

# A Comprehensive Review of Strategies for Managing and Aligning Psychological Contracts to Enhance Organizational Commitment

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## ABSTRACT

Effective management and alignment of psychological contracts are pivotal in fostering enhanced organizational commitment. Psychological contracts, the unspoken agreements between employees and employers regarding mutual expectations, significantly influence workplace behavior and attitudes. This paper explores various strategies to manage and align these psychological contracts to bolster organizational commitment. Key strategies include clear communication, consistent leadership, recognition and rewards, and employee involvement. Additionally, promoting work life balance, ensuring fair treatment, and fostering a strong organizational culture are essential. Addressing psychological contract breaches promptly and effectively, along with continuous monitoring and evaluation, further solidifies trust and commitment. By implementing these strategies, organizations can create a supportive and engaging work environment, leading to improved employee satisfaction, loyalty, and performance.

## INTRODUCTION

In today's dynamic business environment, the concept of the psychological contract has gained prominence as a crucial factor in shaping employee behavior and attitudes. A psychological contract refers to the unwritten set of expectations between employees and employers, encompassing beliefs about mutual obligations and promises. Unlike formal contracts, psychological contracts are subjective and often implicit, making them highly susceptible to misalignment and breaches. These discrepancies can lead to diminished trust, reduced job satisfaction, and ultimately lower organizational commitment. Organizational commitment, defined as the emotional attachment, identification, and involvement an employee has with their organization, is a critical determinant of workplace outcomes. High levels of commitment are associated with improved performance, reduced turnover, and increased organizational citizenship behaviors. Therefore, understanding how to effectively manage and align psychological contracts is essential for enhancing organizational commitment and achieving sustainable business success.

This paper delves into the strategies that organizations can employ to manage and align psychological contracts. It emphasizes the importance of clear communication, consistent leadership, and the provision of recognition and rewards. Additionally, it explores the role of employee involvement, work life balance, fair treatment, and a strong organizational culture in fostering a committed workforce. The paper also addresses the need for mechanisms to handle breaches of psychological contracts and underscores the importance of continuous monitoring and evaluation. This alignment not only enhances employee satisfaction and loyalty but also drives organizational performance and growth. The insights provided in this paper aim to equip managers and leaders with the tools necessary to build and maintain robust psychological contracts, ultimately leading to a more committed and motivated workforce.

## UNDERSTANDING PSYCHOLOGICAL CONTRACTS

Psychological contracts refer to the unspoken, informal agreements and expectations between employees and employers. Unlike formal, written contracts, psychological contracts are not legally binding but are critical in shaping the employment relationship. They encompass employees' beliefs about their mutual obligations with their employer, including expectations around job security, career development, recognition, and work life balance.

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### KEY ASPECTS OF PSYCHOLOGICAL CONTRACTS:

1. Perceived Obligations: Employees and employers each have beliefs about what the other party is expected to deliver. These include aspects like job stability, support, and fair treatment.
2. Implicit Agreements: These are based on mutual understandings and expectations, often communicated through informal interactions rather than formal documents.
3. Dynamic Nature: Psychological contracts can evolve over time based on changes in the work environment, employee roles, or organizational priorities.

### IMPACT ON BUSINESS OUTCOMES

#### 1. Employee Engagement and Satisfaction

Alignment with Expectations: When employees perceive that their psychological contract is fulfilled, they tend to be more engaged and satisfied with their work.

Motivation and Productivity: Fulfillment of psychological contracts can enhance motivation, leading to higher productivity and better performance.

#### 2. Organizational Commitment

Loyalty and Retention: Employees who feel their psychological contract is honored are more likely to exhibit higher organizational commitment, leading to increased retention rates and lower turnover.

Job Satisfaction: A positive psychological contract strengthens employees' emotional attachment to the organization, boosting job satisfaction.

#### 3. Performance and Productivity

Enhanced Performance: Employees who perceive that their employer is meeting their expectations are more likely to go above and beyond their job requirements, resulting in improved performance.

Innovation and Creativity: A supportive work environment that aligns with psychological contracts can foster creativity and innovation, contributing to organizational success.

#### 4. Conflict and Disputes

Contract Breaches: When psychological contracts are breached or perceived to be violated, it can lead to dissatisfaction, reduced commitment, and increased conflict between employees and employers.

Legal and Financial Implications: Although psychological contracts are not legally binding, breaches can result in costly disputes, legal challenges, and compensation claims.

#### 5. Organizational Culture

Trust and Cooperation: Effective management of psychological contracts contributes to a positive organizational culture characterized by trust, mutual respect, and collaboration.

Employee Morale: A well-managed psychological contract enhances overall employee morale, leading to a more harmonious work environment.

#### 6. Organizational Performance

Business Outcomes: Organizations that effectively manage psychological contracts can see improved overall performance, including higher profitability, customer satisfaction, and competitive advantage.

Adaptability: Maintaining positive psychological contracts helps organizations adapt to changes, such as restructuring or shifts in business strategy, with minimal disruption.

### STRATEGIES FOR MANAGING PSYCHOLOGICAL CONTRACTS

Understanding and managing psychological contracts effectively can lead to significant benefits for both employees and organizations, driving better business outcomes and a more positive work environment. Managing and aligning psychological contracts is crucial for enhancing organizational commitment.

## 1. CLEAR COMMUNICATION

Clear communication is a foundational strategy for managing psychological contracts effectively. It involves ensuring that both employees and employers have a shared understanding of their expectations, obligations, and mutual agreements. Clear communication is essential for effectively managing psychological contracts. By establishing transparent policies, engaging in open dialogue, setting clear goals, promoting transparency, ensuring consistent messaging, fostering an open communication culture, clarifying mutual obligations, and providing regular updates, organizations can align employee expectations with organizational goals. This proactive approach helps build trust, prevent misunderstandings, and enhance overall organizational commitment and performance.

### 1. Establish Transparent Policies

**Document Expectations:** Create and share clear documentation outlining organizational policies, job roles, performance expectations, and any other relevant information. This helps align employees' perceptions with organizational standards.

