,015), PsyCon violation (M=2.69, SD=0.948), and total PsyCon (M=2.69, SD=0.942).

Regarding to JA, most of the respondents identified the powerlessness (M=2.81, SD=0.868), meaninglessness (M=2.69, SD=0.820), normlessness (M=2.53, SD=0.877), isolation (M=2.81, SD=0.871), self-estrangement (M=2.66, SD=0.881), total JA (M=2.27, SD=0.618).

9.4. Evaluating Reliability

Table (7) Reliability of PsyCon and JA

Variables	Dimension	Number of Statement	ACC
Psychological Contract Processes	Psychological Contract Breach	4	0.889
	Psychological Contract Violation	4	0.851
	Total Measurement of PsyCon	**8**	**0.928**
Job Alienation	Powerlessness	6	0.886
	Meaninglessness	5	0.889
	Normlessness	5	0.893
	Isolation	5	0.857
	Self-Estrangement	5	0.863
	Total Measurement of JA	**26**	**0.959**

Table (7) presents the reliability of PsyCon. The 8 items of PsyCon are reliable because the ACC is 0.928. PsyCon breach, which consists of 4 items, is reliable because the ACC is 0.889. The 4 items related to PsyCon violation are reliable because the ACC is 0.851. Thus, the internal consistency of PsyCon can be acceptable.

The 26 items of JA are reliable because the ACC is 0.959. The powerlessness, which consists of 6 items, is reliable because the ACC is 0.886. The 5 items related to meaninglessness are reliable because the ACC is 0.889. The 5 items related to normlessness are reliable because the ACC is 0.893. The 5 items related to isolation are reliable because the ACC is 0.857. The 5 items related self-estrangement are reliable because the ACC is 0.863. Thus, the internal consistency of JA 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	JA
Psychological Contract Processes	2.69	0.941	1	
Job Alienation	2.27	0.618	0.714[**]	1

Table (8) shows correlation coefficients between PsyCon and OC. PsyCon is (Mean=2.69; SD=0.941), while OC is (Mean=2.27; SD= 0.618). Also, the correlation between PsyCon and JA is (R=0.714; P <0.01).

9.6. The Correlation between PsyCon and JA

Table (9) Correlation Matrix between PsyCon and JA

Research Variables	1	2	3
Psychological Contract Breach	1		
Psychological Contract Violation	0.842[**]	1	
Job Alienation	0.684[**]	0.685[**]	1

Based on the Table (9), correlation between PsyCon breach and JA is 0.684 whereas PsyCon violation and JA shows correlation value of 0.685. The overall correlation between PsyCon and JA is 0.714.

9.6.1. Psychological Contract Processes (PsyCon Breach) and JA

Table (10) MRA Results for PsyCon Breach and JA

Psychological Contract Processes (PsyCon Breach)	Beta	R	R^2
1. The organization failed to fulfill all the promises that I expected to fulfill.	0.309[**]	0.632	0.399
2. The actual benefits obtained from the organization are very few compared to the expected benefits.	0.184[**]	0.609	0.370
3. I did not get all the benefits promised by the organization in return	0.231[**]	0.598	0.357

for the effort I am doing.			
4. I believe that the organization has not performed its role towards fulfilling its obligations.	0.061	0.537	0.288
▪ MCC	0.692		
▪ DC	0.478		
▪ Calculated F	67.602		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		
** P < .01			

As Table (10) proves, the MRA resulted in the R of 0.692 demonstrating that the 4 independent variables of PsyCon breach construe JA significantly. Furthermore, the value of R^2, 4 independent variables of PsyCon breach can explain 0.48% of the total factors in OC. Hence, 52% 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 JA.

