An examination of the relationships among Organizational Cynicism, Organizational Commitment, and Psychological Contract in the Hotel Industry

Rania Hafez Mahmoud Gharib   **Hazem Ahmed Khairy**
Faculty of Tourism & Hotels- University of Sadat City

Abstract
This study aimed to examine the relationship between organizational cynicism, organizational commitment, and psychological contract as perceived by employees in the hotel industry. Data were collected from 20 hotels located in the Greater Cairo region in Egypt. A total of 342 valid surveys were collected and analyzed. PLS-SEM was applied using Smart PLS 3 software. The findings revealed a significant positive correlation between psychological contract and employees' organizational commitment. In addition, the study revealed a significant negative correlation between the fulfillment of psychological contract and employees' organizational cynicism. The study may deepen the understanding of the psychological contract concept in the hotel industry context. This study also could help hotel managers in establishing a psychological link between hotel properties and their employees which may influence whether employees will remain or leave the organization.

Keywords: Psychological contract, Organizational commitment, Organizational cynicism, Hotels.

Introduction
The employment relationship has experienced number of critical changes in recent years as a result of the growing globalization of businesses. Such changes include downsizing or growth of organizations, restructuring, and layoffs, the dramatic increase in the number of mergers, and increasing the rate of change in all organizational life today (Turnely et al., 2003; Sarikya & Kok, 2017). Responding to these changes; increases in research that focus on the exchange of employees-organizations relationships has emerged over the past two decades. Among the significant structures of the employment relationship which arose to help define the contemporary working relationship was the psychological contract (Grimmer & Oddy, 2007; Aggarwal & Bhargava, 2009; Sok et al., 2013).

Psychological contract concept has been utilized broadly to clarify behaviors and attitudes at work in addition to understand the structure of dynamic business relationships (Bal & Vink, 2011; Sarikaya & Kok., 2017). The psychological contract is the employees-employers exchange relationship, portraying an agreement between them regarding their mutual obligations in the work (Antonaki & Trivellas, 2014; Wu & Chen, 2015). Workplace deviance occurs as a result of breaching such contract, it develops employee belief that the organization lacks integrity and hence the negative feelings and attitudes towards the organization tend to be created. The psychological contract breach results go beyond of being general negative feelings; it also may include employees' behaviors that badly affect the success of an organization like ignoring their responsibilities, reducing their participation in organization beneficial activities and their intentions to quit the job (Bashir et al., 2011).

Cynicism is a personality characteristic which is inherent in and arises from the individual's personality and represents negative behavior (Ay & Ünal, 2016). Thus may attribute the development of organizational cynicism among employees within an organization. Cynicism contains such negative feelings as frustration and doubt (Bashir & Nasir, 2013). It can be targeted toward a person, a society, or an organization (Neves, 2012). Employees' organizational cynicism is a reaction to the negative management decisions which leads to unpleasant emotions

generated in employees and distrust toward their organization (James, 2005; Naus et al., 2007). There are many reasons which cause organizational cynicism. Among these reasons is the perception of psychological contract breach (Pugh et al., 2003; Bal & Vink, 2011)

Organizational commitment is a force that ties an individual to a planned series of actions of significance to the objectives of the organization (Chiaburu et al., 2013). It represents a psychological link between employees and their employer that impacts whether they will stay or take off the organization (Philipp & Lopez, 2013). Lub et al. (2012) claimed that psychological contract is usually viewed as a crucial antecedent for employee commitment toward their hotels. Thus, if organizations tend to energize employees' affective commitment, they are more likely to meet the employees' expectations inherent to the psychological contract. In other words, the fulfillment of the psychological contract places employees under a social obligation they have to reimburse in some way and therefore, reciprocate through enhanced organizational commitment (Addae et al., 2006). Researches on psychological contract, organizational cynicism and organizational commitment in the Egyptian hotel industry context appear to be absent. Eventually, this study aims to examine the relationship among organizational cynicism, organizational commitment and psychological contract as perceived by hotel employees.

Review of Literature
The psychological contract (PC)
The psychological contract concept
Argyris (1960) and Schein (1980) were the first authors who talked about the psychological contract concept (Knights& Kennedy, 2005; Chelliah & Salicru, 2014). It is considered as a basic framework which describes the relationship between the employees and their employers (Sok et al., 2013; Sarikaya & Kok, 2017). Psychological contract (PC) elucidates all details in the employees-employers relationship and their effects on individuals and their behavior within the organization (Aggarwal & Bhargava, 2009).

