

**THE CONCEPT OF “PSYCHOLOGICAL CONTRACT” IN ORGANIZATIONAL
COMMUNICATION PROCESS AND A LITERATURE REVIEW ON PSYCHOLOGICAL CONTRACT***

Ebru ÇİTİL

Dr., Ege University, İzmir, Turkey
ebr-76@hotmail.com
Orcid ID: 0000-0002-8281-9444

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Abstract

Actual change and improvement, change from traditional society to today's modern society affect the social structure. Depending on a variation the expectations of the employees and the employers altered and varied. Psychological contract, contract type as parol and based on the party's perceptions came into prominence employees and employers in recent years, and became one of the main support for the community success. Physiological contract is a contract type as the individuals create mentally, reveals expectations and individual's liabilities to each other. Physiological contracts are evaluated in two different types as operational and relationally. Contract types reflect the structural differences of the contracts. The theories, which provide basis to reveal physiological contract, indicate that the infringement of contract may be actualized as long as equality can not be ensured in physiological contracts in mutual contracts. Breach physiological contract lowers employee performance in community, and being a complicated factor for the community to reach their goals. The conditions and theories that led to reveal physiological contract concept is examined, and the definition of physiological contract law in community literature is propounded in this research. The aim of this study is to present theoretical information by conducting a systematic literature research on the subject and to examine the results by presenting examples from the world's research on psychological contract and its violation. It is possible to state that the study in which examples from the researches carried out in the world on the subject of psychological contract are presented, will contribute to the researches to be conducted on the subject.

Key words: *Organization, Psychological Contract, Contract Types, Breach of Contract.*

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ÖRGÜTSEL İLETİŞİM SÜRECİNDE "PSİKOLOJİK SÖZLEŞME" KAVRAMI VE PSİKOLOJİK SÖZLEŞMEYE DAİR LİTERATÜR TARAMASI

Öz

Geleneksel toplumlardan modern toplumlara doğru gerçekleşen değişim ve gelişim sosyal yapıyı da etkileyerek dönüştürmüştür. Değişime bağlı olarak örgüt yapıları ve istihdam ilişkileri, çalışan ve işveren beklentileri, yükümlülükleri de farklılaşmıştır. Örgüt yönetiminde yazılı olarak yer almayan, tarafların algılarına dayanan psikolojik sözleşme kavramı son yıllarda çalışanlar ve işverenler için önem kazanmış ve örgüt başarısı için temel dayanaklardan birisi olmuştur. Psikolojik sözleşme örgüt içinde bireylerin zihinlerinde oluşturdukları bir sözleşme olarak kişilerin birbirlerinden beklentilerini ve birbirlerine karşı yükümlülüklerini de ortaya koymaktadır. Psikolojik sözleşmeler işlemsel ve ilişkisel olarak iki ayrı türde değerlendirilebilmektedir. Sözleşme türleri sözleşmelerin yapısal farklılıklarını da yansıtmaktadır. Psikolojik sözleşme kavramına dayanak hazırlayan kuramlar psikolojik sözleşmelerde karşılıklılık ve eşitlik sağlanamadığında sözleşme ihlalinin gerçekleşebileceğini de ortaya koymaktadır. Psikolojik sözleşme ihlali örgüt içinde çalışan performansını düşürmekte ve örgüt amaçlarına ulaşılmasını zorlaştırmaktadır. Bu çalışmada psikolojik sözleşme kavramının ortaya çıkışına temel hazırlayan koşullar ve kuramlar incelenmiş, psikolojik sözleşme kavramı, psikolojik sözleşme türleri ve psikolojik sözleşme ihlali incelenmiştir. Çalışmada psikolojik sözleşme ile ilgili yapılan akademik araştırmalardan örnekler de sunulmaktadır. Bu çalışmanın amacı konu ile ilgili bir literatür araştırması gerçekleştirilerek teorik bilgiler sunmaktır. Psikolojik sözleşme konusu ile ilgili dünyada gerçekleştirilmiş araştırmalardan da örneklerin sunulduğu çalışmanın konu ile ilgili yapılacak araştırmalara katkı sağlayacağını ifade etmek mümkündür.

Anahtar Kelimeler: Örgüt, Psikolojik Sözleşme, Sözleşme Türleri, Sözleşme İhlali.

INTRODUCTION

The 21st century has been a period of significant changes and developments in terms of organisational structures and employment relations. In this period, significant differences have emerged in today's organisational management approaches. In the working conditions in organisational life where continuous development, change and transformation are experienced and innovations emerge, achieving the goals set by organisations and, in this sense, obtaining successful results seem to be possible only if employers and employees base their obligations towards each other on a sense of completeness, fairness, honesty and trust.

In psychological contracts between employees and employers, which are unwritten, based on perceptions and include mutual obligations, the expectations of employees and organisations coexist. On the one side, employers expect employees to be able to comply with flexible working hours and job descriptions on the basis of the assigned task, and to be a reliable and compliant employee. The employee, on the other hand, has expectations of transparency, fairness and trust, as well as wages, career development, training, job security and continuity from the employer. Although there is no consensus among researchers regarding the content of the Psychological Contract concept, it is possible to state that it is of undeniable importance in terms of organisational efficiency.

Psychological contract breach is defined as employees' belief that they are failing to fulfill the obligations promised by their organization (Turnley and Feldman, 1999, p.897; McDonald and Makin, 2000, p.85; Coyle-Shapiro, 2002, p.4). A situation of breach of psychological contract, which is expressed by the realisation and perception of the fact that

the promises and responsibilities given within the organisation are not met, may damage the employees' sense of trust and loyalty to the organisation and make a negative impact on their work efficiency (Coyle-Shapiro, 2002, pp.3-4).

