



EFFECTS AND CORRELATION BETWEEN PSYCHOLOGICAL AND EMPLOYEMENT CONTRACT: THE RELATIONSHIP BETWEEN THE ORGANIZATION AND EMPLOYEES

Original scientific paper

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ABSTRACT

The paper aims to research data on the psychological contract which in our country are almost unknown; provide suggestions emphasizing the importance of psychological contracts and fill the managerial and legal gaps faced by Kosovar organizations due to lack of information on psychological contracts. The paper is focused on determining the importance and role of psychological contracts in the formation of positive organizational relationships and maintaining the desired level of work, positive attitudes towards the work of employees in the business sector, etc. The paper provides knowledge and guidance to organizations on how to manage psychological contracts and pave the way for practical research of these contracts to local businesses. The paper presents a contribution to answering a number of questions on the economic value of the psychological contract between employees and management in Kosovo organizations based on the literature reviewed. Also, based on the studies conducted, our conceptual research emphasizes the importance of psychological contract in organizational behavior and the benefits that psychological contract brings to organizations. The paper itself represents originality and value for researchers, organizations in Kosovo and for later studies of the field.

Keywords: *psychological contract, organization, legal, human resource management, relationship.*

INTRODUCTION

The psychological contract (PC) is a non-traditional and specific legal instrument. Its essence contains a certain set of implied expectations and an understanding of the mutual obligations between the organization and the employee. The content of the contract is determined and composed by the needs and expectations of both parties: employees - what they expect from the organization and what they are willing to offer to the organization and the organization what it actually expects from employees and what it is willing to do. provide for them in return. The psychological contract involves perceptions of mutual obligations implied within the employment relationship (Atkinson & Cuthbert, 2006). The clarity of the job role and the formation of realistic expectations regarding the job and the context of the job

are significant as well as the premises for the creation of a psychological contract by both the employee and the employer. In reality, psychological contract is not a legal category. Certain scientific contributions have shown that the psychological contract is not just an institute or concept, but a category which is widely applicable. As such, not only has it found application in the sphere of economics, but it is constantly evolving and reflecting impact in all spheres that have a direct or indirect impact on labor relations and labor. Labor relations are regulated by legislation. Of course, to ensure the basis of legal validity, an employment contract must contain the elements required by law. The contract defines all the important issues related to employment, place of work, number of working hours, days off, earnings, etc.

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In addition to the employment contract, employment is regulated by the Collective Agreement.

This paper is an attempt to show that management and managers, as individuals and representatives of certain business entities, are in fact the ones who create and shape the psychological contract and that the psychological contract is just one of the tools that managers can use to achieve strategic goals and increase productivity. It should have the function of creating feelings for employees that they manage the psychological contract and that they have control over the activities of the organization (Yehuda & Rousseau, 2019).

In addition to creating and administering a psychological contract, attention will be paid to non-compliance with the psychological contract, where one exists, and ways to avoid breach of contract and, if it occurs, how to mitigate the consequences.

The paper covers not only the economic aspects of the psychological contract but also the legal aspects. Understanding the very concept of the contract, its origin, types of contracts, essential elements and ways of termination, the nature of the psychological contract and its elements are highlighted. Starting from the aspects of economic difficulties, it turns out that the importance of the psychological contract is increasing because through the functioning mechanisms of the management of psychological contracts can increase the productivity of employees without additional investment in human resources.

The psychological contract is not a legal category but arose from the doctor-patient relationship. The first scientific contributions have shown that the psychological contract is not just an institute or concept but above all a category which is widely applicable. As such, it has not only found application in the sphere of economics but it is constantly evolving in all spheres that have a direct or indirect impact on labor relations.

LITERATURE REVIEW

The first attempt to understand and analyze more deeply the relationship between employees and employer's dates back to before the Second World War. Cornet Bernard, in his theory of equilibrium and the increase of returns (Cornet, 1988) suggests that the ongoing involvement of employees is directly dependent on the remuneration to the organization to which the employee belongs, which should be adequate in relation to the efforts made.

Twenty years later, this theory was extended by Mach and Simeon, (as cited by Conway & Briner, 2005) according to the model of contribution - incentives. This contribution analyzes in detail the nature of things that are exchanged and declared in terms of making an ongoing contribution to the employee, which depends on his perception in relation to the incentives of the organization, whether they are of equal contribution or as the highest of employees.