The psychological contract can be described as unwritten set of expectations operating at all times between every member of an organization and the various managers and others in that organization (McDonald & Makin, 2000). The psychological contract also defined as employees' perception of the terms and conditions of an agreement between them and the organization (Robinson, 1996; Turnley et al., 2003; Grimmer & Oddy, 2007; Lapalme et al., 2011; Chiaburu et al., 2013; Kim et al., 2016; Jiang et al., 2017). This means that the employee expects some commitments from his employer such as fair compensation and treatment, on the other hand, the employer expects some commitments from the employees as loyalty, respect the job rules and to be active in his work (Sok et al., 2013; Kim et al., 2016). These reciprocal commitments between the employee and his /her employer shape the psychological contract (Turnley et al., 2003; Blomme et al., 2010). These obligations refer to future attitudes, intentions, and actions (Sok et al., 2013). It is considered as a social contract used as a guide to maintain the relationship between employees and their employers and the expectations of the two parties and guide managers (Isci et al., 2011)

The psychological contract is based on the individual perception of the employees and employers so it is not stable and varies according to their point of view concerning the exchange of the commitments (Wu & Chen, 2015; Ay & Ünal, 2016). The psychological contract is not constant and can be changed from time to time which differs it from any other contract (Knights& Kennedy, 2005; Ay & Ünal, 2016).

The psychological contract is not a written formal contract, its involved contents and commitments are carried out when employees interact with their organization (Addae et al., 2006; Nelson and Tonks, 2007; Luu, 2016; Sarikaya & Kok, 2017). In spite, it is not a formal contract but it equals to the same strength as the formal written contract which shapes the organizational behavior (Addae et al., 2006; Ay & Ünal, 2016).

The psychological contract has become widespread and popular in the organizational literature for two reasons. The first, it is simple and understood from all parties (employees and employers). The second reason is the rapid change of relationship between employees and employers whether formal or informal within organizations (McDonald& Makin, 2000). It had attracted the attention and still attracts the interest of the researchers due to three reasons: a) it is a necessary concept shaping the relationship between the employees and their employers, b) it explains the employees' behaviors and reactions within the organization and c) it shows how employees behave when their expectations and promises are violated (Cassar & Briner, 2011).

Types of psychological contract

There are two types of psychological contract: transactional and relational. Transactional contracts refer to the monetary obligations which can be quantified and impartial (Grimmer & Oddy, 2007; Ay & Ünal, 2016). They are short term contracts mainly focused on all economic issues, requiring limited involvement from employees and employers and not necessarily create employees loyalty towards their organizations (McDonald & Makin, 2000). There are many examples of transactional contracts whether from employees or employers as a willingness to work overtime, provide economic compensation for high performance and informing the organization before quitting the job (McDonald& Makin, 2000; Wu & Chen, 2015).

The other type of PC relational contract depends mainly on the exchange of the socio-emotional obligations as loyalty and support rather than the monetary ones (Chelliah & Salicru, 2014). Relational contracts can create positive employees' attachment to their organizations and on the other hand, can commit the employers to offer obligations other than economic ones as training, career development and job security (Grimmer & Oddy, 2007).

As transactional and relational contracts are different, they do not depend on each other. So, some psychological contracts are based primarily on transactions obligations or relational obligations and others depend on both (Philipp & Lopez, 2013). However, the preferable psychological contract should be contained both transactional and relational aspects (Grimmer & Oddy, 2007).

Psychological contract breach

Psychological contract breach can be described the perception of failing in fulfillment of obligations mandated by psychological contract existing between employees and their employers (Turnley et al., 2003; Knights& Kennedy, 2005; Feldman & Ng, 2009; Lapalme et al., 2011; Sarikaya & Kok, 2017). It can affect and destroy the relationship between the employees and their organizations (Bal et al., 2010).

As a result of the psychological contract breach, employees feel injustice which is reflected in their behaviors like reducing their loyalty and efforts towards their organizations (Feldman & Ng, 2009). Also, it can reduce employees' confidence in their organizations (Cassar & Briner, 2011), reducing their commitment, intention to leave, increasing their absenteeism and actual turnover (Sturges et al., 2005).

Organizational cynicism

Cynicism is an individual natural characteristic inherent in his personality and affects his behavior negatively (Ay & Ünal, 2016). Organizational cynicism is defined as employee attitude that is characterized by hopelessness, disillusionment, and frustration as well as contempt toward the organization (Andersson, 1996; Eaton, 2000; Kalağan& Aksu, 2010; Bashir & Nasir, 2013). Organizational cynicism comprises three dimensions that an individual directs toward the organization he works. First, the cognitive dimension in which, the employee feels that his organization is dishonest (Ay & Ünal, 2016; Sarikaya & Kok, 2017). The second dimension is the affective dimension, where employees perceive cynic feelings toward their organization. Cynicism is not only negative feelings toward the organization but it translates into some bad strong reactions like anger, disrespect, frustration, annoyance, revulsion, and shame when they think about the organizations (Ay & Ünal, 2016; Yüksel & Şahin, 2017; Sarikaya & Kok, 2017). The third and last dimension is behavioral dimension where the employees negative feelings are turned into negative behavior towards their organizations such as complaint, critique about their organization and some non-verbal behaviors as eye-rolling and cynic grinning (Yasin & Khalid, 2015; Ay & Ünal, 2016; Mousa, 2017; Sarikaya & Kok, 2017).

