

# When Employees' Violated Psychological Contracts Drain Their Inner Psychological Positivity: The Mediating Role of Organizational Cynicism

Gamal Mohamed Shehata <sup>a</sup> · Nagwan Mohamed Maged Ezz <sup>b,\*</sup>

<sup>a</sup> Faculty of Commerce, Cairo University, Giza, Egypt

<sup>b</sup> Faculty of Management Sciences, October University of Modern Sciences and Arts, Giza, Egypt

\* *Corresponding author*: Ezz.nagwan@gmail.com, nmaged@msa.edu.eg

## Abstract

One type of contracts is psychological and cannot be documented in a written form; however, the failure of their fulfillment is deeply sensed and may lead to drastic psychological implications. In this respect, the current paper attempts to shed light upon the impact of psychological contract violation on psychological capital through the mediating role of organizational cynicism. The paper is an empirical investigation of mixed model based on the psychological contract theory, the negative bias theory, and the appraisal theory, adopting a survey-based design and a quantitative approach of data analysis on a sample of 361 academics working in Egyptian private universities. The results confirm the alternative hypotheses, demonstrating that psychological contract violation impacts psychological capital through the mediation of organizational cynicism. Such evidence delineates the essentiality of attaining psychological contracts for promoting positive psychological repertoires and reducing organizational cynicism.

## Keywords

Psychological Contract Violation; Psychological Capital; Organizational Cynicism; Positive Psychology

## Article history

**Received:** 20 November 2023 · **Accepted:** 23 February 2024

## **1. Introduction**

Since human psychology is a pivotal factor influencing individuals' thoughts, attitudes, and behaviors, whether positive or negative, psychological contracts, not only written ones, represent considerable significance. In this respect, psychological contracts have been considered the focus of researchers due to their serious consequences on employees' attitudinal and behavioral outcomes. Moreover, when a psychological contract is violated among knowledge workers in a service-oriented field, the outcomes are expected to be significantly negative. Hence, if the deterioration of the academic context due to students' massification and the decreased service quality is a global trend, the academic context in Egypt cannot be excluded (Amira, 2017; Habibi & El-Hamid, 2016; Sywelem, 2020). This is evident in the global academic rankings of the Egyptian private universities, prompting inquiries regarding whether the reasons are related to the adopted policies and practices, the utilized soft resources, or the employment relationships involving internal psychology.

Employees' internal psychology is an essential aspect of delivering educational services. The relationship between academics and the private universities to which they belong is not merely influenced by the written contracts but also by the unseen psychological ones that can distort either the relationship or the quality of the presented services. These unwritten reciprocal expectations form such implicit contracts that constitute perceptions and beliefs of employees toward their organization (Asante et al., 2022; Bashir, 2018; Dixon-Fowler et al., 2020; Hassan & Matteson & Hankinson, 2018; Montes et al., 2015; Rousseau et al., 2018; Snyman et al., 2022; Wang & Hsieh, 2014; Wang et al., 2022). Nevertheless, some researchers have emphasized that psychological contracts cannot simply be perceived as mere expectations; they encompass implicit and explicit promises, representing reciprocal exchange among the contract's parties (Coyle-Shapiro, et al., 2019; Davis & Mountjoy, 2021; Dixon-Fowler, et al., 2020; Griep & Bankins, 2022; Liang, et al., 2022; Malhotra, et al., 2017; Persson & Wasieleski, 2015; Ronnie, et al., 2022).

The optimal scenario involves the fulfillment of these psychological contracts; however, challenges, crises, and intense competition can lead to violations of such contracts, indicating that employees may recognize the organization's failure to adequately satisfy the obligations of the agreed-upon psychological contracts (Manxhari, 2015; Petery, et al., 2021; Rogozinska-Pawelczyk & Gadomska-Lila, 2022; Ronnie, et al., 2022; Wang, et al., 2022; Wu, et al., 2021). The result may be either a breach or a violation of the psychological contract, where the former represents the perception of unmet expectations, and the latter is more obviously associated with negative feelings, a system of beliefs, or cognitive schemas, involving employees' perceptions of the nature of exchange arrangements with their organization, as well as an elevated awareness of a significant breach (Asante, et al., 2022; Dixon-Fowler, et al., 2020; Montes, et al., 2015; Rousseau, et al., 2018; Wiechers, et al., 2022). Therefore, the violation of psychological contracts can negatively impact the positive internal psychological resources of academics; the internal motivating force that drives

them to develop, improve, and contribute to the cycle of knowledge and their university ranking.

Furthermore, the draining of internal positive resources is more complex than it may appear. It is not merely the negative feelings associated with psychological contract violation (PCV) that can directly lead to the deterioration of the four 'lower order variables' which formulate the higher order variable of psychological capital (PC). Rather, it refers to "an individual's psychological capacity that can be measured, developed and managed" (Nolzen, 2018, p.237), encompassing four positive psychological resources, which are self-efficacy, optimism, hope, and resilience (Ali, et al., 2022; Kun & Gadanecz, 2019; Newman, et al., 2014; Platania & Paolillo, 2022; Turliuc & Candel, 2022; Vasconcelos, et al., 2022; Yao, et al., 2022). Conversely, a profoundly detrimental negative attitude, such as organizational cynicism, can stimulate the depletion of PC. Organizational cynicism (OC) is a learned attitude, belief, or reaction resulting from employees' experiences with their organization (Brown, et al. 2022; Demerouti, et al., 2018; Mohamed & Ali, 2020). Such a negative attitude comprises the dimensions of cognition, affection, and behavior, initiated by the cognitive aspect, leading to negative sentiments, and is reflected in "the communal aspect of employees flexibly or surreptitiously acting out their cynicism" (Toheed, et al., 2019, p.2).

More specifically, the psychological contract theory, based on the negative bias and appraisal theories, depicts how negative experiences are prioritized in one's internal psychology, instigating adverse feelings that may develop negative attitudes, ultimately depleting positive internal resources. According to the appraisal theory, individuals experience sequences of cognitions, emotions, and reactions, which may or may not lead to the activation of coping strategies (Israel, 2020; Moors, et al., 2013; Moors, et al., 2021). Since it is the interpretation of the situation that causes emotions rather than the situation itself, different individuals, or the same individuals at different times, may appraise the same context in different ways, illustrating the exact idiosyncratic dynamism existing in the psychological contract theory (Charkhabi, 2018; Connelly & Torrence, 2018; Deng, 2022; Roseman & Smith, 2001; Shagirbasha & Sivakumaran, 2021). This insight underscores the complexity of human psychology that requires more scrutiny beyond direct relationships among variables. Accordingly, Hsu et al. (2014) highlight how organizations fail to achieve business excellence due to the superficial comprehension of human psychology.

## **1.1. Theoretical Background**

Researchers aim at perceiving the surrounding world through sensing theories. Such combination of theories, in terms of conceptual models, attempts to address complex global challenges. A conceptual framework pertains to cases when a single theory is insufficient to solve the research problem; instead, a "synthesis" of both theoretical and empirical findings provides a more effective solution (Imenda, 2014). This indicates that the essence of science lies in modelling the real world (Dowding & Lima, 2018). Accordingly, the research conceptual framework relies not only on the

empirical findings presented in the literature review, but on the theoretical interpretations that best address the business problem as well.

Hence, the model is derived from the perspective of psychological contract theory, delineating contracts as obligations and mutual responsibilities or duties that each party holds for promoting a win-win relationship (Ababneh, et al., 2022; Haski-Leventhal, et al., 2020; Herrera & De Las Heras-Rosas, 2021; Griep & Bankins, 2022; Maia, et al., 2019; Petery, et al., 2021; Yan & Mansor, 2019; Rogozinska-Pawelczyk & Gadomska-Lila, 2022; Ronnie, et al., 2022). The formation of psychological contracts is not abrupt; it dynamically develops through the phases of pre-employment, early socialization, recruitment, and future experiences (Clarke & Scurry, 2020; Davis & Mountjoy, 2021; Kutaula, et al., 2020; Li & Dai, 2015; Maia, et al., 2019; Montes, et al., 2015;; Rousseau, et al., 2018; Wiechers, et al., 2022). As a set of beliefs, they are conceived as personal perceptions; an idiosyncratic comprehension of obligations, probably leading to the violation of such contracts (Dixon-Fowler, et al., 2020; Haak-Saheem, et al., 2021; Herrera & De Las Heras-Rosas, 2021; Petery, et al., 2021; Ronnie, et al., 2022; Rousseau, et al., 2018; Wiechers, et al., 2022; Yan & Mansor, 2019). Additionally, psychological contracts are viewed as a mental process relying on the embeddedness of the power associated with perceptions, expectations, and personal values held by the concerned parties (Dixon-Fowler, et al., 2020; Rousseau, et al., 2018; Wiechers, et al., 2022).

The power of perceptions related to the psychological contract theory highlights the negativity bias theory, which interprets individuals' reactions to different stimuli. This theory suggests that negative stimuli exert a more profound impact upon adults' perceptions. Furthermore, they possess more informational values than their positive counterparts, requiring further attention and cognitive processing (Rozin & Royzman, 2001; Vaish et al., 2008). Negative events tend to elicit more intense physiological responses and more varied emotions than positive ones (Rozin & Royzman, 2001). Accordingly, the negative bias theory has broad applications in studies of psychology, physiology, perception, decision making, reaction, cognitive distortion, and relationships (Lazarus, 2021). Since individuals require less negative information to react and form their trait inferences, the literature emphasizes the necessity of studying the consequences of negative events rather than positive ones (Vaish et al., 2008). In this respect, investigating the consequences of PCV, in terms of both psychological contract theory and negative bias theory, can add a more comprehensive understanding of the psychology of employees when perceiving their psychological contracts as violated.

The perception of negative events directs focus toward the appraisal theory. Upon perceiving a stimulus, internal evaluations gauge its necessity for individual well-being. The negative bias theory emphasizes the type of events that exert repeated influence on individuals, while the appraisal theory assesses the extent of their potential detriment or benefit (Connelly & Torrence, 2018; Roseman & Smith, 2001; Wiechers et al., 2022). The appraisal theory interprets emotions as a sequence of episodes (Israel, 2020; Moors, et al., 2013; Moors, et al., 2021). Therefore, it is proved that the process

occurs in a fixed sequence, initiating with the stimuli which instigate simple appraisals, followed by more complex appraisals, and concluding with coping strategies (Israel, 2020; Roseman & Smith, 2001; Silvia, 2005). Hence, PCV, perceived as a negative event, can be investigated through the appraisal theory, altogether with the perspectives of psychological contract theory and negativity bias.

