

## **Psychological Contract Breach And Workplace Outcome: Effective Relationship Among Employee And Organization.**

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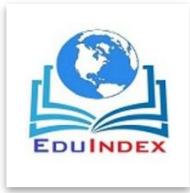
### **ABSTRACT**

The hospitality services involve the interaction between the guest and the host employee, where employees need to establish a human connection, give effective and efficient service, and make an effort to fix problems (Russ-Eft, 2004), along with services such as safety and meeting of guest needs and wants (King, 1995). There are four core operational sections in any hotel are (i) Façade office section (ii) House Keeping sections (iii) Food & Beverage service sections (iv) Food & Beverage production sections. Each section has its own manpower which is handled by its team leaders and managers. Now here managers get the attention that how much they are important for hotels. Managers are the backbone of every organization. Organization nurtures them, and they provide their best output to the organization. It's a vice-versa process. But what happens when the relation between employees and organization get affected by the psychological contract. Here a new term arises that is a breach. Psychological contract breach and workplace outcome.

**Keywords:** Psychological Contract, Psychological Contract Breach, Workplace Outcome

### **Psychological contract**

“A psychological contract is psychological simulations of their interchange agreement with the organization (Morrison & Robinson, 1997; Rousseau, 1989)”. The concern in the concept can be drawn back to the early work of Argyris (1960), “Levinson, Price, Munden, Mandl, and Solley (1962), and Schein (1980) who cast-off ‘psychological contract’ as a term to characterize the subjective aspect of employment relationships”. More recently, Rousseau



(1989, 1990) illuminated and emphasized three important principles of the psychological contract, which has intended the technique in which the idea is now understood and empirically inspected.

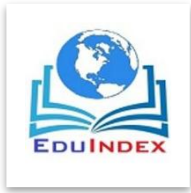
### **Psychological Contract Breach**

Psychological contract breach may happen when an employee observes that his or her association has unsuccessful to encounter one or more of its assured commitments (Robinson & Rousseau, 1994; Zhao et al., 2007). Reliable with the characteristic countryside of psychological contracts, only personnel determine whether a break has happened. Breach is a independent experience originating from the worker's clarification of how well the association has satisfied its promises. It can be apparent irrespective of whether or not it is recognized by additional pertinent persons, such as administrators or executives (Robinson, 1996; Robinson & Morrison, 2000). As such, the clear mainstream of preceding psychological contract investigation has inspected breach from the worker's viewpoint. The existing exploration ensures the similar.

Thus, overall, it seems that relative to unmet expectations, the breach has a stronger impact on employee attitudes and behaviors. The breach also shares conceptual foundations with perceptions of inequity, but the two differ in important ways (Morrison & Robinson, 1997; Rousseau, 1989). In most discussions of equity theory (Adams, 1965), employees compare their ratio of inputs (e.g., effort, experience) and outcomes (e.g., pay, recognition) with the ratio of relevant others, such as co-workers, who are also in an exchange relationship with the organization.

### **WORKPLACE OUTCOMES**

In organizational behavior research, work outcome is a dependent variable of interest. It is so because the goals, objectives, and strategies of the organization are measured in terms of outcomes. Analysis of the antecedents of outcome behaviors has been a point of interest for all concerned – the management, planners, management scientists, and psychologists.



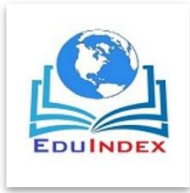
Consequently, work outcome or performance is evaluated in the same manner in all the organizations. Very small firms may not need formal systems of appraisals, but evaluation occurs nonetheless. And firms experience a growing need to standardize, retain and communicate appraisal information; they are likely to institute in the formal systems. Work outcomes or performance analysis is an important component of appraisal in an organizational setting and it is reflected through various measures such as task completion, quality of work, work-efficacy, time management, decision making, etc., in a group, while at the individual level, it may be reflected through behaviors and actions as rated and evaluated by self, peers, subordinates (juniors) or superiors.

### **Job satisfaction**

The present research has taken job satisfaction as an aspect of workplace outcomes. Satisfaction can be considered in different ways. It may be thought of as a general attitude, reflecting overall feelings about work. It may also be considered as a composite of more specific attitudes. Job Satisfaction is one of the most widely studied work-related attitudes in the fields of industrial and organizational behavior (Spector, 1997).

