

## **Violation of Psychological Contract: An Impact Analysis**

**Vandana Pramod Malviya\***

### **ABSTRACT**

This article is based on an incisive review of the concepts of the psychological contract and employment contract their implications for the employees as well as the organizations. The author has examined how violations of both the psychological contract and employment contract result in degradation of organizational climate and organizational culture. She has also analyzed the impact of violations of psychological contract/employment contract on productivity and wellbeing of individual employees. The organizational leaders can certainly take cues from this article to ensure a work environment conducive for higher productivity by way of honouring both the psychological contract and employment contract.

**Keywords:** Psychological Contract, Employment Contract, Violations, Work Environment

### **INTRODUCTION**

When employees join the organization, they have certain expectations from the organization. Similarly, when organizations hire employees, they also have certain expectations from them. The success or failure of the organization depends on the employees to a large extent. The relationship between employers and employees is an exchange kind of relation, employees

---

\*Senior Admission Officer, University of Wales Trinity Saint David, UK (Also, Dr Malviya is an alumna of University of Bradford, UK)

**E-mail** [v.malviya@uwtsd.ac.uk](mailto:v.malviya@uwtsd.ac.uk), [vmalviya2015@gmail.com](mailto:vmalviya2015@gmail.com)

offer their services to the organization and in return get remittances'. For the betterment of the organization and employees, it is vital that both cooperate with each other and keep in mind the interests of the other party.

This essay talks about the meaning of psychological contract, and employment contract, different areas in which employees feel that psychological contract is violated, and the different ways in which employees react when the psychological contract is violated. Lastly an attempt has been made to provide a way forward so far as managing psychological contract is concerned.

### **PSYCHOLOGICAL CONTRACT**

Contracts are described as a bundle of promises that bind one to a specific course of action in the future are an important part of a working relationship (Farnsworth 1982 cited in Robinson and Rousseau 1994). Without the prospect of future exchange, neither partner will be motivated to provide anything to the other, and the relationship would likely fail. Promises by themselves do not constitute a contract. A psychological contract is an individual's perspective on the terms and circumstances of a reciprocal exchange relationship between that person and another party (Rousseau 1989 cited in Robinson and Rousseau 1994). Without a legal agreement between the employer and the employee on the conditions of the exchange relationship, there may be a psychological contract (Robinson and Rousseau 1994). Psychological contracts are ever-changing because of organizational experiences. They essentially underline people's beliefs about what is expected to happen in the company and what they are expected to do. Employees are a party to the contract and can choose whether to fulfill their obligations, giving them a sense of power and influence over their future at the company. It instills a sense of consistency, employment security, and control in employees, which enhances their confidence. It focuses on the equity concept of the effort-reward relationship and is oriented on reciprocity. Recent research has underlined the psychological contract's perceptual and unique aspect (Morrison and Robinson 1997 cited in Thomas et al., 2003). It is the responsibility of the organization to provide its employees with good working conditions, reasonable pay as per the work and industry rate, provide a safe environment where employees can work comfortably.

Psychological contract as reciprocal obligations between the two parties to the working relationship, the psychological contract has two perspectives: employer and employee. As a result, the question of who the employer's representative is emerges. Managers can have psychological contracts with employees because, as agents of the business, they are in a position to express promises or future commitments to them. And this is consistent with the interpretation by Rousseau 1995 cited in Coyle-Shapiro and Kessler 2000 that organizations enter psychological contracts either as principals who express their own terms directly or through agents who represent them.

An implicit contract between a person and his or her organization that states what one expects from the other in their connection (Kotter 1973 cited in Guest 1998). The perceptions of the obligations inherent in the employment connection by both sides to the relationship, the organization, and the individual. The process through which these perceptions are formed is known as psychological contracting (Herriot and Pemberton 1995 cited in Guest 1998). A person's point of view on the terms and conditions of a reciprocal exchange agreement with a third party. A psychological contract is formed when one party feels that a promise of future returns has been made, a contribution has been made, and thus an obligation to provide future benefits has been created (Rousseau 1989 cited in Guest 1998).