9.6.2. Psychological Contract Processes (PsyCon Violation) and JA

Table (11) MRA Results for PsyCon Violation and JA

Psychological Contract Processes (PsyCon Violation)	Beta	R	R^2
1. I feel a lot of anger towards the organization in which I work.	0.185**	0.527	0.277
2. I feel that I have been deceived by the organization in which I work.	0.271**	0.629	0.395
3. I feel that the organization has violated our mutual obligations.	0.100	0.539	0.290
4. I feel very disappointed with how the organization is dealing with me.	0.267**	0.586	0.343
▪ MCC	0.691		
▪ DC	0.478		
▪ Calculated F	67.477		
▪ Degree of Freedom	4, 295		
▪ Indexed F	3.31		
▪ Level of Significance	0.000		
** P < .01			

As Table (11) proves, the MRA resulted in the R of 0. 0.691. This means that JA has been significantly explained by the 4 independent variables of PsyCon violation. As a result of the value of R^2, the four independent variables of PsyCon violation justified only 48% of the total factors in JA. So, there is enough empirical evidence to reject the null hypothesis that it said there is no relationship between PsyCon (Violation) and JA.

10. Research Results

10.1. Research Results Related to PsyCon

1. The organization has failed to fulfill the commitments agreed upon with the employees and they are aware that the organization has failed to implement some of the promises agreed upon.
2. 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.
3. There is a 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.
4. The employees in 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 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.
6. The employees of the organization do not have the authority to make decisions before referring to the officials. In addition, 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. The feeling of employees in the organization that they are executing orders and instructions of superiors regardless of the effects on others.

9. 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.

10. 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.

11. There is a belief among some employees in the organization that it lacks credibility and integrity and says one thing and does something else. This leads to a 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 breach of PsyCon in the interest of the organization. This leads to the disappearance of the negative reaction to the organization.

13. 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.

10.2. Research Results Related to JA

1. There is a feeling of employees in the organization with a certain degree of alienation due to the separation of the same organization from the same individual.

2. The organization did not attain the promises that employees believe it has made due to external reasons that prompted the organization not to abide by the implementation of these promises.

3. There is an impact of breach and violation of PsyCon on JA. This means that the higher awareness of the employees towards the breach and violation of PsyCon, the more the behavior of the JA. In other words, there is a correlation between PsyCon breach and violation and JA.

4. There is a statistically significant relationship between the PsyCon breach and the level of JA in the organization. In other words, the lower level of PsyCon breach, the lower level of JA for employees in the organization.

11. Recommendations

11.1. Recommendations Related to PsyCon

1. 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.

2. Clarifying the return that the employee will receive by carrying out work in the organization and the necessity of the organization's commitment to provide the return agreed upon with the employee.

3. 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.

4. Promoting career practices based on principles of honesty and transparency, getting to know the opinions of employees, not neglecting their proposals, the necessity of commitment to apply the terms of the PsyCon between the two parties and avoiding making promises or obligations and not fulfilling them according to the expectations of both parties.

5. The necessity to deal with the PsyCon with the same importance as the formal written contract between the two parties and necessity of avoiding one of the negative effects of PsyCon breach or PsyCon violation, which is represented in OC.

6. Commitment to PsyCon and maintenance of contracts until the organization avoids reduced job satisfaction, organizational commitment, and leaving work.

7. Paying attention when making promises to employees at all stages of employment, from recruitment and during their time in the organization.

8. 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.

9. 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.

10. Finding 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.

11. 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.

12. Providing sufficient information on work requirements and employment, working hours, organizational goals, and organizational policies, providing psychological support to employees in their workplaces and enhance social and employment relationships with the heads and colleagues in the organization.

13. The organization can reduce the level of breach of PsyCon if (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 are interested in analyzing the relevant data before taking the appropriate decision, (6) the behavior of managers reflects what is within them towards employees, and (7) managers encourage employees to express their opinions and proposals to develop work performance in the organization.

14. Renewal of human resource management practices in the organization and its orientation towards achieving employee requirements through training and promotion, increasing the sense of employees towards that the organization appreciates their contributions and efforts made through thank you books and certificates of appreciation.