**Accessible Information:** Make sure that important documents and policies are easily accessible to all employees. Regularly update these materials to reflect any changes in organizational practices or expectations.

### 2. Engage in Open Dialogue

**Regular CheckIns:** Schedule regular one-on-one meetings between managers and employees to discuss progress, address concerns, and clarify expectations. This fosters an ongoing dialogue that helps prevent misunderstandings.

**Feedback Mechanisms:** Encourage employees to provide feedback on their experiences and expectations. Use surveys, suggestion boxes, or open forums to gather input and address any discrepancies in psychological contracts.

### 3. Set Clear Goals and Expectations

**Define Objectives:** Clearly outline job responsibilities, performance goals, and career development opportunities. Ensure that employees understand what is expected of them and what they can expect in return from the organization.

**Communicate Changes Promptly:** Inform employees of any changes in organizational goals, policies, or their job roles as soon as possible to manage expectations and avoid potential contract breaches.

### 4. Promote Transparency in Decision-making

**Explain Rationale:** When making decisions that impact employees, provide clear explanations of the reasons behind those decisions. This transparency helps employees understand and accept organizational changes.

**Involve Employees:** Include employees in decision-making processes where feasible. Involvement in decisions that affect their work fosters a sense of ownership and alignment with organizational goals.

### 5. Ensure Consistent Messaging

**Unified Communication:** Ensure that all managers and leaders communicate consistent messages regarding organizational expectations, values, and policies. Inconsistencies can lead to confusion and misalignment.

**Training Programs:** Implement training programs for leaders and managers to ensure they understand and effectively communicate psychological contract expectations.

### 6. Foster an Open Communication Culture

**Encourage Questions:** Create an environment where employees feel comfortable asking questions and seeking clarification about their roles, expectations, and any changes in the organization.

**Active Listening:** Practice active listening to understand employees' concerns and perspectives. Acknowledge their feedback and address any issues promptly.

### 7. Clarify Mutual Obligations

**Discuss Expectations:** Have explicit conversations about mutual obligations at the start of the employment relationship and during regular performance reviews. Clarify what employees can expect from the organization and what the organization expects in return.

**Written Agreements:** While psychological contracts are inherently informal, providing written summaries of key

discussions or agreements can help reinforce mutual understanding and expectations.

## 8. Manage Expectations Through Regular Updates

**Performance Reviews:** Conduct regular performance reviews to discuss progress, reinforce expectations, and adjust goals as needed. Use these reviews as an opportunity to realign psychological contracts if necessary.

**Organizational Updates:** Keep employees informed about organizational developments, changes in strategy, or shifts in priorities that may affect their roles and expectations.

## CONSISTENT LEADERSHIP

Consistent leadership plays a crucial role in managing psychological contracts and maintaining employee trust and commitment. Consistency in leadership involves aligning actions with communicated expectations and promises, which reinforces the psychological contract and fosters a positive work environment. Consistent leadership is essential for effectively managing psychological contracts and fostering a positive work environment. By modeling desired behaviors, communicating clearly, maintaining fairness, providing regular feedback, supporting development, being approachable, addressing issues promptly, demonstrating stability, encouraging open dialogue, and aligning actions with organizational values, leaders can reinforce psychological contracts and enhance employee trust and commitment. Consistency in leadership practices not only strengthens the relationship between employees and the organization but also drives overall organizational success and performance.

### 1. Model Desired Behaviors

**Lead by Example:** Leaders should exemplify the values and behaviors expected from employees. This includes demonstrating integrity, reliability, and professionalism in all interactions.

**Adhere to Promises:** Follow through on commitments and promises made to employees. Consistency in fulfilling promises builds trust and reinforces the psychological contract.

### 2. Communicate Clearly and Consistently

**Unified Messaging:** Ensure that all communications from leadership are consistent and aligned with organizational values and goals. Avoid mixed messages that can create confusion or mistrust.

**Transparent Communication:** Be open and honest about organizational changes, decisions, and expectations. Transparency helps prevent misunderstandings and aligns employee expectations with organizational realities.

### 3. Maintain Fairness and Equity

**Consistent Application of Policies:** Apply organizational policies and procedures consistently across all employees. Fair treatment reinforces the perception of a just and equitable work environment.

**Objective Decision-making:** Make decisions based on objective criteria rather than personal biases. Consistency in decision-making helps employees feel valued and treated fairly.

### 4. Provide Regular Feedback

**Constructive Feedback:** Offer regular, constructive feedback on performance and progress. Consistent feedback helps employees understand how their contributions align with organizational goals and expectations.

**Acknowledgment and Recognition:** Consistently recognize and reward employees for their achievements and efforts. Regular acknowledgment reinforces positive behavior and motivation.

### 5. Support Employee Development

**Career Growth Opportunities:** Provide consistent opportunities for career development and advancement. Support employees in their professional growth through training, mentorship, and career planning.

**Resource Allocation:** Ensure that employees have access to the resources and support needed to meet their job expectations and performance goals.

## 6. Be Available and Approachable

**Accessible Leadership:** Maintain an open-door policy and be available to address employees' concerns and questions. Being approachable fosters a sense of support and reinforces the psychological contract.

**Active Listening:** Practice active listening to understand employees' perspectives and concerns. Respond empathetically and address issues in a timely manner.

## 7. Address Issues Promptly

**Timely Resolution:** Address any issues or concerns related to the psychological contract promptly. Delays in resolving problems can lead to dissatisfaction and erode trust.

**Effective Conflict Resolution:** Handle conflicts and disputes fairly and consistently. Implement conflict resolution strategies that align with organizational values and policies.

## 8. Demonstrate Stability and Reliability

**Consistent Leadership Style:** Maintain a consistent leadership style and approach to managing teams. Stability in leadership helps employees feel secure and confident in their work environment.

**Reliability:** Be dependable in fulfilling your role as a leader. Reliability in leadership actions and decisions reinforces the psychological contract and builds trust.

## 9. Encourage Open Dialogue

**Regular Meetings:** Hold regular team meetings and one-on-one discussions to engage with employees and address any concerns. Consistent dialogue helps reinforce expectations and maintain alignment.