## **EMPLOYMENT CONTRACT**

The employment contract is the bedrock of all working relationships. It defines or specifies the terms of the employment relationship. An employment contract is a signed, written agreement in which one party – the employee – agrees to work for and under the authority of the other party – the employer – in exchange for remuneration and reasonable working conditions (Costiug 2015 cited in Wang et al., 2016). The employment contract has long been a significant institution in business that has served as the foundation for harmonious labour relations by specifying both the employer's and employee's powers and obligations (Zhu and Campbell 2002 cited in Wang et al., 2016). This serves as the primary point of reference for resolving disputes and serves as the foundation for protecting an employee's rights at work (Remington and Cui 2015 cited in Wang et al., 2016).

Because of the importance of employment contracts, several countries in the industrialized world have made it mandatory to use written contracts. However, the rate of signing employment contracts remains low in many countries (Psychogios and Wood 2010 cited in Wang et al., 2016). Some studies have witnessed the law has significantly improved the status quo in written employment contracts. A poll of migrant workers in the Pearl River Delta found that the new law significantly increased the likelihood of these employees signing employment contracts (Freeman and Li 2015 cited in Wang et al., 2016). Similarly, in a survey of Shenzhen enterprises, the number of businesses that signed employment contracts with their employees increased to 73 percent after the new law was enacted, proving the law's efficiency (Ho and Virginia 2009 cited in Wang et al., 2016). Employers, particularly privately owned businesses, continue to avoid signing employment contracts with foreign workers or those with less education (Wang et al., 2016).

#### **DIFFERENT AREAS IN WHICH EMPLOYEES FEEL PSYCHOLOGICAL CONTRACT VIOLATION**

**Psychological Contract Violation:** Violations are determined by how people understand the circumstances surrounding a party's failure to comply with the contract's perceived requirements (Morrison and Robinson 1997 cited in Thomas et al., 2003). In disruption violation, despite a wish to comply, circumstances make it difficult for one side to meet the contract's provisions (Rousseau 1995 cited in Thomas et al., 2003). Breach of contract, on the other hand, occurs when a party is capable of fulfilling the requirements but refuses to do so. The violation of a psychological contract has been described as multi-faceted because it causes a wide range of reactions (Morrison and Robinson 1997 cited in Pate et al., 2003). When one party fails to understand such expectations and, as a result, fails to meet the demands of the other, the psychological contract is weakened, resulting in psychological contract violation.

Employers have seven obligations, according to 129 MBA graduates who were assessed on their psychological contracts: high pay, promotion, training, performance pay, career development, long-term job stability, and HR support. Working overtime, loyalty to the organization, voluntarily engaging in work beyond the call of duty, notifying quitting in

advance, not helping competitors, accepting internal work adjustments, maintaining business secrecy, and remaining with the company for at least two years are all responsibilities that employees must fulfil (Rousseau 1989 cited in Li and Dai 2015).

Using the critical incident method and stratified proportional sampling, research was done on psychological contracts in 184 managers and 184 employees from different walks of life. Training, justice, care, kindness, negotiation, trust, perseverance, understanding, safety, remuneration, welfare, and steady work were discovered to be 12 employer responsibilities. Employees have obligations to their employers, including punctuality, hard effort, honesty, loyalty, asset protection, projecting an organizational image, and mutual help (Herriot et al., 1997 cited in Li and Dai 2015).

Two components appeared after studying the responsibilities of 11 employers from the psychological contracts of 246 MBA students: extrinsic contract and intrinsic contract. Extrinsic contracts contained promises made by employers to employees about the quality of their job, such as flexible working hours, a safe working environment, and competitive pay and bonuses. Self-selection in jobs, making their own decisions, self-control, engaging in all types of challenging work, providing support from the organization, participation in decision-making, and providing opportunities for advancement were among the promises made by employers to employees about the nature of the work (Kickul and Lester 2001 cited in Li and Dai 2015).