It refers to a person's general feelings about their job, and more specifically the extent to which they feel positive or negative about it. It is a state where one's needs and one's outcomes match well. To Cranny et al. (1992), "Job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives." Saari and Judge (2004) suggest a model in which job satisfaction is formed from three sources:

- 1) Personality and dispositions,
- 2) Job characteristics, and
- 3) Perceptions of distributive justice.



There are two approaches to conceptualize job satisfaction. The first is the global approach, which considers overall job satisfaction. This way of looking at job satisfaction simply asks if the employee is satisfied overall, using a yes-no response or a single rating scale.

The second is the facet approach, which considers job satisfaction to be composed of feelings and attitudes about a number of different elements, or facets, of the job. For example, overall, global satisfaction may be a composite of numerous factors: satisfaction with pay, the type of work itself, working conditions, the type of supervision, company policies, and procedures, relations with co-workers, and opportunities for promotion and advancement.

### **Work Engagement**

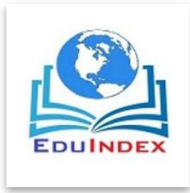
Work Engagement as a concept has intrigued a lot of researchers globally. It is believed to be of significant importance in various workplace aspects, ranging from predicting employee outcomes, organizational success to even the financial performance of the organization. It is rightly said that employees are the most valued resource of any organization which gives it a competitive edge over other companies in the industry. Contemporary organizations today need employees, who are psychologically connected to their work, who are willing and able to invest themselves fully in their work, who are proactive and committed to high-quality performance standards. They need employees who are engaged with their work (Bakker & Leiter, 2010) and are engaged with a feeling of joy and contentment when occupying and performing an organizational role so as to ensure overall happiness at work.

*“The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives.”*

*Lockwood (2007)*

### **Organizational Commitment**

Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Blau, 1987). There have been several somewhat different definitions of commitment, but all



involve the attachment of the individual to the organization. Salanick (1977) proposed two approaches – prospective and retrospective.

In prospective view; commitment is conceived as an individual's psychological bond to the organization / social system, as reflected in this involvement with, loyalty for and belief in the values of the organization.

In retrospective view, commitment results as the individual become bound to the behavioral acts that are chosen voluntarily (Raju and Srivastava, 1986). The most often studied conception is based on the work of Mowday, Steers, and Porter (1979), which considers organizational commitment to be comprised of three components:-

1. An acceptance of the organization's goals.
2. A willingness to work hard for the organization.
3. The desire to stay with the organization.

More recently, a three-component conception of commitment has been developed (Meyer, Allen and Smith, 1993). The three type's commitment is:-

- Affective
- Continuance
- Normative

Affective Commitment occurs when the employee wishes to remain with the organization because of an emotional attachment. One of the earliest and most popular conceptualizations of affective commitment, set forth by Porter and Smith (1970), characterizes a highly committed individual as one who has:

- 1) A strong desire to remain a member of a particular organization;
- 2) A willingness to exert high levels of effort on behalf of the organization and
- 3) A definite belief in and acceptance of the values and goals of the organization.

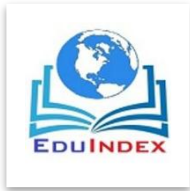


Continuance commitment exists when a person must remain with the organization because he or she needs the benefits and salary or cannot find another job. The continuance / calculative component / behavioral component refers to commitment based on the costs that the employee associates with leaving the organization. A view applicable to continuance commitment unfolds itself as follows: People take stock of their track record as well as their current worth in the open market.

## LITERATURE REVIEW

In this literature review, I begin by reviewing the empirical literature on the consequences of the breach. My review discloses that infringement has been related to a comprehensive collection of behavioural outcomes; hitherto rare studies have tried to categorize implications within a methodical organising outline. Therefore, I bring together the psychological contract, job satisfaction, organizational commitment and work engagement address this psychological contract breach and workplace outcome.

<b>Author And Citation Detail</b>	<b>Variables</b>	<b>Findings</b>
Kohyar Kiozad, M.Kraimer, Scott Seibert, 2018	Extra role performance, Organization value	PC fulfilment relates to positive employee behaviours
Denise salin & Guy Notelaers, 2017	Workplace bullying, Turnover intention	Perceived psychological contract violation partially affect the relationship between exposure to bullying and turnover intentions
Yvon Pesqueux, 2015	-	Transactional Contract Affect The Psychological Contract Breach And Also Affect The Social Relationship Among Organization.