Under this model, an organization remains at an advantage or equilibrium if the contribution of employees far exceeds the incentives of the organization (Conway & Briner, 2005). It should be noted that theory of Mach & Simeonis rarely accepted, although there are direct similarities between the two approaches.

The first to introduce the idea that a psychological contract is involved in a wide range of interpersonal exchanges between the patient and the psychotherapist is Menninger, K., in his book *Theory of Psychoanalysis* (1958)(Conway & Briner, 2005). However, he did not explicitly use the term "psychological contract". Only in the republishing of this book does he analyze the psychological contract and declare that the conduct of both parties to the contract depends on conscious and unconscious processes which can sometimes be contradictory. If both parties are satisfied with the expectations, i.e. by the exchange itself, the contract will continue to exist, otherwise the contract will cease to exist. According to Menninger, it is important to define the meaning of the term "satisfied". According to him, the contract depends on the patient's attitude and the services of a psychotherapist. According to Menninger, it is important to define the meaning of the term "satisfied". According to him, the contract depends on the patient's attitude and the services of a psychotherapist.

The first to enforce a psychological contract in the workplace is Argyris (Argyris, 1960). He believed that employees and their organizations created a psychological contract that made it possible to express and meet the needs of both parties. In other words, if employees think that management sometimes respects their right to develop and advance, but also to respect their initiatives, then employees will respect the organization's right to advance.

In his study of production facilities, Argyris used the term "psychological employment contract", which, according to him, corresponds to a tacit agreement between the employee and the superior. Argyris believes that as long as the supervisor guarantees employee standards informally, employees will maintain a high level of productivity and a low level of offense (Argyris, 1960). Another important study for defining the concept of psychological contract is the study published in the book *Management and Mental Health*, 1962. The author Levinson researched how a psychological contract could be used to promote mental health. The study was conducted on a sample of 874 workers at a tool factory in the United States. In the study, he defined the psychological contract as: "A series of mutual expectations that the parties to a contract may not be aware of, but that nevertheless manage their relationship" (cited from Conway & Briner, 2005).

These expectations are silent and are occasionally created earlier or in the external environment of the organization where he is employed. The psychological contract is composed of specific expectations of both parties, is dynamic and represents the subject of changing circumstances between the parties.

The basic idea of the study is that individuals have needs that guide them to initiate and develop relationships that are interdependent and in which the parties behave in such a way that they meet their needs. It is the expectations that flow from this exchange that form a psychological contract.

Levinson further develops the concept by introducing the concept of reciprocity, as a process of fulfilling a psychological contract. Reciprocity has many conditions and elements. A sense of reciprocity motivates the contracting parties to stay in the contract on the one hand, while on the other hand the personalization of the organization is carried out to the extent that the individual identifies with the goals and needs of the organization. If there is no reciprocity then the employee as a party to the contract is irritated, dissatisfied and refuses to meet the needs of the other party by refraining from the behavior she achieves.

With great influence on the further development of the concept of psychological contract was Schein (1994), who in his book *Organizational Psychology* paid more attention to understanding the position of the employer. He believes that both the individual and the employee have expectations from the employer and the employer has expectations from the employees. These expectations are neither written nor formalized, but they strongly influence behavior. To reach a psychological contract, there is a need for mutual influence and constant bargaining in order to maintain a psychological contract.

He hypothesizes that psychological contract emerges as the product of different types of culture in organizations in theory X, Y. According to Theory X, if employees are expected to be indifferent, hostile, and economically motivated, management strategy will enable them to act in that correct manner.

Schein's matching hypothesis was previously analyzed by Kotter (1973) who concluded that the compliance rate was directly proportional to the likelihood that employees would report job satisfaction, productivity, and turnover reduction. The match here shows what they have to do and what they gain in return.

Perhaps the greatest influence on the understanding of the psychological contract is Rousseau (1995). According to Rousseau a psychological contract has a promising nature and contains obligations that are reciprocal. In the analysis of the psychological contract, the emphasis is on the employee and his perception.

New theorists seek to better understand labor relations through psychological contract. They use the psychological contract not only to understand and predict employee behavior, but also to understand economic and other changes in society. Many studies have been done to analyse the relationship between employees' perception of psychological contract.

Kasekende (2017) in his study measured the effects of psychological contract in employee engagement by using PC inventory in 14 agencies in Uganda. He found that by respecting the PC the employees' engagement in the work place will increase.

Protsiuk (2020) attempted to identify the relation between employees' PC perception and the occurrence of counterproductive work behaviour. Her study was focused on SMEs' managers and owners in Ukraine. The results of her study show that there is a significant relationship between PC, relation expectation and counterproductive work behaviour.