## **1.2. Research Problem**

The competition is intense not only among corporates but among universities as well; the fact that highlights the significance of universities' global rankings and overall performance. A crucial factor for a university's success is its soft resources, represented in its academics, as a deficiency in their PC can influence the overall excellence of the educational business. Accordingly, the relationship between those soft resources and their universities extends beyond the written agreements; it encompasses a third unseen psychological dimension indicated in how they perceive the psychological contract. However, it is evident that the perception of psychological contract fulfillment represents a rare reality from the employees' perspective (Ababneh, et al., 2022; Estreder, et al., 2021; Hammouri, et al., 2022). Morrison and Robinson (1997) asserted that PCV represents a breach of unwritten common agreement between an employee and their organization, signifying a phase of betrayal and resentment when an employee's trust is compromised.

Hence, PCV is a negative psychological experience that is capable of undermining employees' positive psychology represented in PC. Furthermore, PC serves as a vital structure for understanding business relationships (Rousseau, 2001). However, if such relationships are merely characterized by 'talking the talk' without 'walking the walk,' it generates cynicism among employees (Akar, 2019; Dobbs & Do, 2018; Gökyer & Türkoğlu, 2018; Pfrombeck, et al., 2020; Schmitz, et al., 2018). Employees seek work conditions that comply with their values, while negative conditions, such broken promises, can adversely impact their positive psychology. Moreover, it is quite notable that in the current challenging economic circumstances, resigning from a job is not a simple option. Consequently, employees who select to remain in their jobs despite the negative emotions resulting from a violated psychological contract, may express this negativity through simultaneous cynical and distrustful attitudes toward their organization (Biswas, 2015; Brown, et al., 2022; Manxhari, 2015; Rousseau, et al., 2018; Zhao, et al., 2022).

The relationship between PCV and OC is a broadly discussed topic; however, the literature inadequately addresses how it aggravates the impact on employees' positive resources. PCV can be classified as inadvertent, where two parties intend to fulfill their commitment but misinterpretation leads one party to prioritize personal interests; disruptive, in which such circumstances prevent one party from meeting their promises; and reneging, which refers to disregarding commitments and neglecting the other party's interests despite having the capability to fulfill them (Biswas, 2016; Ronnie, et al., 2022; Rousseau, et al., 2018; Savarimuthu & Rachael, 2017). OC is considered a contagion that if not managed, can undermine all intended organizational results due

to its inherent negativity (Atalay, et al., 2022; Pariona-Cabrera, et al., 2023; Prajogo, et al., 2020; Thomas & Gupta, 2018; Savarimuthu & Rachael, 2017; Wang & Hsieh, 2014). Thus, uncontrolled circumstances may contribute to PCV, which may lead to the development of not only negative attitudes but also the destruction of the positive side aimed at abating the challenges of the surrounding environment. At the individual level, PC serves as one of the coping strategies adopted by employees to preserve their resources or acquire new ones. However, if the surrounding negativity exceeds the acceptable limits and quitting is not an option, PC depletion may occur as an aftermath. Such psychological complexity requires further scrutiny in the literature review.

Notably, this psychological complexity regarding the role of unseen contracts in exacerbating cynical attitudes and depleting positive psychological repertoire has not been thoroughly examined in the literature. Moreover, since the academic ranking of Egyptian private universities has been declining continuously, the current study posits that the positive aspects of academic PC have been confirmed to establish business excellence (Hsu, et al., 2014). In an endeavor to understand the problem of the declining ranking of the Egyptian private universities, an exploratory study has been conducted to examine whether there are changes in the work context that are unexpected by academics and to assess their perception of university practices and policies. The results rely upon how academics value their colleagues and the supportive atmosphere of their teams, although they are often disillusioned by the policies and practices that vary from the idealized promises offered during their initial hiring interviews. Moreover, when asked about their perspectives on their future career paths, academics have expressed stress, anxiety, and concern. Some have highlighted their attempts to quit the academic field, as it is emotionally and psychologically draining; however, they believe that shifting careers at a mid-career phase is challenging to achieve. They have also emphasized that academic publication is their primary focus, yet they receive neither academic nor financial support from their universities, which diminishes their motivation to pursue international publications. Thus, the current paper aims to examine the factors that may negatively impact academics' PC, which, based on the complexity of human psychology, cannot be fully analyzed through direct relationships between variables or a single theoretical framework. In conclusion, this paper investigates the negative impact of academic's PCV on PC through the mediating role of OC, aiming to empirically examine the psychological contract theory from the perspectives of negative bias and appraisal theory.

### **1.3. Study Questions**

The complexity of psychological contracts is extensively discussed in the literature due to their implicit nature which can result in their misconception, under-fulfillment, and violation. The violation of psychological contracts is unlikely to yield satisfactory results, especially with regard to employees' attitudes. As demonstrated in the literature, PCV is a crucial factor in the deterioration of the employee-organization mutual relationship. If PCV is not addressed in private educational sectors, its consequences may result in a negative attitude such as OC, which can cause drastic

individual and organizational effects that may lead to depleting internal PC. Therefore, the study examines the following questions:

1. What is the extent of psychological contract violation perceived by academics working in private Egyptian universities?
2. What is the extent of organizational cynicism experienced by academics working in private Egyptian universities?
3. What is the extent of psychological capital possessed by academics working in private Egyptian universities?
4. What is the impact of psychological contract violation on organizational cynicism?
5. What is the impact of organizational cynicism on psychological capital?
6. What is the mediating role of organizational cynicism in the indirect impact of psychological contract violation on psychological capital?

#### **1.4. Study Objective**

This paper attempts to examine the extent of psychological contract violation, organizational cynicism, and psychological capital as experienced by academics in private Egyptian universities. Moreover, it seeks to investigate the indirect impact of psychological contract violation on psychological capital through the mediating role of organizational cynicism. This investigation is predicated on the assumption that human psychology is too complex to be adequately depicted through direct relationships. Furthermore, the study endeavors to analyze a specific aspect of the problem regarding the declining ranking of Egyptian private universities on global ranking websites, such as Scimago, through empirically exploring the psychological contract violation theory from the perspective of appraisal theory.

## **2. Literature Review and Hypotheses Development**

### **2.1. Psychological Contract Violation and Organizational Cynicism**

In contrast to explicit written contracts, psychological contracts are more implicit, and their violation is marked by complexities. They include this combination of expectations, emotions, and perceptions; the violation of which becomes totally subjective as it is based on the individual's perspective (Davis & Mountjoy, 2021; Dixon-Fowler, et al., 2020; Kraak, et al., 2017; Liang, et al., 2022; Persson & Wasieleski, 2015; Rousseau, et al., 2018). In other words, the perception of violation is considered subjective, as it is rather felt than seen (Biswas, 2015; Rousseau, et al., 2018; De Clercq, et al., 2020; Persson & Wasieleski, 2015). Moreover, the reactions posed by the employees to PCV are varied; they may resign, become cynical or loyal, or express their anger (Kraak, et al., 2017; Latorre, et al., 2020; Malhotra, et al., 2017; Peng, et al., 2016; Rousseau, et al., 2018; Samuel & Engelbrecht, 2021; Schuster, et al., 2022). Thus, psychological contracts should be maintained through fulfilling the diverse individuals' requirements, whether by attaining their financial expectations or addressing their developmental needs, reflecting the subjectivity of these contracts

(Dixon-Fowler, et al., 2020; Goswami, 2021; Manxhari, 2015; Montes, et al., 2015; Persson & Wasieleski, 2015; Ronnie, et al., 2022; Wu, et al., 2021). In conclusion, the subjectivity and intangibility of the violation of psychological contracts contribute to their complexity.

The result of PCV is emotionally and attitudinally significant. Broken promises may lead to feelings of reduced trust, organizational commitment, citizenship behavior, job satisfaction, and employee effectiveness, in addition to increased workplace deviance and turnover intentions (Ababneh, 2022; Braganza, et al., 2021; Davis & Mountjoy, 2021; Kakarika, González-Gómez & Dimitriades, 2017; Kraak, et al., 2017; Lee & Chen, 2021; Matteson & Hankinson, 2018; Megheirkouni, 2022; Ronnie, et al., 2022). Conversely, these emotional repercussions are intensified among younger employees with less experience (Matteson & Hankinson, 2018; Petery, et al., 2021; Rousseau, et al., 2018). Moreover, more severe consequences occur when PCV exceeds the individual level, becoming a shared feeling throughout the organization, transforming the context into a process of emotional contagion that influences the entire workplace (Latorre, et al., 2020). The repercussions of PCV are substantial and warrant significant consideration.

The adverse effects of PCV are amplified in service-providing organizations. It is believed that PCV negatively impacts the employee-organization, employee-job, as well as employee-supervisor fit, where the perception of misfit leads to negative repercussions on the service level (Chen, et al., 2021; Davis & Mountjoy, 2021; Dixon-Fowler, et al., 2020; Kutaula, et al., 2020; Saleem, et al., 2021; Wiechers, et al., 2022). Accordingly, if PCV is not effectively managed, it may result in total deterioration of the provided service (Chen, et al., 2021; Park & Kim, 2019; Malhotra, et al., 2017). Furthermore, forcing employees to resign or become entirely cynical toward their organization are examples of violating psychological contracts, causing the distortion of the quality of the provided service (Davis & Mountjoy, 2021; Matteson & Hankinson, 2018; Persson & Wasieleski, 2015; Ronnie, et al., 2022; Rousseau, et al., 2018; Samuel & Engelbrecht, 2021; Yang, et al., 2020 ). Among the leading service-providing organizations, higher educational institutions are particularly notable, since the condition of their academic staff is frequently examined in the literature for their struggles with psychological contract violations due to various antecedents, such as global crises, deteriorating workplace conditions, HR practices, and the rise of managerialism (Davis & Mountjoy, 2021; Goswami, 2021; Ronnie, et al., 2022). Consequently, negativity appears to be an inevitable result of the perception of violated psychological contracts.