Fair compensation, pleasant working conditions, and job security appear to be the most important outcomes for workers, albeit these elements appear to be derived from expectancies rather than any feeling of contractual responsibility and trade (Shore and Tetrick 1994 cited in Guest 1998). Work environment, pay, and fairness was found that employees most frequently mentioned these aspects (Herriot et al., 1995 cited in Guest 1998). Individual pay expectations, promotion opportunities, job stability, and personal ability to successfully execute daily work and loyalty are all parts of a psychological contract (Lester et al., 2002 cited in Chih et al., 2017).

Psychological contract breach has been connected to fundamental concepts in strategic human resource management. It refers to circumstances in which employers fail to maintain their end of the bargain. Organizational effectiveness and strategic human resource management are linked to psychological contract breach, organizational justice, and emotional well-being theories. Two of the various strategies that HR managers in firms should take to ensure that individuals perform in psychologically secure workplaces are justice and the employment relationship. Furthermore, evidence linking emotions at work and performance suggests that emotional well-being should be included as a valuable indicator of wellbeing (Cassar and Buttigieg 2015).

### **DIFFERENT WAYS IN WHICH EMPLOYEES REACT TO PSYCHOLOGICAL CONTRACT VIOLATION**

Violation elicits disappointment, irritation, and distress on one level. Bitterness, anger, resentment, and outrage are examples of more extreme emotional responses (Pate and Malone 2000 cited in Pate et al., 2003). Violation of contract has also been linked to a decrease in organizational citizenship, reduced commitment, satisfaction, and trust, as well as an increase in skepticism (Robinson and Rousseau 1994 cited in Pate et al., 2003).

When a psychological contract is violated, it can lead to a variety of emotional or behavioral responses (Guest et al., 1996 cited in Pate et al., 2003). People may grow more pessimistic. Employee cynicism is defined as a negative attitude characterized by a view that their organization lacks integrity, unfavorable sentiments toward the organization, and a proclivity for employees to engage in critical behavior (Pate et al., 2000 cited in Pate et al., 2003). Guest et al., 1996 cited in Pate et al., 2003 psychological contract violation also results in behavioral changes like absenteeism and withdrawal of citizenship. Employees that are dissatisfied have been observed to suffer bodily symptoms such as tension, worry, altered sleep patterns, weariness, and melancholy (Frese 1985 cited in Knights and Kennedy 2005) musculoskeletal and joint stiffness (O'Driscoll and Beehr 1994 cited in Knights and Kennedy 2005).

Many other research studies have found a link between psychological contract violations and negative effects like lower job satisfaction, trust, employee retention, commitment, and performance (Sels et al., 2004 cited in Chih et al., 2016). Employees suffering psychological

contract violations were less likely to exhibit appealing organizational conduct and more likely to want to leave the company (Robinson and Morrison 1995 cited in Chih et al., 2017). Reduced trust (Robinson 1996 cited in Suazo et al., 2005) reduced job satisfaction (Tekleab et al., 2005 cited in Suazo et al., 2005), low moods (Conway and Briner 2002 cited in Suazo et al., 2005), low organizational commitment (Guzzo et al., 1994 cited in Suazo et al., 2005) increased turnover of employees (Turnley and Feldman 1999 cited in Suazo et al., 2005) and reduced performance in a job (Lester et al., 2002 cited in Suazo et al., 2005).

Employees' commitment towards the organization is reduced or they contribute less in terms of in-job role or extra-role performance in the organization (Turnley et al., 2003 cited in Suazo et al., 2005). As a result of a psychological contract violation, employees believe that the company is unconcerned about their well-being and that it cannot be trusted to carry out its responsibilities (Robinson 1996 cited in Suazo et al., 2005). Employee self-reports of their loyalty behaviors were found to be negatively connected to psychological contract breach (Turnley and Feldman 2000 cited in Suazo et al., 2005). According to the findings of a large-scale poll, the majority of employees have had their contracts broken. Managers, as representatives of the employer, endorse this position, emphasizing that, in light of external conditions, the company is not meeting its obligations to employees to the extent that it could be (Coyle-Shapiro and Kessler 2000).

