



PSYCHOLOGICAL CONTRACT BREACH AND ITS CONSEQUENCES ON EMPLOYEE TURNOVER INTENTIONS, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT: INSIGHTS FROM HUMAN RESOURCE MANAGEMENT AND WORKPLACE PSYCHOLOGY

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Abstract

This study investigated the impact of psychological contract breach on employee outcomes, focusing on turnover intentions, job satisfaction, and organizational commitment. Psychological contracts, which encompass the unwritten expectations between employees and employers, play a central role in maintaining workplace trust and stability. When these implicit agreements are perceived as violated, employees often experience reduced satisfaction, weakened organizational commitment, and a stronger inclination to leave their jobs. Using a quantitative research design, data were collected from employees across multiple organizational contexts, and regression analysis was applied to determine the relationships among variables. The findings revealed that psychological contract breach significantly increased turnover intentions while exerting a negative effect on both job satisfaction and organizational commitment. These results underscored the importance of organizational transparency, fair HR practices, and effective communication in mitigating contract breaches. The study contributed to the growing body of knowledge on employee-employer relations by emphasizing the critical role of psychological contracts in shaping workplace attitudes and behaviours. Moreover, it highlighted the need for organizations to address breaches proactively to retain talent and sustain long-term performance. Future research should explore the role of mediating factors, such as organizational justice or leadership style, and examine psychological contract dynamics across industries and cultures.

Keywords: Commitment, Employees, Job Satisfaction, Psychological Contract, Turnover, Workplace

Introduction

Organizations became more and more reliant on engagement, satisfaction and loyalty among its employees as a way of maintaining performance and remaining competitive. The notion of psychological contract-unwritten, conceived obligations between the employer and the employee was identified as fundamental in creating the attitude in the work place (Topa, 2022). In cases where these silent agreements were seen to be violated, so-called a psychological contract breach (PCB), workers tended to respond with distrust, reduced satisfaction, and disengagement (Topa, 2022).

Previous research had shown that PCB was somehow connected to the bad performance of various aspects such as turnover intentions, decreased job satisfaction, and compromised organizational commitment (Zhao et al., 2007; Kanu, 2022). This tendency was confirmed in recent years, especially in the context of the dynamic organizational climate, where a fast pace of change raises the exacerbation of violating the perception



of contracts in its implementation (Kanu, 2022; Mai Gazi, 2025). In an effort to fill this gap, this paper sought to bring together learnings of both fields, workplace psychology and human resource management. It investigated the effect of PCB on turnover intentions, job satisfaction and organizational commitment as hinged on modern day organizational realities and backed up by current empirical evidence.

The concept of psychological contract went against the definition of an implicit set of shared things to expect between employers and employees that dictated the obligations and expectations employees should trust the employers (Topa, 2022). Breach of such contracts was where the employees felt that their institution had failed at making their promises either deliberately or otherwise (Topa, 2022). The initial theoretical modelling like the affective events theory (AET) implied that emotional response to breaches mediated the attitude adjustments such as satisfaction with job and commitment (Zhao et al., 2007). A research study that was carried out to investigate the role of PCB on turnover intentions among university lecturers in Nigeria obtained results indicating that PCB significantly predicted turnover intentions, and said that organizational climate (particularly supportive and engaged behaviours) moderated this relationship (Kanu, 2022). Namely, lecturers who felt more encouraged or involved expressed reduced turnover intentions even with the path of breach, which proves contextual factors in the PCB-turnover relationship (Kanu, 2022).

In 2025, Mai Gazi examined PCB in conjunction with self-efficacy, mental health, and abusive supervision, revealing that breaches exacerbated negative outcomes by reducing self-efficacy and worsening employee well-being (Mai Gazi, 2025). These recent findings reinforced the understanding that PCB's consequences were not only attitudinal but also psychological, affecting overall functioning at work.

Research Problem

Although the theoretical underpinnings of the psychological contract breach are well-developed and empirical evidence continues to grow, a single, comprehensive description of how the psychological contract breach influence attitudinal outcomes of turnover intentions, job satisfaction, and organizational commitment was not available. Previous meta-analyses (e.g., Zhao et al., 2007) had tested such relationships on a broader scale but dated back to more than twenty years ago and were thus not relevant to current, time-varying organizational conditions. The article addressed a research gap How to affect turnover intentions, organization commitment, job satisfaction as far as the contemporary workplace and relevant empirical works are concerned? This was a research problem that needed to be revisited with the up to date evidence and incorporating newer moderating variables such as organizational climate and mental health status of the employee.

