The Impact on Psychological Contract violation on Employee Well-being and Organizational Cynicism

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Abstract: This study investigates the impact of psychological contract breaches on both individual and organizational levels, with a particular focus on *quiet quitting* as an individual behavioral response and *organizational cynicism* as a collective attitude among employees in the Egyptian aviation company's sector. A sample of 150 employees participated by completing a structured four-part questionnaire measuring psychological contract breach, quiet quitting, and cynicism. This study advances psychological contract theory by framing quiet quitting as a contemporary behavioral response and organizational cynicism as a shared attitudinal consequence of contract breaches. It further contributes a gender-sensitive lens and contextual depth by exploring these phenomena within the Egyptian aviation sector an environment largely overlooked in current scholarship. The findings reveal that breaches of psychological contract significantly influence both quiet quitting and cynicism. Notably, the impact is more pronounced at the individual level than at the organizational level, and stronger among male employees compared to female employees. The results are discussed in relation to existing literature, with attention to theoretical and practical implications, as well as research limitations addressed in the conclusion. One of the limitations of this study, the result only applies to the employee from Civil Aviation sector and the number of sample small.
KEYWORDS: Psychological contract Breach, Individual, Organisational, Cynicism, Employees' expectations,

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Introduction:

Anchored in psychological contract theory, this study examines how breaches in perceived mutual obligations particularly among project-based employees affect key dimensions of employee well-being, including stress, health, and work engagement. As contemporary work environments become increasingly complex and unpredictable, understanding how psychological contracts shape behavior and motivation is more vital than ever (Tomprou, et al., 2023)

The traditional employment relationship, once defined by long-term security and reciprocal loyalty, has been profoundly altered by globalization, technological advancement, and continuous organizational restructuring (Zhao et al., 2020; Restubog, et al., 2022). These shifts have introduced greater ambiguity and often strained the trust between employers and employees.

The concept of the psychological contract first introduced by Argyris (1960) and formalized by Rousseau (Robinson & Rousseau, 1994)captures the individual's belief system regarding reciprocal obligations within the employment relationship. Unlike formal legal agreements, psychological contracts are informal, subjective, and dynamic, shaped by organizational communication, perceived promises, and evolving expectations (De Ruiter, et al., 2021). When these expectations are met, employees typically respond with heightened trust, engagement, and commitment (Lee & Knippenberg, 2023). Conversely, unmet or broken promises result in a **breach**, which can spark emotional exhaustion, feelings of betrayal, and withdrawal from workplace engagement (Zhang, et al., 2022).

Recent studies link psychological contract breach to emerging workplace phenomena such as **quiet quitting**, where employees scale back discretionary effort and emotionally detach from their roles without formally resigning (Lee & Knippenberg, 2023; Zhou & Restubog, 2024). These behaviors often signify deeper organizational challenges, especially in high-pressure or transitional environments. Moreover, breach can lead to **organizational cynicism**, an attitude marked by doubt regarding the organization's authenticity and integrity (Restubog, et al., 2022). Cynical employees may display frustration, skepticism, and disengagement behaviors that can ripple across teams and corrode the organizational climate (Dello Russo, et al., 2020; Wang, et al., 2021).

The implications of psychological contract breach extend well beyond individual distress. In sectors undergoing rapid innovation or facing elevated turnover, these breaches can destabilize trust, morale, and cultural cohesion. This study contributes to the broader discussion by exploring these effects within the Egyptian industrial context, underscoring the critical role of **transparency, consistency, and ethical leadership** in preserving healthy workplace relationships.

Literature review
Psychological contract

Psychological Contract Violation Originally introduced by Argyris (1962) and later expanded by Rousseau (1989, 1995, 2001, 2004), the concept of the **psychological contract** refers to the implicit, unspoken expectations between employers and employees. Rousseau (1998) defined it as *"individual beliefs, shaped by the organization, regarding the terms of an exchange agreement between individuals and their organization"* (p. 678). These perceived obligations both formal and informal are essential for building employee motivation, trust, and organizational loyalty.