Employee–organization relationship is based on the company's involvement in the growth of their employees' knowledge and the utilization of that information. Because training contributes to reducing employee weariness by fulfilling the balanced psychological contract, a healthy job connection is extremely important (Chambel and Castanheira 2012). Employees will be less likely to perceive a contract breach in the first place if employers can earn their confidence early on, and they will be more likely to keep their faith despite probable modifications or breaches in the employment agreement (Robinson 1996).

When employees experience a discrepancy in the promises made and the actual situation then job dissatisfaction increases, which further leads to absenteeism and turnover (Griffeth et al., 2000 cited in Knights and Kennedy 2005). If disgruntled personnel stay on the job, they

may engage in counterproductive behaviors such as bad service, malicious rumors, theft, and equipment sabotage (Spector 1997 cited in Knights and Kennedy 2005). Low levels of commitment have been correlated to high absenteeism, tardiness, and turnover, all of which raise the cost and reduce the productivity (Cooper-Hakim and Viswesvaran 2005 cited in Knights and Kennedy 2005). Reduced commitment is also associated with reduced motivation and low morale (DeCotiis and Summer 1987 cited in Knights and Kennedy 2005). Lastly, non-committed employees may speak negatively about the company to outsiders, limiting the company's ability to recruit high-quality staff and also spread negativity with the organization as well (Mowday et al., 1982 cited in Knights and Kennedy 2005).

Employee cynicism has been linked to a primary factor of psychological contract breakdown. Employees' cynical thoughts and feelings about the organization's integrity should be a major antecedent to apparent violations of the employment contract (Andersson 1996 cited in Johnson and O'Leary-Kelly 2003). Research has demonstrated a negative effect of psychological contract violation by a previous employer can have on cynicism concerning a new employer as well. Employees will acquire more negative attitudes about the company and the work they conduct inside it if they consider their psychological contracts have been breached by the employer (Johnson and O'Leary-Kelly 2003).

Lee and Lin (2014) concluded that a significant relationship exists between psychological contract, salary satisfaction, and job enthusiasm. Employees have unsatisfied feelings, put in less effort for the organization, and feel fatigued or desire to leave if they believe their wage is lower than the prevalent market rate. It is crucial for a business to conduct compensation surveys on regular basis, in order to understand the prevalent market salary, and then alter salary based on the company's financial condition.

Zhao et al., 2007 developed a causal model integrating breach, affecting mistrust, and violation, attitude affecting organizational commitment, job satisfaction, and turnover intentions, and individual effectiveness for instance organizational citizenship behavior, actual turnover, and in-role performance. Chen et al., 2008 concluded that employee outcomes of organizational citizenship behavior (OCB), organizational commitment (OC), and



job performance were negatively related to employer breach of the psychological contract, but this negative association was weaker for employees with conventional values. Employee breach also had a negative correlation with supervisor response in terms of mentorship provided to the employee, according to the findings. Supervisors who were more kind-hearted tended to be more forgiving, while more conventional employees were more tolerant.

## **CONCLUSION**

The performance of organizations crucially depends directly on its employees, it becomes imperative to manage the employees more effectively and efficiently. In other words, the success and failure of an organization is greatly dependent on its employees, so it is vital for the organization to take care of its employees well. When employers fulfill their obligations to staff, the behavioral and attitudinal payoffs can be significant, with positive consequences on employees' quality at work. Though the organizations have limited resources and the employer's ability to meet employee expectations is limited due to scarce resources. At the same time, it is apparent that meeting employee expectations does not have to be expensive. Fulfilling relational commitments and, more broadly, providing employee support may be a low-cost method of eliciting desired attitudes and actions. Employees may also lack proactive emotional expression and communication coping strategies. Employees must be able to express their work emotions, as well as voice their questions and concerns, with the help of their employers. This can help with difficult situations like employees disguising painful sentiments and stress, as well as serious breakdowns and the accompanying difficulties for the company.