In this study, the concept of "psychological contract", its emergence process, characteristics and types, the theories related to the contract and issues on the breach of psychological contract are examined by a literature review and theoretical information on the subject is presented. In this study, it is also aimed to reveal the effects of psychological contract and psychological contract breaches on working life in Turkey and abroad by presenting the results of the some international studies conducted on this issue.

I. THE EMERGENCE OF THE CONCEPT OF PSYCHOLOGICAL CONTRACT

With the development of the world economy and technology in recent years, some uncertainties have inevitably become a part of business life (Miana, González-Morales, Caballer and Peiró, 2011, pp. 820-821). The planned or unplanned differentiation of production processes, employee behaviours and the conditions influencing them, especially in the organisational context, have brought about radical changes (Sims, 1994, pp.373-374). While the classical approaches to organisational structure developed until the 1930s focused on how to create the "best" organisational structure, the human element, one of the most important building blocks of an organisation, was neglected. In that period, factors other than the human factor were addressed in line with the principles determined and it was assumed, with a great mistake, that the human would behave like a machine as prescribed by the relevant level or task (Koçel, 1995, pp.24-26).

In the course of time, however, it has been understood that people's needs and value systems differ from each other and that their thoughts and behaviours cannot be predicted in advance, and the researchers of the neo-classical approach attributed the existence of an organisation to the human element, which is a multi-dimensional organism (Kreitner and Kinicki, 1998, p.28). As a result thereof, human resources departments have become more and more organized for recruitment, training, employee-employer relations and compensation, and there has been a significant change of perspective regarding human resource management in organisations (Fisher, Schoenfeldt and Shaw, 1990, p.16).

The importance of human factor for organisations has emerged as a result of neo-classical theories, and management scientists from different fields such as psychology, sociology, social-psychology and anthropology have put forward theories on motivation investigating the causes of human behaviour within the organisational structure (Koçel, 1995, pp.24-27). Some of these theories are based on the relationship between human psychology and motivation and some of them are based on the psychological perspectives of employers and employees, which are formed by combining the expectations and needs of employees with the purpose of motivation. Especially in the conditions of recent globalization, increasingly difficult competitive conditions and rapid technological developments have changed the labor relations between employees. These changes have increased the importance of working relationships and psychological contracts, as well as the interest in studies related to the field (Restubog, Hornsey, Bordia and Esposito, 2008, p.1377). On the other hand, the fact that organizations face significant financial and economic problems due to global financial crises and their orientation to various economic measures affects what the organization expects from its employees and employees from organizations. Employment relationships are undergoing change as both organizational, industrial, and technological changes alter the expectations that employees and employers have of each other. This

situation brings up the situations in which the employee perceives that his/her contract has been violated, especially in the mutual exchange relationship (Bal and Smit, 2012, p.8; Abdul-Rahman and Ayorinde, 2013, p.49; Jeske and Axtell, 2018, p.113).

In our age, where knowledge and people with knowledge are one of the most important elements, people are now accepted as the most important value of organizations (Özdemir and Yaylı, 2014, p.49).

II. CONCEPT, CHARACTERISTICS and TYPES OF PSYCHOLOGICAL CONTRACT

Rapid developments in communication technology have globalised the whole world, changing the concept of borders and transforming organisations into knowledge-based structures, and employees have become the most important asset of these new structures. It is possible to state that today's knowledge-based organisations, which want to benefit from employees with increasing levels of knowledge and experience to the greatest extent possible and to direct employees in line with organisational goals, have started to give importance to activities aimed at increasing organisational commitment.

In modern organizational structures, there has been a transformation from the concept of personnel management to the concept of human resources management, and from human resources management to talent management. In modern organisational climates, it is becoming increasingly difficult for the organisation to keep high-performing employees in the organisation in order to achieve organisational goals, to predict and meet their expectations and to provide the necessary motivation process for them. Effective functioning of the psychological contract is very important for organisations to achieve their goals.

In modern organisations in the 21st century, it is seen that managers attach importance to the psychological contracts covering their obligations and are careful about the meanings that employees attribute to these contracts (Dhanpat and Brijball, 2014, p.78). Although it is possible to state that there is not a complete agreement on how the concept of Psychological Contract emerged, the concept of psychological contract in the organisational behaviour literature was first used in the book titled "Understanding Organisational Behaviour" published by Chris Argyris in 1960 (Argyris, 1960, p.27). Argyris (1960) uses the term "Psychological Work Contract" in his book to describe the formation and development of the unwritten, in other words, informal relationship between employer and employee (Argyris, 1960, p.27; Suazo, 2003, p.3). Argyris states that employers and employees are in a state of continuous interaction within the complex structures of organisations and argues that a mutually formed psychological contract between employees and employers will enable organisational managers to exist effectively (Argyris, 1960, p.27). In Argyris' definition, the concept of psychological contract is put forward as an auxiliary concept in the solution of conflicts and incompatibilities between employers and employees or problems faced by employees in job satisfaction (Guest, 1998, p.649). In this definition, it is stated that the psychological contract, which continues to exist in cases where there is no disorder in the organisation, is the fulfilment of mutual expectations between the employer and the employee (Levinson, Price, Munden, Mandl and Solley, 1962, pp.22-24). The concept of psychological contract was also defined by Schein. According to Schein (1965), this concept refers to a set of unwritten, unspoken mutual expectations between employees and the organisation, including financial, career and development obligations and voluntary work principles (Schein, 1965, p.54). Levinson et al. (1962) defined the psychological contract as a set of reciprocal expectations between the organisation and the employee (as cited in Coyle-Shapiro and Parzefall, 2008, pp.18-19). In psychological contracts, which usually begin with the recruitment process and are based on

the perceived sense of obligations, perceived employer obligations are often subjective and depend on the social processes and emotional state of employees (Rousseau, 2001, p.517; Bala, 2013, pp.62-63; Bal and Smit, 2012, pp.8-9).