The psychological contract is as important as employment contract and as Guest (2004) states: "the state of the psychological contract of workers on flexible employment contracts is at least as positive and sometimes more positive than that reported by workers on permanent contracts"

THE CONCEPT OF PSYCHOLOGICAL CONTRACT (PC)

The psychological contract itself is a concept and as such can be applied to all interpersonal relationships. Of course, the key elements of this concept can be applied to other areas.

"The" psychological contract "represents the broad perception of employees of the contribution they have promised to give to the employer and of what they are convinced the organization will promise in return (Conway & Briner, 2005). The psychological contract represents (Maguire, 2002) a set of employee-generated expectations that determine what an individual and an organization expect to give and receive from each other during their employment relationship. According to Sims (1994) PC is an individual trust system formed by the organization in relation to the terms of the exchange agreement between him/her and the organization (Rousseau, 1995); What employees are willing to try and contribute in exchange for something they value with their employer, such as job security, pay and benefits or ongoing training (Newell & Dopson, 1996); The emotional connection between employer and employee. It is implicit and as such informal and involves mutual responsibility and expectation (De Meuse & Tornow, 1992).

When we talk about defining a psychological contract, we can not mention just one but we must keep in mind the development and trends of defining the term psychological contract. Common elements to all definitions of psychological contract are (Conway & Briner, 2005): confidentiality, implicit nature, perceived agreement, Exchange, beliefs about ongoing Exchange, the exchange between the two parties is ongoing, parties to the psychological contract and the psychological contract is shaped by the organization

Confidentiality. – Since the publication of Rousseau's article, theorists have shifted their focus of interest to promise, and obligations and expectations are considered general terms and are considered only if they contain a perceived promise.

According to Wanous (1977), expectations represent what workers expect from an employer. On the other hand, the psychological contract is based on the perception of a mutual obligation which describes the relationship between the employee and his employer

and is based on bona fides, not on the expectation of what the employer is obliged to provide based on the promise of perceived reciprocal exchange. “All promises include expectations, but all expectations do not include promises” (Conway & Briner, 2005).

Implicit nature. – The promise is further explored through its implicit and explicit nature (Conway & Briner, 2005). Some definitions say that a psychological contract contains clear and implicit promises. Implicit promises arise from the written or oral agreement of both parties (employer and employee). An implicit promise is made by interpreting patterns of exchanges that have occurred in the past, learning from the experiences of others, but also other factors that indirectly affect the parties, but which they do not take seriously.

Repeated actions between the parties where each party observes the behavior and reaction of the other party creates an implicit psychological contract. This kind of psychological contract creates their future relationship. Therefore, when an employee is valued or rewarded on special occasions to feel valued, the employee in the future expects the organization to greatly appreciate his/her efforts.

It remains unclear how understandable the promise of entering into a psychological contract can be. The legal agreement provides a form for legal validity and these promises are clear. According to Rousseau’s theory of social information processing (Conway & Briner, 2005), an open and public engagement has greater impact than a subtle implied or personal promise. It is likely that the inclusion of a clear promise in a psychological contract will make this contract a strong predictor of future employee behavior.

Subjective nature. – Subjective means that each individual sees things in his own way. An employee may not fully or properly understand the behavior of the organization or its representatives and vice versa. This is why any attempt at such an interpretation would be subjective and superficial. Due to the multiple and sometimes contradictory sources of information, the psychological contract remains subjective.

If we look at the psychological contract objectively it means that both parties interpret and understand the terms of the contract in the same way as third parties. However, while some of the conditions necessary for objective interpretation are clear and measurable, it can still be interpreted in a subjective way. And so, we came to the conclusion that if the psychological contract contains subjective elements that can be broadly interpreted, then the contracting parties would have little confidence that their organization would accept such an exchange (loyalty in exchange for respect).

Perceived agreement. – What distinguishes a psychological contract from a legal contract is that the parties to the psychological contract believe that there is consent of the will of the parties. This consent does not have to be real or the parties have to understand the contract. This further means that if a contract is primarily subjective, then it must be interpreted in a subjective way and vice versa, if a contract is primarily objective, then it must be interpreted objectively.

Exchange. – The essence of the contract is reciprocity. Without reciprocity we cannot talk about a contract because all commodity contracts presuppose reciprocity. Reciprocity means that expectations, what each party has promised to deliver or fulfill, are equal. Numerous studies have been conducted among employees and lists of employee contributions and offers of the organization were created. However, it was not possible to find which employee contributions matched the organization’s offerings.