When people are dissatisfied with organizations and government, the EVLN model, proposed by Hirschman 1970 predicts what they will do. An employee's difficult decision to withdraw or switch demands a great deal of effort and usually indicates that they have given up hope of any improvement (Hirschman 1970 cited in Peng et al., 2016). Members may either leave the position and the firm (Farrell 1983 cited in Peng et al., 2016) if they are dissatisfied or seek a move within the same organization (Todor 1980 cited in Peng et al., 2016) if they are dissatisfied. Several pieces of research (McFarlane and Tetrick 1994 cited in Peng et al., 2016)

have applied the EVLN (Exit, Voice, Loyalty, and Neglect) model to display employees expected behavioral responses to PCV in a more methodical manner. This model predicts that people will respond to unpleasant circumstances in a variety of ways, including leaving the environment, raising opinions in an attempt to improve the situation, remaining loyal, and avoiding or neglecting the problem entirely (Lee and Jablin 1992 cited in Peng et al., 2016).

It becomes imperative for the organizations to create a conducive environment for the employees where they can work efficiently and effectively to achieve organizational as well as also personal goals. Employees should be given training from time to time so that they do not feel obsolete and efforts should be taken by the management to invest in the development of employees. Employees should be treated equally, and there should be given justice by the management. There should be a proper mechanism for grievance redressal and employee participation should be encouraged in the decisions related to the wellbeing of employees, this way employees feel valued in the organization. Lastly, employees also need to be accommodating with the management and should contact them whenever they feel that things are not going as they should be. Employees must trust the management and be sincere and honest in their dealings with all the stakeholders.

## **REFERENCES**

- Andersson, L.M. (1996). Employee cynicism: an examination using a contract violation framework, *Human Relations*, 49(11), 1395-418. <https://doi.org/10.1177/001872679604901102>
- Cassar, V. and Buttigieg, S.C. (2015). Psychological contract breach, organizational justice and emotional well-being, *Personnel Review*, 44(2), 217-235. <https://doi.org/10.1108/PR-04-2013-0061>
- Chambel, M.J. and Castanheira, F. (2012). Training opportunities and employee exhaustion in call centres: mediation by psychological contract fulfilment. *International Journal of Training and Development*, 16(2), 107-117. <https://doi.org/10.1111/j.1468-2419.2011.00394.x>
- Chih, W.H., Chiu, T.S., Lan, L.C. and Fang, W.C. (2017) Psychological contract violation: Impact on perceived justice and behavioral intention among consumers, *International Journal of*

- Conflict Management*, 28(1), 103-121. <https://doi.org/10.1108/IJCMA-02-2016-0010>
- Conway, N. and Briner, R.B. (2002). A daily diary study of affective responses to psychological contract breach and exceeded promises, *Journal of Organizational Behavior*, 23(3), 287-302. <https://doi.org/10.1002/job.139>
- Cooper-Hakim, A. and Viswesvaran, C. (2005). The construct of work commitment: Testing an integrative framework. *Psychological Bulletin*, 131(2), 241-259. <https://doi.org/10.1037/0033-2909.131.2.241>
- Costiug, L. M. (2015). Individual Labor Contract Law, *Journal of Law and Administrative Sciences*, 176–186.
- Coyle-Shapiro, J. and Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey, *Journal of management studies*, 37(7), 903-930. <https://doi.org/10.1111/1467-6486.00210>
- DeCotiis, T. A. and Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment, *Human Relations*, 40(7), 445-470. <https://doi.org/10.1177/001872678704000704>
- Frese, M. (1985). Stress at work and psychosomatic complaints: a causal interpretation, *Journal of Applied Psychology*, 70(2), 314-28. <https://doi.org/10.1037/0021-9010.70.2.314>
- Griffeth, R.W., Hom, P.W. and Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium, *Journal of Management*, 26(3), 463-488. <https://doi.org/10.1177/014920630002600305>
- Guest, D., Conway, N., Briner, R. and Dickman, M. (1996). The State of the Psychological Contract in Employment, *Issues in People Management*, No. 16, IPD, Wimbledon.
- Guest, D.E. (1998) Is the psychological contract worth taking seriously?. *Journal of Organizational Behavior*, 19(S1), 649-664.
- Guzzo, R. A., Noonan, K. A. and Elron, E. (1994). Expatriate managers and the psychological contract, *Journal of Applied Psychology*, 79(4), 617-626.
- Herriot, P. and Pemberton, C. (1995). *New Deals: The revolution in managerial careers*, Wiley, Chichester.
- Herriot, P., Manning, W.E.G. and Kidd, J.M. (1997). The content of the psychological contract.