Vincent Cassar, 2014	Emotional Well-Being, Justice,	Emotional wellbeing and justice play's a very important role in fulfilling of psychological contract. Positive effect found in workplace outcome, motivation and increase a sense of locality among employees.
John Rodwell And Andre Gulyas, 2014	Justice, Mental Health, Commitment	Negative impact of PCB on mental health, organizational commitment, increase sense of injustice among employees.
Ozan Buyukyilmaz, 2013	Perceived Organizational Support, Turn Over Intention	Perceived organizational support moderate the relationship between PCB and turn over intention, positive impact on organizational commitment and reduce the turn over intention.
Fabian O. Ugwu, 2013	Work Engagement, Organizational Support, Work Engagement	Perceived PCB gives the negative effect on organizational support, reduce work engagement.
Junghyun ( Jessie) Lee, 2013	PCB, POS, OCB, Exchange Ideology.	There is ideology exchange reduces the PCB, Negative relationship found when if there is no three way - Communication, Such That, The Adverse Association Between Pc Breach and Job Presentation.
Xander Lub, 2011	Work-Life Balance, Job Security	Chances For Growth And Competition, Change And Answerability Are Additional Authoritative To Fresher



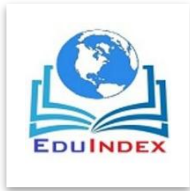


		Aristocracies Of Hospitality Employees.
Mohamad Abdullah Hemdi And Nurzeti Abdul Rahman,2010	Job Content And Promotion	Psychological Contract Variables Pointedly Clarified Hotel Executives' Affective Commitment And Subsequently Their Turnover Intentions
Marjo-Riitta Parzefall, 2010	Perceived Contract Breach, Evaluation And Reactions	Workers Observe PCB And The Processual, Nature Of The Experience. Emotions And Actions Were Intertwined In The Process Of Attributing Responsibility And Finding An Explanation For The Breach
Mark M. Suazo,2010	In-Role Behaviour, Organizational Citizenship Behaviours	Perceived Support Moderates Relations Between Breach Or Violation And Employee Behaviour's Such That The Same Associations Are Sturdier For High Than Low Perceived Support Individuals
May Kim,2009	Empowerment, Psychological Contract Fulfilment, Intention To Leave.	Psychological contract moderate the relation between fit and environment, intention to continue and empowrment positively mediating by psychological contract.
Smaranda Boroş,2008	Psychological Contract	psychological contract breach gives a negative effect on workplace outcome, also increase intention to leave, believe and motivation.