There are many reasons which cause cynicism among employees towards their organizations such as a response of individuals emotions (Cole et al., 2006), lack of trust in management (Kim et al., 2009), breach of the psychological contract between employees and their employers (Pugh et al., 2003), the perception of unfairness (Fitzgerald, 2002; Bashir et al., 2011), Favoritism in the decisions concerning the employees (Davis & Gardener, 2004), poor work environment (Simbula & Guglielini, 2010), feeling of frustration (Cartwright & Holmes, 2006), bad communication and respect between employees and their employers or among employees themselves, lack of integrity and increased job requirements (Naus et al., 2007; Richardsen et al., 2006; Bashir et al., 2011) and finally role conflict (Bryne & Hochwarter, 2008).

Cynicism results in various bad feelings such as pain, anger, and dislike generated in the employees towards their organization which, in turn, may cause adverse effects on them (Bashir et al., 2011). These adverse effects can be low performance, high absenteeism and turnover (Naus et al., 2007; Chiaburu et al., 2013), distrust and increased job dissatisfaction (Chiaburu et al., 2013), frustration (Pugh et al., 2003) and lower citizenship (Hochwarter et al., 2004).

Organizational commitment

Organizational commitment is the connection of individuals to their organizations and their goals (Meyer & Herscovitch, 2001; Chiaburu et al., 2013). It is defined as "how employee strongly identify with and involved in the organization" (Knights & Kennedy, 2005). It is considered as a relationship between the employees and their employers which decide employees' continuity in their organizations or their departure (Philipp & Lopez, 2013).

Employees organizational commitment appears in their attitudes and behaviors like their acceptance of organizational goals and striving to achieve them, working hard and stay in their work and not thinking to leave it. It is considered as a social exchange relationship and relational obligation between employees and their organization (Cropanzano & Mitchell, 2005; Lapalme et al., 2011). Commitment is generated as a positive relationship between employees and their employers exists. It is increased over time and as a result of the employees' perceptions of justice and fairness in their organizations (Knights& Kennedy, 2005). On the other hand, low levels of commitment can result in negative attitudes and behaviors as increased absenteeism and

turnover, lower productivity, lower spirits and non-compliance (Cooper-Hakim & Viswesvaran, 2005; Knights & Kennedy, 2005).

Classification of organizational commitment

Organizational commitment comprises three components which are: affective commitment (AC), normative commitment (NC) and continuance commitment (AC) (Allen &Meyer, 1990; Allen &Meyer, 1996; Philipp & Lopez, 2013; Chiaburu et al., 2013).

Affective commitment is the employee feeling how he agrees with the organization (Mc Donald & Makin, 2000). When the employee has high affective commitment he becomes more motivated and more emotionally attached to the organization so he wants to stay in it (Loi et al., 2012; Woods et al., 2012; Lapalme et al., 2011; Philipp & Lopez, 2013).

Normative commitment, on the other hand, stems from the influence of society about commitment to association with the organization and not from individuals' emotional commitment ((Mc Donald & Makin, 2000). Employees with high normative commitment stay with their organization because they think that they must stay (Loi et al., 2012).

Continuance commitment represents the extent of employees' need to stay and continue in their work. It is associated with the costs of leaving the organization (Sturges et al., 2005). Employees with high continuance commitment stay in their organization because they do not find another job or the cost of leaving is greater than staying in their organizations so, they need to continue and stay in their work (Woods et al., 2012; Philipp & Lopez, 2013).

It can be said that each previous component has a different factor which stimulates it. The affective component is influenced by employees' emotions to attached to the organization because their needs, expectations, and beliefs are matched with the organization, while normative commitment is a influenced by a belief of obligation to stay and continuance commitment is affected by employees need to stay (McDonald & Makin, 2000).

Conceptual framework and hypotheses

Lub et al. (2012) showed that the psychological contract is the main reason to achieve hotel employees' commitment. If the organizations are committed to fulfilling the expectations involved in the psychological contract, they will, in turn, induce their employees' commitment (Addae et al., 2006). Several researchers revealed that there is a strong relationship between the fulfillment of organizational psychological contract and organizational commitment (Coly-Sharipo & Kessler, 2000; Johnson & O' Leary-Kelly, 2003; Lester et al., 2002; Sturges et al., 2005; Ellershaw et al., 2014). When employees feel that their organization achieve all their expectations in the psychological contract, this will reflect in their behaviors toward their organization as they will be more identified and committed with their organizations (Lester et al., 2002; Kim et al., 2016). Also, Philipp and Lopez (2013) found a positive relationship relational contract and the three dimensions of organizational commitment. This means that to strengthen and encourage employees' commitment, it should fulfill the psychological contract between employees and their employers.