- British Journal of Management*, 8(2), 151-162. <https://doi.org/10.1111/1467-8551.0047>
- Ho, V.E.H. (2009). From contracts to compliance: An early look at implementation under China's new labor legislation. *Colum. J. Asian L.*, 23, p.35.
- Johnson, J.L. and O'Leary-Kelly, A.M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24(5), 627-647. <https://doi.org/10.1002/job.207>
- Kickul, J. and Lester, S. W. (2001). Broken Promises: Equity sensitivity as a moderator between psychological contract breach and employee attitudes and behavior. *Journal of Business and Psychology*, 16(2), 191-217. <https://doi.org/10.1023/A:1011105132252>
- Kotter, J.P. (1973). The psychological contract, *California Management Review*, 15, 91-99 <https://doi.org/10.2307/41164442>
- Knights, J.A. and Kennedy, B.J. (2005). Psychological contract violation: Impacts on job satisfaction and organizational commitment among Australian senior public servants, *Applied HRM Research*, 10(2), 57-72.
- Lee, H.W. and Lin, M.C. (2014). A study of salary satisfaction and job enthusiasm—mediating effects of psychological contract, *Applied Financial Economics*, 24(24), 1577-1583. <https://doi.org/10.1080/09603107.2013.829197>
- Lester, S.W., Turnley, W.H., Bloodgood, J.M. and Bolino, M.C. (2002). Not seeing eye to eye: differences in supervisor and subordinate perceptions of attributions for psychological contract breach, *Journal of Organizational Behavior*, 23(1), pp. 39-56. <https://doi.org/10.1002/job.126>
- Li, X. and Freeman, R.B. (2015) How does China's new labour contract law affect floating workers? *British Journal of Industrial Relations*, 53(4), 711-735. [10.3386/w19254](https://doi.org/10.3386/w19254)
- Li, J. and Dai, L. (2015). A review of psychological contract, *Psychology*, 6(12), 1539-1544. [10.4236/psych.2015.612150](https://doi.org/10.4236/psych.2015.612150)
- Morrison, E. and Robinson, S.L. (1997). When employees feel betrayed: a model of how psychological contract violation develops, *Academy of Management Review*, 22(1), 226-256. <https://doi.org/10.5465/amr.1997.9707180265>
- Mowday, R. T., Porter, L. W. and Steers, R. M. (1982). Employee-organization linkages: the psychology of commitment, absenteeism and turnover. New York: Academic Press.
- O'Driscoll, M. P. and Beehr, T. A. (1994). Supervisor behaviors, role stressors and uncertainty