15. Avoiding making promises and breaking them, as this raises the issue of feeling broken through the PsyCon, and 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.

16. Adopting a philosophy of the importance of the distinguished human element in the organization through effective communication methods, and the establishment values and rules in the light of respect and appreciation.

11.2. Recommendations Related to JA

1. Increasing the field for employees in the organization and facilitating the task of carrying out the tasks assigned to them, giving workers in the organization the power to make some decisions.

2. Creating a state of competition among employees in the organization to improve their level of performance.

3. Reconsidering the evaluation system of employees in the organization and that the evaluation is not an end in itself but rather a way to improve the performance of workers in the organization.

4. Increasing the responsibilities of employees in the organization and supporting their spirit of challenge to complete the tasks assigned to them.

5. Staying away from personal and social compliments during work, and that the standard of business performance be determined by the regulations and instructions within the organization.

6. Strengthening social relations between employees in the organization, by imposing the creation of a state of belonging to it.

7. Benefiting from social media for the purpose of communicating the various news among employees of the organization.

8. Paying attention to the psychological incentives of employees in the organization. This leads to the performance of the tasks assigned to them efficiently and effectively.

9. Activating the organizational procedures and practices necessary for the success of the organization, and the participation of employees in decision-making that affects their business.

10. Allowing employees to express their opinions and observations in a way that makes decision-making more effective, and reducing employee expatriation, which leads to the advancement of the organization.
11. Activating the participation of employees in the organization in the decision-making process related to them.
12. Encouraging workers in the organization to communicate either with each other or with managers, besides encouraging employees to take responsibility for working in the organization.
13. Educating workers in the organization of the importance of the goals that must be achieved, besides encouraging employees in the organization to make new friends.
14. Educating employees about caring about everything in the organization, delegating powers to take routine tasks to workers in the organization's executive departments.
15. Developing an effective incentive system in line with the nature of the work of each individual in the organization, besides the necessity for the employees of the organization to abide by the prevailing moral values in society.
16. Paying attention to the planning process in the organization, besides the need to pay attention to how to manage the time of workers in a manner that reduces JA.

12. Future research

Although the present study attempts to reveal the dimensions of PsyCon and its impact on the dimensions of the JA, scope of this study, the methods used and its findings indicate that there are areas for other future studies: (1) the relationship between job engagement and breach of PsyCon, (2) the effect of leadership style in reducing the negative effects of PsyCon breach, (3) organizational justice as a mediating variable between PsyCon breach and the negative effects of breach of contract, and (4) the relationship between breach of PsyCon and job security.

References

i. *Aiken, M., and Hage, J. (2001). Relationship of centralization to other structural properties. Administrative Science Quarterly, 12(1), PP.72-92.*

ii. *Anderson, L. (1996). Employee Cynicism: An Examination Using a Contract Violation Framework, Human Relation, Vol. 49 (11), PP. 1395-1418.*

iii. *Anderson, N. Sehalk R. (1998). The Psychological contract in retrospect and Prospect, Journal of Organizational Behavior, Vol. 19, PP. 637-647.*

iv. *Andouhjerdi S. Kord R., and Hallajian E.,(2014). Investigation The Impact of ICT on The Job Alienation of Employees, Case Study in Wood Industry Company of Mazandaran, Asian Journal of Research in Social Sciences and Humanities,Vol.4,No.6, PP. 404-414.*

v. *Argyris, C. (1960), Understanding Organizational Behavior, Dorsey Press, Homewood, IL.*

vi. *Armstrong-Stassen, M. (2006). Determinants of how managers cope with organizational downsizing. Applied Psychology: An International Review, 55, PP. 1–26.*

vii. *Bakhti, M. (20029). A reflection on alienation concept 1, Research institution weekly of Iranshahr, PP. 1-3.*