On the other hand, psychological contract breach has a negative relationship with employees commitment (Raja et al., 2004). When interpreting this result from social exchange theory point of view, it was found that employees look for a fair and balanced exchange with the organization and when they perceive that their organization begins to not fulfill its obligations toward them; subsequently, they will reduce their efforts and contributions to the organization. This may be in the form of lowering their organizational commitment (Grimmer & Oddy, 2007; Cassar &

Briner, 2011; Lapalme et al., 2011; Kim et al., 2016). Accordingly, the following hypothesis is formulated:

H1: There is a positive relationship between the psychological contract and organizational commitment

Additionally, psychological contract breach can result in organizational cynicism as it is considered an important factor that causes organizational cynicism (Bashir et al., 2011). When employees feel that all or part of the promises involved in the psychological contract is not achieved, they begin to feel negative and cynic emotions and attitudes toward their organization (Sarikya & Kok, 2017). As the psychological contract is breached, employees feel anger, frustrated and untrusted toward their organization which leads to organizational cynicism and cynic behaviors (Raja et al., 2004; Chiaburu et al., 2013; Sarikya & Kok, 2017).

On the other hand, it can be said that when employees feel that their organization achieve all their expectations and the promises which are involved in the psychological contract, positive feelings and behaviors will be aroused such as job satisfaction, organizational commitment, citizenship behaviors, extra-role behaviors, less organizational cynicism, and less turnover. This means that the fulfillment of the psychological contract is positively related to desirable outcomes (e.g. job satisfaction and organizational commitment) and negatively to undesirable outcomes (e.g. organizational cynicism and intention to leave) (Ay & Ünal, 2016). Accordingly, the following hypothesis is formulated:

H2: There is a negative relationship between the psychological contract and organizational cynicism

As the existence of trust between the employee and his organization and the feeling that the organization is interested in their employees are critical to building deep emotional bonds with the organization, organizational cynicism is related to low levels of commitment. This means that organizational cynicism is negatively associated with organizational commitment (Eaton, 2000; Chiaburu et al., 2013). Several studies revealed that organizational cynicism and organizational commitment are negatively correlated with each other (Nafei, 2013; Mousa, 2017). Many negative consequences are resulted from organizational cynicism like increasing disobedience, insecurity and lowering performance and organizational commitment (Yüksel &Şahin, 2017). According to Yasin and Khalid (2015), cynic employees would be less productive, more dissatisfied, have low organizational commitment and have more desire to leave the organization. Accordingly, the following hypothesis is formulated:

H3: There is a negative relationship between organizational cynicism and organizational Commitment

The proposed framework of the study presented in Figure (1) below.

Figure (1): Conceptual framework of the study
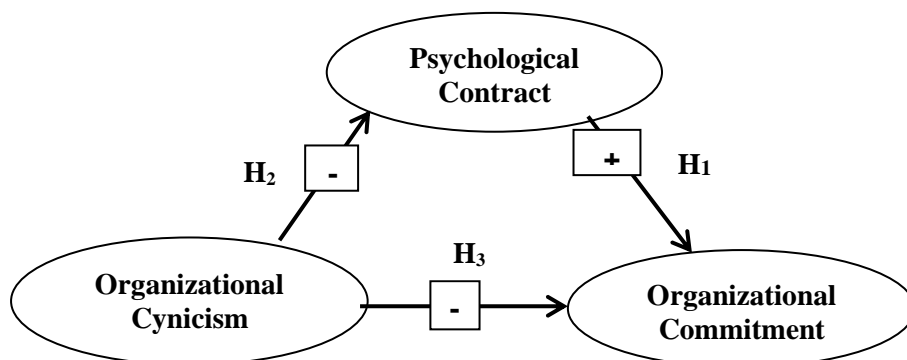
Methodology
Sample
A random sample of 20 hotels (three, four and five stars) located in the Greater Cairo region in Egypt was chosen for investigation. Number of 500 surveys were deployed, 350 were collected representing a response rate of 70%. However, only 342 surveys were valid for the final data analysis.

Survey instrument development
Previous reliable and valid measurement scales were adopted to measure the constructs. A 17-item scale was used to measure employees' perception of psychological contract (Millward & Hopkins 1998); for example, "I come to work purely to get the job done" and "I feel this hotel reciprocates the effort put in by its employees". In addition, a 14-item scale adopted by Allen and Meyer (1990) was used to measure organizational commitment, e.g., "I would be very happy to spend the rest of my career with this hotel", "It would be very hard for me to leave my hotel right now, even if I wanted to", and "If I got another offer for a better job elsewhere I would not feel it was right to leave my hotel". Furthermore, to measure organizational cynicism, Dean et al. (1998) 14-items scale was used, for example, "My hotel expects one thing of its employees, but rewards another" and "I criticize my hotel practices and policies with others". A five-point Likert scale was used to obtain responses in a range from strongly disagree (1) to strongly agree (5).