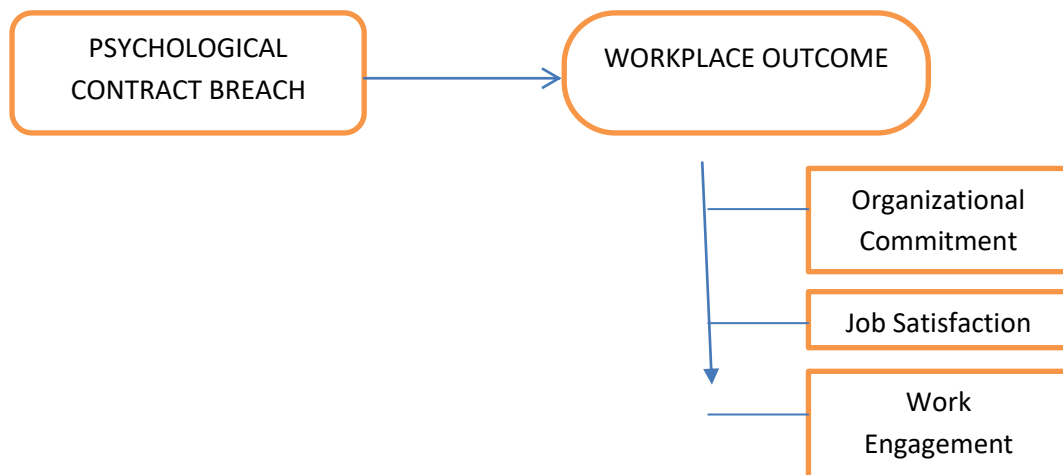


Zhen Xiong Chen, Anne S.Tsui,Lifeng Zhong,2007	Organizational Commitment, Organisational Citizenship Behaviour ,Work Performance, Mentoring, Leader Member Exchange, Traditionalist, Leader Benevolence,	Tradational employees are less sensitive towards psychological contract breach, organizational commitment , organizational citizenship behaviour get reduced and exchange of loyalty and mentoring goes negative, tradational leaders are less benelovent.
Ans De Vos Annelies Meganck Dirk Buyens, 2006	Employee Retention, Psychological Contract.	Carrier expansion is a major factor that affects both employees turnover voluntary and retention, its also support dynamics to retention of workout policies focusing on development of carrier.
Wilmar B.Schaufeli, Arnold B.Bakker, Marisa Salanova,2006	Vigour, Dedication, Absorption	Work Engagement conceived The Positive Antipode of Burnout
Ans De Vos ,Dirk Buyens, Rene Schalk,2003	Employer Inducement, Unilateral Adaptation, Employee Contribution	Importance of Neglected Issues Of Psychological Contract Formation, Socialization Process
William H.Turnely Mark C.Bolino Scott W.Lester James	Employee Performance, Employee Behaviour, Citizenship Behaviour Directed At Organisation	Psychological Contract Fulfilment Increased Employee Performance Both In-Role And Citizenship Behaviour

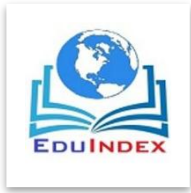


M.Bloodgood, 2002	And                      Citizenship Behaviour    Directed    At Individual	
Anil Abu Kabar, Betsy Barrett, 2001	Behaviour,    Commitment, Obligation,    Employees Perception	Psychological              Contract              Breach Negatively Affect Job Satisfaction

### Conceptual framework



*Fig: a conceptual framework for the present study.*



## RESEARCH METHODOLOGY

Research methodology discuss the approaches that researchers going to use in execution of research operations. This chapter includes those techniques which related with data collection, and how to establish relationship between the variables. Required methodology will be used to find out the accuracy of result (Kothari, 2004).

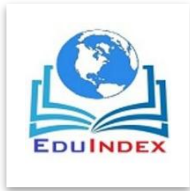
This portion drafts the objectives of this research which is followed by the research hypothesis. Then after required methodology adopted, sample size procedure, proposing the organization profile from where data will be collected. Pilot study detail description and changes if required. Then finally required methodology to be used in statistical analysis based on the nature of data.

### Objectives

The proposed objective is to examine the relationship between psychological contract breach (PCB) and workplace outcome and moderating effect of perceived organizational support.

1. To examine the relationship of psychological contract breach and workplace outcome.
2. To examine the relationship of psychological contract breach and job satisfaction.
3. To examine the relationship of psychological contract breach and work engagement.
4. To examine the relationship of psychological contract breach and organizational commitment.

### Research Hypothesis



Hypothesis formulation based on the objective.

H<sub>1</sub>: There is significant relationship between psychological contract breach and job satisfaction.

H<sub>2</sub>: There is significant relationship between psychological contract breach and organizational commitment.

H<sub>3</sub>: There is significant relationship between psychological contract breach and work engagement.

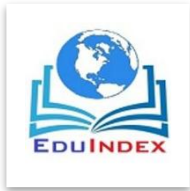
### **Methodology**

This research is going to examine the impact of psychological contract breach and workplace outcome by using perceived organizational support as a mediator. This relation will be valid in hospitality sector. Under this research middle level employee of five star hotels is involved.

Size of sample had to be determined, actually before the data collection. The following segment draws the similar.

### **Sampling**

In present research multistage stratified random sampling will be used to choose the sample. This research will attempt to cover four major districts of Rajasthan (INDIA). Different strata will include in east of Rajasthan-Jaipur, in west of Rajasthan-Jaisalmer, in south of Rajasthan- Udaipur and in north of Rajasthan- Bikaner. After this stratified division, there will be twenty five (25), five star hotels and approx. twenty (20) hotels will be covered under this research. Research targeted the middle level managers in each hotel. Number of middle level managers in all most twenty five star hotels is nine hundred sixty eight (968). These nine hundred sixty eight middle level managers come from various departments of hotels and each department has minimum five (5) middle level managers.