In today's volatile and complex work environments, organizations often struggle to fulfill these tacit expectations consistently, while employees may equally find it difficult to meet evolving demands (Conway & Briner, 2005; (Tomprou, et al., 2023). Psychological contract theory centers on three core concepts: **Fulfillment** when employees perceive that promises have been honored, **Breach** a cognitive recognition of unmet obligations and **Violation** an emotional reaction, triggered when a breach results in feelings such as betrayal, frustration, or resentment (Robinson & Rousseau, 1994; Tomprou, et al., 2023).

While breaches may be temporary or context-specific, violations involve deeper emotional dissonance and readiness to disengage (Cassar & Briner, 2011; Suazo, 2009). Scholars debate whether breach and violation are points on a continuum or distinct constructs. This study adopts the latter view, recognizing **violation** as a standalone phenomenon with significant emotional and behavioral implications (Wang, et al., 2021)

Violations have been linked to breakdowns in trust, diminished job satisfaction, and lower organizational commitment (Robinson & Rousseau,

1994). Recent research also connects violations to **quiet quitting**, a form of psychological withdrawal marked by reduced discretionary effort and emotional detachment without formal resignation (Lee & Knippenberg, 2023). In more severe cases, violations may escalate into counterproductive behavior or organizational deviance ((Zhou & Restubog, 2024).

These outcomes underscore the need for organizations to proactively manage psychological contracts by fostering transparency, trust, and alignment between expectations and reality especially amid the accelerating pace of workplace change.

Quiet quitting:

The concept of **quiet quitting** gained substantial visibility in mainstream media during the summer of 2022, with widespread coverage across reputable platforms including the *Harvard Business Review*, *World Economic Forum*, *Wall Street Journal*, *Forbes*, and *New York Times*. Often interpreted as an extension of the **anti-work ethos** underlying the Great Resignation, quiet quitting quickly gained traction across several countries, notably the United States, China, and the United Kingdom (Aydin, 2022).

As described by Shatakshi (2022), **quiet quitting** refers to a state in which employees remain formally employed but lack emotional, psychological, and intellectual investment in their roles. These individuals typically limit their efforts to baseline job responsibilities—arriving and leaving on time, attending only required meetings, and avoiding tasks that demand extra commitment or initiative. The behavior signals a withdrawal of discretionary effort, often rooted in unmet expectations or declining workplace engagement.

Formica and Sfodera (2022) describe quiet quitting as a form of limited employee commitment, wherein individuals perform only the tasks explicitly outlined in their job descriptions and deliberately reject responsibilities that fall outside those formal boundaries. The authors emphasize that quiet quitters typically exhibit low levels of engagement and interest in their work, consistently exerting only the minimum required effort. Crucially, they show no intention of exceeding expectations or contributing beyond their assigned duties.

When employees sense a misalignment between their contributions and the organization's reciprocal actions such as insufficient recognition, poor leadership practices, or limited advancement opportunities they may perceive a breach in the psychological contract. Rather than initiating formal resignation, these individuals often withdraw emotionally and scale back discretionary effort, exhibiting a subtle yet impactful behavioral pattern commonly known as quiet quitting. (Lee & Knippenberg, 2023).

Emerging research positions quiet quitting as a strategic response to prolonged organizational neglect and unmet employee expectations (Liu, et al., 2023) . Rather than signaling apathy or disengagement, it often functions as a coping mechanism that protects psychological well-beingparticularly in environments where employee contributions are overlooked or undervalued. In this context, quiet quitting reflects a deliberate realignment of work-life priorities or a subtle resistance to excessive job demands (Zhou & Restubog, 2024). Interpreting quiet quitting through the framework of psychological contract theory enables organizations to better understand its underlying drivers. By cultivating transparent communication, reinforcing trust, and institutionalizing equitable employment practices, organizational leaders can proactively address these challenges. Such efforts are essential in fostering a more engaged, resilient, and value-driven work culture (Robinson & Rousseau, 1994).