**Feedback Channels:** Provide channels for employees to offer feedback on leadership practices and organizational policies. Act on feedback to demonstrate responsiveness and commitment to continuous improvement.

## 10. Align Actions with Organizational Values

**Values Based Leadership:** Ensure that leadership actions and decisions reflect the core values and mission of the organization. Consistency in aligning with organizational values helps build credibility and trust.

**Ethical Conduct:** Uphold high ethical standards in all leadership practices. Consistent ethical behavior reinforces the psychological contract and fosters a positive organizational culture.

## RECOGNITION AND REWARDS

Recognition and rewards are pivotal strategies for managing psychological contracts effectively. They play a crucial role in reinforcing employees' perceptions of their value and contributions, aligning their expectations with organizational goals, and enhancing overall job satisfaction and commitment. Recognition and rewards are essential tools for managing psychological contracts and enhancing employee motivation, satisfaction, and commitment. By aligning rewards with performance, providing timely and specific recognition, offering customized rewards, integrating recognition into daily practices, ensuring fairness, linking rewards to organizational goals, promoting a culture of appreciation, monitoring programs, and celebrating achievements, organizations can effectively manage psychological contracts and foster a positive, high performing work environment. Implementing these strategies helps reinforce the value of employees' contributions and supports long-term organizational success.

### 1. Align Rewards with Performance

**Performance Based Rewards:** Link rewards directly to individual and team performance. Recognize and reward employees for achieving or exceeding performance goals, which reinforces the connection between effort and outcomes.

**Clear Criteria:** Establish clear, transparent criteria for earning rewards. Ensure that employees understand how their performance will be evaluated and what is required to earn rewards.

### 2. Provide Timely and Specific Recognition

**Immediate Acknowledgment:** Recognize achievements and contributions as soon as they occur. Timely recognition

reinforces positive behavior and motivates employees to maintain high performance.

**Specific Feedback:** Offer specific and detailed feedback when recognizing employees. Highlight the exact actions or behaviors that led to the recognition to reinforce what is valued by the organization.

### 3. Utilize a Variety of Recognition Methods

**Formal Awards:** Implement formal recognition programs, such as employee of the month awards, annual awards ceremonies, or special recognition events. These programs can provide high visibility and value to employees.

**Informal Recognition:** Encourage informal recognition through regular, spontaneous expressions of appreciation, such as thank-you notes, verbal praise, or shoutouts during meetings.

### 4. Offer Customized Rewards

**Personal Preferences:** Consider individual preferences and motivations when designing reward programs. Tailor rewards to what employees value most, whether it's monetary bonuses, additional time off, professional development opportunities, or other incentives.

**Flexible Options:** Provide a range of reward options to accommodate diverse employee needs and preferences. Flexibility ensures that rewards are meaningful and impactful.

### 5. Integrate Recognition into Daily Practices

**Regular Feedback:** Incorporate recognition into daily interactions by providing ongoing feedback and acknowledging contributions in Realtime. Regular feedback helps maintain motivation and reinforces a positive work culture.

**Team Based Recognition:** Recognize and reward team achievements to foster collaboration and collective effort. Celebrating team successes helps build a sense of unity and shared purpose.

### 6. Ensure Fairness and Equity

**Equal Opportunities:** Ensure that recognition and rewards are distributed fairly and equitably across the organization. Avoid favoritism or biases, and ensure that all employees have equal opportunities to be recognized and rewarded.

**Transparent Processes:** Communicate the processes and criteria for recognition and rewards clearly. Transparency helps build trust and ensures that employees understand how rewards are earned.

### 7. Link Recognition to Organizational Goals

**Align with Objectives:** Design recognition and reward programs that support organizational goals and values. Reinforce behaviors and achievements that contribute to the organization's strategic objectives.

**Communicate Impact:** Help employees understand how their contributions impact the organization's success. Demonstrating the connection between individual efforts and organizational outcomes reinforces the value of their work.

### 8. Promote a Culture of Appreciation

**Encourage Peer Recognition:** Foster a culture where employees recognize and appreciate each other's contributions. Peer recognition programs can enhance teamwork and create a positive work environment.

**Leadership Support:** Ensure that leaders actively support and participate in recognition efforts. Leadership involvement reinforces the importance of recognition and sets a positive example for others.

### 9. Monitor and Evaluate Reward Programs

**Assess Effectiveness:** Regularly evaluate the effectiveness of recognition and reward programs. Gather feedback from employees to assess how well the programs are meeting their needs and expectations.

**Adjust as Needed:** Be prepared to adjust reward programs based on feedback and changing organizational needs. Continuous improvement ensures that recognition efforts remain relevant and impactful.

### 10. Celebrate Milestones and Achievements

**Significant Achievements:** Recognize and celebrate significant milestones, such as work anniversaries, project completions, or major accomplishments. Celebrating milestones reinforces the value of long-term contributions and

dedication.

**Public Recognition:** Use public forums, such as company meetings or newsletters, to acknowledge and celebrate employee achievements. Public recognition enhances the sense of accomplishment and motivates others.

## **EMPLOYEE INVOLVEMENT**

Employee involvement is a critical strategy for managing psychological contracts and ensuring that employees feel valued, engaged, and aligned with organizational goals. By actively involving employees in decision-making processes, organizations can reinforce mutual expectations, build trust, and enhance overall job satisfaction and commitment. Employee involvement is a powerful strategy for managing psychological contracts and enhancing organizational commitment. By encouraging participation in decision-making, fostering collaboration, providing skill development opportunities, creating feedback channels, empowering autonomy, involving employees in organizational goals, recognizing contributions, promoting open communication, and supporting work life integration, organizations can build a more engaged and committed workforce. Effective employee involvement reinforces mutual expectations, strengthens psychological contracts, and contributes to overall organizational success and a positive work environment.

### **1. Encourage Participation in Decision Making**

**Inclusive Decision-making:** Involve employees in decisions that affect their work and the organization. This can include decisions about work processes, team projects, and organizational changes. Inclusion helps employees feel valued and invested in outcomes.