Employees perceiving PCV may express such negativity by adopting cynical attitudes against their organization (Biswas, 2015; Brown, et al., 2022; Manxhari, 2015; Rajalakshmi & Naresh, 2018; Rousseau, et al., 2018; Savarimuthu & Rachael, 2017; Yang, et al., 2020;; Zhao, et al., 2022). Some employees may prefer to remain with ingrained negative attitudes, such as emotional exhaustion and OC (Atalay, et al., 2022; Bari, et al., 2022; Megheirkouni, 2022; Reyes Flores, et al., 2019). Hence, OC can be the result of a violated psychological contract, which represents a negative



attitude characterized by distrust, frustration, and hostility, which depletes employees' psychological resources (Arslan, 2018; Asante, et al., 2022; Atalay, et al., 2022; Chiaburu, et al., 2013; Kim & Jo, 2022; Wu, et al., 2021; Yang, et al., 2020). In addition, if PCV is experienced by the employees, this may lead them to become more cynical toward their organization (Atalay, et al., 2022; Bari, et al., 2022; Savarimuthu & Rachael, 2017). Psychological contract theory entails the ideas of 'implicit obligations', 'beliefs,' and 'anticipated benefits' perceived by the parties of the contract, in which a lack of mutual benefit may lead to disappointment (Davis & Mountjoy, 2021; Gervasi, et al., 2022; Griep & Bankins, 2022; Han, et al., 2017; Li & Dai, 2015; Pate & Scullion, 2016; Ronnie, et al., 2022; Wibowo, 2022). Furthermore, appraisal theory contends that when an external event affects an individual, the evaluation process begins to determine whether it is beneficial or harmful, subsequently prompting a corresponding reaction (Connelly & Torrence, 2018; Roseman & Smith, 2001; Wiechers, et al., 2022). Therefore, employees encountering PCV negativity accumulate adverse feelings, potentially resulting in psychological exhaustion if they are reluctantly obliged to remain, displaying cynicism as a reactive attitude to what they internally experience. In this regard, it can be hypothesized that:

*H1: There is a strong significant positive impact of psychological contract violation on organizational cynicism.*

## **2.2. Organizational Cynicism and Psychological Capital**

The literature emphasizes that unsatisfactory attitudinal outcomes related to employees experiencing PCV can be mitigated through coping strategies, especially with responsible employees. Therefore, quitting a job is not the sole solution to which employees opt for to manage negative feelings. In this context, the literature highlights that employees experiencing PCV do not necessarily leave their jobs; they may choose to remain while internally searching for the most appropriate solution to alleviate the resentment caused by violated promises (Asante, et al., 2022; Bari, et al., 2022; Davis & Mountjoy, 2021; Paillé & Dufour, 2013; Wiechers, et al., 2022; Wu, et al., 2021). In such cases, relying on internal positive resources can assist in abating internal strain.

Accordingly, the literature of positive behavior refers to the concept of PC as a process of releasing negative feelings. Conceptually, PC is a higher-order construct that has been peculiarly operationalized in the literature. It has been discussed as a broad concept encompassing lower-order constituents (Ali, et al., 2022; Carter & Youssef-Morgan, 2022; Dello Russo & Stoykova, 2015; Dirzyte & Patapas, 2022; Guo, et al., 2021). The first component, efficacy, refers to individuals' confidence in their ability to mobilize their cognitive, motivational, and action resources for controlling outcomes and achieving success (Luthans & Avolio, 2014; Luthans & Nolzen, 2018; Novitasari, et al., 2020; Platania & Paolillo, 2022; Yuan, et al., 2023; Youssef-Morgan, 2017; Youssef-Morgan & Luthans, 2015;). Optimism, the second component, involves the positive expectancy toward future success and the ability to maintain positive perspective during challenge management (Al-Ghazali & Afsar, 2022; Belle, et al., 2022; Grozinger, et al., 2022; Hameed, et al., 2022; Huang & Zhang,

2022; Luthans & Avolio, 2014; Luthans & Youssef-Morgan, 2017; Yuan, et al., 2023). The third component, hope, is related to the cognitive state which influences an individual's attitude (agency) and includes mental strategies (pathways) for attaining goals and overcoming obstacles (Al-Ghazali & Afsar, 2022; Çavuş & Gökçen, 2015; Cherni & Guzen, 2021; Doci, et al., 2022; Huang & Zhang, 2022; Morris, et al., 2022; Okun, 2020; Turliuc & Candel, 2022). Finally, resilience, the fourth component, encompasses internal thrust, persistence, adaptive energy, which aid in reducing vulnerability and enhancing the ability of overcoming conflictual, serious, and challenging situations through not only a reactive but a proactive attitude as well (Božek, 2015; Morris, et al., 2022; Novitasari, et al., 2020; Turliuc & Candel, 2022).

As a critical coping strategy, PC has been confirmed to be associated with negative attitudes. Moreover, it has been observed to be negatively related to OC in numerous studies (Cherni & Guzen, 2021; Malodia & Vashisht, 2019; Stratman & Youssef-Morgan, 2019). Specifically, the literature demonstrates that perceptions of fairness have an impact on enhancing positive PC, reducing the severity of OC (Chiaburu et al., 2013; Nafei, 2015). Furthermore, based on a sample of academic staff from a university in Egypt, Nafei (2015) proved that PC negatively influences OC. Accordingly, it is contended that PC, which constitutes an agentic self-regulatory component that maintains the endurance required for success and goal attainment, diminishes OC through promoting agentic thinking, evoking positive emotions, and reducing the experience of negative emotions associated with obstacles (Belle, et al., 2022; Doci, et al., 2022; Platania & Paolillo, 2022; Stratman & Youssef-Morgan, 2019). Among individual coping strategies, PC serves as a positive internal tranquilizer that directs energies for further future successes.

Since PC is flexible rather than rigid, according to the appraisal theory, it can be an outcome rather than an antecedent to OC. The appraisal theory initially analyzes emotions as a fixed sequence of episodes (Israel, 2020; Moors, et al., 2013; Moors, et al., 2021). However, this is not typically the case, as the emotional process is viewed as continuous and recursive, rather than a static state, and is believed to consist of interrelated components, where changes in one component influences the others through feedback (Moors, et al., 2013; Ellsworth, 2013; Israel, 2020; Moors, 2017; Moors, et al., 2021). In this context, the appraisal process can be either constructive, through gathering information from the surrounding environment for cognitive evaluation, or non-constructive, in which a single stimulus activates pre-existing appraisal values (Moors, et al., 2021; Wiechers, et al., 2022). Therefore, in a less constructive appraisal process, PC can be an outcome of OC. In accordance to this, it can be hypothesized that:

*H2: There is a strong significant negative impact of organizational cynicism on psychological capital.*

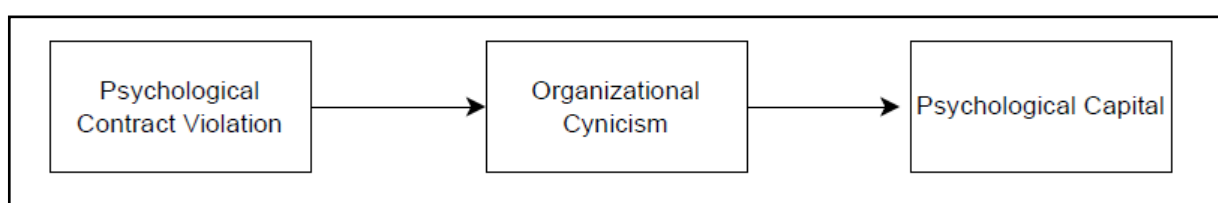
### 2.3. The Mediating Role of Organizational Cynicism

The literature has highlighted the mediating role of OC, despite limited exploration. It is proved that organizational cynicism mediates the influential relationships of positive antecedents and negative outcomes; for instance, it is found to mediate, though partially, the relationship between perceived organizational support and counterproductive behavior (Tolga, 2020), as well as the relationship between leader-member exchange and job performance (Bayram, et al., 2017). Negative antecedents are discussed in the literature as preceding OC, which acts as a mediator in different relationships. OC is also identified as a partial mediator in the relationship between workplace incivility and organizational silence (Tutar, et al., 2021), between job stress and work alienation (Koçoğlu, 2014), and between Machiavellian leadership and employees' emotional exhaustion (Gkorezis, et al., 2015).

Although the literature provides insight into the mediating role of OC in various relationships, there is a gap in the literature with respect to the psychological complexity of how PCV can indirectly impact PC through OC. From the abductive reasoning perspective, real life problems should be addressed through theoretical frameworks. First, psychological contract theory encompasses the mutual benefit exchange, which if perceived as detrimental rather than beneficial, a negative feeling of violated psychological contracts is likely to be experienced (Davis & Mountjoy, 2021; Gervasi, et al., 2022; Griep & Bankins, 2022). Such a violation represents significant negativity, as the negative bias theory highlights how individuals react intensely to negative experiences compared to positive ones (Rozin & Royzman, 2001; Vaish et al., 2008). Accordingly, PCV, as a form of broken promises, can instigate cynical responses. Considering the complexity of human psychology, experienced events are appraised and emotions arise in dynamic manners, as they are viewed as continuous and recursive processes rather than static experiences (Ellsworth, 2013; Israel, 2020; Moors, et al., 2013; Moors, 2017; Moors, et al., 2021). Moreover, the theory emphasizes the dynamic nature of appraisals, demonstrating non-constructive episodes, where OC can drain the internal positive power of employees rather than being mitigated by PC. The repeated negative experiences of PCV and OC can substantially deplete employees' PC. In this respect, it can be hypothesized that:

*H3: Organizational cynicism mediates the impact of psychological contract violation on psychological capital.*

**Figure 2.1** *Conceptual Framework: The Impact of Psychological Contract Violation on Psychological Capital Mediated by Organizational Cynicism*



### 3. Data, Measures, and Methods

#### 3.1. Research Design

The quantitative approach is adopted for achieving the research objectives. The data were collected through online questionnaires sent to the academic staff via emails, gathered from the official websites of private universities located in Greater Cairo. Over a period of three months, 361 valid questionnaires were received and subsequently used for data analyses.

#### 3.2. Population and Sampling

The population comprises academics working in Egyptian private universities in Greater Cairo, with an estimated size of 7,729 (Central Agency for Public Mobilization and Statistics [CAPMAS], 2023). Peculiarly, universally top-ranked and for-profit universities with staff data clearly displayed on their official websites were selected in this research, resulting in a final total population size of 2568. The applied sampling method is the proportionate sampling criteria that is appropriate for heterogeneous populations (Sekaran & Bougie, 2016), as private universities include different faculties. The sample size was determined using Cochran's sample size formula, as cited in Bartlett et al. (2001), at the level of confidence of 95%, an error of 5%, and with the assumption that 50% of the population attributes are precisely and properly represented, leading to a sample size of 323, referring to the minimum sample size that should be attained. The survey items were selected from the literature and measured using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

#### 3.3. Research Instrumentation

##### *Independent Variable: Psychological Contract Violation*

Concerning the independent variable, PCV, three items were adopted from Robinson and Morrison's (2000) psychological contract violation survey. Sample items include statements like "I feel a great deal of anger toward my organization" and "I feel extremely frustrated by how I have been treated by my organization."

##### *Dependent Variable: Psychological Capital*

In contrast, the dependent variable, represented by PC, was measured using 12 items selected from the PsyCap Questionnaire (PCQ) (Luthans et al., 2007). Examples of sample statements include: "I feel confident representing my work area in meetings with management," for measuring self-efficacy; "I'm optimistic about what will happen to me in the future as it pertains to work," for optimism; and "At the present time, I am energetically pursuing my work goals," for hope.