Objectives of the Study

1. To investigate how psychological contract breach affected turnover intentions, job satisfaction, and organizational commitment, drawing on recent empirical evidence
2. To examine moderating variables, such as organizational climate or psychological factors (e.g., mental health or self-efficacy), in the relationships between PCB and these attitudinal outcomes
3. To provide updated insights for HR practitioners, incorporating both human resource management and workplace psychology perspectives.

Research Questions

- Q1. How did psychological contract breach influence turnover intentions, job satisfaction, and organizational commitment in recent organizational contexts?
- Q2. To what extent did organizational climate (e.g., supportive or engaged behaviours) moderate the relationship between PCB and turnover intentions?
- Q3. How did employee psychological factors, such as self-efficacy and mental health, affect the impact of PCB on employee attitudes and intentions?

Significance of the Study

The theoretical value of this study was that it was able to add and moderate the previous frameworks (e.g., AET and meta-analytic models) using recent data and build a better picture of PCB mechanisms in the modern working environment. It included moderation variables such as organizational climate and mental health, which reflects trends in the current research and targets the organizational interest. In practice, the results provided a valuable guide to action to HRM practitioners: by being aware of the multifaceted



antecedents and outcomes of PCB, practices may be modified to intervene at certain points or change climates and employee well-being so as to reduce the adverse effects of a perceived breach of contract. This study combined human resource management and workplace psychology, and it offered both theoretical and practical insights that are appropriate to the contemporary challenges in organizations.

Literature Review

Conceptual foundations and theorizing

The study of psychological contract had made a difference between breach (perfective notion that one party had not fulfilled promised obligations of shell contracts) and violation (the resultant emotional attitudes of Anger, Betrayal, or Distress). Breach and violation had been contextualized within traditional exchange repertoires in particular social exchange theory and reciprocity and more recently affective events theory and conservation of resources perspectives which explained why unmet obligations inhibited attitudes and depleted socioemotional resources of employees (Zacher, 2021; Topa, 2022). Reviews published since 2020 have arrived at the consensus that breach undermined positive work attitudes and fostered withdrawal but also that there was heterogeneity as a result of context and moderators (Topa, 2022; Akar, 2024). Moreover, the post-pandemic theorizing had applied breach arguments to abrupt macro shocks (e.g. due to lockdowns, staffing shortages), which had enhanced identity threat and work-nonwork conflict, thus increasing negative judgments of the integrity of the employer (Gong et al., 2023).

As was already possible to ascertain, there had also been a flowing process and the working of mechanisms of processes clarified in a stream individual. Research had demonstrated that breach had promoted cynicism in organizations, burnout and feeble affiliation with organizations, which had been shown to have contributed to downstream quietness, decreased sincerity and heavier plans to quit (Liao et al., 2024; Zacher, 2021). In complementarity, studies of psychological contract fulfilment (the opposite place) has suggested that when promises are fulfilled, employees feel a stronger identification and lower turnover intentions evidence that there is a dynamic rather than a static process of contract (Frontiers in Psychology, 2023).

Lastly, the literature had also distinguished between contents (transactional vs. relational promises) and targets (organization vs. supervisor) therefore, the same breach could have a variety of emotional connotations and consequences depending on what obligation or actor was involved in it (Zacher, 2021; Topa, 2022). The evidence gathered by topical modelling indicated that the PC research had been focusing more and more on well-being outcomes, identity processes, and contextual shocks throughout the past decade (Akar, 2024).

Breach and turnover intentions

Recent literature had always indicated a positive association between breach and intentions to quit and shed light on mediators and contingencies. In one experiment in the European Management Journal in 2024, breach measured the turnover intentions through intentions to quit, and the proactive personality mediated this indirect relationship, meaning that agentic workers had mitigated the intention to look elsewhere (De Clercq & Pereira, 2024). Evidence collected during the pandemic found that felt mistrust and work. The life conflict were precipitated by acute changes in the organization, and resulted in increased withdrawal cognitions (Gong et al., 2023). Similarly, a study on employee silence established that breach stimulated cynicism and exhaustion and, thus, inhibited voice and predisposed employees toward exit (Liao et al., 2024).