**Consultative Approach:** Use consultative methods to gather employee input on key decisions. Conduct surveys, focus groups, or brainstorming sessions to solicit feedback and incorporate diverse perspectives.

### **2. Foster a Collaborative Work Environment**

**Team Based Projects:** Promote team based projects and initiatives that require collective input and collaboration. Teamwork enhances employee engagement and provides opportunities for shared problem-solving.

**Cross Functional Teams:** Create cross functional teams to tackle complex challenges. Involving employees from different departments fosters a holistic understanding of issues and encourages diverse viewpoints.

### **3. Provide Opportunities for Skill Development**

**Training and Development:** Offer training programs and development opportunities that enable employees to enhance their skills and knowledge. Involvement in skill development shows investment in their growth and aligns with their career aspirations.

**Career Advancement:** Support career progression by involving employees in setting their career goals and development plans. Provide clear pathways for advancement based on their contributions and achievements.

### **4. Create Platforms for Employee Feedback**

**Feedback Channels:** Establish formal and informal channels for employees to provide feedback on organizational practices, policies, and their work experience. Use suggestion boxes, feedback forms, or regular check-in meetings.

**Act on Feedback:** Demonstrate that employee feedback is valued by taking action on their suggestions and addressing concerns. Regularly communicate how feedback has been implemented to reinforce the importance of their input.

### **5. Empower Employees with Autonomy**

**Decision-making Authority:** Empower employees with the autonomy to make decisions related to their work. Allowing employees to have control over their tasks and responsibilities fosters a sense of ownership and accountability.

**Flexible Work Arrangements:** Offer flexible work arrangements where feasible, such as remote work or flexible hours. Flexibility supports employees' work life balance and shows trust in their ability to manage their responsibilities.

## 6. Involve Employees in Organizational Goals

**Goal Setting:** Involve employees in setting departmental and individual goals that align with organizational objectives. Collaborative goal setting ensures that employees understand their role in achieving broader organizational success.

**Communicate Vision:** Clearly communicate the organization's vision, mission, and strategic goals. Engage employees in discussions about how their work contributes to these goals, enhancing their sense of purpose and alignment.

## 7. Encourage Participation in Problem-solving

**Problem-solving Sessions:** Organize problem-solving sessions or workshops where employees can contribute ideas and solutions to organizational challenges. This collaborative approach encourages creativity and innovation.

**Decision-making Teams:** Form decision-making teams that include employees from various levels and functions. Diverse teams bring different perspectives and expertise to the table, leading to more informed decisions.

## 8. Recognize and Reward Involvement

**Acknowledge Contributions:** Recognize and reward employees who actively participate in decision-making and problem-solving. Acknowledgment reinforces their role in shaping organizational outcomes and motivates continued involvement.

**Incentivize Engagement:** Implement incentive programs that reward employees for their contributions to organizational success. This could include bonuses, promotions, or other forms of recognition tied to their level of involvement.

## 9. Promote a Culture of Open Communication

**Transparent Information:** Share relevant information about organizational changes, goals, and performance with employees. Transparency builds trust and ensures that employees are informed and involved in the organization's direction.

**Encourage Dialogue:** Foster open dialogue between employees and leadership. Regularly scheduled town hall meetings, Q&A sessions, and informal gatherings provide opportunities for direct communication and feedback.

## 10. Support Work Life Integration

**Respect Personal Time:** Support employees in balancing their work and personal lives. Respect their time off and avoid excessive work demands that can negatively impact their wellbeing and involvement.

**Wellness Programs:** Implement wellness programs that promote physical and mental health. Supporting employees' overall wellbeing enhances their ability to engage fully in their work.

## WORK LIFE BALANCE

Work life balance is a crucial element in managing psychological contracts, as it directly impacts employees' overall satisfaction, productivity, and commitment to the organization. By implementing strategies to support work life balance, organizations can align their practices with employees' expectations, enhance job satisfaction, and reinforce positive psychological contracts. Managing psychological contracts effectively requires a strong focus on work life balance. By offering flexible work arrangements, promoting paid time off, encouraging breaks, supporting family and personal responsibilities, implementing wellness programs, creating a supportive culture, setting realistic expectations, providing career development opportunities, offering supportive benefits, and regularly evaluating policies, organizations can enhance employee satisfaction, reduce stress, and reinforce positive psychological contracts. Prioritizing work life balance not only improves individual wellbeing but also contributes to a more engaged, productive, and loyal workforce.

### 1. Offer Flexible Work Arrangements

**Remote Work Options:** Provide opportunities for remote work where feasible. Allowing employees to work from home can help them manage personal responsibilities and reduce stress.



Flexible Hours: Implement flexible working hours or compressed workweeks to accommodate employees' varying needs. Flexibility helps employees balance work with personal commitments and improves overall wellbeing.

## 2. Promote Paid Time Off

Generous Leave Policies: Offer generous paid time off (PTO) policies, including vacation days, sick leave, and personal days. Ensure that employees feel encouraged to take their allotted time off to rest and recharge.

Support Unplanned Leave: Implement policies that support unplanned leave for emergencies or personal matters without negatively impacting employees' job security or compensation.

## 3. Encourage Time Away from Work

Mandatory Breaks: Encourage employees to take regular breaks throughout the day to avoid burnout and maintain productivity. Promote practices such as taking lunch breaks away from the desk.

Vacation Utilization: Monitor vacation usage and encourage employees to take their full vacation entitlements. Recognize the importance of downtime for overall wellbeing.

## 4. Support Family and Personal Responsibilities

Parental Leave: Provide comprehensive parental leave policies that support both maternity and paternity leave. Ensure that employees feel supported during major life events, such as the birth or adoption of a child.

Family Care Benefits: Offer benefits that assist with family care responsibilities, such as subsidized childcare, eldercare support, or access to family support services.

## 5. Implement Wellness Programs

Health and Wellness Initiatives: Develop wellness programs that promote physical and mental health, including fitness classes, counseling services, and stress management workshops.

Work Life Balance Resources: Provide resources and tools that help employees manage their work life balance, such as time management training, mindfulness sessions, and access to wellness apps.