Beliefs about ongoing exchange. – A psychological contract is broader than a legal contract because it includes beliefs or beliefs about anything that may be subject to exchange. Focusing only on the basic elements leads to neglecting the wide and varied degrees of potential exchange.

The exchange between the two parties is ongoing. – The exchange with the psychological contract is constant and takes place all the time in the form of continuous negotiations. This exchange is going on because the promises are being fulfilled constantly, not just once as is customary with commodity law contracts. Expectations must be met cyclically.

Parties to the psychological contract. – The definition of a psychological contract applies to all parties to the contract, the employee and the organization (employer) or the person authorized by the organization. The employee is easy to identify, but the question is who the organization is.

Employees are considered to see the actions of an organization as the actions of their superiors, and often through their actions, attribute to the organization a human trait. An organization may present itself as a Contracting Party through its agents or representatives.

The psychological contract is shaped by the organization. – Many definitions say that a psychological contract consists of an exchange trust. Beliefs are formed by a number of factors. Some are related to the organization itself and some to the employee’s personality. Previous work experience can have a lot of impact on building beliefs, then the internal needs of the employee, the influences and beliefs of the people around him, as well as their positive or negative experiences. Some theorists believe that dominant beliefs are influenced by the organization and that beliefs acquired in previous organizations may not be part of a psychological contract.

CONTENT OF THE PSYCHOLOGICAL CONTRACT

A psychological contract presents a broader perception of an employee about the contribution they have promised to give to their employer and what they believe the organization will promise in return. The content of a psychological contract is broadly defined because it can include everything the employee has promised to contribute and everything the organization has promised to fulfill in return.

Rousseau (1995) divides content into two parts, i.e., considers content from two perspectives, the employee and the employer: (1) employee premises like loyalty, job volunteering that are not in the job description, the period before dismissal, readiness for relocation, protection of assets and information of the organization and willingness to stay in the organization for a period not less than two years; (2) on the other hand, the promises of the organization are: promotion, high salary, work-related salary, additional training, full-time employment, career advancement and reliance on personal problems (Zhao et al., 2007).

The perception and promises of the parties depend on the following factors: Factors within the organization, Factors outside the organization; Individual and social factors and Violation of psychological contract and psychological contracting.

Factors within the organization. – An organization initiates a psychological contract by offering a job through which it shapes a psychological contract.

Rousseau at the level of the organization distinguishes between the represented and the representatives. The represented terminates the contract on his own behalf and on behalf of the organization and the representative, on the other hand, on behalf of the organization. The organization communicates with its employees through human resources and personnel practice departments. They make promises that can be implicit and clear. Implicit communication is complex and delicate and involves how contractors respond to the behavior and response of employees and other contracting managers (such as line managers). Explicit communication involves written communication from a variety of statements, email correspondence. Individuals as contractors have an important role to play in communicating with employees in their expectations of what they will do and what they will receive in return from the organization. Line managers play an important role in communicating with employees. In particular, he is an important manager of the department whose contribution is great to the commissions in communication and growth, especially at the time of change in the organization. However, “there is no list of jobs that these managers can perform, but it can be said with certainty that providing support and motivation is one way to shape the content of a psychological contract” (Conway & Briner, 2005).

Factors outside the organization. – Factors outside the organization influence the content of the psychological contract through the expectations that the employee forms before joining a new organization. Even before the first employment, individuals have some expectations, not only from the employer, but also from the workplace itself. Experience plays an important role in shaping expectations not only the personal experience of the employee but also the experiences of the people around him, socialization at school and the local community, cultural patterns, socio-economic status and the degree of media influence (Conway & Briner, 2005).

Another way to influence is personal experience that is not related to the employee’s work, and that significantly affects their expectations and understandings (parents, divorce, changes in personal relationships). The third category of factors captures the impact of economic, political and legal change.

Individual factors. – The psychological contract is interpreted subjectively. Since there are no two identical personalities and there are no two identical interpretations of a psychological contract which means in other words that even if the management offered all employees the same conditions each employee would have a different psychological contract. Perceptual shaping is influenced by individual change, ideology, and self-contribution. In theory and among scholars, the greatest attention has been paid to the analysis of employee personality and the ideologies of the profession and exchange.