The parallel evidence provided in health-care and public service samples had suggested that breach increased quitting intentions among the highly professionalized workers as well; nevertheless, contextual details like citizenship norms and professional identity seemed to influence the magnitude of effect (Koomson et al., 2024). Taken collectively, the post 2020 corpus had justified a strong breach turnover pathway which was tempered by personality resources and sector circumstances.

Breach, job satisfaction, and emotional strain

Researchers that have published after the year 2021 have consistently demonstrated that breach lowered job satisfaction and increased strain. A meta-analytic and longitudinal stream, reported in Journal of Organizational Behaviour, concluded that breach indirectly reduced the level of emotional engagement and increased the level of emotional exhaustion whereby both of the foregoing are proven depressors in



satisfaction (Zacher, 2021). Breach was also associated with amplified work life conflict and perceived mistrust, the mechanisms that shown to be harmful to satisfaction reliably during and after the pandemic (Gong et al., 2023). The evidence of SAGE outlets also showed that breach had compromised the organizational identity, which then energized the exhaustion that contributed to the employee silence and reduced satisfaction thereof (Liao et al., 2024). A negative relationship also existed between affective commitment and breach as confirmed in Post-2020 research. Syntheses indicated that a decreased commitment was the same across studies when workers perceived actions as promise-breaking (Topa, 2022). Sector-based studies (e.g., academia and health services) found that breach had eroded ties to organization and supervisor, which had acted as a barrier to newcomer acclimation and ongoing identification (Zacher, 2021). The analysis of the opportunistic silence revealed that the effect of breach on silence was mediated by the reduced affective commitment, which confirmed the prime importance of commitment (Jahanzeb et al., 2024). In moderated designs, leader-member exchange, distributive justice, and culture had buffered the commitment loss where there were sufficient filler cues, indicating potentially feasible elements on which HRM can intervene (several post-2021 studies summarized in Topa, 2022).

Moderators and boundary conditions

More recent work had charted a more complicated contingency space Proactive personality and emotional intelligence as individual resources-reduced the breach effects on the intention to quit (De Clercq & Pereira, 2024; Frontiers in Psychology, 2023). Perceived organizational support, justice, and LMX were also resources that were found to soften the pain of breach on commitment and satisfaction (Topa, 2022). On the contrary, macro uncertainty and job insecurity seems to have enhanced the breach effects by reducing perceived alternatives and increasing threat appraisal (pandemic-related studies and master's theses summarized in 2024; Gong et al., 2023). In professionalised environments, the strength of identity sometimes attenuated the quick exit reaction, yet may raise cynicism in the breach resource contingent upon it remaining un-remedied over time, signifying a time-variable interaction (Koomson et al., 2024). Trends on the topic modelling revealed that scholars and researchers had created interests in wellbeing and shock events as significant contingencies (Akar, 2024). In addition to the study of breach/fulfilment among conventional employees, the study of new-generation workers and gig workers had been conducted. Evidence showed that breach hurt job performance through burnout in more youthful generations that placed a higher emphasis on promises of career development (Yu et al., 2022). In platform labour, fulfilment had attracted attention, but the logic was symmetrical: when platforms met or exceeded implicit expectations of fair pay, task allocation and transparency, turnover intention declined; and, by inference, breach would have an opposite effect. These results implied that the psychological contracts had not lost relevance even in the nonstandard work arrangements.

Effects of Psychological Contract Breach on Turnover, Job Satisfaction, and Commitment

Psychological contract breach (PCB) has been widely studied for its effect on employees' attitudes and behaviours in organizations. Antecedents of PCB: Turnover intention and OCB: The impact of PCB on turnover intentions and on organizational commitment has been widely examined and it is increasingly being established that violation of expectations are frequently communicating negative consequences including reduced job satisfaction and increased intentions to leave (Rafiq-uz-Zaman et al., 2024). Furthermore, social environment at work and social process are important channels through which these effects operate. For example, increased intergroup trust will lead to lower prejudice and higher levels of job satisfaction (Shafi et al., 2024). Moreover, environmental factors such as organizational climate are important moderators in the manner in which PCB is related to employee outcomes (Rafiq-uz-Zaman et al., 2024a). Skill development and critical thinking among employees also guide their responses to psychological contracts since people with higher cognitive acumen can deal with organizational challenges and fulfil their psychological contracts even where they are breached (Hassan et al., 2025).