##### *Variable: Organizational Cynicism*

OC is conceptualized in terms of belief, affect, and behavior, measured by a nine-item survey adopted from Brandes' (1997) Organizational Cynicism Scale (OCS). Examples of the selected items include: "I criticize my organization's practices and

policies with others,” “I feel irritated when thinking of my organization,” and “When my organization says it’s going to do something, I wonder if it will really happen.”

### 3.4. Sample Profile

The research targets a sample of academics working in Egyptian private universities, represented in a majority of female academics (n=275, 76.2%) and male academics (n=86, 23.8%). The sample comprises five different academics ranks: teaching assistants (n=99, 27.4%), assistant lecturers (n=89, 24.7%), lecturers (n=115, 31.9%), associate professors (n=34, 9.4%), and professors (n=24, 6.6%) (as shown in Table 3.1).

**Table 3.1** Demographics of the Respondents in Frequencies and Percentages (N=361)

Particulars	Variables	Frequency	Percentage (%)
Gender	Female	275	76.2
	Male	86	23.8
Rank	Professor	24	6.6
	Associate Professor	34	9.4
	Lecturer	115	31.9
	Assistant Lecturer	89	24.7
	Teaching Assistant	99	27.4

## 4. Data Analysis

The gathered data was analyzed by employing SPSS 26.0 and LISREL 8.0. Measurement testing and descriptive analyses were conducted using SPSS 26.0, while the research model testing was performed through LISREL 8.0.

### 4.1. Sample Profile

Checking the normal distribution of data is a substantial step prior to any inferential analyses. It demonstrates the distribution of data that ought to be corresponding to the normal distribution, as assessed through statistical tests and graphical representations (Hair et al., 2019). In this respect, kurtosis, skewness and histograms were employed to check the normal distribution of the data. The means of the compiled questionnaire items lie within the skewness range of (-2 to +2) and kurtosis values of (-7 to +7). The minimum skewness value is -0.698, while the highest is +0.057. Likewise, the least kurtosis value is -1.192, while the highest is +1.176. Histograms also exhibit roughly bell-shaped curves, representing the normality of data. Thus, the data is proved to be normally distributed.

### 4.2. Model Testing

#### 4.2.1. Testing Multicollinearity

Principal component analysis using SPSS 26.0 was conducted for testing the model fit with the gathered data. By employing the varimax rotation on the 24 compiled items, the factor loadings were found to be greater than 0.5, and none of the included

variables exhibited double loadings (as shown in Table 4.1). Communalities ranged from 0.578 to 0.809 (as shown in Table 4.1). Eigenvalues greater than or equal to 1 were used to determine the number of factors in the dataset. A problem of multicollinearity was detected between PCV and OC, as they are both loaded onto the same factor. Multicollinearity is a common problem emerging among multiple variables displaying high correlation, leading to unreliable results from the model testing (Shrestha, 2020). However, not all cases of multicollinearity are considered problematic for further model testing; statistical detection involves checking the variance inflation factor (VIF), identifying both the correlation among the variables altogether with the strength of such correlation, and the Eigenvalues of the correlation matrix (Paul, 2006). Hence, the VIF was calculated by the means of linear regression in SPSS 26.0 and the Eigenvalue method was also adopted to assess the condition index and variance proportions, where indices higher than 15, as well as high variance proportions indicate a problematic multicollinearity. Two items of OC were found to have high VIF and high index with PCV (OCA2: VFI= 5.514 & VP= 0.83; OCA3: VIF= 5.688 & VP= 0.89), and as a corrective measure, they were excluded from the model.

#### 4.2.2. Confirmatory Factor Analysis

Furthermore, the model fit has been assessed through employing a confirmatory factor analysis by using LISREL 8.0. The fit indices delineated a high model fit, as the goodness-of-fit index (GFI) is 0.93, the adjusted goodness-of-fit index (AGFI) is 0.90, the normed fit index (NFI) is 0.97, the comparative fit index (CFI) is 0.98, and the root mean square error of approximation (RMSEA) is 0.064. All the values of the fit indices obviously demonstrate a satisfactory model fit, proving the appropriateness of the model for further analyses.

**Table 4.1** *Factor Loadings & Communalities of Research Variables (N=361)*

	Component		Communality
	1	2	
PCV1	.825		.760
PCV2	.800		.678
PCV3	.750		.573
OCC1	0.706		0.53
OCA1	0.818		0.726
OCB1	0.743		0.618
OCB2	.736		.551
OCC2	.622		.429
OCC3	.719		.537
OCB3	.764		.636
PCH1		.723	.594
PCE2		.743	.689
PCO2		.764	.674
PCE3		.687	.555
PCO3		.681	.582

### 4.3. Measurement Reliability Test

The questionnaire encompasses three variables, with the Cronbach's alpha for each expected to be no less than 0.7, a commonly accepted guideline for a well-established questionnaire in the literature. Accordingly, the Cronbach's alpha was calculated for the variables' items to assess their consistency. For the PCV variable, three items were proved to have a Cronbach's alpha of 0.9, which is considered high reliability. In addition, the seven items for OC yielded a Cronbach's alpha of 0.9, displaying high reliability. Finally, the five items for PC resulted in a Cronbach's alpha of 0.85; a high value showing a high reliability scale. Moreover, the construct reliability of the research variables was calculated; PCV = 0.91, OC = 0.92, PC = 0.83, which all exceed 70%; hence, the construct reliability has been attained.

### 4.4. Measurement Validity Test

Conducting validity tests are crucial for ensuring accuracy in further model analyses. It emphasizes the accuracy of the measurement, ensuring the evaluation of what it intends to measure (Saunders, et al., 2020). The convergent validity is attained when the average of factor loadings exceeds 70%, whereas the divergent validity is established when the average variance extracted is greater than the square of the correlation estimates (Hair, et al., 2019). Accordingly, convergent validity has been established for all questionnaire items, as the average of their factor loadings is greater than 0.7. Similarly, divergent validity is achieved by calculating the average variance of the items' factor loadings, which has been proved to be higher than the square of their correlation coefficients (as shown in Table 4.2).

**Table 4.2** Average Factor Loadings and Average Variance Extracted for the Variables

Variables	AFL	AVE	Validity
PCV	0.81	0.81	Valid
OC	0.773	0.6	Valid
PC	0.78	0.61	Valid

### 4.5. Correlation Matrix

established for all questionnaire items, as the average of their factor loadings is greater than 0.7. Similarly, divergent validity is achieved by calculating the average variance of the items' factor loadings, which has been proved to be higher than the square of their correlation coefficients (as shown in Table 4.2).

Pearson correlation test was employed in SPSS 26 to measure the strength, significance, and direction of the relationships among the research variables. It is obvious that PCV and OC are highly, positively, and significantly correlated ( $r = 0.809$ ,  $p < 0.001$ ). Conversely, PC is moderately, negatively, and significantly correlated to both PCV and OC; ( $r = -0.437$ ,  $p < 0.001$ ,  $r = -0.442$ ,  $p < 0.001$ , respectively) (as shown in Table 4.3).

**Table 4.3** Correlation Coefficients and P-Values of the Research Variables (N=361)

	PCVM	OCM	PCM
PCV	1		
OC	.800** .000	1	
PC	-.434** .000	-.439** .000	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

#### 4.6. Descriptive Statistics

Descriptive statistics were applied to the three variables of the current research. Sekaran and Bougie (2016) observed that this preliminary type of statistics assists the researcher to provide insight to the dataset. This approach presents the data in a direct and informative manner. In addition, it demonstrates the respondents' reactions to the items in the questionnaire and how good the measures and items are (Sekaran & Bougie, 2016). Subsequently, the mean, standard deviation, maximum, and minimum values, are computed for the three research variables. More detailed descriptive analyses were conducted on the different items measuring each of the studied variables.

With regard to the independent variable, PCV, the means are slightly below 3. In particular, the items PCV1 (M = 2.92, SD = 1.231), PCV2 (M = 2.76, SD = 1.198), and PCV3 (M = 2.52, SD = 1.152) highlight that the sample disagrees with perceiving betrayal, anger, or the violation of contracts by the organization. Conversely, the OC variable includes seven items. The highest is OCB2 (M = 3.26, SD = 1.242), where the majority of the sample agrees on expressing the negativity they perceive toward their organization to friends outside work. The following items are OCC3 (M = 3.19, SD = 1.165) and OCC1 (M = 3.19, SD = 1.163), indicating that the sample members are between agreement and indecisiveness, with regard to whether the organization's actions conform to its words or generally upholds its promises. Similarly, the sample is between the disagreement and indecisiveness concerning criticizing their organization, with OCB3 demonstrating a mean of 2.95 and a standard deviation of 1.249 (as shown in Table 4.4).

Finally, the agreement is high with the dependent variable means. PC includes five items, with means ranging from 3.98 to 3.50. Specifically, PCH1 (M = 3.98, SD = 0.853) with the means minimally less than 4, indicating that the sample agrees on the pursuit of the participants' personal goals and the identification of solutions to emerging obstacles. The means of PCE2 (M = 3.78, SD = 0.933) and PCO2 (M = 3.71, SD = 0.964) are comparatively lower, demonstrating the sample agreement on their self-confidence with regard to setting goals and optimism for the future. In contrast, the lowest means are observed for PCE3 (M = 3.64, SD = 0.948) and PCO3 (M = 3.50, SD = 0.931), delineating the sample's agreement with their confident contributions to strategy-setting discussions, determination to manage work-related stress, and optimism in an unpredictable environment (as shown in Table 4.4).