Employees set expectations and obligations in their minds regarding their working environment and their working relationships with other people (Rousseau and Tijoriwala, 1998, p.680). Rousseau and Tijoriwala (1998) states that not all of these benefit-based expectations of individuals are written and that the fulfilment of these expectations is based on the subjective perceptions of individuals (Rousseau and Tijoriwala, 1998, p.680; Rousseau, 1990, pp.389-390). In other words, a psychological contract is a type of implied agreement between employees and businesses that will have a significant impact (Rousseau, 1990, pp.390-391; Poisat, May and Sharp, 2018, pp.1-2).

Expectations of employees within the scope of the psychological contract include salary and incentive payments, internal trainings, job security, career development opportunities, fair evaluation, support for relationships with other employees and managers, and support and motivation for personal problems. The expectations of employers or organisational managers include employees' willingness to perform their duties and work extra hours, organisational belonging, not cooperating with rival organisations, not violating confidentiality of information and ensuring continuity of work in the same organisation for a specified period of time (Robinson, 1996, pp.574-99). The expectations of employers in the psychological contract also include that employees should act with a sense of duty, provide uninterrupted and good service to the organisation, be honest, support the goals of the organisation, establish good relations with other employees and use the authority to make decisions about their job under necessary conditions.

Honesty and respect is another important issue in the psychological contract. The honesty should be mutually ensured in the contract. According to the honesty principle in the contract, individuals trust and believe that the other party will honour its obligations. In the honesty of persons, it is assumed that the contracting parties do not engage in humiliating and sarcastic behaviour towards each other, approach each other in a friendly and unprejudiced manner, and protect each other (Costley, Melgoza and Todd, 1991, pp.471-473). Meeting expectations within the framework of respect for the contract, which has a decisive influence on the behaviour of employers and employees, have a positive effect on employees' commitment to the organisation and their work efficiency (Opolot and Maket, 2020, pp.900-901).

Mutual expectations in psychological contracts include all rights, privileges and obligations between the employee and the organisation. In the context of the psychological contract, all employees generally expect salary payment, certain shares and privileges related to their jobs from the organisation while the employer implicitly expects employees to improve the image of the organisation. Although these expectations are not written in a formal agreement between the employee and the organisation, they emerge as elements that determine behaviour. Psychological contract is implemented by the organisation through the concept of authority. Participation in an organisation also includes the acceptance of an organisation's authority system (Adams, 1963, pp.422-424; Schein, 1984, p.4; De Vos, Buyens and Schalk, 2003, p.540).

Psychological contract is also a persuasive concept for employees to engage in activities that will contribute to the organisation (Turnley and Feldman, 2002, p.2542). In international organisations, however, the factors arising due to cultural differences determine the thinking

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system of the employees. In such a situation, employers may face various unforeseen expectations and problems (Ettinger, 1965, pp.5-7).

In summary, the psychological contract is a self-interested cooperation between employees and businesses (Solinger, Hofmans, Bal, and Jansen, 2016, pp.494-495; Soares and Mosquera, 2019, pp.469-470). In the psychological contract, it is emphasized that employees should create their own values in organizations and help the development of the organization, and employers should meet the material and psychological needs of their employees. (Karagonlar, Eisenberger and Aselage, 2016, pp.24-25; Conway and Briner, 2009, p.71-72; Newaz, Jefferies, Davis and Pillay, 2016, p.488). As can be seen, the concept of psychological contract has been studied by experts in the practical and theoretical fields for many years (Conway and Briner, 2009, p.71-72; Bala, 2013, pp.62-63).

The general characteristics of the concept of psychological contract can be outlined as follows; (Levinson, et al., 1962, pp.22-24; George and Gareth, 2008, pp.249-50; Coyle-Shapiro and Parzefall, 2008, pp.18-19; Rousseau, 1990, pp.389-391; Zhou, Plaisent, Zheng and Bernard, 2014, p.650).

- The obligations in psychological contracts are not written, i.e. not of formal nature.
- They are based on the subjective perceptions of the parties.
- They are subject to change over time.
- In psychological contracts, the parties are bound to each other by mutual commitments.
- Strong reactions may be triggered in case of breach of psychological contracts.

In the literature, psychological contract types generally vary from each other in terms of structure and content. Rousseau (1995) added two more types to the contract types, which are evaluated in two types as transactional and relational, and focused on psychological contracts in four dimensions. The third and fourth types of contract added by Rousseau are the balanced contract, which is a mixed type of contract consisting of a combination of Transactional and Relational contracts, and the Transitional contract (Rousseau, 1995, pp.100-102)

- Transactional psychological contracts are short-term and content-limited contracts in the organisational literature. Issues in the focus of transactional contracts are characterised by being more relative, flexible and narrower, shorter-term than relational contracts. In transactional psychological contracts, individuals primarily focus on financial issues such as payment of wages and incentive premiums and comply with the contract in return for the fulfilment of the conditions. In other words, the transactional contract covers the money relationship and external Decoupling between the employee and the organization. (Rousseau, 1995, pp.100-102; Millward and Hopkins, 1998, p.1531; Shore and Tetrick, 1994, p.95).