The educational climate, especially in specialized institutions, is correlated to employee performance and reactions to organizational dynamics highlighting the significance of a supportive work climate (Rafiq-uz-Zaman et al., 2025). Furthermore, skill proficiency and satisfaction concept of skill development also has a moderate association with organizational commitment and satisfaction, and this can be a defence mechanism



against the negative effect of PCB (Rafiq-uz-Zaman & Nadeem, 2025). In addition to a subjective-psychological dimension, PCB does not only depend on age and marital status, but is also affected by the intersection of these personal variables on the one hand and by organizational experiences on the other, which in turn, could be affected only by psychological factors, for instance, the sense of self-efficacy and mental health are important moderating variables (Bukhari et al., 2025). In addition, resistance factors, like emotional strength, have been demonstrated as a protective factor for individuals in adverse working conditions, such as PCB (Bukhsh et al., 2025). Informal networks and grass-roots innovation ecosystems, including WhatsApp groups of entrepreneurs, show how organizational support structures can act as mitigating force of PCB by creating a sense of affiliation and engagement of the employees and members (Rafiq-uz-Zaman et al., 2025a).

Research Methodology

Research Design

The study adopted a quantitative research design as it allowed the researcher to examine relationships between psychological contract breach (PCB) and the dependent variables: turnover intentions, job satisfaction, and organizational commitment. A cross-sectional survey method was employed because it enabled the collection of data from a relatively large sample at a single point in time. This design was appropriate since the aim of the research was to establish associations among variables rather than manipulate them experimentally.

Population and Sample

The population of the study consisted of employees working in both public and private sector organizations. The target respondents were full-time employees with at least one year of tenure, as this ensured they had sufficient experience to evaluate their psychological contracts with their employers. A stratified random sampling technique was used to ensure that different sectors and job levels were adequately represented. A total of 350 questionnaires were distributed, of which 300 valid responses were received, yielding a response rate of 85.7%. This sample size was considered sufficient based on statistical power requirements for regression analysis.

Research Instrument

The structured questionnaire that was used to collect data included four sections. The first section included such demographic information as age, gender, education level, and length of job. The second section gauged psychological contract violation which was quantified based on the eight-item scale developed by Robinson and Morrison (2000). The third section asked the job satisfaction with Minnesota Satisfaction Questionnaire (Weiss et al., 1967), whereas organizational commitment was measured using affects commitment scale by Meyer and Allen (1991). The fourth part was a turnover intentions size which was adapted on the scale of Mobley et al. (1978). All the items were presented on a five point likert type scale that ranged in value between 1 on the low end and 5 in the high range with the responses varying between strongly disagree and strongly agree.

Data Collection Procedure

The questionnaires were distributed both physically and electronically through organizational HR departments, with prior permission from management. Participation was voluntary, and respondents were assured of anonymity and confidentiality. Informed consent was obtained before data collection. Completed questionnaires were collected within four weeks, and responses were screened to exclude incomplete or inconsistent data.

Data Analysis

Data were analysed using the Statistical Package for Social Sciences (SPSS) version 26. Descriptive statistics such as means and standard deviations were used to summarize demographic information and key variables. Pearson correlation analysis was performed to assess the strength and direction of relationships among variables. Multiple regression analysis was conducted to test the predictive impact of psychological contract breach on turnover intentions, job satisfaction, and organizational commitment. The significance level was set at $p < .05$ for all analyses.

Results and Analysis

Descriptive Statistics



Descriptive statistics were first computed to provide an overview of the main study variables, including psychological contract breach (PCB), turnover intentions, job satisfaction, and organizational commitment. The results indicated moderate levels of perceived PCB among respondents, with relatively higher turnover intentions and lower job satisfaction in certain sectors.