Moreover, the one-way ANOVA reveals no significant difference when comparing the academic rank groups, with respect to their perceptions of OC and PCV. Concerning OC, no difference is observed among the five groups  $F(4, 356) = 0.794$ ,  $p > 0.05$ , and the means among the groups are highly similar; associate professors ( $M = 3.1$ ,  $SD = 1.025$ ), professors ( $M = 3.1$ ,  $SD = 1.015$ ), teaching assistants ( $M = 3.19$ ,  $SD = 0.925$ ), lecturers ( $M = 3.23$ ,  $SD = 0.899$ ), and assistant lecturers ( $M = 3.36$ ,  $SD = 0.892$ ). This illustrates how the sample's discrepant academic ranks exhibit a mild sense of cynicism toward their organizations. The differences are less obvious among the groups, regarding their sense of PC, in which  $F(4, 356) = 1.42$ ,  $p > 0.05$ , as the means of the five groups demonstrate no significant differences; associate professors ( $M = 2.56$ ,  $SD = 1.197$ ), professors ( $M = 2.59$ ,  $SD = 1.197$ ), lecturers ( $M = 2.66$ ,  $SD = 1.066$ ), teaching assistants ( $M = 2.71$ ,  $SD = 1.036$ ), and assistant lecturers ( $M = 2.96$ ,  $SD = 1.087$ ). Despite the absence of significant differences in how the various groups of the sample perceive PCV, lecturer assistants are found to experience it the most ( $M = 2.9$ ,  $SD = 1.087$ ), compared to their counterparts; teaching assistants ( $M = 2.7$ ,  $SD = 1.036$ ), lecturers ( $M = 2.7$ ,  $SD = 1.066$ ), professors ( $M = 2.6$ ,  $SD = 1.063$ ), and associate professors ( $M = 2.6$ ,  $SD = 1.197$ ). In contrast, there is a significant difference among the groups with respect to their sense of PC, with  $F(4, 356) = 2.893$ ,  $p < 0.05$ , where the difference is obvious between assistant lecturers ( $M = 3.5$ ,  $SD = 0.739$ ) and rest of the group; lecturers ( $M = 3.75$ ,  $SD = 0.762$ ), professors ( $M = 3.78$ ,  $SD = 0.808$ ), associate professors ( $M = 3.81$ ,  $SD = 0.647$ ), and teaching assistants ( $M = 3.86$ ,  $SD = 0.661$ ). This illustrates how teaching assistants exhibit higher levels of positive psychological resources compared to the rest of the academic ranks (as shown in Tables 4.5 and 4.6).

In addition, a two independent samples t-test was conducted to compare the sample groups' means by gender. The results clarify the absence of significant discrepancies among the sample groups in relation to the three research variables:  $F(4, 159) = 3.027$  for PCV,  $F(4, 159) = 0.087$ ,  $P > 0.05$  for OC, and  $F(4, 159) = 0.003$ ,  $p > 0.05$  for PC (as shown in Table 4.7). These findings indicate that there is no significant difference between male and female academics regarding their perceptions of PCV ( $M = 2.27$ ,  $SD = 1.162$  for males,  $M = 2.7$ ,  $SD = 1.105$  for females), their sense of OC ( $M = 3.13$ ,  $SD = 0.918$  for males,  $M = 3.26$ ,  $SD = 0.921$  for females), in addition to their positive resources of PC ( $M = 3.37$ ,  $SD = 0.712$  for males,  $M = 3.7$ ,  $SD = 0.732$  for females) (as shown in Tables 4.7 and 4.8).

**Table 4.4** Descriptive Statistics for the Questionnaire Items (N = 361)

	Minimum	Maximum	Mean	Std. Deviation
PCV1	1	5	2.92	1.231
PCV2	1	5	2.76	1.198
PCV3	1	5	2.52	1.152
PCVT	1	5	2.73	1.078
OCC1	1	5	3.19	1.163
OCB1	1	5	3.25	1.102
OCB2	1	5	3.26	1.242
OCC2	1	5	3.71	1.085
OCC3	1	5	3.19	1.165
OCB3	1	5	2.95	1.249
OCT	1	5	3.26	0.909
PCH1	1	5	3.98	.853
PCE2	1	5	3.78	.933
PCO2	1	5	3.71	.964
PCE3	1	5	3.64	.948
PCO3	1	5	3.50	.931
PCT	1	5	3.83	0.564

**Table 4.5** ANOVA Test for Detecting Differences Among the Sample Groups (N = 361)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
<b>PCV</b>	TA	99	2.7071	1.03597	.10412	2.5005	2.9137
	Ass. Lect.	89	2.9550	1.08732	.11526	2.7260	3.1841
	Lect.	115	2.6580	1.06646	.09945	2.4610	2.8550
	Ass. Prof.	34	2.5588	1.19688	.20526	2.1412	2.9764
	Prof.	24	2.5972	1.06314	.21701	2.1483	3.0462
	Total	361	2.7313	1.07847	.05676	2.6197	2.8429
<b>OC</b>	TA	99	3.1898	.92543	.09301	3.0053	3.3744
	AL	89	3.3563	.89186	.09454	3.1685	3.5442
	Lect.	115	3.2278	.88860	.08286	3.0637	3.3920
	Ass. Prof.	34	3.0908	1.02515	.17581	2.7331	3.4485
	Prof.	24	3.0913	1.01503	.20719	2.6627	3.5199
	Total	361	3.2271	.92047	.04845	3.1318	3.3224
<b>PC</b>	TA	99	3.8646	.66089	.06642	3.7328	3.9964
	Ass. Lect.	89	3.5199	.73895	.07833	3.3643	3.6756
	Lect.	115	3.7543	.76197	.07105	3.6136	3.8951
	Ass. Prof.	34	3.8078	.64690	.11094	3.5821	4.0335
	Prof.	24	3.7760	.80834	.16500	3.4347	4.1173
	Total	361	3.7333	.73015	.03843	3.6577	3.8088

**Table 4.6** Descriptive Statistics in Terms of Academic Rank (N = 361)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
<b>PCV</b>	TA	99	2.7071	1.03597	.10412	2.5005	2.9137
	Ass. Lect.	89	2.9550	1.08732	.11526	2.7260	3.1841
	Lect.	115	2.6580	1.06646	.09945	2.4610	2.8550
	Ass. Prof.	34	2.5588	1.19688	.20526	2.1412	2.9764
	Prof.	24	2.5972	1.06314	.21701	2.1483	3.0462
	Total	361	2.7313	1.07847	.05676	2.6197	2.8429
<b>OC</b>	TA	99	3.1898	.92543	.09301	3.0053	3.3744
	AL	89	3.3563	.89186	.09454	3.1685	3.5442
	Lect.	115	3.2278	.88860	.08286	3.0637	3.3920
	Ass. Prof.	34	3.0908	1.02515	.17581	2.7331	3.4485
	Prof.	24	3.0913	1.01503	.20719	2.6627	3.5199
	Total	361	3.2271	.92047	.04845	3.1318	3.3224
<b>PC</b>	TA	99	3.8646	.66089	.06642	3.7328	3.9964
	Ass. Lect.	89	3.5199	.73895	.07833	3.3643	3.6756
	Lect.	115	3.7543	.76197	.07105	3.6136	3.8951
	Ass. Prof.	34	3.8078	.64690	.11094	3.5821	4.0335
	Prof.	24	3.7760	.80834	.16500	3.4347	4.1173
	Total	361	3.7333	.73015	.03843	3.6577	3.8088

**Table 4.7** Two Independent Samples t-test for Comparing Sample Groups in Terms of Gender (N = 361)

	F	Sig.	t	df	Sig. (2- tailed)	Mean Diff.	Std. Error Diff.	95% Confidence Interval of the Difference	
								Lower	Upper
<b>PCV</b>	3.027	.083	-0.064	359	.949	-.00852	.13343	-.27092	.25388
			-0.061	131.500	.952	-.00852	.14055	-.28655	.26950
<b>OC</b>	.087	.768	-1.137	359	.256	-.12921	.11368	-.35277	.09434
			-1.139	142.573	.257	-.12921	.11347	-.35352	.09509
<b>PC</b>	.003	.957	1.953	359	.052	.17549	.08986	-.00123	.35221
			1.981	145.466	.049	.17549	.08859	.00040	.35058

**Table 4.8** Descriptive Statistics in Terms of Gender (N = 361)

Variable	Gender	N	Mean	Std. Deviation	Std. Error Mean
<b>PCV</b>	Male	86	2.7248	1.16279	.12539
	Female	275	2.7333	1.05295	.06350
<b>OC</b>	Male	86	3.1287	.91769	.09896
	Female	275	3.2579	.92085	.05553
<b>PC</b>	Male	86	3.8669	.71235	.07681
	Female	275	3.6915	.73190	.04413

#### 4.7. Hypotheses Testing

SEM was conducted on LISREL 8.0 to test the direct and indirect relationships proposed in the study. The results indicate a strong positive significant impact of PCV on OC ( $\beta = 0.93$ ,  $t = 14.68$ ,  $p < 0.001$ ); thus, the first hypothesis is verified. For the second hypothesis, the results reveal a strong, negative, and significant impact of OC on PCV ( $\beta = -0.53$ ,  $t = -8.11$ ,  $p < 0.001$ ); therefore, the second hypothesis is confirmed.

Moreover, the mediating role of OC in the indirect impact of PCV on PC is observed to be moderately negative and significant ( $\beta = -0.49$ ,  $t = -8.28$ ,  $p < 0.05$ ), hence confirming the alternative hypothesis (a summary of results is presented in Table 4.9).

**Table 4.9** Summary of the Study's Hypotheses Results ( $N = 361$ )

N	Hypotheses	Result
H1	There is a strong significant positive impact of psychological contract violation on organizational cynicism.	Supported
H2	There is a strong significant negative impact of organizational cynicism on psychological capital.	Supported
H3	Organizational cynicism mediates the impact of psychological contract violation on psychological capital.	Supported

## 5. Discussion, Implications, Limitations, Recommendations, and Conclusion

### 5.1. Discussion

The current study focuses on assessing the mediating role of OC in the impact of PCV on PC. The results demonstrate a strong positive significant impact of PCV on OC, as well as a strong positive significant impact of OC on PC. Furthermore, the mediation of OC in the impact of PCV on PC is revealed; hence, all the study's three hypotheses are confirmed. The results conform to the literature which clearly depicts the influential relationship between PCV and OC (Biswas, 2015; Brown, et al., 2022; Manxhari, 2015; Rajalakshmi & Naresh, 2018; Rousseau, et al., 2018; Savarimuthu & Rachael, 2017; Yang, et al., 2020; Zhao, et al., 2022), as well as the impact of OC on PC (Cherni & Guzen, 2021; Malodia & Vashisht, 2019; Stratman & Youssef-Morgan, 2019). Although OC has been excessively examined in the literature as an attitudinal outcome (Atalay, et al., 2022; Bari, et al., 2022; Megheirkouni, 2022; Reyes Flores, et al., 2019), there is a scarcity of studies examining it as a mediator (Bayram, Biçkes & Karaca, 2017; Dergisi, 2020; Tutar, Tuzcuoğlu & Sarkhanov, 2021). In this respect, the mediating role of OC on the impact of PCV on PC contributes to the existing knowledge, as the literature has primarily focused on PC as a coping strategy during challenges (Biswal & Srivastava, 2022; Carter & Youssef-Morgan, 2022; Da, et al., 2021, Grover, et al., 2018; Ho & Chan, 2022; Turliuc & Candel, 2022; Xu, et al., 2022; Yao, et al., 2022), without depicting how these challenges may deplete it.