According to this type of contract, the employer expects an adequate work performance from the employee and the employee expects a satisfactory payment from the employer in return for the performance of the work. In transactional psychological contracts, the parties can terminate their relationship with each other at the end of a certain trial period.

In case of violations in the transactional dimensions of psychological contracts, wages, promotions and benefits obtained, job satisfaction decreases in employees. On the other hand, promotion and the acquisition of new positions make employees more efficient

(Rousseau, 1990, p.390; Millward and Hopkins, 1998, p.1531; Shore and Tetrick, 1994, p.95; Mullen, Blount, Lambie and Chae, 2018, pp.2-3).

- Relational psychological contracts are characterised by contracts that are longer term, more general and more open to development between the parties over time than transactional contracts. In relational psychological contracts, there is a mutual commitment between the parties. Employees are also emotionally committed to the organisation. In return for that, the employer shows its commitment by offering promotion or career opportunities to high-performing employees within the organisation. Relational contracts are based on more subjective perceptions as they are more comprehensive than transactional contracts and include various intangible elements. It is possible to state that relational psychological contracts are more successful in creating a sense of achievement by activating intrinsic factors of employees (George and Gareth, 2008, pp.249-50; Millward and Hopkins, 1998, p.1531; Shore and Tetrick, 1994, p.95). Due to its intangible and interpretative structure, the relational contract is a type of contract that is difficult to define and has blurred boundaries compared to transactional contract. In summary, the relational contract reveals the emotional commitment and existence of the employees and emphasizes commitment, loyalty and stability and is easily changeable (Zhou et al., 2014, p.218; Arnold, 1996; pp.512-513; Rousseau, 1990, p.390).

- Balanced contract: Balanced contracts, which are a mixed type that has the characteristics of foregoing two types of contracts, are based on long-term relationships, but also on the fulfilment of performance requirements.

- Transitional contracts reflect socio-economic change within the organization. (Coyle-Shapiro and Kessler, 2000, pp.909; Chambel, Lorente, Carvalho and Martines, 2014, pp.80-81). In the type of transitional contract, the conditions of the organisation and the environmental conditions develop and change quite rapidly. Therefore, there are no long-term guaranteed conditions in the transitional contract (Rousseau, 1995, pp.100-102).

According to Schein, psychological contracts have two different dimensions: individual and organisational. These dimensions cannot be clearly distinguished as employer and employee. Although it is not possible to distinguish between those who manage and are managed in a very precise way within an organisation, individual needs usually outlines the contract (Anderson and Schalk, 1998, pp.639-640). In other words, the satisfaction of the employee with the organization he/she works for determines the form of the psychological contract (Lub, Bal, Blomme, Schalk, 2016, pp.655-656).

III. THEORIES ON THE CONCEPT OF PSYCHOLOGICAL CONTRACT

The theories that form the theoretical basis of psychological contract can be expressed as follows:

1. The Norm of Reciprocity

Put forward by Gouldner (1960), the norm of reciprocity is a social norm based on the principle that individuals will reciprocate with positive behaviours in their relationships with other individuals in return for the benefits they obtain from that relationship and that they will exhibit reactions that respond to the needs of the individuals with whom they are in a relationship. According to Gouldner (1960), the norm of reciprocity is based on the principle that people first help those who help them. Although it is stated that the norm of reciprocity may vary according to the conditions of the situation encountered, the personal characteristics of the individuals in the relationship and the value attributed to the norm, he emphasises that the norm of reciprocity has a universal character. According to the theory, the subject in which

individuals need help the most increases the value of the gain to be obtained from that help. The source that helps the individual and the conditions in which the source exists may also make an impact on the norm of reciprocity (Gouldner, 1960, pp.162-163; Burger, Sanchez, Imberi and Grande, 2009, p.12).

On the basis of the psychological contract, it is possible to state that the parties act according to the norm of reciprocity and if their expectations that provide the highest level of benefit to them are met, they will try to perform an action that provides high benefit to the other party in return and to meet the needs of the individuals they interact with. It can be stated that if organisations do not act in line with the expectations of employees, employees may not completely fulfil their obligations towards the organisation (Aselage and Eisenberger, 2003, pp.491-492).

Perceived reciprocity in psychological contracts is based on tasks and promises. Promises are usually not formal. (Bala, 2013, pp.68-69; Chahar, 2019, pp.3-4).

The realization of the promises made by the organization such as recognition or promotion is shaped by the contribution and efficiency of the employees. The norm of reciprocity in psychological contracts requires mutual cooperation, in other words, trust. (Hui, Lee and Rousseau, 2004, pp.312-313; Memon and Ghani, 2020, pp.259-260).

2. Social Exchange Theory

Social exchange theory forms the basis of the psychological contract. (Cassar and Briner, 2011, pp284-285). Social exchange theory is based on the necessity for individuals to establish and maintain relationships with other individuals in order to survive and fulfil their various needs. When individuals are in a relationship, there is a constant social interaction and exchange between them, and therefore the principle of reciprocity forms the basis of this theory (Gouldner, 1960, pp.162-163; Coyle-Shapiro, 2002, pp.4-5; Aselage and Eisenberger, 2003, 491-492).

The phenomenon of social exchange is the expectations and mutual obligations between the employee and the employer (Chambel and Castanheira, 2012, pp.109-110).