Pilot study and reliability test
Once developed, the questionnaire was reviewed by two academic experts. These two experts were asked to assess content validity and clarify the questionnaires. Their feedback showed that a few statements were vague, and others were too long or complex; in addition, they suggested adding questions to collect more demographic and work-related information from employees. Proper modifications were made accordingly. Next, a pilot study was carried out on 30 employees to recognize survey deficiencies and formatting and design issues, obtain recommendations from them, test the proposed time limit for filling out the questionnaire and examine respondents' level of understanding of the developed questionnaire. Respondents for the pilot study were recruited from a hotel at which the researchers had previously established some working relationships.

Data collection
After collecting pertinent background information from the investigated hotels, telephone calls were made to the managers of the hotels' human resource departments to obtain permission to visit and distribute the questionnaires on their premises. The investigated hotels had different star-rated categories; 23.4% of surveys were obtained from 3-stars hotels, 27.5% from 4-stars hotels, and 49.1% % from 5-stars hotels. Moreover, 28.1% of surveys were obtained from chain hotels and 71.9% were obtained from independent hotels. All surveys were distributed in 2018.

Data analysis
Data analysis was performed using the Statistical Package for the Social Sciences (SPSS v. 23) and SmartPLS 3 Trial Version. To describe and summarize the data, descriptive statistics (i.e., means and standard deviations) were used. Partial least squares structural equation modeling (PLS-SEM) was also applied. A p-value of less than .05 was considered significant.

Results

Construct Reliability and Validity

Reliability results are given in Table 3. The data indicated that the measures are robust in terms of their internal consistency reliability as indexed by the composite reliability. The composite reliabilities of the different measures range from 0.88 to 0.93, which exceeded the recommended threshold value of 0.70 (Nunnaly, 1978). In addition, consistent with the guidelines of Fornell and Larcker (1981), the average variance extracted (AVE) for each measure can be accepted as it exceeded 0.50. Hence, the entire requirement for convergent validity, construct reliability, and Cronbach alpha or internal reliability was achieved. The internal consistency or r reliability was measured through composite reliability (also known as Dillon-Goldstein's rho or Jöreskog's) as proposed by Chin (1998). Dillon-Goldstein's rho is a better reliability measure than Cronbach's alpha in Structural Equation Modeling, since it is based on the loadings rather than the correlations observed between the observed variables. Then, discriminant validity is the next step to be preceded as in Table 1.

Table 1: Construct Reliability and Validity (N = 342)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment	0.850	0.889	0.882	0.532
Organizational Cynicism	0.928	0.952	0.939	0.616
Psychological Contract	0.923	0.934	0.936	0.542

Source: developed by the author using data from SmartPLS 3 trial version

Furthermore, the item's factor loading on its respective construct was measured. All items with unacceptable factor loadings were removed to ensure having acceptable factor loading for the respective latent constructs used in the study.

Descriptions of participants and establishments

Out of 342 respondents, a majority 90.1% (n=308) were male and 9.9% (n=34) were female; about 71.3% of respondents were between the ages of 22 and 29 and a minority 1.2% (n=4) were more than 50 years old; approximately 70% (n=238) reported that they had a bachelor degree and 22.2% (n=76) had postgraduate studies; about 49.1% (n=168) worked in five star hotels, 27.5% (n=94) in four-star hotels, and 23.4% (n=80) in three-star hotels; about 72% (n=246) worked in independent hotels and 28.1% (n=96) worked in chain hotels (Table 2).

Table 2: Demographic Information of Participants (N = 342)

Characteristics		N	%
Gender	Male	308	90.1
	Female	34	9.9
Age	22-29	244	71.3
	30-39	94	27.5
	50 or more	4	1.2
Educational level	Secondary or Technical School	28	8.2
	Bachelor Degree	238	69.6
	Master/PhD Degree	76	22.2
	3 Stars	80	23.4

Characteristics		N	%
Hotel Stars Category	4 Stars	94	27.5
	5 Stars	168	49.1
Type of Management	Chain Hotel	96	28.1
	Independent Hotel	246	71.9
Years employed	One year or less	32	9.4
	2-3	84	24.6
	4-7	120	35.1
	More than 7	106	31.0
Years in the current job	One year or less	136	39.8
	2-3	92	26.9
	4-7	66	19.3
	More than 7	48	14.0
Job Area	Front of the house	262	76.6
	Back of the house	80	23.4

Furthermore, years of hotel service experience ranged from one year to more than 7 years, about 31% (n=106) worked for the longest period, while a minority 14% (n=48) worked for the longest period in their current position. Moreover, 76.6% (n=262) belonged to the front-of-the-house' work area and 23.4% (n=80) belonged to the back-of-the-house' work area (Table 2).