Accordingly, several interpretations can be deduced from the attained results. First, PCV represents a psychological ordeal that can cause discrepant negative repercussions for academics. Although they are psychologically concealed, they can be expressed externally through cynical attitudes toward the organization. Furthermore, OC is the interpretive expression of whether academics perceive their psychological contracts as violated or not. It does not always serve as the final attitudinal response that academics resort to for expressing the negative psychological effects of PCV; it can also undermine their positive resources, which can act as defensive mechanisms against the challenges of business contexts. Despite the intricacy of academic psychology, the attitudinal outcomes provide insight into internal

psychological processes. Moreover, the current study provides a clearer perspective on the complexity of human psychology, where simple, direct relationships among the variables do not fully represent such complexity. Hence, focusing on the indirect impact of PCV on PC illuminates the true nature of human psychology. It also emphasizes the necessity for Egyptian private universities to address academics' PC, with the results confirming how perceived broken promises can instigate negative attitudes that undermine internal positive resources.

Focusing upon the demographic differences among the academics elucidates a variety of interpretations. Gender does not appear to be a source of discrepancy among academics, as no obvious distinctions emerge in their perceptions of PCV, OC, and PC. This reflects the similar levels of OC, PCV, and PC among male and female academics, asserting their rationality as knowledge professionals and suggesting that physiological differences among them have minimal impact on their attitudes toward their organization. Conversely, the academic rank depicts some differences among the academics' feelings. In this respect, the incongruence is clear among the academics with regard to their positive senses of PC, where junior academics appear to be more enthusiastic, open to challenges, and motivated to solve problems more than their senior counterparts. This can explain the fluctuations in career cycles that begin with high enthusiasm but may end with diminished positivity insofar as academics perceive their roles as routine.

The discriminant analysis presents conclusions concerning academics at Egyptian private universities. Due to the mid-academic crisis, assistant lecturers and lecturers reveal the highest levels of cynicism toward their organization. Their voices are not clear; therefore, cynicism could serve as a means of expressing internal negativity and releasing stress. Within the category of senior academics, associate professors and professors are not as cynical as those in mid-career stages. Moreover, academics generally seem to believe that their organization has not violated the agreed-upon psychological contracts, except for assistant lectures, who tend to be more indecisive, reflecting their uncertainty about their organizations' commitments. Notably, this phase in the academics' careers is characterized by uncertainties, reassessments, and renewals; therefore, indecisiveness about their PCV is merely part of their overall career complexities. Similarly, assistant lecturers demonstrate the least levels of PC; however, the mid-career crisis appears to be exacerbated by the struggle of earning tenure, gaining voices, and getting promoted, resulting in stressful uncertainty among those academics regarding the potential for their career advancement in the future.

## **5.2. Theoretical Implications**

The theoretical implications of this study entail the integration of theories that can best analyze the research problem. Numerous studies examining either psychological contracts breach or violation have been concerned mainly with empirical tests of the psychological contract theory (Biswas, 2015; Davis & Mountjoy, 2021; De Clercq, et al., 2020; Dixon-Fowler, et al., 2020; Kraak, et al., 2017; Liang, et al., 2022; Persson & Wasieleski, 2015; Rousseau, et al., 2018). In this respect, the focus has primarily

been on the way the parties concerned to these contracts perceive whether the contracts, representing obligations, responsibilities, and duties, are violated. However, the psychological transformation toward a positive repertoire and the complexity of such alterations in the psychological state, as a result of violated psychological contracts, cannot be adequately analyzed solely through the psychological contract theory. Hence, investigating the psychological contract violation from the perspective of the negative bias theory and the appraisal theory contributes to the literature on employees' positive psychology. Specifically, the current paper thoroughly analyzes how the perception of unfulfilled commitments within the framework of the psychological contract theory; the severe negative reactions instigated by the negativity of the stimulus, based on the negative bias theory; and the depletion of internal positive resources, according to the appraisal theory, can illuminate the psychological complexity of human nature.

Furthermore, this paper highlights the dynamism of the appraisal theory. The literature is extensive in empirical studies using the appraisal theory to examine how individuals appraise the surrounding stimuli, react to them, and generate appropriate coping strategies if such stimuli are perceived as negative. However, contemporary theorists of the appraisal theory emphasize that it is dynamic and idiosyncratic, where the appraisal episodes are not always constructive regarding perceptions, feelings, and reactions; in certain cases, the appraisal process may not end in an attitude or a behavior, resulting in less constructive outcomes (Israel, 2020; Moors, et al., 2013; Moors, et al., 2021). This aligns with the dynamism of the psychological contract theory that operates at a higher-order subconscious level (Davis & Mountjoy, 2021; Griep & Bankins, 2022; Wiechers, et al., 2022) similar to the PC, which is a higher order variable (Ali, et al., 2022; Carter & Youssef-Morgan, 2022; Dirzyte & Patapas, 2022; Guo, et al., 2021), indicating the complexity of the human nature, especially among highly educated individuals such as academics. However, the current paper contributes to understanding this complexity through the integration of theories; hence, the research model can be considered an addition to the literature of academics' psychology and a modest attempt to emphasize the indirect relationship of this psychology with the excellence of Egyptian private universities, including their international ranking.

### **5.3. Practical Implications**

For practical implications, this paper underscores the significance of psychological contracts despite their intangible nature. Corporates generally prioritize official written contracts due to their legal enforceability, yet insufficient attention is directed toward the type of HR practices that influence employees' psychological contracts. Private universities in Egypt may emphasize the appropriateness of hired academics based on their technical and skillful qualifications, whereas insufficient focus is directed to the HR practices that fulfill rather than violate those academics' psychological contracts. This can be addressed through satisfaction surveys gathering academics' opinions concerning the effectiveness of the different HR practices and

activities adopted, ensuring that such practices are not merely for satisfying shareholders' interests, but also for developing a work environment based on fairness, accuracy, and standardization.

Moreover, prestigious empowerment is suggested to be retained for academics as an attempt to enhance their PC. The Egyptian private universities have been burdened by managerial practices, treating academics as corporate employees rather than professional knowledge workers. This has led to a gradual degradation due to the students' massification problem, accompanied by less empowered and more hierarchically managed academics. Furthermore, relying on standardizing work to such an extent can be construed as a violation of the core purpose of hiring knowledge professionals. Academics lack the autonomy to choose the content, materials, assignments, and assessments they consider appropriate. In many cases, due to the bureaucratic hierarchy, academics are required to follow the imposed instructions, even though this may contradict with the expectations set during the processes of recruitment, hiring, and contract agreement. Consequently, this may obstruct the psychological relief experienced by academics. Accordingly, HR specialists should establish systems that minimize such extreme centralism, which has undermined the resourceful, positive attributes of academics. Moreover, HR specialists need to be mindful of the embedded messages conveyed through practices and policies, as a depleted PC is likely to demotivate academics, hindering their ability to achieve scientific advancements that contribute to the university's global ranking.

All fields have continuously been involved in integrating technologies to improve work operations; however, there remains a clear gap in HR management practices within higher educational institutions. Accordingly, the field of HR in private universities should include technologies within their systems in order to promote standardization as well as objectivity, especially when it is related to managing intellectual resources such as academics. Therefore, integrating software systems specifically designed to manage universities should facilitate the direct and instant application of HR practices, since knowledge workers, such as academics, require specialized HR technology systems, like 'University and Campus Management Software' for assessing, managing, and appropriately rewarding them to ensure their psychological contracts are not perceived as violated.

#### **5.4. Limitations and Future Recommendations**

Limitations are a common aspect in any body of knowledge, as the process of learning process is infinite. Accordingly, this study is limited to investigating the indirect impact of PCV on the PC of academics in Egyptian private universities, through the mediating role of OC. Thus, future research should focus on public universities, where HR systems are significantly discrepant, leading to different types of psychological contracts and employee-organization psychological interactions. The methodology is based on a cross-sectional, quantitative, and questionnaire-based examination; hence, future researchers could explore longitudinal qualitative analyses to provide a more thorough comprehension of the psychological mechanisms of

academics' perceptions, emotions, and positive behaviors. Moreover, comparative studies on the efficiency and effectiveness of HR systems in fulfilling psychological contracts, as well as studies comparing Egyptian private universities with foreign universities to which most of them are affiliated, could provide a valuable future resource of knowledge to the literature.

## 6. Conclusion

In summary, this study focuses on analyzing the impact of Egyptian private universities academics' PCV on their PC through the mediating role of OC. The results confirm the validity of the three hypotheses, indicating the importance of emphasizing the type of HR practices that would satisfy academics' psychological contracts and enhance their psychological well-being rather than diminishing them.

## References

- Ababneh, K. I., Dedousis, E., & Braendle, U. (2022). Employees' reactions to supervisors' fulfillment/non-fulfillment of psychological contract promises: an experimental field study. *Employee Relations: The International Journal*.
- Al-Ghazali, B. M., & Afsar, B. (2022). Impact of psychological capital on mental health, readiness for organizational change, and job insecurity: hotel employees' perspective in COVID-19. *Journal of Tourism Futures*.
- Ali, I., Khan, M. M., Shakeel, S., & Mujtaba, B. G. (2022). Impact of psychological capital on performance of public hospital nurses: the mediated role of job Embeddedness. *Public Organization Review*, 22(1), 135-154.
- Amira, M. (2017, September). Higher education and development in Egypt. In *The African Symposium (TAS)* (Vol. 16, No. 1, pp. 63-73).
- Arslan, M. (2018). Organizational cynicism and employee performance: Moderating role of employee engagement. *Journal of Global Responsibility*.
- Asante, E. A., Oduro, F., Danquah, B., Dei Mensah, R., Dartey-Baah, K., & Affum-Osei, E. (2022). From being sacked to being unwell: A conservation of resources view on the effects of psychological contract violation on layoff victims' wellbeing. *Human Resource Management Journal*.
- Atalay, M. O., Aydemir, P., & Acuner, T. (2022). The influence of emotional exhaustion on organizational cynicism: The sequential mediating effect of organizational identification and trust in organization. *SAGE Open*, 12(2), 21582440221093343.
- Bankins, S. (2015). A process perspective on psychological contract change: Making sense of, and repairing, psychological contract breach and violation through employee coping actions. *Journal of Organizational Behavior*, 36(8), 1071-1095.
- Bari, M. W., Qurrah-tul-ain, Abrar, M., & Fanchen, M. (2022). Employees' responses to psychological contract breach: The mediating role of organizational cynicism. *Economic and Industrial Democracy*, 43(2), 810-829.
- Bartlett, J.E., Kotlik, J.W. and Higgins, C.C. (2001) Organizational Research: Determining Appropriate Sample Size in Survey Research. *Information Technology, Learning, and Performance Journal*, 19, 43-50.
- Bayram, A., Biçkes, D. M., Karaca, M., & Çakı, C. (2017). The role of mediation of the organizational cynicism the relationship between leader-member exchange and job performance: an examination on the elementary teachers of public personnel in Central Anatolia Region.