Organizational Cynicism

Rooted in ancient philosophical thought, the concept of cynicism traces back to Antisthenes, who posited that human nature is inherently flawed and distrustful (Dean et al., 1998). In contemporary organizational research, cynicism has evolved into a prominent area of inquiry, particularly over the past two decades, within workplace settings, **organizational cynicism** is defined as a negative attitude toward the employing organization, stemming from the belief that the organization routinely acts against the interests of its employees. More broadly, cynicism is characterized by frustration, disillusionment, and distrust directed at institutions or ideologies.

Dean et al. (1998) developed a comprehensive framework for understanding cynicism in the organizational context, outlining three key dimensions: Cognitive beliefs regarding the organization's lack of integrity; Affective responses marked by negative emotions and Behavioral expressions involving criticism and disparagement. (Dean, et al., 1998)

Unlike models that emphasize only emotional reactions, Dean's multidimensional approach integrates cognitive, emotional, and behavioral components making it particularly suitable for analyzing cynicism in workplace dynamics (Zhou & Restubog, 2024) Accordingly, this study adopts (Dean, et al., 1998) model as its analytical foundation.

Organizational cynicism often emerges as a **defensive psychological response** to perceived injustice, unmet expectations, or violations of the psychological contract (Tomprou, et al., 2023)It reflects a breakdown in trust and moral alignment between employees and the organization. Cynicism is central to employees' negative attitudes and plays a significant role in shaping perceptions of fairness and justice within the workplace.

Despite growing interest, the **antecedents of organizational cynicism** remain relatively underexplored. Andersson's (1996) framework identifies several contributing factors: the organizational environment, job design, psychological contract violations, and individual personality traits (Tomprou, et al., 2023) Among these, **perceived violations of the psychological contract** have emerged as the most consistent predictor of cynical attitudes (Restubog et al., 2022; Dello Russo, et al., 2020)

From an outcome's perspective, cynicism has been linked to diminished organizational commitment, erosion of trust, increased withdrawal behaviors, and heightened likelihood of counterproductive work conduct (Zhou & Restubog, 2024; Zhang, et al., 2022). It particularly undermines **affective commitment**, the emotional bond between employees and their organization.

Emerging literature also explores cynicism; the theoretical pathway suggests that employees process violations emotionally initially feeling disappointment and disillusionment which, over time, manifests as cynicism. This emotional disengagement ultimately erodes their sense of loyalty and connection to the organization (Peng, et al., 2013; Chiaburu et al., 2013; Dello Russo, et al., 2020)

In this sense, cynicism serves not just as a reaction to violation, but as a **critical emotional bridge** signaling a deeper breakdown in trust that precedes the decline in affective commitment. Understanding and addressing this progression is essential for organizations seeking to preserve employee engagement and foster a culture of integrity and responsiveness.

The main research questions of this study are:

RQ1: To what degree does a breach in the psychological contract contribute to the emergence of quiet quitting behaviors among employees?

RQ2: In what ways does psychological contract breach correlate with the rise of organizational cynicism within the workplace?

Following the question the main objectives of this study are: First, to explore the relationship between psychological contract breach and the manifestation of quiet quitting behaviors among employees. Second, to assess the influence of psychological contract breach on the development of organizational cynicism. Third, to deepen understanding of how unmet employee expectations shape emotional and behavioral responses within organizational contexts. Fourth, to offer practical insights for managers seeking to reduce the adverse effects of psychological contract breaches and foster a more engaged workforce.

Methodology

Research Hypotheses

H1: There is a significant and positive relationship between psychological contract breach and Quiet Quitting

H2: There is a significant and positive relationship between psychological contract breach and organizational Cynicism.

H3: There is a significant and positive relationship between Quiet Quitting and organizational Cynicism.