A standardized questionnaire was used for collection of data. A structured and validated scale was for this research. The respondents were guaranteed of their anonymity. All most four hundred (400) questionnaires were distributed, out of which three hundred forty three (343) were returned. In these sent questionnaire twelve (12) questionnaires are filled incomplete, seventeen (17) questionnaires is incorrect, twenty (20) questionnaire is repeated and nineteen (19) questionnaire did not return. The respondent response percentage rate is seventy seven (77%) per cent.

### **Statistical analysis**

The achieved data were managed for descriptive statistics, correlation, analysis for reliability and multiple hierarchal regressions. Main aim of this analysis was to discover the impact of psychological contract breach on workplace outcome i.e., job satisfaction, work engagement, organizational commitment and intention to leave by using perceive organizational support as a moderator. Cronback's coefficient alpha was used to estimation for reliability measures.

### **Result**

Observing the objective of this study, the gathered data were statistically treated for descriptive statistics, cronbach alpha, correlation, multiple hierarchal regressions. The analysis of this research described separately in four sections. In first section the descriptive statistics and variables reliability coefficients is explained. Second section explains the inter-correlation's among variables. In third section result of multiple hierarchal regressions is explains which is prime objective of this research. And the last section deals the overall analysis of this research.



**Table – 1**

Variables name with their codes which is used in this study.

Sr.No.	Name Of Variables	Code Name
1	Psychological Contract Breach	PCB
2	Job Satisfaction	JS
3	Organizational Commitment	OC
4	Work Engagement	WE

### 1. Descriptive Statistics

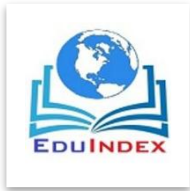
In Table-2, descriptive statistics of each measured variables is shown. This table includes mean, median, standard deviations of all six variables. In this table there is comparison of means and standard deviations of all variables. The degree of deviation from normal distribution existence negligible. So there is no requirement of normalization transformation for more statistical action of data by parametric tests.

### Demographic Analysis

#### Age

##### AGE

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid 25-30	193	68.9	70.2	70.2
30-35	58	20.7	21.1	91.3
35-40	24	8.6	8.7	100.0
Total	275	98.2	100.0	



Missing System	5	1.8		
Total	280	100.0		

This descriptive statistics shows that the age group of employees in which they belong. This table shows that the majority of employees came under age group of 20-25. Then second highest number of employees came under 30-35 and 24 employees came under 35-40. The age group 35-40, they are very experienced and they working very long time in many hospitals.

## Gender

### GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	152	54.3	55.3	55.3
FEMALE	123	43.9	44.7	100.0
Total	275	98.2	100.0	
Missing System	5	1.8		
Total	280	100.0		

This table shows that percentage of male and female managers in five star hotels. 152 managers were male whereas 123 are females. Here we found that there is almost equal balance of male and female employees.

## Marital status

### MARITAL





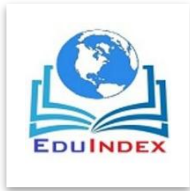
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UNMARRIED	211	75.4	76.7	76.7
MARRIED	64	22.9	23.3	100.0
Total	275	98.2	100.0	
Missing System	5	1.8		
Total	280	100.0		

Majority of the managers are unmarried i.e. 211 and rest are married i.e. 64. Percentage of married managers is 22.9% whereas unmarried managers are 75.4%.

#### **No. of working year**

#### **WORKING.YEAR**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-5	201	71.8	73.1	73.1
5-10	56	20.0	20.4	93.5
10-15	16	5.7	5.8	99.3
15-20	2	.7	.7	100.0
Total	275	98.2	100.0	
Missing System	5	1.8		
Total	280	100.0		



In this table there is division of age groups and the obtained result as follows:

Age group between 0-5 numbers of manager's is 201, 5-10 numbers of manager's is 56, 10-15 numbers of manager's is 16 and the very less number of manager's between age group 15-20 i.e. 2.

### Professional Qualification

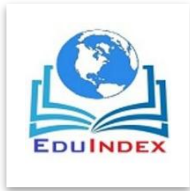
#### P.QUALIFICATION

	Frequency	Percent	Valid Percent	Cumulative Percent
BUSINESS LANGUAGE	65	23.2	23.6	23.6
MBA	131	46.8	47.6	71.3
HOSPITALITY MANAGEMENT	79	28.2	28.7	100.0
Total	275	98.2	100.0	
Missing System	5	1.8		
Total	280	100.0		

Professional qualification majority of manager's have MBA graduate (131), then hospitality management (79) and business language (65).