- Braganza, A., Chen, W., Canhoto, A., & Sap, S. (2021). Productive employment and decent work: The impact of AI adoption on psychological contracts, job engagement and employee trust. *Journal of business research*, 131, 485-494.
- Brandes, P.M. (1997). Organizational cynicism: Its nature, antecedents, and consequences. Yayınlanmamış Doktora Tezi. Cincinnati Üniversitesi Brown, M., Cregan, C., Kulik, C. T., & Metz, I. (2022). Managing voluntary collective turnover: the impact of a cynical workplace climate. *Personnel Review*, 51(2), 715-730.
- CAPMAS. (2023). *Teaching Staff of Private Universities in Greater Cairo*. Cairo: Central Agency for Public Mobilization And Statistics.
- Carter, J. W., & Youssef-Morgan, C. (2022). Psychological capital development effectiveness of face-to-face, online, and Micro-learning interventions. *Education and Information Technologies*, 27(5), 6553-6575.
- Clarke, M., & Scurry, T. (2020). The role of the psychological contract in shaping graduate experiences: a study of public sector talent management programmes in the UK and Australia. *The International Journal of Human Resource Management*, 31(8), 965-991.
- Coyle-Shapiro, J. A. M., Pereira Costa, S., Doden, W., & Chang, C. (2019). Psychological contracts: Past, present, and future. *Annual Review of Organizational Psychology and Organizational Behavior*, 6, 145-169.
- Da, S., Zhu, Z., Cen, H., Gong, X., Siu, O. L., & Zhang, X. (2021). Psychological capital, positive affect, and organizational outcomes: A three-wave cross-lagged study. *Journal of Pacific Rim Psychology*, 15, 18344909211010514.
- Davis, T. S., & Mountjoy, K. J. (2021). Impact of Psychological Contract Violations: Stories from Educators. *International Journal for Business Education*, 161, 9-22.
- De Clercq, Dirk, Haq, Inam Ul and Azeem, Muhammad Umer (2020) Perceived contract violation and job satisfaction: buffering roles of emotion regulation skills and workrelated self-efficacy. *International Journal of Organizational Analysis*, 28(2), pp. 383-398 can be found at <https://doi.org/10.1108/IJOA-07-2019-1837>
- Dello Russo, S., & Stoykova, P. (2015). Psychological capital intervention (PCI): A replication and extension. *Human Resource Development Quarterly*, 26(3), 329-347.
- Demerouti, E., Xanthopoulou, D., & Bakker, A. B. (2018). How do cynical employees serve their customers? A multi-method study. *European Journal of Work and Organizational Psychology*, 27(1), 16-27.
- Dirzyte, A., & Patapas, A. (2022). Positive organizational practices, life satisfaction, and psychological capital in the public and private sectors. *Sustainability*, 14(1), 488.
- Dixon-Fowler, H., O'Leary-Kelly, A., Johnson, J., & Waite, M. (2020). Sustainability and ideology-infused psychological contracts: An organizational-and employee-level perspective. *Human Resource Management Review*, 30(3), 100690.
- Doci, E., Knappert, L., Nijs, S., & Hofmans, J. (2023). Unpacking psychological inequalities in organisations: Psychological capital reconsidered. *Applied Psychology*, 72(1), 44-63.
- Dowding, K., & Lima, E. L. (2018). Models and Stories in Social Science. DOI: [10.13140/RG.2.2.13480.26886](https://doi.org/10.13140/RG.2.2.13480.26886)
- Durrah, O., Chaudhary, M., & Gharib, M. (2019). Organizational cynicism and its impact on organizational pride in industrial organizations. *International journal of environmental research and public health*, 16(7), 1203
- Ellsworth, P. C. (2013). Appraisal theory: Old and new questions. *Emotion Review*, 5(2), 125-131.
- Estreder, Y., Tomás, I., Ramos, J., & Gracia, F. J. (2021). It is hard to forget what comes around: Time-lagged effects of employers' non-fulfillment of psychological contract. *Human Resource Development Quarterly*, 32(3), 349-361.
- Gervasi, D., Faldetta, G., Zollo, L., & Lombardi, S. (2022). Does TMX affect instigated incivility? The role of negative reciprocity and psychological contract violation. *Management Decision*.

- Gkorezis, P., Petridou, E., & Krouklidou, T. (2015). The detrimental effect of machiavellian leadership on employees' emotional exhaustion: Organizational cynicism as a mediator. *Europe's journal of psychology*, 11(4), 619.
- Goswami, M. (2021). Analysis of psychological contract influence on employee commitment. *Materials Today: Proceedings*, 37, 2670-2676.
- Griep, Y., & Bankins, S. (2022). The ebb and flow of psychological contract breach in relation to perceived organizational support: Reciprocal relationships over time. *Economic and Industrial Democracy*, 43(1), 344-361.
- Guo, Y. F., Cross, W. M., Lam, L., Plummer, V., Wang, X. X., & Wang, S. S. (2021). Association between psychological capital and spiritual care competencies of clinical nurses: A multicentre cross-sectional study. *Journal of Nursing Management*, 29(6), 1713-1722.
- Haak-Saheem, W., Woodrow, C., & Brewster, C. (2021). Low-status expatriates in the United Arab Emirates: a psychological contract perspective. *The International Journal of Human Resource Management*, 1-25.
- Habibi, N., & El Hamidi, F. (2016). Why are Egyptian youth burning their university diplomas? The overeducation crisis in Egypt. *Middle East Brief*, Brandeis University, Crown Center for Middle East Studies, (102), September 2016. Available at <https://www.brandeis.edu/crown/publications/meb/MEB102.pdf>
- Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2019). *Multivariate Data Analysis* (8th ed.). England: Pearson Prentice.
- Hammouri, Q., Altaher, A. M., Rabaa'i, A., Khataybeh, H., & Al-Gasawneh, J. A. (2022). Influence OF Psychological Contract Fulfillment on Job Outcomes: A Case of the Academic Sphere In Jordan. *Problems and Perspectives in Management*, 20(3), 62-71.
- Haski-Leventhal, D., Paull, M., Young, S., MacCallum, J., Holmes, K., Omari, M., & Alony, I. (2020). The multidimensional benefits of university student volunteering: Psychological contract, expectations, and outcomes. *Nonprofit and Voluntary Sector Quarterly*, 49(1), 113-133.
- Hassan, A. A., & Elsetouhi, A. (2023). The Relationship between Ethical Leadership and Organizational Cynicism in Egyptian Tax Authority Employees. *المجلة العلمية للدراسات والبحوث المالية والتجارية*, 4(1), 445-487.
- Herrera, J., & De Las Heras-Rosas, C. (2021). The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology*, 11, 609211.
- Ho, H. C., & Chan, Y. C. (2022). Flourishing in the workplace: A one-year prospective study on the effects of perceived organizational support and psychological capital. *International journal of environmental research and public health*, 19(2), 922.
- Huang, L., & Zhang, T. (2022). Perceived social support, psychological capital, and subjective well-being among college students in the context of online learning during the COVID-19 pandemic. *The Asia-Pacific Education Researcher*, 31(5), 563-574.
- Hsu, S. H., Wang, Y. C., Chen, Y. F., & Dahlgaard-Park, S. M. (2014). Building business excellence through psychological capital. *Total Quality Management & Business Excellence*, 25(11-12), 1210-1223.
- Imenda, S. (2014). Is there a conceptual difference between theoretical and conceptual frameworks?. *Journal of social sciences*, 38(2), 185-195.
- Israel, L. (2020). *The cognitive emotion process* (Doctoral dissertation, lmu).
- Kakarika, M., González-Gómez, H. V., & Dimitriades, Z. (2017). That wasn't our deal: A psychological contract perspective on employee responses to bullying. *Journal of Vocational Behavior*, 100, 43-55.
- Kim, S. M., & Jo, S. J. (2022). An Examination of the Effects of Job Insecurity on Counterproductive Work Behavior Through Organizational Cynicism: Moderating Roles of Perceived Organizational Support and Quality of Leader-Member Exchange. *Psychological Reports*, 00332941221129135.

- Kocoglu, M. (2014). Cynicism as a mediator of relations between job stress and work alienation: a study from a developing country-Turkey. *Global Business and Management Research*, 6(1), 24.
- Kraak, J. M., Lunardo, R., Herrbach, O., & Durrieu, F. (2017). Promises to employees matter, self-identity too: Effects of psychological contract breach and older worker identity on violation and turnover intentions. *Journal of Business Research*, 70, 108-117.
- Kun, A., & Gadanez, P. (2022). Workplace happiness, well-being and their relationship with psychological capital: A study of Hungarian teachers. *Current Psychology: A Journal for Diverse Perspectives on Diverse Psychological Issues*.
- Latorre, F., Ramos, J., Gracia, F. J., & Tomás, I. (2020). How high-commitment HRM relates to PC violation and outcomes: The mediating role of supervisor support and PC fulfilment at individual and organizational Lazarus, J. (2021). Negativity bias: An evolutionary hypothesis and an empirical programme. *Learning and Motivation*, 75, 101731.
- Lee, C. H., & Chen, C. W. (2021). Similar or different? When Cross-Strait employees face psychological contract violations. *Chinese Management Studies*.
- Liang, H., Shi, X., Yang, D., & Liu, K. (2022). Impact of mindfulness on construction workers' safety performance: The mediating roles of psychological contract and coping behaviors. *Safety science*, 146, 105534.
- Li, J., & Dai, L. (2015). A review of psychological contract. *Psychology*, 6(12), 1539.
- Luthans, F., & Avolio, B. J. (2014). Brief summary of psychological capital and introduction to the special issue. *Journal of Leadership & Organizational Studies*, 21(2), 125-129.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). Psychological capital: Developing the human competitive edge: Oxford University Press.
- Luthans F, Youssef-Morgan CM, Avolio B. (2015). Psychological Capital and Beyond. New York: Oxford Univ. Press Luthans, F., & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach.
- Maia, L. G., Bal, P. M., & Bastos, A. V. B. (2019). Changes to newcomers' psychological contract over time: the interactive effects of the fulfilment of employer and employee obligations. *Universitas Psychologica*, 18(1), 1-13.
- Malhotra, N., Sahadev, S., & Purani, K. (2017). Psychological contract violation and customer intention to reuse online retailers: Exploring mediating and moderating mechanisms. *Journal of Business Research*, 75, 17-28.
- Manxhari, M. (2015). Employment relationships and the psychological contract: The case of banking sector in Albania. *Procedia-Social and Behavioral Sciences*, 210, 231-240.
- Matteson, M. L., & Hankinson, E. (2018). Getting off on the right foot: Psychological contracts, socialization theory and library student workers. *The Journal of Academic Librarianship*, 44(4), 486-492.
- Megheirkouni, M. (2022). Psychological contract, leadership, and job satisfaction: an empirical investigation into the non-profit sports sector. *Annals of Leisure Research*, 25(2), 203-226.
- Mohamed, I., A. & Ali, R. M. (2020). Organizational Cynicism and its effect on Staff Nurses Job Embeddedness and Organizational Citizenship Behaviors. *Biomedicine and Nursing*, 6(2), 10-21.
- Moors, A., Boddez, Y., & De Houwer, J. (2017). The power of goal-directed processes in the causation of emotional and other actions. *Emotion Review*, 9(4), 310-318.
- Moors, A., Ellsworth, P. C., Scherer, K. R., & Frijda, N. H. (2013). Appraisal theories of emotion: State of the art and future development. *Emotion Review*, 5(2), 119-124.
- Moors, A., Van de Cruys, S., & Pourtois, G. (2021). Comparison of the determinants for positive and negative affect proposed by appraisal theories, goal-directed theories, and predictive processing theories. *Current Opinion in Behavioral Sciences*, 39, 147-152.
- Montes, S. D., Rousseau, D. M., & Tomprou, M. (2015). Psychological contract theory. *Wiley Encyclopedia of Management*, 1-5.