Study Conceptual Framework
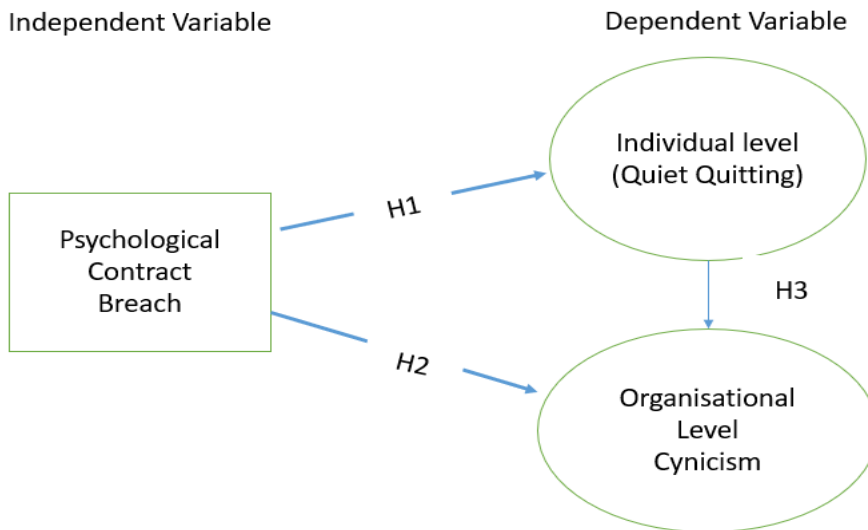
Image (1) *Study Model*

The study employs a **quantitative approach design** to test the relationship between **psychological contract breach** and their impact on **individual level and organizational level behaviors**, focusing on **quiet quitting** and **organizational cynicism**, among employees in Egypt's industrial sector. Descriptive research is particularly well-suited to examining trends, patterns, and relational dynamics as they naturally unfold within real-world environments. Its application is especially valuable in evaluating contemporary attitudes and perceptions toward employment practices, especially within the context of ongoing technological disruptions and organizational restructuring. (Creswell, 2018); (Saunders, et al., 2019).

Data was collected using a structured, self-administered questionnaire, serving as the primary instrument for this study. The adoption of quantitative methods supported statistical objectivity and reliability, while enhancing the capacity to generalize findings across a broader population. The questionnaire's development was informed by prior empirical research, ensuring alignment with established methodological standards and relevance to the study context. (e.g., Chiaburu et al., 2013; (Dello Russo, et al., 2020); (Zhang, et al., 2022) and was divided into three core sections: Psychological contract violation; Quiet quitting behavior and Organizational cynicism. Demographic variables were also included to facilitate subgroup analysis. **Primary data** were obtained through direct employee responses, with the questionnaire

distributed manually to encourage participation and facilitate clarification when needed. **Secondary data sources**—including peer-reviewed journal articles, academic texts, and reputable databases such as JSTOR, Emerald, and ScienceDirect—were used to support the literature review, enrich theoretical grounding, and contextualize the empirical findings.

Sampling technique: As a preliminary step, in-depth focus groups were conducted with a sample of business staff to assess the relevance of key research factors to the target audience. Since the total population size was unknown (Sekaran, 2003), a sample of 150 employees from ten Egyptian companies in the casting and civil aviation sectors was selected to complete the questionnaires. The sample's demographic characteristics reflect a balanced distribution across key groupings, ensuring representativeness within the dataset. The sample focused on individuals aged 30 to 60, aligning with the conventional working-age demographic. To ensure diversity and inclusivity, both male and female participants were represented across a range of seniority levels and professional experience. The sampling frame included full-time employees who were available during the data collection period and consented to participate. A non-probability convenience sampling technique was adopted, which allowed access to a diverse group of participants within time and resource constraints. While this approach may limit generalizability, it remains appropriate for exploration research and has been widely used in organizational behavior studies (Sekaran & Bougie, 2016).

A total of 150 valid responses out of 200 were collected, the participants accepted to do the questionnaire, however when we received the responds, we found some question not answered, therefore they removed. The sample size was determined based on feasibility, statistical adequacy, and alignment with similar studies in the field (e.g., (Zhang, et al., 2022); (Restubog, et al., 2022). Participation was voluntary, anonymous, and conducted in line with ethical research standards.