viii. *Bal, P. and Kooij, D. (2011). The relations between work centrality, psychological contracts, and job attitudes: The influence of age. European Journal of Work and Organizational Psychology, 20(4), PP. 497-523.*

ix. *Brewerton, P. (2000).The nature of the psychological contract at work: Content and characteristics, PhD, University of surrey.*

x. *Cassar, V, and Buttigieg, S. (2015). Psychological contract breach, organizational justice and emotional well-being, Personnel Review, V.44 (2), PP. 217 - 235*

xi. *Castanheira, F., and Chambel, M. J. (2010). Reducing burnout in call centers through HR practices. Human Resource Management,49, PP. 1047–1065.*

xii. *Cetin C., Ozdemirci A., and Kartaltepe N.,(2005). Is Alienation Only A Problem For The BlueCollar Workers? A Research On The Alienation Of The White-Collar Workers In The Age Of Information And In The Banking Sector, PP. 1-6.*

xiii. *Ceylan A., and Sulu S. (2011). Organizational Injustice and Work Alienation", Ekonomika A Management, Strana, PP.65-78.*

xiv.   Ceylan, A., and Sulu, S. (2010). Work alienation as a mediator of the relationship of procedural injustice to job stress. South East European Journal of Economics and Business, 5(2), PP. 65-74.

xv.   Chen, H. (2010). The relationships of organizational justice, social exchange, psychological contract, and expatriate adjustment: an example of Taiwanese business expatriates, The International Journal of Human Resource Management, V. 21, (7), PP. 1090-1107.

xvi.   Chen, T. and Wu, C. (2017). Improving the turnover intention of tourist hotel employees: transformational leadership, leader–member exchange, and psychological contract breach, International Journal of Contemporary Hospitality Management, 29 (7), PP.1914-1936.

xvii.   Cheung, C. (2008). Lagged Harm of Work Restructuring and Work Alienation to Work Commitment, International Journal of Employment Studies, 16 (2), PP.70-207.

xviii.   Chiaburu, D. Peng, A. Oh, I. Banks, G. and Lomeli, L. (2013). Antecedents and consequences of employee organizational cynicism: A Meta-analysis, Journal of Vocational Behavior, V. 83 (2), PP. 181-197.

xix.   Clinton, M. and Guest, D. (2014). Psychological contract breach and voluntary turnover: Testing a multiple mediation model. Journal of occupational and Organizational Psychology, 87(1), PP.200-207.

xx.   Cohen, A. (2013). A global evaluation of organizational fairness and it s relationship to psychological contracts, Career Development International, 18, (6), PP. 589-609.

xxi.   Colquitt, J. and Rodell, J. (2011). Justice, trust, and trustworthiness: A longitudinal analysis integrating three theoretical perspectives, Academy of Management Journal, V. 54, (6), PP. 1183-1206.

xxii.   Conway, N. and Briner, R. (2005). Understanding Psychological Contracts at Work: A Critical Evaluation of Theory and Research, Oxford University Press, New York.

xxiii.   Conway, N., and Briner, R. B. (2005). Full time uersus part- time Employees; Understanding the Link between work status, the psychological contract and attitudes. Journal of vocational behavior, 61, PP. 279- 301.

xxiv.   Coyle-Shapiro, J. and Parzefall, M, (2008). Psychological contracts. In: Cooper, Cary L. and Barling, Julian, (eds.) The SAG E handbook of organizational behavior. SAGE Publications, London, UK, PP. 17-34.

xxv.   Cullinane, N., and Dundon, T. (2006). The psychological contract: A critical review. International Journal of Management Reviews, 8, PP. 113-129.

xxvi.   Dağlı, A. and Averbek, E. (2017). The Relationship between the Organizational Alienation and the Organizational Citizenship Behaviors of Primary School Teachers. Universal Journal of Educational Research, 5(10), PP. 1707-1717

xxvii.   Dulac, T., Coyle-Shapiro, J. Henderson, D. and Wayne, S. (2008). Not all responses to breach are the same: the interconnection of social exchange and psychological contract processes in organizations, Academy of Management Journal, Vol. 51, PP. 1079- 98.