According to Blau (1964), the exchange that occurs in social interaction is often expressed in positive relationships. Therefore, understanding the exchange in psychological contract requires the evaluation of organisational relations from the perspective of social exchange. In relationships where social exchange exists, failure of the parties to fulfil their responsibilities disrupts the nature of the existing relationship and as a result, the parties in the relationship may face negative consequences. When an individual performs a positive action for another individual in the process of social exchange, he/she thinks that the other individual will perform an equally positive action for him/her (Rousseau, 1990, pp.391-392).

In organisational life where social exchange is present, two features reinforce exchange. The first one is the balanced realisation of exchange in organisations, and the second is that a high level of employee obligation leads to behaviours that support organisational goals (Rousseau, 1990, pp.391-392). In other words, employees have a sense of obligation to reciprocate and act accordingly in order to establish and maintain the balance of exchange in the organisation. When employees benefit from an exchange, a sense of responsibility as well as a balance in the exchange relationship emerges. Thus, both the employee and the organisation benefit from the exchange relationship (Blau, 1964, p.97).

3. Equity Theory

Introduced by Adams (1963), equity theory is based on the fact that individuals want to see fair behaviour. Employees in a particular organisation want to be included in a fair behaviour system within the organisation (Adams, 1963, p.422).

The essence of the theory can also be defined as the fact that individuals enter into a social comparison with each other as opposed to focusing on their personal needs. Accordingly, employees working in the organisation compare themselves with other employees and develop perceptions about whether they are treated fairly or not. In cases where employees who are motivated based on their perception that employers treat them equally feel and think that they are not treated fairly by the organisation, they may argue that their motivation and performance are negatively affected thereby (Baron and Greenberg, 1990, pp.82-85).

According to the equity theory, individuals make a comparative evaluation of inputs and outputs in the comparison process. Inputs are factors such as employees' commitment to the organisation, their contributions to the organisation, and their adaptation to the organisational climate while outputs are the benefits such as payment, bonus, incentive, promotion that employees receive from the organisation in return for inputs. Employees compare themselves with other employees in terms of the ratio of inputs to outputs. It is also possible to express the equity theory in the minds of employees who evaluate the fairness approach of the organisation as a result of the comparison as the employees' perception of evaluating their own psychological contract (Rousseau, 1989, p.127; Moorhead and Griffin, 1995, pp.101-102).

The subjectivity of the practices implemented by the organisation in the context of equity points to a sensitive point for employees and may emerge as an issue that requires employers to act carefully.

4. Expectancy-Value Theory

It is possible to state that studies on Expectancy-Value Theories emerged under the leadership of Tolman (1932) and Lewin (1938) (Moorhead and Griffin, 1995, p.109). Stating that the goal of all living things is to achieve a physiological balance, the theory emphasises that the impulse at the basis of behaviour is not only a biological effect, but that there are goals that cover this effect. The expectation of reward is the basis of the behaviour, and the expected value of the possible consequences of the behaviour determines the degree and path of the behaviour. The expectation of reward is the basis of the behaviour, and the expected value of the possible consequences of the behaviour determines the degree and path of the behaviour (Tolman, 1949, pp.67-68; Cofer and Appley, 1964, p.507). According to the theory, the desire of individuals to exhibit any behaviour will increase or decrease in the context of the degree of belief or expectation regarding the result aimed by the behaviour in question and the attractiveness of the desired result for the individual and its perceived subjective value (Küçük Kurt, 1988, p.31). It is possible to state that the expectation perceived by individuals, who think to what extent they want to realise their goals, to what extent they have expectations in this regard and how much achieving this will benefit them, value and benefit-based perception, which is the basis of expectancy theory, is important in terms of employee motivation, especially within the scope of psychological contracts in organisational life. If the employee does not benefit from the expectations, the psychological contract is also damaged (Baron and Greenberg, 1990, pp.88-89). Expectancy theories are mainly criticised for the complexity of the theories and the difficulty of testing them. At the same time, the fact that the claim that people engage in arithmetic calculations before they show a certain behaviour

has not been determined precisely is one of the factors that cause the theory to be criticised (Serinkan, 2008, p.120).

IV. BREACH OF PSYCHOLOGICAL CONTRACT

Psychological contract breach can be defined as the feeling that the promises made within the organisation are not fulfilled. If employees perceive that the employer violates the psychological contract, they may choose to respond to this breach. Factors such as the low level of honesty of the employer, insufficient job satisfaction, and the low level of organisational commitment may be effective for the occurrence of psychological contract breach. Psychological contract breach, which affects the employee's contribution to the organisation, can especially make a negative impact on the motivation level (Coyle-Shapiro, 2002, p.4) and behaviours (McDonald and Makin, 2000, p.85). According to another definition, it occurs when employees perceive that organisations do not fulfil their promises and obligations, do not comply with their obligations or violate their obligations (Turnley and Feldman, 1999, p.897). As a result, employees' motivation and performance decrease (George and Gareth, 2008, pp.251-52). Psychological contract breach can activate the employee's emotional reactions (Zhou et al., 2014, p.650). Therefore, the perception of breach of the psychological contract negatively affects organizational interests and can lead to organizational inappropriate behavior. Employees may feel stress and burnout. Anger may arise (Abdulaali, Alnoor and Eneizan, 2019, pp.21-22).

Employees may enter a negative emotional state in the face of contract breach and may also develop dissatisfaction with their duties. If employees think that the psychological contract is violated in a deliberate manner, this leads to a decrease in employees' feelings of goodwill and trust towards the organisation. In case of repeated psychological contract breaches, employees' discomfort and discontent may progress to levels that may lead to unethical behaviours (George and Gareth, 2008, pp.251-52). Robinson and Rousseau (1994), on the other hand, argue that psychological contract breaches occur mostly in cases where the promises given by the organisation on issues such as wages, promotion and training are not fulfilled (Godkin, Valentine and Pierre, 2002, pp.58-60).