Descriptive statistics
Table 3 illustrated the mean scores of different study variables: 3.02 (SD= .75), 2.80 (SD= .50), and 2.92 (SD= .79) for the psychological contract, organizational commitment, and organizational cynicism, respectively. This indicated a low to moderate employee perception of these variables.

Table (3): Descriptive statistics (N = 342)

| Study Variable	Mean	SD
Psychological Contract	3.02	.75
Transactional	2.89	.81
Relational	3.21	.96
Organizational Commitment	2.80	.50
Affective Commitment	2.77	.60
Continuance Commitment	2.67	.58
Normative Commitment	2.95	.65
Organizational cynicism	2.92	.79
Belief	3.15	.93
Affect	3.00	.80
Behavioral	2.63	.91

Source: SPSS v.23 outputs

The measurement model
For the current study, the Shapiro-Wilk test of normality was used and the results of SPSS outcome indicated that the p-value was less than 0.05. So, the alternative hypothesis can be accepted and concluded that the distribution of the data is not normal. The research model of Fig. 1 was analyzed using Smart PLS, a PLS structural equation modeling tool (Ringle et al., 2015). It assesses the psychometric properties of the measurement model and estimates the parameters of the structural model. This tool allows the examination of extensive interactions among variables.

The PLS-SEM is a nonparametric tool suitable in the case that the distribution of the data is not normal (Olya & Altinay, 2016).

Figure (2) and table (4) showed the results of the structural model with interaction effects. Values inside the circles in the figure refer to the evidence the extent to which the latent variable is explained by the other latent variables in the structural model, while the values on the arrows, called path coefficients explain the strength of one construct's effect on the others.

Figure 2: Structural model results
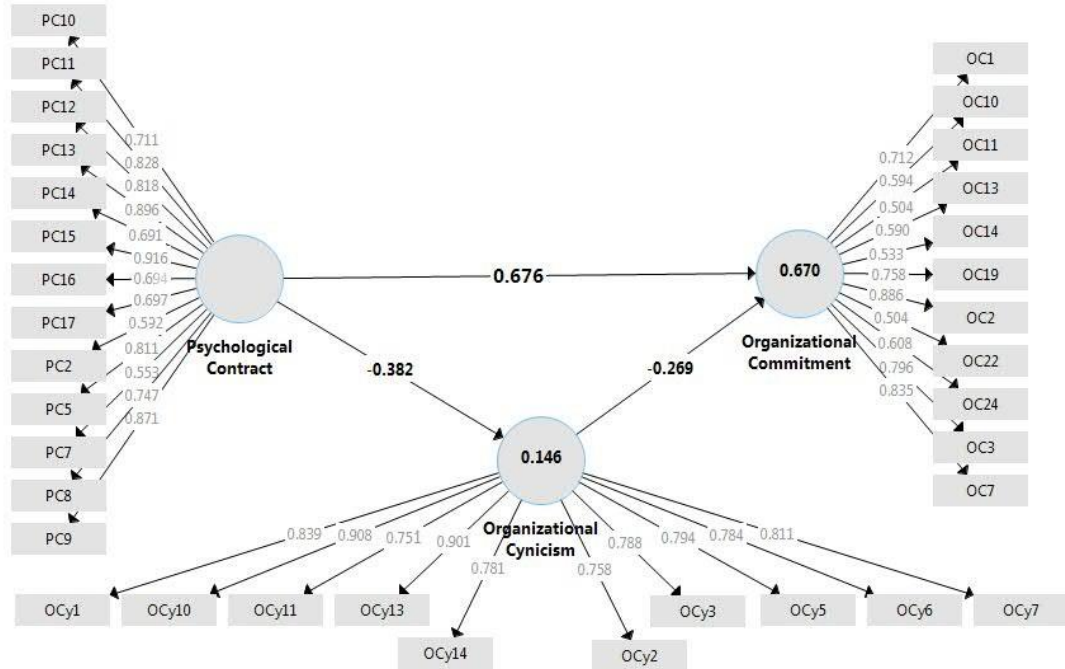
Source: developed by the authors using data from Smart PLS 3 trial version

According to the results showed in figure (2), there was a positive correlation between psychological contract and organizational commitment (R=0.676, P Values=0.000). In addition, a negative correlation exists between organizational cynicism and organizational commitment (R= -0.269, P Values=0.000) and between psychological contract and organizational cynicism (R= - 0.382, P Values=0.000).

When assessing the degree of explanation of the variance in the endogenous target variables, the psychological contract and as a latent variable explained organizational cynicism, organizational commitment, and explain 14.6% and 67 of the variance in organizational cynicism, organizational commitment, respectively.