Employee personality. – One of the main explanations for the specific nature of the psychological contract is the personality of the employee. This can be observed through three processes (Cullinane & Dundon, 2006): personality influences job and task choices, personality influences how contract terms are interpreted and how employees display contractual behavior. Employees who have a fair sense will enter into a transaction agreement and employees with high self-esteem and conscience will prefer to enter into a relational psychological agreement. When it comes to tasks, this means that employees with a higher level of neurosis manifested through emotional instability, lack of trust and anxiety, tend not to get involved in jobs that require trust, long-term obligations, trust in a person other and delayed pleasure.

Another personality trait can influence the creation of a psychological contract, which is cognitive bias. According to Rousseau, such a trait can cause an employee to make promises that he cannot make or to an extent that exceeds his abilities and often justifies his failure for external reasons that he cannot control. The greater the impact of an employee’s observations under the influence of self-sufficient bias, the more inclined employees will be to believe that they should take over the incentive received from the organization where they are employed.

When talking about the influence of ideologies, we must mention the most important among theorists: the ideology of the profession and the ideology of exchange. The authors Coyle-Shapiro and Neuman (2004) investigated the influence of creditors’ exchange ideologies and exchange ideologies on psychological contract. These ideologies begin with thinking about the orientations of similar personality types. According to them, exchange ideology refers to the degree to which employees believe that the way they are treated by the employer reflects their effort. Further elaborating on their thesis, they conclude that there are workers who do not mind being rewarded for the effort they make while other workers strive for equality and prefer the exchange to be fair and just. Finally, there is a third group of employees who do not intend to be properly rewarded for their efforts.

This attitude is based on the ideology of the creditor. According to this ideology, individuals prefer that others owe them better than they owe others. Coyle-Shapiro and Neuman (2004) in their study concluded that respondents with fewer points on exchange ideology and more on creditor ideology felt a greater commitment to the organization and were more willing to respond to incentives from the organization. The study shows that it depends on individual ideology how much employees will feel compelled to give to the organization and how much they feel compelled to take on the incentives of the organization.

Social factors: among the social factors that influence the creation of a psychological contract, the most important are the social characteristics and socialization in the workplace.

The social trait mostly influences the formation of the psychological contract through the process of social information. Social information is a process in which employees receive and interpret employee attitudes and behaviors through social goals. Social information is a process in which employees receive and interpret employee attitudes and behaviors through social goals. Social cues can be statements, observations of employees' moods and behaviors, and all kinds of communication that can have a greater or lesser impact on employees' understandings and attitudes to a greater extent than they do. delicate or personal.

Non-fulfillment of a psychological contract and "psychological contracting" are two concepts specially developed as two main factors that affect the content of a psychological contract.

Numerous studies have shown that changes in obligations and consequently in the content of the psychological contract are the result of inaction of one of the parties. They also showed that non-compliance leads to a reduction of psychological contract transaction elements and employee-related obligations. In other words, when an organization reduces its liabilities to employees and employees reduce their liabilities to the organization.

On the other hand, "psychological contraction" involves four stages (Conway & Briner, 2005): information, negotiation, observation and renegotiation. In the first phase, the information phase, each party informs the other party of its needs. This phase is followed by the negotiation phase when the employee and the organization negotiate and reach a consensus on what each party is prepared to provide to the other party. The talks are followed by observation. At this stage, employees and employers look at each other to ensure the fairness of the psychological contract. The final stage is renegotiation. At this stage, what the parties are willing to provide to each other is renegotiated. The renegotiation takes place on the basis of the first negotiations or one of the parties will decide to withdraw from the relationship.

We can also analyze the content of the psychological contract through an alternative approach. Proponents of this view are the theorists Rousseau, Parks, Kidder, and Gallagher; Sels, Janssens, and Van Den Brande (2004).

They find that the standard approach to interpreting the content of a psychological contract cannot be applied to individual groups. According to them, the two main features of the psychological contract, dynamism and development, make this contract unsuitable for a unique content analysis, when related to different jobs. Consistent with this interpretation approach (Parks, Kidder, & Gallagher, 1998) describe some elements of a psychological contract (Conway & Briner, 2005) as follows:

- 1) Focus - the emphasis of the psychological contract is on socio-emotional elements, not on economic problems;
- 2) Timeline - refers to the duration of the contract and is divided into duration and accuracy of the contract;
- 3) Stability - corresponds to the extent to which the terms of the contract may be changed beyond explicit or implicit renegotiation;
- 4) Scope of the contract - A psychological contract has clear limitations and limits;
- 5) Clarity - the terms of the contract must be clear and visible to third parties and open disputes between the parties due to subjective interpretation; and
- 6) Exclusivity - represents the degree to which an employee views exchange resources as unique and irreplaceable

ANALYSIS OF THE LEGAL NATURE OF THE PSYCHOLOGICAL CONTRACT

The psychological contract presents a broad perception of the employee about the contribution they have promised to give to the employer and what they believe the organization will promise in return (Conway & Briner, 2005). In the analysis of the legal nature, we will start with the type of contracts, parties, issues, bases of the contract through the manner of conclusion, duration and form and finally we will touch on the manner of its conclusion.