The sense of trust the employee feels towards the organisation shapes the perceptual evaluation of psychological contract breach. The employee's low sense of trust in the employer leads to situations that may be perceived by the employee as a contract breach even in the absence of a breach. The high level of trust of the employee towards the employer may lead to the situation that the violation of the psychological contract is not noticed, noticed too late or ignored (Pate and Malone, 2000, pp.158-159). A contract breach, which can be defined as a result of the discrepancy between the expectations of employers and employees, leads to the deterioration of the sense of honesty and trust established between the employer and the employee (Pate, Martin and Staines, 2000, pp.485-486). The employee's not coming to the workplace on time or low work performance may cause a breach of the psychological contract, as well as the employer's inability to act fairly among employees, having a critical approach rather than an analytical approach may also cause a breach to occur. In such cases, it is necessary to listen to the parties in good faith, to try to understand the reasons, to reveal the needs, beliefs and values of the individuals.

The perceived breach arises as a result of the cognitive calculation of what the person receives in return for the promise made. The important point here is that due to the differences in cognitive perceptions, individuals' perceptions of psychological contract breach sometimes arise from a real breach and sometimes from situations where a real breach is not

clearly visible. Psychological contract breaches may lead to behavioural reactions of the employee in connection with job dissatisfaction and decreased corporate loyalty (Costley et al., 1991, pp.35-36). Morrison and Robinson (1997). In this regard, psychological contract breach is defined as a situation occurring when the organisation deliberately reneges on its promise to the employee and is reluctant to fulfil its promise. This is a case of organisational incompetence. In this case, incompatibility or discrepancy arises as a result of the difference between the promises made by the organisation and the perceptions of the employees, in other words, the fact the employees and the employer develop different perceptions of what the promise is. To summarise, it is possible to define a violation or breach of contract as a situation in which employees develop a cognitive perception that the organisation is incapable to support one or more expectations. This is based on the employee's personal perception in connection with the organisation's promises. In case of a Contract Breach, both parties may show an emotional reaction to the situation (Morrison and Robinson, 2002, pp.530-531)

On the other hand, while the employees in the organization are waiting for the fulfillment of the promises, there are also promises that the employers want to fulfill. As a result of the employee and employer's perception of psychological contract violation, negative obligations develop and negative psychological contract emerges, trust cannot develop, contract cannot develop, as a result, productivity and performance of both parties decrease. (Rousseau, 1989, pp.28-129; Abdulaali, et al., 2019, pp.21-22).

V. EXAMPLES FROM STUDIES ON PSYCHOLOGICAL CONTRACT

In a study examining the relationship between psychological contract and job satisfaction, it has been explained that employees have a number of expectations from the organisation other than the written elements in the employment contracts and the relevant legal regulations, and revealed that the organisation's failure to fulfil the elements of the psychological contract in the minds of the employees leads to a breach and as a result, changes in the attitudes and behaviours of the employees may occur against the interests of the organisation. In this context, increasing turnover intention, decreasing attendance, decreasing organisational commitment and decreasing job satisfaction can be given as examples of changing attitudes and behaviours of employees. The study in question has emphasised that psychological contract breaches cause negative changes in the attitudes and behaviours of employees against the interests of the organisation, and that psychological contract breaches lead to a decrease in organisational commitment and job satisfaction. Job satisfaction, which expresses a very important consequence of psychological contract breach in the context of employee attitudes and behaviours, indicates the extent to which the expectations of employees in terms of psychological contract are met, and the harmony between the job and the psychological contract leads to higher levels of job satisfaction (Dikili and Bayraktaroğlu, 2013, pp.222-223).

According to the results of a study conducted on healthcare professional, there has been no significant difference between the opinions of individuals with the profession of physicians and nurses regarding the "transactional contract dimension" of the psychological contract, which focuses on material returns such as wages, earnings and rewards. However, it is found that there has been significant differences between the evaluations of the "relational psychological contract dimension" of the psychological contract, which focuses on benefits such as training, development and job security, and the perceptions of relational contract of physicians are more positive. According to the results of the study, it is stated that it is

important to offer domestic and foreign training opportunities to physicians, to provide suitable conditions for academic career, to ask their opinions in decisions effecting their duties and to provide information about the reasons for the decisions taken. It is also one of the findings of the study that physicians perceive less psychological contract breach because they have more opportunities such as participating in managerial decisions, taking initiative and being closer to the upper level (Cihangirođu, Şahin and Uzuntarla, 2016, pp.151-152).

In another study on the effects of psychological contract violation on organizational identification, job satisfaction and intention to leave, it was found that as perceived psychological contract violation increased, organizational identification decreased. A negative relationship was found. The conclusion regarding the negativity of the relationship between psychological contract violation and organizational identification, which is one of the results of the research, is also supported by similar approaches in the literature of Epitropaki's, Dikili and Bayraktarođlu's 2013 research results (Aslan and Uyar, 2018, pp.27-28).

In a study in which a theoretical evaluation was carried out on the psychological contract, it was concluded that the working terms and conditions perceived in organizations are much more comprehensive, complex and difficult to understand than the official employment contracts. In the study, it is stated that employees establish a bond with organizations not only through written, individual contracts, but also through psychological contracts. In the study, which emphasizes that when employees find justice, trust and sincerity in their workplaces, their sense of organizational citizenship will develop, their productivity level will increase, and they will achieve job satisfaction, it is stated that employers should try to understand their employees and make promises that they can fulfill (Topalođlu and Arastaman, 2016, p.34).