Table (4): Mean, STDEV, T-Values, P-Values of Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Organizational Cynicism -> Organizational Commitment	-0.269	-0.275	0.052	5.142	0.000
Psychological Contract -> Organizational Commitment	0.676	0.672	0.046	14.726	0.000
Psychological Contract -> Organizational Cynicism	-0.382	-0.392	0.033	11.568	0.000

Source: developed by the authors using data from SmartPLS 3 trial version.

Furthermore, statistically significant path coefficients were indicated between organizational cynicism and organizational commitment (t.value = 5.142, p< 0.001) as shown in figure 3 below.

Figure 3: Path coefficient of the relationship organizational cynicism and organizational commitment
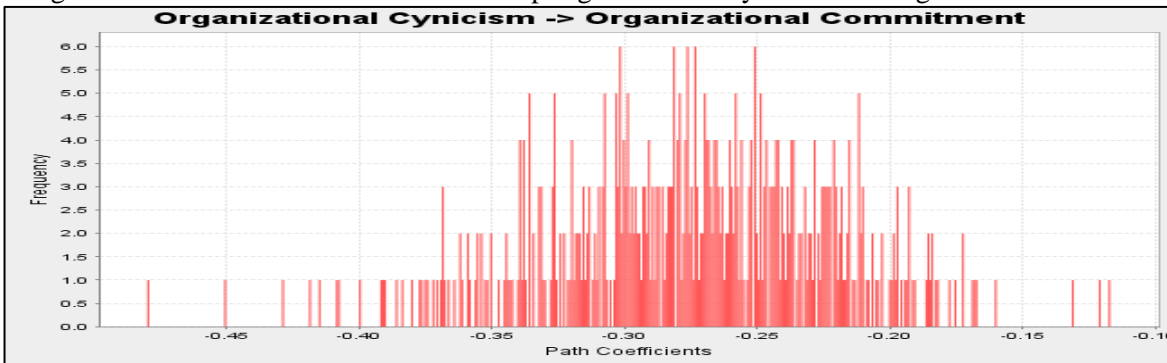

Statistically significant path coefficient was also indicated between psychological contract and organizational commitment (t.value = 14.726, p< 0.001) as illustrated in figure (4) below.

Figure 4: Path coefficient of the relationship between psychological contract and organizational commitment
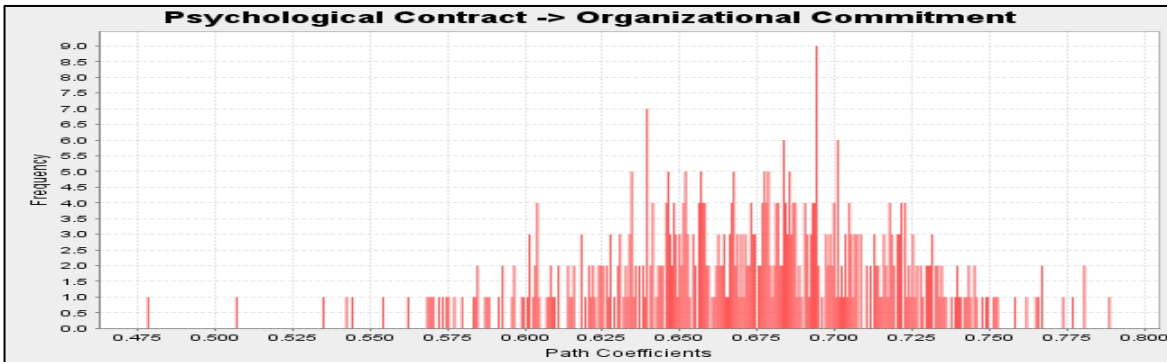
In addition, statistically significant path coefficient was also identified between psychological contract and organizational cynicism (t.value = 11.568, p< 0.001) as shown in figure (5) below.

Figure (5): Path coefficient of the relationship between psychological contract and organizational cynicism
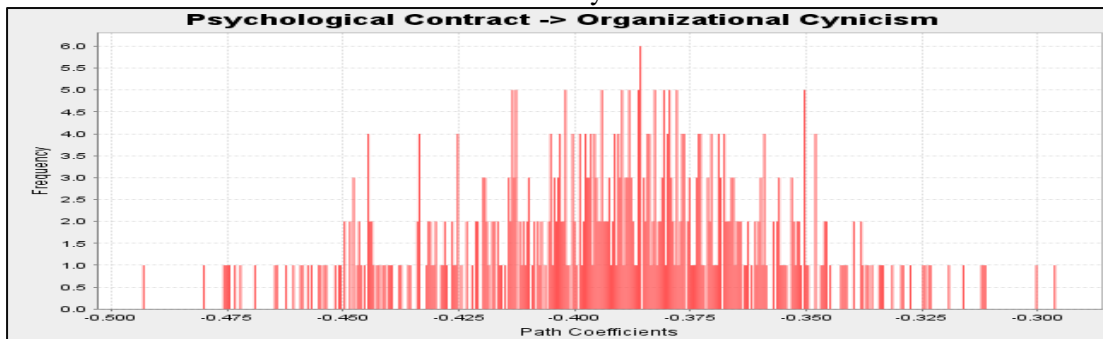
Differences in employees responses according to demographics and working experience
Mann-Whitney test and Kruskal-Wallis test were used to investigate how employees' demographics might have an effect on their perception of the psychological contract, organizational commitment, and organizational cynicism (see Table 5 and Table 6).