xxviii. Erbas M. (2014). The Relationship Between Alienation Levels of Physical Education Teacher Candidates And Their Attitudes Towards The Teaching Profession", Australian Journal Of Teacher Education", Vol. 39 (8), PP. 37-52.

xxix.   Erdem, M. (2014). The Level of Quality of Work Life to Predict Work Alienation. Educational Sciences: Theory and Practice, 14(2), 534-544

xxx.   Farahbod F., Azadehdehdel M.,Chegini M., Ashraf A.,(2012). Work Alienation Historical Backgrounds, Concepts, Reasons and Effects", Journal Of Basic and Applied Scientific Research,2(8), PP. 8408-8415.

xxxi.   Farnsworth, E. (1990). Contracts, 2nd Ed., Boston, MA: Little Brown and Company Boston.

xxxii.   Fromm, E. (1955). The Sane Society. New York, NY: Rinehart and Company, Google Scholar.

xxxiii. Ganesh,S. and Josep, J. (2011). Exploring perceived organizational formalization and performance review system complexity as predictors of executive alienation in performance review systems. IIMB Management Review 23, PP. 197-207.

xxxiv.   Griep, Y., and Vantilborgh, T. (2018). Reciprocal effects of psychological contract breach on counterproductive and organizational citizenship behaviors: The role of time. Journal of Vocational Behavior, 104, 141-153.

xxxv. Guest, D. (2004). Flexible employment contracts, the psychological contract and employee outcomes: an analysis and review of the evidence. International Journal of Management Reviews, 5(1), PP. 1-19.

xxxvi. Gupta, V., Agarwal, U. and Khatri, N. (2016). The relationships between perceived organizational support, affective commitment, psychological contract breach, organizational citizenship behaviour and work engagement. Journal of advanced nursing, 72(11), 2806-2817.

xxxvii. Herriot, P. and Pemberton, C. (1997). 'Facilitating New Deals', Human Resource Management Journal, 7, PP.45–56.

xxxviii. Hiltrop, J. (1996). Managing the changing psychological contract. employ relation.Vol.18,No.1, PP.36-49.

xxxix. Hirschfeld, R. and Feild, H. (2000). Work centrality and work alienation: distinct aspects of a general commitment to work. Journal of Organizational Behavior, 21, PP. 789-800.

xl. Horowitz, I. (1966). On alienation and the social order. Philosophy and Phenomenological Research, 27(2), 230-237.

xli. Hosseinzadeh A., Nazem F., Eimani M.,(2014). Investigating The Factors Affecting The Employees' Job Alienation In District 2 Of Islamic Azad University", Bulletin Of Environment, Pharmacology and Life Sciences, Vol.3 (1), PP.06-10.

xlii. Hoy, W. and Blazovsky, R. (1983). Bureaucracy and Alienation: A comparative Analysis, Journal of Educational Administration, Vol. 21 No. 2, PP. 109-120.

xliii. Johnson, J. and O'Leary-Kelly, A. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 24(5), PP. 627- 647.

xliv. Jordan, M. Schraeder, M. Feild, H. Armenakis, A. (2007). Organizational citizenship behavior, job attitudes, and the psychological contract, Military Psychology, V.19, N.4, PP. 259-271

xlv. Kelly P., and Semler L.E.,(2010). Word And Self Estranged: Topographies Of Meaning In Early Modern England, PP. 1-11.

xlvi. KickuI, J. Neuman, G., Parker C., and Finkl, J., (2001). The role of organizational Justice in the relationship between psychological contract breach and work out comes, Employee responsibilities and right Journal, V.13, N. 2, PP. 27- 43.

xlvii. Kiefer, T., and Briner, R.(2006). Emotion « at work An P Jackson and M. Shams (Eds.) ,Developments in work and organizational psychology: Implications for international business, Oxford, United Kingdom: Elsevier, PP. 185-228.