In another study examining the effects of psychological contract violations on employees' trust and commitment to their organizations, it has been determined that there is a significant relationship between the perception of psychological contract violation and both organizational trust and organizational commitment. As a result of the research, it was concluded that there is a strong and opposite relationship between the perception of psychological contract violation and organizational trust, and a strong and opposite relationship between the perception of psychological contract violation and organizational commitment. According to the research data, there is a strong and positive relationship between organizational trust and organizational commitment (Koçak and Koç, 2018, p.1233).

As a result of another study examining the relationship between psychological contract, organizational commitment and organizational trust, it was determined that there was no statistically significant difference between psychological contract and organizational commitment. In addition, a moderate and negative interaction was found between psychological contract and organizational trust, and a moderate and positive interaction between organizational trust and organizational commitment. In another finding of the study, it was determined that the psychological contract was not related to organizational commitment (Akmaz and Erbaşı, 2017, pp.142-145).

In a study on psychological contract and organisational commitment, the relationship between psychological contract, which is a set of mutual expectations, and organisational commitment is examined. According to the findings of the study, it has been determined that there is a significant positive relationship between employees' psychological contract perceptions and organisational commitment levels. According to the findings of the study,

organisations can ensure employees' organisational commitment to a large extent by understanding employees' expectations from their psychological contracts. The study also argues that Relational contracts are more dominant than Transactional contracts. Long-term employment agreements are based on mutual trust and loyalty rather than salary, seniority income or rewards, which are less related to job performance. According to the results of the study conducted, employees value long-term involvement and participation in the organisation. In contrast to transactional contracts where the employment arrangement is short-term and limited in duration, it is preferred to have trustworthy and loyal employees, especially in senior management (Patrick, 2008, pp.15-16).

In another study, the relationship between psychological contract breach and employee well-being and career-related behaviour, and the effects of contract breach on emotional commitment and emotional exhaustion behaviours are examined. According to the results of the study, it has been concluded that psychological contract violation has indirect effects on focusing on opportunities and limitations, emotional commitment, and exhaustion behaviours. Psychological contract breach can affect employees' well-being and career-related behaviours. The results of the study show that psychological contract breach is related to employee well-being and complements theories of social exchange and reciprocity (Zacher and Rudolph, 2021, pp.28-29).

In a study conducted on the relationship between psychological contract breach and non-fulfilment of obligations and mental and physical health of employees, it has been concluded that contract breaches are an important risk factor for the health of employees and create a psychosocial stress on employees. According to the study stating that psychological contracts are also important in order to make a positive impact on the health of employees, psychological contract breaches can be reduced and adverse health effects can be prevented from the outset by clearly communicating mutual expectations of both parties at the start of the employment relationship, and by explaining to employees in detail what employers can provide in terms of social and supportive aspects, not just wage and career expectations (Reimann and Guzy, 2017, pp.8-9).

Another study reveals that psychological contract breach is effective on employees' turnover intentions and breaches can lead to the loss of talented employees and damage to organisations. Indicating that employees feel betrayed by the organisation as a result of the breach, the findings of the study reveal the importance of psychological contracts for organisations and that they are an important concept in understanding employment relationships. One of the findings of the study is also that there are theoretically significant interactions between psychological contracts and social exchanges (Ampofo-Ansah and Ampofo-Ansah, 2017, pp.42).

In a study that deals with the issues of personnel sensitivity, understanding and managing change, especially in mergers in the context of psychological contract, the importance of psychological contract is mentioned and the importance of effective corporate communication, increasing employee support and trust, mentoring, more employee training and encouraging new opportunities are emphasized (Senior, Fearon, McLaughlin and Manalsuren, 2017, pp.375-376).

The importance and effect of the psychological contract in organizations are revealed in the results of the research, apart from the research results of Akmaz and Erbaş, which are examined in this section. In the developing and changing working life, the sensitivity of employees to psychological contracts and violations is included in the research results, where

they may exhibit negative attitudes and behaviors especially in cases of psychological violations. In the results of the research examined, it is also presented that there is an inverse relationship between the employees' perception of psychological contract violation and organizational commitment, job satisfaction, productivity, trust and intimacy towards the organization.

Among the studies reviewed, results that did not fully support other research results were also included. As a result of the research conducted by Akmaz and Erbaş (2017), which was examined in this section, it was determined that, unlike other studies, there was no statistically significant difference between psychological contract and organizational commitment. In the same study, a moderate and negative interaction was found between psychological contract and organizational trust, and a moderate and positive interaction between organizational trust and organizational commitment. In another finding of the study, it was determined that the psychological contract was not related to organizational commitment. The results presented in this study partially support the views in the literature that the theoretical assumptions of the psychological contract cannot be found in practice in the results of the research conducted by Guest (2004). The results obtained from Akmaz and Erbaş's research also differ from the results of similar studies conducted by Demiral (2008) and Türker (2010) in the literature. The research also shows that there is a moderate and negative interaction between psychological contract and organizational trust. This result differs from the results of the research examined in this study, and it also does not support the results obtained in the research conducted by Yılmaz (2012), Tuzlukaya and Kirkbeşoğlu (2015) in the literature. In these studies, a positive relationship has emerged between psychological contract and organizational trust as a result of situations such as organizational openness, managerial trust, trust in colleagues, and the fulfillment of the promises and behaviors that the enterprise has committed.

Apart from the studies examined in this study, Özler and Ünver's (2012) research results also reveal the positive effects of meeting employee expectations on job satisfaction. In the study conducted by Zhou et al., (2014), it was concluded that psychological contract violations may reflect negatively on employees' work attitudes and may lead to wrong behaviors in the organizational context. The results of this research support the other studies examined in this study.