Questionnaire Design: The questionnaire comprised three validated scales: Psychological Contract Breach was measured using the scale developed (Robinson & Morrison, 2000)) and adapted by later studies (Lee, et al., 2011) Meyer and Allen (1991) 8-item scale development. Items used a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Quiet Quitting was measured using adapted items (Galanis, et al., 2023)using nine-item, three-factor scale with strong psychometric qualities. Organizational **Cynicism** was assessed using (Dean, et al., 1998) using the 5 item scale

adapted from Pugh et al. (2003 multidimensional scale, which includes cognitive, affective, and behavioral components, with responses also captured on a 5-point Likert scale. The questionnaire was bilingual (English and Arabic) to ensure accessibility, especially in public and local organizations. A pilot test was conducted with a small group of employees to ensure clarity and reliability before full deployment.

Data Analysis: Data was analyzed using SPSS software. Descriptive statistics (means, standard deviations) were computed to summarize the sample characteristics. Linear regression analysis was conducted to assess the direct effects of psychological contract violation on quiet quitting and organizational cynicism. Reliability tests (e.g., Cronbach's alpha) ensured internal consistency of the scales. Detailed analytical procedures are provided in the data analysis section.

Result:

Table (1) Testing all variables Reliability

KMO and Bartlett's Test	Cronbach's Alpha	N of items
Psychological Contract Breach	.906	8
Individual level (Quiet Quitting)	.905	4
Organisational Level Cynicism	.958	9

To ensure the validity and reliability of the questionnaire, a pilot study was conducted prior to the main data collection. Each measured construct demonstrated robust internal consistency, as reflected in the KIMO values presented in Table 1. According to the reliability threshold proposed by Saunders, Lewis, and Thornhill (2012), a Cronbach's Alpha of 0.6 or higher indicates acceptable reliability.

The results show the following Cronbach's Alpha scores: Psychological contract breach: 0.906; Quiet quitting: 0.905 and Organizational cynicism: 0.958. These values far exceed the recommended threshold, indicating a high level of scale reliability and reinforcing the suitability of using factor analysis. Consequently, the questionnaire can be considered both valid and reliable for accurately capturing the constructions under investigation.

Table (2) Mean stander, Deviation and Correlation between all the study Variables

	Mean	Std. Deviation	Psychological Contract breach	Quiet Quitting	Cynicism
Psychological Contract Breach	3.3837	.67317	1		
Individual level (Quiet Quitting)	3.3850	.86342	.737**	1	
Organisational Level Cynicism	3.3933	1.01472	.679**	.819**	1

Pearson's correlation coefficient (r) is used to measure both the strength and direction of linear relationships between continuous variables, with values ranging from -1 to +1 (Steyerberg, 2016). Table 2 presents the correlations among all the key variables in the theoretical framework.

As expected, the self-correlation of psychological contract breach yields a value of 1.0, representing a perfect positive relationship. The primary analytical focus of this study is to examine how psychological contract breach correlates with other variables specifically quiet quitting and organizational cynicism. The correlation between psychological contract breach and quiet quitting is r = 0.737, indicating a strong positive relationship and providing empirical support for Hypothesis 1 (H1). Similarly, the correlation between psychological contract breach and organizational cynicism is r = 0.679, which also denotes a strong positive association and supports Hypothesis 2 (H2).

All observed correlation values exceed r > 0.5, and are statistically significant at p < .001, suggesting that both quiet quitting and cynicism tend to increase as psychological contract breaches become more prevalent. These findings underscore the escalating impact of perceived contract violations on employee withdrawal behaviors and negative attitudes within organizational contexts.

Table (3) Regression Analysis
Regression analysis is needed to test the hypothesis mentioned above
Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.737*a*	.543	.543	.45640
2	.752*b*	.566	.566	.44657

a Predictors: (constant), Quiet Quitting
b Predictors: (constant), Quiet Quitting & Cynicism

The model summary provides insight into how well the regression line explains the variation in the dependent variable. Specifically, the R-squared value reflects the percentage of variance in the dependent variable that can be attributed to changes in the independent variables (Steyerberg, 2016). According to Table 3: Model 1 reports an R-squared of 0.543, indicating that quiet quitting alone accounts for approximately 54.3% of the variance in psychological contract breach. Model 2 shows an R-squared of 0.566, demonstrating that quiet quitting and organizational cynicism combined explain about 56.6% of the variance. These results suggest that variations in psychological contract breach are significantly influenced by factors at both the individual level (quiet quitting) and the organizational level (cynicism). The modest increase in explanatory power between the two models underscores the compounded impact of behavioral and attitudinal dimensions within workplace dynamics.