The first thing to notice is that the psychological contract is not provided for by positive legal rules, i.e. it is not a named contract. This means that the form of the contract and the essential elements are determined by agreement between the parties. Employees are represented on the one hand as employees and on the other hand by the organization or the responsible person, who enters into the contract on behalf of the organization.

A psychological contract is a bilateral agreement because both parties have obligations. This is a freight contract because for the effort made by the worker, the employer has to pay a cash benefit (usually bonuses, commissions). The obligation to perform is permanent so these are permanent but also allied contracts because at the time of termination it is not known exactly how long the contract will last or what the results are. The content of this contract is determined by the employer in the job vacancy and the candidates are nearing completion, individually.

The basis of concluding a psychological contract is employment, and without the termination of the employment contract, the psychological contract will not exist. Based on the above we can say that the psychological contract is an introductory contract, individual and dependent, which is concluded due to certain characteristics of the parties

All conditions relating to the conclusion and termination of the named contracts also apply to the psychological contract. In other words, the conclusion of the contract requires that the parties have the ability to contract so that the object of the contract is possible and permissible and that has the consent of the will.

The psychological contract ceases to exist due to the non-fulfillment of the obligations of one of the parties in the contract or due to the termination of the object of the contract, i.e. the termination of employment through recognition, dismissal or when the employee is declared redundant.

Although the psychological contract is neither provided for nor regulated by law, then it exists and functions in practice. As such it has become part of customary law and often has a greater impact on labor regulation than the employment contract itself. Some institutions have taken over from the named contracts rules regarding the termination of contracts, while on the other hand, it is certain that in the future the oral termination of the contract will be accepted even though such an institution is not recognized by continental law.

As part of the doctrinal law, the psychological contract has a strong impact on social relations, because it is deeply rooted in the consciousness of people, as something that is useful and good for society, in this case for labor relations.

CONCLUSION

Psychological contract is a relatively new concept that evolves in line with changes in early relationships, the labor market and organizational changes. It started in a field of medicine but found wide application in all interpersonal relationships. The paper contributes to answering a number of questions to discover the economic value of the psychological contract between employees and management in organizations. As mentioned in the introduction we have emphasized that labor relations and management in for-profit organizations are based on profit maximization. Profit is influenced by a number of factors, one of which is productivity and commitment to the organizational goals of workers and the market (competition).

We are witnessing a global economic crisis, when unemployment is high, liquidity is declining and profits are declining. The main way companies struggle is to reduce costs in order to maximize profits. This is why companies use reorganizing and firing employees, which provokes negative emotions in employees who agree to change working conditions because they have no alternative.

A psychological contract is defined as the totality of expectations that employees have towards their employers and vice versa, the expectations that employers have of their employees. We have seen from numerous studies that the psychological contract is "alive". Its content changes as the needs of the parties change. It is a process of ongoing silent negotiations based on signals and subtle signs in the company. In addition to listening to non-verbal communication, verbal communication is important, not only among employees, but also between management and employees. Human resource management and mentors (line managers) play a key role in this communication. Human resource management, through the stages of workplace analysis, planning, recruitment, selection, training and management of the company's departure, influences the creation of behavioral models in the company, creating an atmosphere in the workplace and creating advertising good or bad. Due to the complexity of the functions, it performs, human resource management should consist of professionals who are experts in various fields: psychology, sociology, economics, law, etc.

And finally, the organization must act as a "good host", i.e. take care of its employees. In such an atmosphere, workers are prepared for conditions not provided for in their employment contract because they feel respected. In the fight against competition and the constant race for profit, companies have forgotten their essence and emphasized professionalism as the core value, which includes lack of emotion and concern for others. Once back at their core, companies can survive in these times of crisis, thanks to a psychological contract that requires no extra expense for its appearance, duration, or expensive attorneys to terminate or terminate the contract.

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