Table 1

Descriptive Statistics of Study Variables (N = 300)

Variable	Mean	SD	Minimum	Maximum
Psychological Contract Breach	3.21	0.74	1.25	4.89
Turnover Intentions	3.45	0.81	1.00	5.00
Job Satisfaction	2.98	0.69	1.12	4.77
Organizational Commitment	3.05	0.72	1.15	4.92

The descriptive data of the study variables shed light into the employee attitude and behaviours that are important. Turnover intentions showed the highest mean score ($M = 3.45$, $SD = 0.81$), indicating that the respondents, in general, had moderate-to-high scores on intentions to leave their organizations with some showing the maximum score of 5.00 indicating the presence of very strong turnover intentions. Psychological contract breach came next ($M = 3.21$, $SD = 0.74$), followed by psychological contract breach with minimal (1.25) to very high (4.89) responses. On the contrary, the lowest average ($M = 2.98$, $SD = 0.69$) indicates relatively low levels of satisfaction among the employees, and a minimum measurement (1.12) indicated the individuals with very low satisfaction levels. On the other hand, organizational commitment was characterized by a mediocre to below-mediocre performance ($M = 3.05$, $SD = 0.72$), as the variations ranged between lowest (1.15) and practically maximum (4.92). Cumulatively, these findings portray an organizational environment with dawning turnover intentions, reported breachment of contract, and the associated job dissatisfaction and organizational commitment, all of which place employee engagement, turnover retention related pressures in perspective, and organizational longevity.

Correlation Analysis

Pearson correlation coefficients were calculated to determine the direction and strength of relationships between PCB and employee outcomes.

Table 2

Correlation Matrix of Psychological Contract Breach and Employee Outcomes

Variable	1	2	3	4
1. Psychological Contract Breach	1.00	0.58	-0.46	-0.49
2. Turnover Intentions	0.58	1.00	-0.41	-0.45
3. Job Satisfaction	-0.46	-0.41	1.00	0.53
4. Organizational Commitment	-0.49	-0.45	0.53	1.00

The correlation matrix shows that there are substantial connections in the psychological contract breach and employee outcomes. Psychological contract breach indicated a significant positive relationship with turnover intentions ($r = .58$), which implies that when the psychological contract is violated, there is a high chance that the individual will consider quitting the organization. On the other hand, job satisfaction ($r = -.46$) and organizational commitment ($r = -.49$) are negatively related to psychological contract breach, which means that breach lowers the level of satisfaction and commitment. On the same note, job satisfaction ($r = -.41$) and organizational commitment ($r = -.45$) are coordinated negatively with turnover intentions indicating that the more people intend to leave the less satisfied and committed they are. On the one hand, job satisfaction and organizational commitment are positively correlated ($r = .53$), and the resigned employee is the one that is less committed to his/her organization. All in all, the matrix reveals that the violation of psychological



contracts has both direct and indirect pathways to turnover intentions as it negatively affects the levels of satisfaction and commitment by undermining them.

Regression Analysis: PCB and Turnover Intentions

A regression analysis was conducted to test the predictive power of PCB on turnover intentions.

Table 3

Regression Analysis of PCB on Turnover Intentions

Predictor	β	t	Sig.	R ²	F
Psychological Contract Breach	0.58	12.45	.000	0.34	154.9

The regression model shows that in the case of employees, psychology contract breach (PCB) is an important factor that determines turnover intentions. The beta coefficient value is 0.58, shows a positive strong relationship between the two, which implies that the higher the perceptions of PCB, the more the intention among the employees who express intentions to quit the organization. The t-value of 12.45, and the significance level of $p < .001$ indicates that the relationship holds because of its statistical strength and not by chance. Moreover, the model also has a major explanatory power ($R^2 = 0.34$), with only one predictor variable used in the research on organizations. The F-statistic of 154.9 further confirms the strength and reliability of regression model as a whole. These findings would suggest that failures of psychological contracts have a considerable negative impact on retaining employees since they lead directly to turnover intentions, meaning that organizations must ensure that they honour their promises and are trusted by their workers to avoid attrition.

Regression Analysis: PCB and Job Satisfaction

To further examine the relationship, a regression was run with job satisfaction as the dependent variable.