Discussion and conclusion
This research paper is under the tile of the effect of psychological contract breach on the individual level (quiet quitting) and the organizational level (cynicism). And yes, there is a relationship as predicted throughout the research hypothesis mentioned above. The results were positive a significant showing that the impact of not fulfilling the expectations by employees will affect their quiet quitting situation in the company and with affect their cynicism behavior on the company. Furthermore, self-actualization, self-esteem and achievement of organizational goals will increase due to the transformational leadership style, that Transformational leadership is broadly characterized by a leader's ability to inspire followers to surpass expectations through a compelling vision, role modeling (idealized influence), intellectual stimulation, personalized support, and motivational communication. This leadership style is used by managers is huge part of interactional justice that affects psychological contract fulfillment (Shaaban, 2018; Azzam, et al., 2025).

H1: **The relationship between psychological contract breach and Quiet Quitting is significate and positive**

The statistical analyses presented above align with the proposed hypothesis, confirming a significant positive relationship between psychological contract breach and quiet quitting at the individual employee level. In general, Egyptian companies allocate rewards based on employees' contributions to organizational performance. According to Law No. 12 of 2008 specifically Articles 34, 36, and 37 employees are legally entitled to a minimum wage and must receive a minimum annual salary increment of 7%, reinforcing equity and protecting employee rights.

Although these legal provisions primarily reinforce procedural justice, they also contribute meaningfully to distributive justice by ensuring fair and consistent reward systems across the workforce. When such fairness is compromised or perceived to be lacking, employees may experience unmet expectations, leading to psychological contract breach and increasing susceptibility to quiet quitting behavior.

These dynamics underpin the formulation of the following hypothesis: Quiet quitting behavior is significantly influenced by perceptions of psychological contract breach in the context of reward distribution practices.

H2: **The relationship between psychological contract breach and organizational Cynicism is significate and positive**

Egyptian working community is known with routines systematic work which regulates the work for the employees. Cynicism has a significant positive relationship that was proved by data analyses in previously. Egyptian community is well known by this way of Cynicism

Organizational cynicism is a pervasive phenomenon across Egypt's public and private sector workplaces, with multiple studies confirming its adverse implications. For instance, a quantitative study involving 327 staff members at Asyut University revealed a strong positive correlation between cynicism particularly its affective and behavioral dimensions—and counterproductive work behaviors (Rayan, et al., 2018).Similarly, research conducted in Egyptian teaching hospitals found that heightened cynicism significantly diminished both organizational commitment and job satisfaction (Mousa, 2018).

These findings reveal the profound connection between employee **mistrust**, **skepticism**, and negative perceptions of organizational integrity with diminishing motivation, rising disengagement, and deteriorating workplace relationships. In the Egyptian context, mitigating organizational cynicism calls for **targeted interventions** that rebuild trust, enhance transparency, and cultivate ethical and inclusive organizational cultures.

While the company has established formal job descriptions detailing roles and responsibilities, these documents require strategic revision to improve the accuracy and efficiency of performance evaluations. Although some degree of resistance to change may occur stemming from employees' general satisfaction with existing frameworks, the proposed updates are anticipated to yield sustainable improvements in organizational performance and alignment.

In terms of regulatory stability, Egyptian labor laws governing vacations, working hours, and rest periods serve a pivotal role in maintaining fairness and promoting employee security. These legal provisions are commonly viewed as markers of organizational justice, reinforcing psychological contract fulfillment. The consistent implementation of structured procedures not only solidifies employee expectations but also strengthens trust within the employer–employee relationship. This study underscores the substantial impact of psychological contract violations on both individual behaviors, such as quiet quitting, and organizational attitudes, including cynicism, within Egypt's industrial sector. The findings affirm that unmet expectations and perceived breaches of trust critically erode employee morale, diminish engagement, and foster a workplace climate characterized by disconnection, discontent, and diminished commitment.