xlviii. Kingshott, R. (2005). The Impact of psychological Contract Upon trust and commitment within Supplier- Buyers Relationship: A Social Exchange View Industrial Marketing Management.

xlix. Knights, J. and Kennedy, B. (2005). Psychological Contract Violation: Impacts on Job Satisfaction and Organizational Commitment Among Australian Senior Public Servants. Applied H.R.M. Research, Volume 10, Number 2, PP. 57-72.

l. Knoppe, M. (2012). The psychological contracts of temporary employees. A thesis submit in partial fulfillment of the requirement for the degree of master of business management.

li. Kocoglu M. (2014). Cynicism As A Mediator Of Relations Between Job Stress and Work Alienation: A Study From A Developing Country-Turkey", Global Business and Management Research: An International Journal, Vol.6, No.1, PP. 24-36.

lii. Kruger S.,and Johanssen J.,(2014). Alienation And Digital Labour-A Depth- Hermeneutic Inquiry Into Online Commodification And The Unconscious", triple 12(2), PP. 632-647

liii. Kuang-Man, W. (2013). The Effects of Psychological Contract Breach on Employee Work Behaviors in the Airline Industry: Employee Cynicism as Mediator, international Journal of Business and Social Scie nce, V. 4, N.12, PP.304-311.

liv. Lapointe, É., Vandenberghe, C., and Boudrias, J. (2013). Psychological contract breach, affective commitment to organization and supervisor, and newcomer adjustment: A three-wave moderated mediation model. Journal of Vocational Behavior, 83(3), PP. 528-538.

lv. Levinson, H., Price, C. Munden, K. Mandl, H. and Solley, C. (1962). Men, Management and Mental Health, Oxford University Press, Oxford.

lvi.   *Lo. S and Aryee, S. (2003). Psychological Contract Breach in a Chinese Context: An Integrative Approach, Journal of Management studies, V.40, (4), PP. 1005-1020*

lvii.   *López Bohle, S., Bal, P. Jansen, P. Leiva, P. and Alonso, A. (2017). How mass layoffs are related to lower job performance and OCB among surviving employees in Chile: an investigation of the essential role of psychological contract. The International Journal of Human Resource Management, 28(20), PP. 2837-2860.*

lviii.   *Mendoza, M. and Lara, P. (2007). The impact of work alienation on organizational citizenship behavior in the Canary Islands. International Journal of Organizational Analysis, 15(1), PP. 56-76.*

lix.   *Moghimi, S. (2001). Organization and management, a research based approach. 2nd ed. Tehran: Termeh pub.*

lx.   *Morrison, E. and Robinson, S. (1997) When employees feel betrayed: A model of how psychological contract violation develops. Academy of Management Review, 22: 226-256.*

lxi.   *Nair, N. (2009). A study of alienation among knowledge workers. Available at www. download free pdf.com.*

lxii.   *Nair, N. (2010), An exploration of factors predicting work alienation of knowledge workers, Management Decision, (48) 4,PP. 600-615.*

lxiii.   *Nayak R.,(2013). Impact Of Meditation On Alienation And Locus Of Control Of IT Professionals, International Journal Of Humanities And Social Science Invention, Vol.2 (2), PP. 15-17.*

lxiv.   *Nelson, L. and ODonohue, (2006). Alienation Psychology and Human Resource Management, Proceedings of the 2nd Australian Centre for Research in Empowerment and Work, Conference, Prato, Italy.*

lxv.   *Phoung, T. (2013). How to measure psychological contract breach as a predictor of workplace outcomes: evidence from Vietnam, The Macrotheme Review, V.2 (2), PP. 32-42.*

lxvi.   *Poisat, P., and Theron, A. (2014). Managing the Psychological Contract During a Psychological Recession. Mediterranean Journal of Social Sciences, 5(9), 283.*