## 2. Correlation

To study the degree of association within the variables correlation were used to find out all the possible pairs of variables. The result is shown in Table-3. The correlations between variables sets are explained distinctly under own codes.



**A. Correlation between psychological contract breach and Job Satisfaction.**

H<sub>1</sub>: There is significant relationship between psychological contract breach and job satisfaction.

**Correlations**

		PCB	JS
PCB	Pearson	1	.031
	Correlation		
	Sig. (2-tailed)		.605
	N	275	275
JS	Pearson	.031	1
	Correlation		
	Sig. (2-tailed)	.605	
	N	275	275

In this result table, there is negative correlation between psychological contract breach and job satisfaction (work place outcome). Here the found co-relation between PCB and JS ( $r=.031$ ,  $p=.605$ ). So there is negative co-relation between PCB and JS. Hence the hypothesis 1 is rejected. This result suggests there is negative affect by psychological contract breach on job satisfaction

## B. Correlation between Psychological Contract Breach and Organizational Commitment.

H<sub>2</sub>: There is significant relationship between psychological contract breach and organizational commitment.

## Correlations

		CB	OC
CB	Pearson	1	.205**
	Correlation		
	Sig. (2-tailed)		.001
	N	275	275
OC	Pearson	.205**	1
	Correlation		
	Sig. (2-tailed)	.001	
	N	275	275

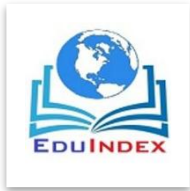
\*\*. Correlation is significant at the 0.01 level (2-tailed).

In this result there is modest correlation between psychological contract breach and organizational commitment. The correlation between PCB and JS ( $r=.205, p<.001$ ).

There is positive relationship between PCB and JS but linkage between them is not up to mark. So, organizational commitment is less affected by psychological contract breach.

### C. Correlation between psychological Contract Breach and Work Engagement.

H<sub>3</sub>: There is significant relationship between psychological contract breach and work engagement.



### Correlations

	PCB	WE
PCB	Pearson Correlation	1
	Sig. (2-tailed)	.130*
	N	275
WE	Pearson Correlation	.130*
	Sig. (2-tailed)	1
	N	275

\*. Correlation is significant at the 0.05 level (2-tailed).

In this result, there is significant correlation between psychological contract breach and work place outcome but the desired value is low. The correlation between PCB and WE ( $r=.130$ ,  $p<.05$ ). It shows that work engagement is very less affected by psychological contract breach.

### E. Correlation between Psychological Contract Breach and Intention to Leave.

H<sub>4</sub>: There is significant relationship between psychological contract breach and intention to leave.

### Correlations

	PCB	IL
PCB	Pearson Correlation	1
		.172**



IL	Sig. (2-tailed)		.004
	N	275	275
	Pearson	.172**	1
	Correlation		
	Sig. (2-tailed)	.004	
	N	275	275

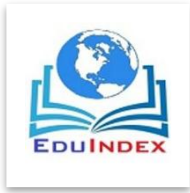
\*\*. Correlation is significant at the 0.01 level (2-tailed).

In this table result found that there is positive correlation between psychological contract breach and work place outcome. The correlation between them ( $r=.172$ ,  $p<0.01$ ). The relation between psychological contract breach and intention to leave (work place outcome) is positive. Psychological contract breach affects the intention to leave.

## DISCUSSION AND CONCLUSION

The aim of this study is to recognise that how a psychological contract breach affects negatively to workplace outcome at a high level. Effect of psychological contract breach on workplace outcome have been extensively investigated. So there is plenty of scope for study. This study has lectured the gaps in a review of the literature and analyzing the psychological contract breach and workplace outcome. The findings of this research support the majority of hypothesis which includes psychological contract breach, job satisfaction, organizational commitment and work engagement,. The assumption of this research also come true which come from theoretical interpretations.

In this study result of hypothesis testing shows that there is a strong association between psychological contract breach and workplace outcome which includes Organizational commitments and work engagement, , except relation between psychological contract breach



and job satisfaction. Workplace outcome affected by PCB almost fifty percent which shown in the regression result. There was the negative effect when PCB did not get full filled in the organization. Organizational commitments and work engagement get affected by PCB.