- Nafei, W. (2015). The effects of psychological capital on employee attitudes and employee performance: A study on teaching hospitals in Egypt. *International Journal of Business and Management*, 10(3), 249-270.
- Nan, J., & Selamat, M. H. (2022). MANAGING EMPLOYEE CYNICISM USING ORGANIZATIONAL JUSTICE PRACTICES AND SUPPORT—A CASE OF CHINESE BANKING INDUSTRY. *Polish Journal of Management Studies*, 25(2), 218-233.
- Novitasari, D., Siswanto, E., Purwanto, A., & Fahmi, K. (2020). Authentic Leadership and Innovation: What is the Role of Psychological Capital?. *International Journal of Social and Management Studies*, 1(1), 1-21.
- Okun, O. (2022). The positive face of human capital, psychological capital, and well-being. In *Research anthology on changing dynamics of diversity and safety in the workforce* (pp. 203-222). IGI Global.
- Paillé, P., Raineri, N., & Valeau, P. (2016). The effects of the psychological contract among professional employees working in non-professional organizations. *relations inDustrielles/inDustrial relations*, 71(3), 521-543.
- Pariona-Cabrera, P., Meacham, H., Tham, T. L., Cavanagh, J., Halvorsen, B., Holland, P., & Bartram, T. (2023). The buffering effects of psychological capital on the relationship between physical violence and mental health issues of nurses and personal care assistants working in aged care facilities. *Health care management review*, 48(1), 42-51.
- Park, J., & Kim, H. J. (2019). How and when does abusive supervision affect hospitality employees' service sabotage?. *International Journal of Hospitality Management*, 83, 190-197.
- Paul, R. K. (2006). Multicollinearity: Causes, effects and remedies. *IASRI, New Delhi*, 1(1), 58-65.
- Peng, K. Z., Wong, C. S., & Song, J. L. (2016). How do Chinese employees react to psychological contract violation?. *Journal of World Business*, 51(5), 815-825.
- Persson, S., & Wasieleski, D. (2015). The seasons of the psychological contract: Overcoming the silent transformations of the employer–employee relationship. *Human Resource Management Review*, 25(4), 368-383.
- Petery, G. A., Parker, S. K., & Zozak, L. (2021). The importance of psychological contracts for safe work during pandemics. *Industrial and Organizational Psychology*, 14(1-2), 290-295.
- Platania, S., & Paolillo, A. (2022). Validation and measurement invariance of the Compound PsyCap Scale (CPC-12): A short universal measure of psychological capital. *Anales de Psicología/Annals of Psychology*, 38(1), 63-75.
- Rajalakshmi, M., & Naresh, B. (2018). Influence of psychological contract on workplace bullying. *Aggression and violent behavior*, 41, 90-97.
- Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525–546. Retrieved from: [https://doi.org/10.1002/1099-1379\(200008\)21:5<525::AID-](https://doi.org/10.1002/1099-1379(200008)21:5<525::AID-)
- Ronnie, L., Du Plessis, M., & Walters, C. (2022). Women academics and the changing psychological contract during COVID-19 lockdown. *Frontiers in Psychology*, 4780.
- Roseman, I. J., & Smith, C. A. (2001). Appraisal theory. *Appraisal processes in emotion: Theory, methods, research*, 3-19.
- Rousseau, D. M., Hansen, S. D., & Tomprou, M. (2018). A dynamic phase model of psychological contract processes. *Journal of Organizational Behavior*, 39(9), 1081-1098.
- Rozin, P., & Royzman, E. B. (2001). Negativity bias, negativity dominance, and contagion. *Personality and social psychology review*, 5(4), 296-320.
- Saleem, S., Rasheed, M. I., Malik, M., & Okumus, F. (2021). Employee-fit and turnover intentions: The role of job engagement and psychological contract violation in the hospitality industry. *Journal of Hospitality and Tourism Management*, 49, 385-395.
- Samuel, O. M., & Engelbrecht, A. S. (2021). How transformational leadership, psychological contract violation, empowerment and affective commitment influence employee's intention to quit an organisation. *South African Journal of Business Management*, 52(1), 12.

- Saunders, M. N. K., Lewis, P. & Thornhill, A. (2020). *Research Methods for Business Students* (8<sup>th</sup> ed.). London: Pearson Publications.
- Savarimuthu, A., & Rachael, A. J. (2017). Psychological contract-A conceptual framework. *International Journal of Management (IJM)*, 8(5), 101-110.
- Schuster, T., Bader, B., Bader, A. K., & Rousseau, D. M. (2022). When foreign waves hit home shores: Organizational identification in psychological contract breach–violation relationships during international assignments. *Journal of Organizational Behavior*, 43(3), 369-385.
- Sekaran, U., & Bougie, R. (2016). *Research methods for business: A skill building approach*. John Wiley & Sons.
- Shrestha, N. (2020). Detecting multicollinearity in regression analysis. *American Journal of Applied Mathematics and Statistics*, 8(2), 39-42.
- Silvia, P. J. (2005). Cognitive appraisals and interest in visual art: Exploring an appraisal theory of aesthetic emotions. *Empirical studies of the arts*, 23(2), 119-133.
- Snyman, A. M., Coetzee, M., & Ferreira, N. (2022). The psychological contract and retention practices in the higher education context: The mediating role of organisational justice and trust. *South African Journal of Psychology*, 00812463221129067.
- Sywelem, M. M. G. (2020). Challenges of International Ranking of Egyptian Universities from the Academicians' Perspective. *Am. J. Educ. Res*, 8, 465-474.
- Thomas, N., & Gupta, S. (2018). Organizational cynicism—what every manager needs to know. *Development and Learning in Organizations: An International Journal*.
- Toheed, H., Turi, J. A., & Ramay, M. I. (2019). Exploring the consequences of organizational cynicism. *International Journal of European Studies*, 3 (1), 1-17.
- Tolga, B. A. L. (2020). The Role of Organizational Cynicism as a Mediator in the Relationship Between Perceived Organizational Support and Counter Productive Work Behavior for Public Employees. *SGD-Sosyal Güvenlik Dergisi*, 10(1), 145-164.
- Turliuc, M. N., & Candel, O. S. (2022). The relationship between psychological capital and mental health during the Covid-19 pandemic: A longitudinal mediation model. *Journal of health psychology*, 27(8), 1913-1925.
- Tutar, H., Tuzcuoğlu, F., & Sarkhanov, T. (2021). The mediating role of organizational cynicism in the relationship between workplace incivility and organizational silence. *TEM Journal-Technology Education Management Informatics*.
- Vaish, A., Grossmann, T., & Woodward, A. (2008). Not all emotions are created equal: the negativity bias in social-emotional development. *Psychological bulletin*, 134(3), 383.
- Vasconcelos, C. R. M., de Oliveira, H. C. C., & El-Aouar, W. A. (2022). Organizational Culture, Organizational Support, and Positive Psychological Capital: Validation of a Theoretical Model. *International Journal of Behavior Studies in Organizations*, 7, 1-13.
- Wang, Y. D., & Hsieh, H. H. (2014). Employees' reactions to psychological contract breach: A moderated mediation analysis. *Journal of Vocational Behavior*, 85(1), 57-66.
- Wang, J., Ma, J., & Li, Y. (2022). The Impact of Network Embeddedness on the Innovation Performance of New Generation of Employees in the Post-COVID-19 Era—The Mediating Role of Psychological Contract. *Frontiers in Psychology*, 13, 737945.
- Wiechers, H. E., Coyle-Shapiro, J. A. M., Lub, X. D., & ten Have, S. (2022). The tremors of interconnected triggers over time: How psychological contract breach can erupt. *Journal of Organizational Behavior*, 43(7), 1172-1189.
- Wu, X., Lin, L., & Wang, J. (2021). When does breach not lead to violation? A dual perspective of psychological contract in hotels in times of crisis. *International Journal of Hospitality Management*, 95, 102887.
- Xu, H., Peng, L., Wang, Z., Zeng, P., & Liu, X. (2022). Interpersonal sensitivity on college freshmen's depression: a moderated moderation model of psychological capital and family support. *Frontiers in Psychiatry*, 13.

- Yang, C., Chen, Y., Roy, X. Z., & Mattila, A. S. (2020). Unfolding deconstructive effects of negative shocks on psychological contract violation, organizational cynicism, and turnover intention. *International Journal of Hospitality Management*, 89, 102591.
- Yan, Z., & Mansor, Z. B. D. (2019, April). Reviews of Psychological Contract Researches. In 1st International Symposium on Education, Culture and Social Sciences (ECSS 2019). Atlantis Press
- Yao, X., Lin, Y., Zhang, C., Wang, X., & Zhao, F. (2022). Does psychological capital mediate occupational stress and coping among nurses in ICU. *Western Journal of Nursing Research*, 44(7), 675-683.
- Yuan, Z., Zhang, X., Wang, F., Jin, M., Teng, M., He, H., & Wang, J. (2023). Levels of psychological capital among nurses: A systematic review and meta-analysis. *International Nursing Review*, 70(1), 89-96.
- Zhao, H., Chen, Y., Xu, Y., & Zhou, Q. (2022). Socially Responsible human resource management and employees' turnover intention: the effect of psychological contract violation and moral identity. *Journal of Management & Organization*, 1-18.