lxvii.   *Porter, L. Pearce, J. Tripoli, A. and Lewis, M. (1998). Differential perceptions of employers' inducements, implications for psychological contracts", Journal of Organizational Behavior, Vol. 19, PP. 769-782.*

lxviii. *Prasad P. (2014). Work Alienation Among The Employees In IT Sector", Paripex-Indian, Journal Of Research,Vol.3,Issue:5,ISSN-2250-1991,140-142.*

lxix.   *Rajaeepour, S., Azizollah, A., Mahmoud, Z., Solmaz, S.(2012). Relationship between Organizational Structure and Organizational Alienation. Interdisciplinart journal of contemporary research in business.Vol.3.No.3.*

lxx.   *Ray N.,(1985),"Channel Alienation: Sources And Consequences", Submitted to the Graduate Faculty of Texas Tech University in Partial Fulfillment of the Requirements for the Degree of Doctor of Business Administration,P.1-318.*

lxxi.   *Robinson, S. and Morrison, E. (1995). Psychological Contracts and OCB: The Effect of Unfulfilled Obligations on Civic Virtue Behavior. Journal of Organizational Behavior, 16(3), PP. 289-298.*

lxxii.   *Robinson, S. and Morrison, E. (2000). The development of psychological contract breach and violation: a longitudinal study. Journal of Organizational Behavior, 21, PP. 525–546.*

lxxiii. *Robinson, S. and Rousseau, M. (1994). Violating the psychological contract: Not the exception but the norm, Journal of organizational behavior, 15, (3), PP. 245-259*

lxxiv.   *Rousseau, D. (1989). Psychological and implied contracts in organizations. Employee Responsibilities and Rights Journal, 2, PP. 121–139.*

lxxv.   *Rousseau, D. (1995). Psychological Contracts in Organizations: Understanding the Written and Unwritten Agreements. London: Sage.*

lxxvi.   *Rousseau, D. (2001). Schema, promises and mutuality: The building blocks of the psychological contract. Journal of Occupational and Organizational Psychology, 74, PP. 511-542.*

lxxvii. *Rousseau, D. and Tijoriwala, S. (1998). Assessing psychological contracts: issues, alternatives and measures, Journal of Organizational Behavior, 19, PP. 679-695.*

lxxviii. *Rovai, A., Wighting, M. (2005). Feelings of alienation and community among higher education students in a virtual classroom. Internet and Higher Education 8, PP. 97-110.*

lxxix.   Saad M. and Badawy, S. (2017). *Psychological Contract Violation and Affective Commitment: The Mediating Effect of Cynicism and The Moderating Effect of Employees' Expectations. International Journal of Business and Management Review, 4(10), PP. 14-34.*

lxxx.   Sarros, J. Tanewski, G. Winter, R. Santora, J. and Densten, I. (2002). *Work Alienation and Organizational Leadership. British Journal of Management, 13(4), PP. 285-304.*

lxxxi.   Schauup, L. (2012). *An Experimental Study of Psychological Contract Breach: The Effects of Exchange Congruence in the Employer-Employee Relationship, PhD, Faculty of the Virginia Polytechnic Institute and State University.*

lxxxii.   Schein, E. (1965). *Organizational Psychology, Prentice-Hall, Englewood Cliffs, New Jersey.*

lxxxiii.   Seeman, M. (1959).*On the meaning of alienation. American Sociological Review. 24 (6), 783-791*

lxxxiv.   Shantz, A., Alfes, K., Bailey, C. and Soane, E. (2015) *Drivers and Outcomes of Work Alienation: Reviving a Concept. Journal of Management Inquiry, 24(4), PP. 382-393.*

lxxxv.   Sharpe, A. (2006). *The psychological contract in a changing work environment. Available at www.downloadfreepdf.com.*

lxxxvi.   Shepard, J. (1977). *Technology, alienation and satisfaction. Annual Review of Sociology, 3, PP. 1-21.*