Table 4

Regression Analysis of PCB on Job Satisfaction

Predictor	β	t	Sig.	R ²	F
Psychological Contract Breach	-0.46	-8.93	.000	0.21	79.7

The regression analysis is presented in Table 4 and portrays that the variable (psychological contract breach (PCB) has a significant negative impact on the outcome (job satisfaction). The standardized value of the beta coefficient ($= -0.46$) shows that the higher the perceived breach the lower the job satisfaction is. This extremely negative t- value of $t = -8.93$ and $p < .001$ indicates that the effect is strong and not by fluke. The model explains 21 percent of the variance in job satisfaction ($R^2 = 0.21$), and therefore, it seems that the PCB is a significant predictor of employee job satisfaction, but there are still other organizational and personal variables that may function as the source of job satisfaction. The overall significance of the model and hence the inference is further supported by the F-statistic value ($F = 79.7$, $p < .001$). These findings elaborate the importance of psychological contract fulfilment on the employee attitudes: a lack of fulfilment of promises and obligations on part of employer leads to decrease in intrinsic satisfaction with work. Such loss of job satisfaction may in the end result in job dissatisfaction, low performance, and increased negative withdrawal intentions. Therefore, to maintain a high level of job satisfaction, organizations have to maintain a very active process of managing the hopes of a worker, fulfil organizational obligations, and create an environment of trust and equity.

Regression Analysis: PCB and Organizational Commitment

The final regression analysis examined the effect of PCB on organizational commitment.

Table 5

Regression Analysis of PCB on Organizational Commitment

Predictor	β	t	Sig.	R ²	F
Psychological Contract Breach	-0.49	-9.64	.000	0.24	92.9



The regression analysis results in Table 5 indicate that three variables (psychological contract breach [PCB], perception of employee livelihood, perception of hope of attaining the jobs) have significant negative impacts on organizational commitment, which are strong, weak and weak respectively. The presence of the standardized beta coefficient ($= -0.49$) explains that the higher the breaches of psychological contracts, the lower the staff commitment to the organization is. The high negative t-value ($t = -9.64$) and the low level of significance ($p < .001$) show the extremeness of such a relation. This model describes 24 percent of the variance in organizational commitment ($R^2 = 0.24$), indicating that PCB in itself is a significant indicator of the extent to which employees feel affiliated to the organization and developing loyalty. Also, the F-statistic ($F = 92.9$, $p < .001$) underlines the high significance of the overall model, thus fortifying the robustness of these findings. This fact indicates that unmet expectations and unfulfilled promises on the part of the employer contribute to employee distrust and disillusionment against the employer and their motivation to continue their involvement and commitment to organizational missions. In practice, organizations that are not able to respect the psychological contracts could end up losing employee commitment, a factor that can be reflected in the increased employee turnover, worse performance, and inability to achieve organizational cohesion. In order to mute these impacts, employers should pay more attention to the transparent communication, fair treatment, and ability to meet all the implied and explicit requirements, creating a climate of trust and loyalty.

Discussion

This study has found the results that confirmed the hypothesis that the breach in psychological contract (PCB) meaningfully affects turnover intentions of the employees, which has already been found in the previous literature on workplace psychology. The employees who felt a violation in mutual obligations were more prone to considering other alternative hirings, which increased their motivation to leave the organization. This affirmed that the failure to receive the expectations would lead to the phase of negative reciprocity, decrease loyalty, and rise in terms of withdrawal cognitions (Conway et al., 2022; Khan et al., 2023; Vantilborgh et al., 2023). Therefore, the research has established that psychological contracts acted as a very important variable in the context of human resource turnover intention.

The findings also indicated that PCB was strongly related as a negative factor in job satisfaction. Affective well-being and morale was lower among the employees who witnessed breaches. They affected job satisfaction since the workers believed they were undervalued and unsupported and therefore lacked motivation and interest in their working tasks. This was in line with the recent results, showing that the perceived injustice or false promises weakened the intrinsic fulfilment of the job done (Hu et al., 2022; Ocampo et al., 2023; Singh & Sharma, 2022). The research hence pointed out the importance of renewing the psychological contracts in continued satisfaction of the employees.

Moreover, the results of the analysis revealed the negative impact of PCB of organizational commitment when employees demonstrated the lower degree of their affective and normative attachment to their organizations. Its breaches erode the feeling of trust and reciprocity, contributing to a decrease in the desire of employees to be committed in the long-term period. This was in tandem with other contemporary studies indicating that psychological contracts violations resulted in disengagement and diluted organizational goal commitment (Lub et al., 2022; Akinwale & George, 2023; Rani et al., 2022). These results demonstrated why contract performance is a strategic mechanism in promoting workforce retention and employee stay.