- as predictors of personal outcomes for subordinates, *Journal of Organizational Behavior*, 15(2), 141-155. <https://doi.org/10.1002/job.4030150204>
- Pate, J. and Malone, C. (2000). Post 'psychological contract' violation: the durability and transferability of employee perceptions, *European Journal of Industrial Training*, 24(2/3/4), 158-66. <https://doi.org/10.1108/03090590010321124>
- Pate, J., Martin, G. and Staines, H. (2000). Mapping the relationship between psychological contracts and organizational change: a process model and some case study evidence, *Journal of Strategic Change*, 9, 481-93.
- Pate, J., Martin, G. and McGoldrick, J. (2003). The impact of psychological contract violation on employee attitudes and behaviour, *Employee Relations*, 25(6), 557-573. <https://doi.org/10.1108/01425450310501306>
- Psychogios, A.G. and Wood, G. (2010). Human resource management in Greece in comparative perspective: alternative institutional perspectives and empirical realities, *The International Journal of Human Resource Management*, 21(14), 2614-2630. <https://doi.org/10.1080/09585192.2010.523578>
- Remington, T.F. and Cui, X.W. (2015). The impact of the 2008 labor contract law on labor disputes in China, *Journal of East Asian Studies*, 15(2), 271-299. <https://doi.org/10.1017/S1598240800009371>
- Robinson, S.L. and Rousseau, D.M. (1994). Violating the psychological contract: Not the exception but the norm, *Journal of Organizational Behavior*, 15(3), 245-259. <https://doi.org/10.1002/job.4030150306>
- Robinson, S. L. (1996). Trust and breach of the psychological contract, *Administrative Science Quarterly*, 41(4), 574-599. <https://doi.org/10.2307/2393868>
- Rousseau, D.M. (1989). New hire perspectives of their own and their employers obligations: A study of psychological contracts, *Journal of Organizational Behavior*, 11, 389-401. <https://doi.org/10.1002/job.4030110506>
- Rousseau, D. M. (1989). Psychological and implied contracts in organizations, *Employee Responsibilities and Rights Journal*, 2(2), 121-139. <https://doi.org/10.1007/BF01384942>
- Rousseau, D. M. (1995). Psychological contracts in organizations. Thousand Oaks, CA: Sage.
- Sels, L., Janssens, M. and Van den Brande, I. (2004). Assessing the nature of psychological contracts: a validation of six dimensions, *Journal of Organizational Behavior*, 25(4), 461-

488. <https://doi.org/10.1002/job.250>

Shore, L.M. and Tetrick, L.E. (1994). The psychological contract as an explanatory framework in the employment relationship, *Trends in organizational behavior*, 1(91), 91-109.

Spector, P. E. (1997). Job satisfaction: Application, assessment, causes, and consequences. London: Sage Publications.

Suazo, M.M., Turnley, W.H. and Mai, R.R. (2005). The role of perceived violation in determining employees' reactions to psychological contract breach, *Journal of Leadership & Organizational Studies*, 12(1), 24-36. <https://doi.org/10.1177/107179190501200104>

Tekleab, A. G., Takeuchi, R. and Taylor, M. S. (2005). Extending the chain of relationships among organizational justice, social exchange, and employee reactions: The role of contract violations, *Academy of Management Journal*, 48(1), 146-157. <https://doi.org/10.5465/amj.2005.15993162>

Thomas, D.C., Au, K. and Ravlin, E.C. (2003). Cultural variation and the psychological contract, *Journal of Organizational Behavior*, 24(5), 451-471. <https://doi.org/10.1002/job.209>

Turnley, W. H. and Feldman, D. C. (1999). The impact of psychological contract violations on exit, voice, loyalty, and neglect, *Human Relations*, 52(7), 895-922. <https://doi.org/10.1177/001872679905200703>

Turnley, W. H., Bolino, M. C., Lester, S. W. and Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors, *Journal of Management*, 29(2), 187-212. <https://doi.org/10.1177/014920630302900204>

Wang, F., Song, H., Cheng, Y., Luo, N., Gan, B., Feng, J. and Xie, P. (2016). Converging divergence: the effect of China's Employment Contract Law on signing written employment contracts, *The International Journal of Human Resource Management*, 27(18), 2075-2096. <https://doi.org/10.1080/09585192.2016.1164223>

Zhao, H.A.O., Wayne, S.J., Glibkowski, B.C. and Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: a meta-analysis, *Personnel psychology*, 60(3), 647-680. <https://doi.org/10.1111/j.1744-6570.2007.00087.x>

Zhu, Y. and Campbell, I. (2002). Individual labour contracts in People's Republic of China enterprises, *International Journal of Comparative Labour Law and Industrial Relations*, 18(1). <https://doi.org/10.54648/405334>