## 6. Create a Supportive Work Culture

Model Balance: Encourage leaders and managers to model work life balance by respecting their own time off and setting boundaries. Leadership behavior influences organizational norms and employee expectations.

Open Communication: Foster an environment where employees feel comfortable discussing their work life balance needs with their managers. Open dialogue ensures that employees' concerns are heard and addressed.

## 7. Set Realistic Work Expectations

Manage Workloads: Ensure that employees' workloads are manageable and that expectations are realistic. Avoid setting deadlines or performance targets that lead to excessive stress or long hours.

Project Planning: Plan projects and deadlines with employees' work life balance in mind. Implement strategies to distribute work evenly and prevent burnout.

## 8. Provide Career Development Opportunities

Professional Growth: Offer career development opportunities that support employees' long-term goals without compromising their work life balance. Flexible training schedules and development programs can enhance job satisfaction and career advancement.

Work Life Integration: Align career development initiatives with employees' personal commitments and work life balance. Support growth opportunities that accommodate their schedules and responsibilities.

## 9. Offer Supportive Benefits

Employee Assistance Programs (EAPs): Provide access to EAPs that offer counseling, legal assistance, and other support services for employees dealing with personal or professional challenges.

Financial Assistance: Offer benefits that support financial wellbeing, such as financial planning services, student loan repayment assistance, or emergency financial support.

## 10. Evaluate and Adapt Policies

Regular Reviews: Regularly review and update work life balance policies based on employee feedback and changing needs. Ensure that policies remain relevant and effective in supporting employees' wellbeing.

Adapt to Changes: Be flexible and willing to adapt policies in response to evolving work environments, such as remote work trends or changes in family dynamics.

## FAIR TREATMENT

Fair treatment is essential in managing psychological contracts and maintaining a positive and productive work environment. Ensuring that all employees feel fairly treated in terms of opportunities, recognition, and decision-making reinforces the psychological contract and strengthens organizational commitment. Ensuring fair treatment is crucial for managing psychological contracts and fostering a positive organizational culture. By implementing transparent decision-making processes, applying policies consistently, promoting equal opportunities, facilitating open communication, addressing bias, implementing fair performance evaluations, offering fair compensation and benefits, supporting work life balance, encouraging fair conflict resolution, and regularly monitoring and evaluating fairness, organizations can reinforce the psychological contract and enhance employee satisfaction and commitment. Fair treatment not only strengthens trust and loyalty but also contributes to a more equitable and effective workplace.

### 1. Ensure Transparent Decision-making

Clear Criteria: Establish and communicate clear criteria for decisions related to promotions, raises, and disciplinary actions. Transparency helps employees understand the basis for decisions and reinforces the perception of fairness.

Document Decisions: Keep detailed records of decision-making processes and criteria used. This documentation can provide clarity and justification for decisions if questioned.

### 2. Apply Policies Consistently

Uniform Enforcement: Ensure that organizational policies and procedures are applied consistently across all employees. Avoid favoritism or selective enforcement, which can lead to perceptions of unfairness.

Regular Training: Train managers and leaders on the importance of consistency in applying policies and handling employee issues. Consistent application reinforces fairness and trust.

### 3. Promote Equal Opportunities

Access to Resources: Provide equal access to resources, training, and career development opportunities for all employees. Ensure that opportunities for growth and advancement are available to everyone, regardless of background or status.

Inclusive Practices: Implement practices that support diversity and inclusion. Ensure that hiring, promotion, and development practices are free from biases and discrimination.

### 4. Facilitate Open Communication

Encourage Feedback: Create channels for employees to express concerns or grievances related to fairness. Use surveys, suggestion boxes, or open forums to gather feedback and address issues promptly.

Act on Concerns: Take employee concerns seriously and investigate any claims of unfair treatment. Address issues transparently and take corrective actions when necessary.

### 5. Recognize and Address Bias

Bias Training: Provide training for managers and leaders on recognizing and mitigating unconscious biases. Awareness of biases helps prevent discriminatory practices and promotes fair treatment.

Diverse Teams: Encourage diversity in decision-making teams to bring multiple perspectives and reduce the impact of individual biases.

## 6. Implement Fair Performance Evaluation

**Objective Metrics:** Use objective, standardized metrics for evaluating employee performance. Ensure that performance reviews are based on measurable outcomes rather than subjective opinions.

**Regular Reviews:** Conduct performance reviews regularly and provide constructive feedback. Consistent evaluations help employees understand their performance and areas for improvement.

## 7. Offer Fair Compensation and Benefits

**Competitive Pay:** Ensure that compensation is fair and competitive based on industry standards and employee roles. Conduct regular market comparisons to ensure equitable pay.

**Equal Benefits:** Provide equal access to benefits such as health insurance, retirement plans, and other perks. Ensure that all employees have access to the same benefits package.

## 8. Support Work Life Balance

**Flexible Policies:** Implement flexible work policies that accommodate employees' personal needs and responsibilities. Fair treatment includes recognizing and supporting employees' work life balance needs.

**Workload Management:** Ensure that workloads are distributed fairly and that no employee is consistently overburdened. Monitor workloads to prevent burnout and ensure equitable task distribution.

## 9. Encourage Fair Conflict Resolution

**Mediation Services:** Provide access to mediation or conflict resolution services for resolving disputes between employees or between employees and management. Fair resolution processes help maintain trust and respect.

**Clear Procedures:** Establish clear procedures for handling conflicts and complaints. Ensure that these procedures are transparent and accessible to all employees.

## 10. Monitor and Evaluate Fairness

**Regular Audits:** Conduct regular audits of organizational practices related to fairness, such as pay equity, promotion rates, and policy enforcement. Use audit results to identify and address any disparities.

**Continuous Improvement:** Regularly review and update fairness practices based on employee feedback and changing organizational needs. Commitment to continuous improvement reinforces fairness and trust.