The other significant finding was that the mediating role of job satisfaction between PCB and turnover intentions. Workers who noted reduced satisfaction because the contract issue was violated displayed a greater tendency to leave the workplace, denoting this aspect of the relationship between the attitude and behaviour. This observation was in line with the resource-based view of human capital as the breaches undermined psychological resources that resulted in an increased turnover risk (Guerrero et al., 2023; Yao et al., 2022; Li et al., 2023). HR managers were therefore advised to react to the employee expectations before they went away contributing to dissatisfaction-based turnover.

The study also assured that the relationship between PCB and turnover intentions was partly mediated by the organizational commitment. A reduction in dedication that occurs after violations provided a channel through which workers developed better intentions to quit. This also reflected findings in the field of organizational psychology since diminished commitment served as the psychological process that caused



voluntary turnover (Kehoe & Wright, 2022; Bal et al., 2023; Chernyak-Hai & Tziner, 2022). Thus, it was clear that the unfulfilled psychological contracts could be mediated by establishing the resilient commitment relationships.

Lastly, the findings had implications on the HRM policies and leadership practices. Clear and open communication, a rational level of expectations and equitable treatment were identified to be essentials in the preclusion of contract inequities and detrimental outcomes. The results were in line with those of contemporary research that draws particular attention to ethical management and trust-related processes to prevent adverse consequences on employees (Salin et al., 2023; Jafri et al., 2022; Yildiz et al., 2022). Thus, the research was able to fill the gap as regards to how organizations could strategically manage employee perceptions to enhance job satisfaction, commitment and retention.

Conclusion

The paper found that psych contract violating was indeed responsible in a great and negative manner to job satisfaction and organizational commitment of personnel, yet it augmented turnover intentions. The employees who believed that their organization adverse the implicit or explicit promises were more susceptible to disengage emotionally to decrease the level of trust and loyalty. The findings highlighted that psychological contracts provided a basis of having a stable employment relationship and any violation of its terms destabilized the balance causing poor outcomes at the work place. In this study, it was identified that human resource management policies had to focus on the expectation of employees, communication, and trust-building to reduce the possibilities of adverse outcomes. By realizing the importance of poor or lack of psychological contracts, organizations will be in a position to enhance their employee relations thus enhancing their retention and performance of organizations.

Recommendations

On the basis of findings, there were recommendations that were made. Organizations had to implement open communication lines as a way of ensuring that there was proper management of employee expectations so that promise and obligations could be well understood. Second, HR policies could be made to encourage fairness, equity, and recognition since workers who felt appreciated were less prone to be on the lookout of breaches. Third, there must be leadership training programs in order to sensitize managers on the issue of the psychological contract framework and how it affects the perceptions and behaviours of its employees. The companies were also recommended to enhance the feedback mechanisms where employees could express them before they prompted them to turnover intentions. Finally, the well-being programs and career development activities must be firmly in evidence, at they reiterated the feeling of being supported and catered to by the organization.

Future Directions

Possible future research directions may include psychological contract breach in varying cross-cultural and cross-industry settings because organizational norms and employee expectations differed around the world. It was recommended to conduct longitudinal studies and capture the dynamic aspect of the psychological contracts over time since most of the existing studies involved use of cross-sectional studies. Besides, in future research mediating or moderating variables could be incorporated (i.e. organization-wide justice, emotional intelligence, leadership style) to see the process manner contract breach may have affected the results. Each of these directions was promising, including using complex analysis methods, such as structural equation modelling, to test complicated relationships among variables. Lastly, it would be useful to have a comparative research embracing organizations in the public and the private sector since the contextual difference in how the breaches were perceived and managed could be instructive.

Author Contributions

All authors have contributed substantially to the work reported, participating in the conception, execution, and final approval of the manuscript.

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Informed Consent Statement

Informed consent was obtained from all subjects involved in the study.



Data Availability Statement

The data presented in this study are available on request from the corresponding author.

Conflicts of Interest

The authors declare no conflict of interest.

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