lxxxvii.   Skromme G. and Baccili, P. (2006). *Do psychological contracts include Boundaryless or protean careers?, Career Development International, Vol. 11 No. 2, PP. 163-182.*

lxxxviii.   Smith, H. and Bohm, R. (2008). *Beyond anomie: Alienation and crime. Critical Criminology, 16, PP. 1-15.*

lxxxix.   Sterk, A., (2001). *Religion, scholarship, and higher education: perspectives, models and future prospects: essays from the Lilly seminar on religion and higher education. Notre Dame, IN: University of Notre Dame Press*

xc.   Strong, E (2003).*The role of psychological contract amongst knowledge workers in the reinsurance industry. A Thesis Presented to The Gordon institute of business science In Partial Fulfillment of the Requirements for the Degree Master of business administration.*

xci.   Sturges, J., Conway, N., Guest, D., and Liefooghe, A. (2005). *Managing the career deal: The psychological contract as a framework for understanding career management, organizational commitment and work behavior. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 26(7), PP.821-838.*

xcii.   Suazo, M. (2009). *The mediating role of psychological contract violation on the relations between psychological contract breach and work-related attitudes and behaviors. Journal of Managerial Psychology, 24(2), PP.136-160.*

xciii.   Suazo, M. and Stone-Romero, E. (2011). *Implications of psychological contract breach: A perceived organizational support perspective. Journal of Managerial Psychology, 26(5), PP.366-382.*

xciv.   Sulu S., Ceylan A., and Kaynak R.,(2010). *Work Alienation As A Mediator Of The Relationship Between Organizational Injustice And Organizational Commitment: Implications For Healthcare Professionals", International Journal Of Business And Management;Vol.5,No.8., PP. 27-38.*

xcv.   Syed, S. (2010). *Impact of organizational restructuring on psychological contract breach and attitudes of employees working in private commercial banks of Pakistan. Dissertation submitted to the Faculty of Management and Governance in Twente University in partial fulfillment of the requirements for the degree of Doctor of Philosophy In Business Administration.*

xcvi.   Tablan F. (2014). *Human Alienation And Fulfillment In Work: Insights From The Catholic Social Teachings", Journal Of Religion And Business Ethics,Vol.3 (1), PP. 1-23.*

xcvii.   Temel, C. Mirzeoglu, N. and Mirzeoglu, D. (2013). *An investigation of physical education teachers' work alienation level according to some variables, International Journal of Academic Research, 5(4), PP. 513-519.*

xcviii.   Tummers, L. and Den Dulk, L. (2013). *The effects of work alienation on organizational commitment, work effort and work-to-family enrichment. Journal of Nursing Management, PP. 1-21.*

xcix.   Tummers, L. Bekkers, V. and Steijn, A. (2007). *Policy alienation of Dutch public sector professionals: an exploratory study, EGPA conference, Madrid.*

c.   Valadbigi A., and Ghobadi S., (2011). *The Study Of The Elements Of Work Alienation: A Case Study Of The Urmia White Cement Factory, Western*

ci. *Van Stormbroek, R., and Blomme, R. (2017). Psychological contract as precursor for turnover and self-employment. Management Research Review, 40 (2), PP. 235-250.*

cii. *Vijaykumar, R. (2012). Alienation and Existential Crises in Major Novels of Anita Desai, Thematics Journal of Commonwealth Literature, 1(4), PP.154-158.*

ciii. *Wellin, M. (2007). Managing the psychological contract: Using the personal deal to increase business performance. Gower Publishing Limited.*

civ. *Wright, W. (2005). Causal Attributions and interactional justice As Moderators of the Relationship between perceived psychological breach and Critical employee outcomes, PhD thesis university of California state.*

cv. *Zhao, H., Wayne, S. Glibkowski, B. Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A meta-analysis. Personnel Psychology, 60, PP. 647-680.*