## CONTINUOUS IMPROVEMENT

Continuous improvement is a key strategy for managing psychological contracts, as it ensures that organizational practices and employee relations evolve in response to changing needs and expectations. By fostering an environment of ongoing enhancement and adaptability, organizations can better align with employees' evolving expectations, reinforce psychological contracts, and sustain high levels of engagement and satisfaction. Continuous improvement is vital for managing psychological contracts and ensuring that organizational practices remain effective and aligned with employee expectations. By fostering a culture of feedback, setting clear goals, encouraging innovation, investing in training, adopting agile practices, regularly reviewing policies, measuring outcomes, communicating changes, involving employees, and adjusting strategies, organizations can maintain a dynamic and responsive work environment. Embracing continuous improvement strengthens psychological contracts, enhances employee satisfaction, and supports long-term organizational success.

### 1. Foster a Culture of Feedback

**Encourage Regular Feedback:** Promote a culture where feedback is routinely sought and valued. Implement mechanisms such as surveys, suggestion boxes, and regular check-ins to gather employee input on various aspects of the organization.

**Act on Feedback:** Demonstrate responsiveness by acting on feedback and making improvements based on employees' suggestions and concerns. Communicate changes made as a result of feedback to show that employees' voices are heard and valued.

## 2. Set Clear Improvement Goals

**Define Objectives:** Establish clear, measurable goals for continuous improvement. Define specific areas where improvements are needed, such as employee satisfaction, performance management, or operational efficiency.

**Track Progress:** Monitor progress towards improvement goals using key performance indicators (KPIs) and metrics. Regularly review performance against these goals and adjust strategies as needed.

## 3. Encourage Innovation and Experimentation

**Promote Creativity:** Encourage employees to propose new ideas and innovative solutions. Create an environment where experimentation is supported, and new approaches can be tested without fear of failure.

**Pilot Programs:** Implement pilot programs to test new initiatives or changes on a smaller scale before rolling them out organization wide. Evaluate the outcomes and refine approaches based on results.

## 4. Invest in Training and Development

**Continuous Learning:** Provide ongoing training and development opportunities for employees to enhance their skills and knowledge. Continuous learning supports both personal and professional growth, contributing to overall improvement.

**Leadership Development:** Invest in leadership development programs to equip managers and leaders with the skills needed to drive continuous improvement and effectively manage psychological contracts.

## 5. Promote Agile Practices

**Adopt Agile Methodologies:** Implement agile practices that allow for flexibility and rapid adjustments. Agile methodologies, such as iterative development and regular reviews, facilitate continuous improvement and responsiveness to change.

**Encourage Collaboration:** Foster cross functional collaboration to address challenges and identify improvement opportunities. Collaborative approaches enhance problem-solving and innovation.

## 6. Regularly Review and Update Policies

**Policy Evaluation:** Conduct regular reviews of organizational policies and procedures to ensure they remain relevant and effective. Update policies based on changes in regulations, employee needs, and organizational goals.

**Engage Employees:** Involve employees in the review process to gain insights into the effectiveness of current policies and identify areas for improvement.

## 7. Measure and Analyze Outcomes

**Data Driven Decisions:** Use data and analytics to assess the effectiveness of improvement initiatives. Collect and analyze data related to employee satisfaction, performance metrics, and other relevant indicators.

**Identify Trends:** Identify trends and patterns in data to understand areas of strength and opportunities for further improvement. Use insights to inform decision-making and strategy development.

## 8. Communicate Changes Effectively

**Transparency:** Communicate changes and improvements clearly and transparently to employees. Provide updates on progress and explain the rationale behind changes to maintain trust and alignment.

**Feedback Loops:** Create feedback loops to gather employee reactions to changes and adjustments. Use this feedback to refine initiatives and ensure they meet employees' needs.

## 9. Encourage Employee Involvement

**Involve Employees:** Engage employees in the continuous improvement process by involving them in brainstorming sessions, improvement teams, and implementation efforts. Employee involvement enhances buying and ensures that improvements address real needs.

**Recognition:** Recognize and reward employees who contribute to improvement efforts. Acknowledgment reinforces

the value of their contributions and motivates continued engagement.

## 10. Review and Adjust Strategies Regularly

**Regular Assessments:** Conduct regular assessments of improvement strategies and initiatives. Evaluate their effectiveness and make adjustments based on changing circumstances and feedback.

**Adapt to Change:** Be flexible and adaptable in response to new challenges and opportunities. Continuous improvement requires a willingness to evolve and refine strategies as needed.

## STRONG ORGANIZATIONAL CULTURE

A strong organizational culture is crucial for managing psychological contracts effectively. It shapes employees' expectations, behaviors, and interactions within the workplace, and significantly influences their commitment and satisfaction. By fostering a positive and cohesive organizational culture, organizations can align with employees' psychological contracts, enhance engagement, and drive long-term success. A strong organizational culture is essential for managing psychological contracts and enhancing employee satisfaction and engagement. By defining and communicating core values, modeling desired behaviors, fostering open communication, promoting inclusivity, supporting wellbeing, encouraging collaboration, recognizing contributions, providing growth opportunities, maintaining ethical standards, and regularly assessing and adapting culture, organizations can create a positive and cohesive work environment. A strong culture aligns with employees' psychological contracts, strengthens commitment, and contributes to long-term organizational success.

### 1. Define and Communicate Core Values

**Articulate Values:** Clearly define the organization's core values and mission. Ensure that these values reflect the principles and standards that guide behavior and decision-making within the organization.

**Consistent Messaging:** Communicate core values consistently through various channels, including onboarding materials, internal communications, and company events. Reinforce values regularly to ensure they remain top of mind for employees.

### 2. Model Desired Behaviors

**Leadership Example:** Ensure that leaders and managers exemplify the organization's values and desired behaviors. Leadership behavior sets the tone for the rest of the organization and influences how values are perceived and practiced.

**Role Models:** Recognize and celebrate employees who embody the organization's values. Highlight their contributions as role models for others to follow.

### 3. Foster Open Communication

**Transparent Dialogue:** Promote open and honest communication across all levels of the organization. Encourage employees to share their ideas, feedback, and concerns without fear of retribution.