Theoretical implications:

This study enriches the evolving discourse on psychological contracts by adapting and expanding existing frameworks to the relatively understudied Egyptian aviation industry. It first introduces *quiet quitting* as a subtle yet significant behavioral consequence of contract breach, offering a modern perspective on employee disengagement that moves beyond conventional indicators like turnover and absenteeism. It then underscores *organizational cynicism* as a shared attitudinal response, linking individual psychological experiences to the broader organizational climate. Additionally, by uncovering gender-based differences in reactions to contract violations, the research provides a valuable intersectional lens that can shape future theoretical

developments. Ultimately, this work deepens our understanding of psychological contracts within high-stress, non-Western contexts addressing both geographic and sectoral gaps in the existing literature.

Practical Implications

Future studies could benefit from employing longitudinal research designs to trace the progression of psychological contract dynamics over time, particularly during phases of organizational change or restructuring. This methodological approach would enable a deeper understanding of how employee employer expectations evolve, and how factors such as trust, engagement, and perceived obligations shift in response to transformational workplace conditions. In addition, comparative research between public and private sector organizations within Egypt and across other MENA countries could provide valuable insights into region-specific patterns of psychological contract violations and their behavioral consequences. Such cross-sectoral and cross-cultural analyses may uncover distinct institutional challenges and reveal how cultural context shapes employee responses to perceived breaches.

Policy Implications

To sustain employee trust and commitment, it is essential to institutionalize mechanisms that monitor and uphold psychological contract fulfillment over time—especially during periods of restructuring or transformation. Policymakers across public and private sectors should prioritize frameworks that foster transparency, consistent communication, and equitable treatment. In culturally rich regions like Egypt and the broader MENA area, labor policies must also reflect local values and norms that shape employee perceptions of fairness, obligation, and engagement.

Leadership training

Leadership Development, that psychological contracts evolve, leaders must cultivate adaptive competencies to navigate shifting expectations and detect early signs of contract breach. Leadership training should emphasize relational approaches, cultural sensitivity, and proactive engagement strategies that build trust, clarify mutual expectations, and support employees through transitions. Those operating in cross-sectoral or multicultural environments must be prepared to tailor their communication and management styles to align with diverse organizational and cultural contexts. Integrating psychological

contract awareness into both policy and leadership frameworks will strengthen organizational resilience, reduce the risk of employee disengagement, and promote a more equitable and responsive workplace culture.

Limitations:

While this study offers meaningful insights, several limitations should be acknowledged. First, its cross-sectional design restricts the ability to establish causal relationships between psychological contract breaches and their outcomes; future longitudinal research could better capture how these dynamics unfold over time. Second, the use of self-reported data introduces potential biases, including common method variance and social desirability effects, which may compromise response accuracy. Third, the study's focus on a single industry aviation and a specific cultural setting Egypt limits the generalizability of its findings to other sectors or regions. Fourth, although gender differences were examined, other influential demographic and contextual variables such as job role, organizational tenure, and managerial level were not accounted for, potentially affecting the interpretation of results. Lastly, while the sample size (N = 150) was sufficient for statistical analysis, expanding the sample in future studies would enhance the robustness and external validity of the conclusions.

Future Research Recommendations

Future studies could benefit from employing longitudinal research designs to trace the progression of psychological contract dynamics over time, particularly during phases of organizational change or restructuring. This methodological approach would enable a deeper understanding of how employee–employer expectations evolve, and how factors such as trust, engagement, and perceived obligations shift in response to transformational workplace conditions. In addition, comparative research between public and private sector organizations within Egypt and across other MENA countries could provide valuable insights into region-specific patterns of psychological contract violations and their behavioral consequences. Such cross-sectoral and cross-cultural analyses may uncover distinct institutional challenges and reveal how cultural context shapes employee responses to perceived breaches.

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