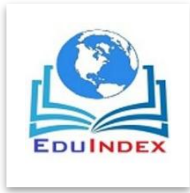
### 5.1. Findings

- Psychological contract breach is found significant and negatively related to job satisfaction (workplace outcome). Psychological contract breach affects job satisfaction because employees did not get their desired working environment and believes. Job's satisfaction is directly attached to job performance, commitment; motivation and it also enforces the employees to be with the organization.
- Psychological contract breach is found significant and negatively related to work engagement (workplace outcome). Work engagement is one of the key elements of workplace outcome. It measures the level of employee engagement that how much employees get engaged themselves towards the organization. The absence of psychological contract disturbs the employee's involvement. Employees start following their routine work instead of getting committed themselves heartily.

### Suggestions and implications:

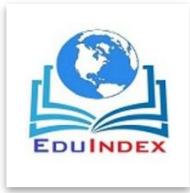
- Organizations need to adopt a two-pronged strategy, where they need to strive to avoid the perception of breach in the minds of employees, in the first place and second, to lessen the effect of perception of breach on outcomes, in case it has arisen.
- Psychological contract breach affects the work attitudes and behaviours of employees directly and also through reduction in work engagement. Hence organizations need to understand the negative impact of perception of breach on employees. The





organizational agents like the HR, managers etc. who make promises on behalf of the organization, need to be educated on the ill effects of breach on employee outcomes. They need to be careful in what they promise their employees and make sure they keep up the promises made.

- It has been stated that prospective employees even before they join the organization, may have information about the company through media, friends, relatives etc. Therefore, it is important for the company to understand how the company is been perceived by the outside world, what it stands for, how it treats its employees etc. It should be made sure that, the image the company projects and has in the outside world is consistent with the reality inside, to attract the right candidates and to avoid psychological contract breaches that might happen once these prospective employees become a part of the organization.
- Psychological contracts are an individual's interpretation of the promises made by organizational agents and their own perception of the employment relationship. Hence sometimes psychological contract breach becomes unavoidable. Since both psychological contracts and its breach happens in the minds of employee, there is no way organizations can understand that breach has been perceived by the employees, unless the employee expresses it to their manager. This does not happen in most cases. Hence organizations can conduct HR audits or surveys to identify if perception of breach has occurred in the minds of the employees, if so the extent of breach, aspects of employment in which breached has occurred and the percentage of employees who have perceived breach. With this information, the organizational agents can take steps to avert the negative effects of breach.
- Among psychological capital dimensions, resiliency and optimism were found to help employees in overcoming negative outcomes of breach. Hence during recruitment, in addition to the technical skills, those with higher positivity, especially



those with higher resiliency and optimism could be selected, as they can better cope with the perception of breach, if encountered.

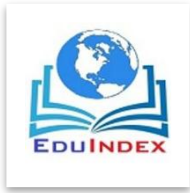
### **Limitations**

- The study was limited to middle-level managers of specific five-star hotels in Rajasthan.
- Only specific influencing factors given importance and relationship of psychological contract breach with perceived organizational support were found.
- The respondents' opinions may differ at different times because of their psychological temperament.

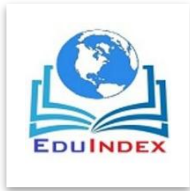
### **Conclusion:**

Psychological contract breach has been found to be detrimental to the workplace as evidenced by the unfavourable work attitudes and behaviours it causes. The perception of breach reduces employees' job satisfaction, affective commitment while it increases their deviant behaviour. This happens directly as well as through reduced work engagement following breach. They reduce their citizenship behaviour towards the organization due to the fall in their engagement with work, due to perception of breach. While psychological capital was able to mitigate this negative effect, employees required very high levels of positivity to do the same. Hence as stated earlier, it is the responsibility of the organizations to prevent psychological contract breach from occurring and if it does occur due to its subjective nature, can help employees overcome the same through improving their psychological capital. Great amount of research is still warranted in this field to unearth its implications and the strategies to tackle it at the workplace.

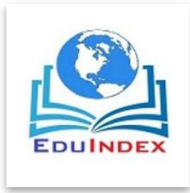
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