**Feedback Mechanisms:** Implement regular feedback mechanisms, such as surveys, town hall meetings, and suggestion boxes, to gather input and address issues proactively.

### 4. Promote Inclusivity and Diversity

**Inclusive Environment:** Cultivate an inclusive culture where all employees feel valued and respected. Implement policies and practices that support diversity and create a welcoming environment for individuals from all backgrounds.

**Diverse Perspectives:** Encourage diverse perspectives and ideas by involving employees from various backgrounds in decision-making processes and project teams.

### 5. Support Employee Wellbeing

**Work Life Balance:** Promote a healthy work life balance through supportive policies and practices. Offer flexible work arrangements, wellness programs, and resources to help employees manage their wellbeing.

Mental Health Support: Provide access to mental health resources and support services. Create an environment where mental health is prioritized and stigma is minimized.

#### **6. Encourage Collaboration and Teamwork**

Collaborative Environment: Foster a collaborative culture where teamwork and cooperation are valued. Encourage cross functional projects, teambuilding activities, and collaborative problem-solving.

Shared Goals: Align team goals with organizational objectives to ensure that employees understand how their contributions support the broader mission.

#### **7. Recognize and Reward Contributions**

Acknowledgment: Regularly recognize and reward employees for their contributions and achievements. Use both formal and informal recognition methods to acknowledge their efforts and align with the organization's values.

Fair Rewards: Ensure that recognition and rewards are distributed fairly and based on merit. Avoid favoritism and ensure that all employees have equal opportunities to be recognized.

#### **8. Provide Opportunities for Growth**

Career Development: Offer opportunities for professional growth and development. Support employees in pursuing their career goals through training, mentorship, and advancement opportunities.

Skill Enhancement: Provide resources and support for skill enhancement and continuous learning. Encourage employees to seek new challenges and take on roles that align with their career aspirations.

#### **9. Maintain Ethical Standards**

Ethical Practices: Uphold high ethical standards in all organizational practices. Ensure that policies and behaviors reflect a commitment to integrity, fairness, and accountability.

Ethical Training: Provide training on ethical behavior and decision-making. Reinforce the importance of ethical conduct in maintaining trust and a positive organizational culture.

#### **10. Regularly Assess and Adapt Culture**

Culture Surveys: Conduct regular surveys and assessments to evaluate the organizational culture and identify areas for improvement. Gather feedback from employees to understand their perceptions and experiences.

Adapt and Evolve: Be willing to adapt and evolve cultural practices based on feedback and changing needs. Continuous improvement helps ensure that the culture remains relevant and supportive.

### **ADDRESSING PSYCHOLOGICAL CONTRACT BREACHES**

Addressing psychological contract breaches is essential for maintaining trust, engagement, and organizational commitment. A psychological contract breach occurs when employees perceive that the organization has failed to meet its implicit or explicit promises. Effectively managing and rectifying these breaches can restore trust and prevent long-term damage to the psychological contract. Addressing psychological contract breaches requires a proactive and thoughtful approach to restore trust and reinforce commitment. By acknowledging the breach, investigating the cause, communicating transparently, apologizing sincerely, implementing corrective actions, rebuilding trust, providing support, reviewing policies, enhancing communication channels, and monitoring outcomes, organizations can effectively manage breaches and maintain strong psychological contracts. Addressing breaches effectively not only helps in resolving current issues but also strengthens the foundation for future positive employee relationships and organizational success.

#### **1. Acknowledge and Recognize the Breach**

Immediate Acknowledgment: Quickly acknowledge the breach when it occurs. Recognize the employees' concerns and validate their feelings of disappointment or dissatisfaction.

Open Dialogue: Engage in open and honest conversations with affected employees to understand their perspective

and the impact of the breach. Demonstrating empathy and understanding is crucial in rebuilding trust.

## 2. Investigate and Understand the Cause

**Root Cause Analysis:** Conduct a thorough investigation to identify the root cause of the breach. Assess whether it was due to a miscommunication, policy failure, or other underlying issues.

**Gather Input:** Collect input from various stakeholders, including employees, managers, and HR, to gain a comprehensive understanding of the situation.

## 3. Communicate Clearly and Transparently

**Transparent Communication:** Communicate openly about the breach, including what went wrong and why. Transparency helps mitigate misunderstandings and reassures employees that their concerns are being addressed.

**Provide Updates:** Keep employees informed about the steps being taken to address the breach and prevent future occurrences. Regular updates demonstrate commitment to resolving the issue.

## 4. Apologize and Take Responsibility

**Sincere Apology:** Offer a sincere apology for the breach. Acknowledge the impact it has had on employees and take responsibility for the organization's actions or shortcomings.

**Apologize Publicly:** Depending on the situation, a public apology may be necessary to demonstrate accountability and restore trust within the broader team or organization.

## 5. Implement Corrective Actions

**Develop Action Plans:** Create and implement action plans to address the issues that led to the breach. Ensure that corrective measures are practical, achievable, and aligned with organizational values.

**Monitor Implementation:** Regularly monitor the implementation of corrective actions to ensure they are effectively addressing the breach and making the necessary improvements.

## 6. Rebuild Trust and Reinforce Commitments

**Rebuild Relationships:** Focus on rebuilding relationships with affected employees. Offer support, listen to their concerns, and demonstrate a commitment to fulfilling the promises of the psychological contract.

**Reinforce Promises:** Reinforce the organization's commitment to its values and promises. Clearly communicate how the organization plans to uphold its commitments moving forward.

## 7. Provide Support and Resources

**Offer Support:** Provide support to affected employees, such as counseling, career development opportunities, or other resources that can help them navigate the impact of the breach.

**Address Specific Concerns:** Tailor support to address specific concerns raised by employees. This personalized approach helps demonstrate that their individual needs are being considered.

## 8. Review and Improve Policies

**Policy Evaluation:** Review existing policies and practices that may have contributed to the breach. Identify areas for improvement and make necessary adjustments to prevent similar breaches in the future.

**Update Procedures:** Update procedures and guidelines based on lessons learned from the breach. Ensure that new policies are communicated effectively to all employees.