I. METHODOLOGY

This study was carried out with systematic review method within the scope of literature review. The prisma approach was applied in the study. A literature review covering the evaluation of theoretical information and research related to the topic, created for the research "Is the concept of psychological contract effective in organizational success, employee productivity and belonging in the process of contract violation and organizational communication?" it was carried out in accordance with the question.

The concept and emergence of the psychological contract, the characteristics and types of psychological contract, the theories of the concept of psychological contract and the violation of the psychological contract of this research were created by scanning the original studies published in the relevant field. In the part of the study, in which the researches on the psychological contract are examined, various researches carried out in the country between 2013-2018 and abroad between the years 2008-2021 were examined in order to find an

answer to the research question determined in the study. The research topics examined cover the psychological contract and its importance, the relationship between contract violation and job satisfaction, identification, belonging, positive behavior and productivity. In the section where the common and divergent aspects of similar studies are evaluated, the variables other than the importance of the psychological contract and the relationship between the contract violations and the variables mentioned in the above paragraph are left out of the frame in order to limit the scope of the research to a certain area. The year limitation of the studies examined and evaluated in the study has been set for the purpose of evaluating the recent studies on the subject.

In the study, the process was carried out within the framework of a specific plan and protocol. The results obtained in the study were evaluated and presented in the section of research examples on psychological contract. The results of the research are also summarized in the conclusion part of the study. The aim of this study is to enable researchers to access up-to-date, detailed and extensive literature studies in the field in future studies and to enable them to make applications based on evidence. In this context, it can be stated that this study can help other studies to be carried out in the field.

CONCLUSION

Today, the rapid globalisation throughout the world, especially through information technologies, has created radical changes in almost all areas, and accordingly, organisational cultures and management approaches have undergone change and transformation. In the current century, the efficiency-based approaches of organisations have caused differences in the importance and value levels of employees. The interactions of employees and employers have gained a high level of importance in terms of the continuity and efficiency of organisations, and the factors that reveal and shape employee and employer behaviours have been the focal point of studies conducted. The view that achieving organisational goals can only be possible with employee-oriented management understanding and practices has gained importance in organisation management policies. The relationship between organisational success, i.e. the achievement of organisational goals and the expectations of employees from the organisation and their way of understanding the organisation has brought great changes in the importance of employees.

The main reason why psychological contracts are seen as such an important concept by both organizations and researchers can be shown as the fact that the employees will respond with positive attitudes and behaviors if the commitments and obligations related to the psychological contract are fulfilled by various studies (Conway and Coyle-Shapiro, pp.2-3).

Organisations have started to attach a high level of importance to psychological contracts, which are defined as a set of unwritten mutual expectations between employees and the organisation, including financial, career, development obligations, voluntary work principles and all other possible psychological expectations (Schein, 1980, pp.75-76).

In this study, a literature review on psychological contract and psychological contract breach was conducted and theoretical information on the subject was presented. In the study, some studies conducted in Turkey and abroad are analysed. As a result, it is found that there is a significant positive relationship between employees' psychological contract perceptions and organisational commitment levels, and it is understood that creating organisational commitment on employees can be achieved by understanding the expectations of employees from psychological contracts. According to the results of the studies conducted, it is also stated

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that the failure to fulfil the contractual elements included in the expectations of the employees leads to a contract breach and as a result, changes in the attitudes and behaviours of the employees may occur against the interests of the organisation. The results of another study reveals that employees focus on the relational type of contract such as training, development and job security rather than the transactional type of contract which focuses on returns such as remuneration and rewards. Other study results have emphasised that psychological contract breach has indirect effects on employees' focus on opportunities and limitations, turnover intention, emotional commitment, and exhaustion behaviours, and that the breach is an important stress factor for employees.

In this study, the importance and effect of the psychological contract in organizations were tried to be revealed with the researches examined. In the developing and changing working life, the sensitivity of employees to psychological contract and psychological contract violations is included in the research results, where they may exhibit negative attitudes and behaviors especially in cases of psychological violations. In the results of the research examined, the results of the inverse relationship between the employee's perception of psychological contract violation and organizational commitment, job satisfaction, productivity, trust and intimacy towards the organization were also presented. Among the studies examined, research results that did not support other research results were also included.

In this study, some research results, which are not included in the researches examined, but which have been carried out recently and have taken their place in the literature on the subject, are also included. Among the results of this research, there are findings supporting the importance of the psychological contract for the organization and the employee, and that the violation of the psychological contract causes job dissatisfaction, inefficiency, low organizational commitment and distrust towards the organization, especially for the employee, and there are also a few research results containing the opposite findings.

The importance of psychological contracts has been understood in organisations that have adopted the modern management approach. As can be seen in the literature in this field, studies focus on the employee side of the psychological contract, the employee's understanding and perception of the psychological contract rather than the organisation, employer and manager side. It is possible to state that the active existence of the organisation and the achievement of its goals depend on the psychological contract perception of the employees. In this regard, it can be stated as a necessity for organisations to approach the job security and continuity, career development and financial issues of employees with utmost importance and to make continuous development sustainable in favour of employees in these matters. It is also possible to state that organisations should also adopt a fair, honest and transparent management approach among employees and act in this direction in order not to damage the employees' sense of trust in the organisation.

However, it can be stated that there is a need for more research on the subject in the literature to reveal which organizational and individual variables determine the job satisfaction, organizational commitment, trust and dissatisfaction of the employees.

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