## 9. Enhance Communication Channels

**Improve Channels:** Enhance communication channels to ensure that employees have clear and easy access to information and can raise concerns promptly.

**Feedback Mechanisms:** Strengthen feedback mechanisms to capture employee concerns early and address them before they escalate into breaches.

## 10. Monitor and Evaluate Outcomes

**Track Progress:** Monitor the outcomes of corrective actions and the overall impact on employee trust and satisfaction. Evaluate whether the measures taken have effectively resolved the breach.

**Continuous Improvement:** Use the experience as an opportunity for continuous improvement. Incorporate feedback and lessons learned into ongoing practices to enhance the organization's ability to manage psychological contracts effectively.

### MONITORING AND EVALUATION

Monitoring and evaluation are critical for effectively managing psychological contracts and ensuring that organizational practices align with employee expectations. Regular assessment helps organizations identify areas for improvement, address potential issues proactively, and reinforce positive psychological contracts. Monitoring and evaluation are essential for managing psychological contracts and ensuring that organizational practices align with employee expectations. By establishing clear metrics, conducting regular surveys, facilitating continuous feedback, monitoring key HR metrics, assessing performance management systems, conducting stay and exit interviews, reviewing policy effectiveness, evaluating training programs, tracking organizational culture, and implementing continuous improvement processes, organizations can effectively manage psychological contracts and enhance employee satisfaction and commitment. Regular monitoring and evaluation not only help address issues proactively but also reinforce positive relationships and support long-term organizational success.

#### 1. Establish Clear Metrics and KPIs

**Define Metrics:** Identify key performance indicators (KPIs) and metrics that align with the organization's psychological contract objectives. Common metrics include employee satisfaction, engagement levels, turnover rates, and feedback scores.

**Set Benchmarks:** Establish benchmarks for each metric to measure progress and compare performance over time. Benchmarks provide a reference point for assessing whether organizational practices meet employee expectations.

#### 2. Conduct Regular Employee Surveys

**Engagement Surveys:** Implement regular employee engagement surveys to gauge overall satisfaction, commitment, and perceptions of the psychological contract. Use these surveys to identify strengths and areas needing improvement.

**Pulse Surveys:** Utilize pulse surveys for more frequent and targeted feedback on specific issues or changes. Pulse surveys help track Realtime perceptions and responses to ongoing initiatives.

#### 3. Facilitate Continuous Feedback

**Feedback Mechanisms:** Create channels for continuous feedback, such as suggestion boxes, feedback forums, and one-on-one meetings. Encourage employees to provide input on various aspects of their work experience and the psychological contract.

**Realtime Responses:** Act on feedback promptly to address concerns and demonstrate responsiveness. Realtime responses help maintain trust and show that employee input is valued and acted upon.

#### 4. Monitor Key HR Metrics

**Turnover Rates:** Track employee turnover rates and analyze patterns to identify potential issues with the psychological contract. High turnover may indicate breaches or dissatisfaction.

**Absenteeism Rates:** Monitor absenteeism rates as an indicator of employee engagement and wellbeing. Frequent absenteeism may signal problems with job satisfaction or unmet expectations.

#### 5. Assess Performance Management Systems

**Performance Reviews:** Evaluate the effectiveness of performance management systems, including performance reviews, goalsetting processes, and feedback mechanisms. Ensure that these systems align with the organization's values and employee expectations.



Consistency Checks: Review performance management practices for consistency and fairness. Ensure that evaluations and feedback are applied uniformly across the organization.

## 6. Conduct Stay and Exit Interviews

Stay Interviews: Conduct stay interviews with current employees to understand their reasons for staying with the organization and their satisfaction with the psychological contract. Use insights to enhance retention strategies.

Exit Interviews: Analyze exit interview data to identify common reasons for leaving and any issues related to psychological contract breaches. Use this information to address systemic problems and improve practices.

## 7. Review Policy Effectiveness

Policy Audits: Regularly audit organizational policies and procedures to ensure they are effective and aligned with the psychological contract. Evaluate whether policies are meeting employee needs and expectations.

Policy Updates: Update policies based on feedback, changing needs, and lessons learned. Ensure that policies are communicated clearly and applied consistently.

## 8. Evaluate Training and Development Programs

Training Effectiveness: Assess the effectiveness of training and development programs in supporting employee growth and aligning with the psychological contract. Gather feedback on training relevance and impact.

Development Opportunities: Evaluate whether employees have access to meaningful career development opportunities. Ensure that development programs align with employees' expectations and career aspirations.

## 9. Track Organizational Culture

Culture Assessments: Conduct regular assessments of organizational culture to gauge alignment with core values and employee expectations. Use tools such as culture surveys, focus groups, and cultural audits.

Culture Alignment: Monitor efforts to align organizational culture with employee expectations and values. Address any discrepancies or areas where culture may not be meeting employees' needs.

## 10. Implement Continuous Improvement Processes

Action Plans: Develop and implement action plans based on monitoring and evaluation results. Focus on areas identified for improvement and ensure that corrective actions address root causes.

Review and Adapt: Regularly review and adapt improvement strategies based on ongoing feedback and evaluation results. Continuous improvement helps maintain a strong psychological contract and fosters a positive work environment.

## CONCLUSION

In conclusion, effectively managing and aligning psychological contracts is vital for fostering organizational commitment and achieving optimal workplace performance. The strategies discussed—ranging from clear communication and consistent leadership to recognition and employee involvement—provide a comprehensive approach to addressing the complexities of psychological contracts. By ensuring transparency, fair treatment, and a supportive organizational culture, organizations can enhance employee trust and satisfaction.

The proactive handling of psychological contract breaches, along with continuous monitoring and evaluation, helps in maintaining alignment and addressing issues promptly. Implementing these strategies not only strengthens the bond between employees and the organization but also contributes to a positive work environment that drives productivity and reduces turnover. Ultimately, organizations that invest in managing psychological contracts effectively are likely to experience greater employee commitment, engagement, and overall success. The insights presented offer practical guidance for leaders and managers seeking to build and sustain a motivated and loyal workforce, thereby achieving long-term organizational goals.

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