Table (5): Differences among respondents according to the Mann-Whitney Test (N= 342)

			N	Mean Rank	Mann-Whitney	Sig.
Psychological Contract	Gender	Male	308	165.37	3348.000	.001
		Female	34	227.03		
	Management Type	Chain	96	134.85	8290.000	.000
		Independent	246	185.80		
Organizational Commitment	Gender	Male	308	172.85	4820.000	.446
		Female	34	159.26		
	Management Type	Chain	96	227.98	6386.000	.000
		Independent	246	149.46		
Organizational Cynicism	Gender	Male	308	170.68	4982.000	.642
		Female	34	178.97		
	Management Type	Chain	96	170.42	11704.000	.899

Source: SPSS v.23 outputs

As illustrated in Table (5), employees perception of the psychological contract was significantly affected by gender, where the p-value = .001. In other words, gender made a difference in the psychological contract perception. Comparing the ranks for the two sets of scores, it appeared that the female employees perceive psychological contract more than male ones. However, there was no significant relationship between gender and employees perception of either organizational commitment or organizational cynicism where the p values were above .05.

Furthermore, employees perception of psychological contract and organizational commitment was significantly affected by the management type this was indicated by a Sig. level of .000 (which really less than .0005). Comparing the ranks for the two sets of scores, it appeared that the employees working in independent hotels perceive psychological contract more than employees working in chain hotels. For employees' perception of organizational commitment, chain hotels score seems to be high than independent hotel score. However, the type of management did not make a difference in employees perception of organizational cynicism (Sig. = .899).

Table (6): Differences among respondents according to the Kruskal-Wallis Test. (N= 342)

Factors		Variable	N	Mean Rank	Chi-Square	df	Sig.
Psychological Contract	Age(Years)	22:less than 40	244	180.06	14.578	2	.001
		40:less than 55	94	144.31			
		> 55	4	288.50			
Organizational Commitment	Age(Years)	22:less than 40	244	173.87	13.012	2	.001
		40:less than 55	94	158.33			
		> 55	4	336.50			
Organizational Cynicism	Age(Years)	22:less than 40	244	175.61	2.054	2	.358
		40:less than 55	94	162.84			
		> 55	4	124.50			
Psychological Contract	Educational Level	Secondary or Technical School /Institute	28	260.79	40.994	2	.000
		Bachelor Degree	238	176.16			

		Master/PhD Degree	76	124.03			
Organizational Commitment	Educational Level	Secondary or Technical School /Institute	28	213.07	6.086	2	.048
		Bachelor Degree	238	165.22			
		Master/PhD Degree	76	175.84			
Organizational Cynicism	Educational Level	Secondary or Technical School /Institute	28	149.93	18.830	2	.000
		Bachelor Degree	238	160.31			
		Master/PhD Degree	76	214.50			
Psychological Contract	Tenure in current hotel	≤ 1 year	136	120.40	90.260	3	.000
		2-3 years	92	195.33			
		4-7 years	66	255.05			
		>7 years	48	155.75			
Organizational Commitment	Tenure in current hotel	≤ 1 year	136	121.34	86.286	3	.000
		2-3 years	92	166.85			
		4-7 years	66	220.35			
		>7 years	48	255.38			
Organizational Cynicism	Tenure in current hotel	≤ 1 year	136	187.14	8.831	3	.032
		2-3 years	92	147.83			
		4-7 years	66	169.26			
		>7 years	48	175.64			

Source: SPSS v.23 outputs

In addition, data tabulated in Table 6 showed that employees' perception of the psychological contract, organizational commitment, and organizational cynicism was significantly affected by educational level, and tenure, where the p values were less than .05. In other words, those factors made a difference in the perception of the psychological contract, organizational commitment, and organizational cynicism. However, employees' age made a difference in their perception of the psychological contract, organizational commitment, but did not influence their perception of organizational cynicism (Sig=.358).

Discussion
The current study had attempted to investigate the relationship among organizational cynicism, organizational commitment and psychological contract as perceived by hotel employees. The study reported that there was a positive correlation between psychological contract and organizational commitment, the increases in organizational commitment ratings were related to the increase in psychological contract ratings. This result came to support the hypothesis (1) proposed by the current study. And also support what was reported by Lub et al. (2012) and Ellershaw et al. (2014) that a tight link exists between psychological contract and organizational commitment; the psychological contract is usually viewed as a crucial antecedent for employee commitment in hotels. Employees often display a positive attitude towards their workplace when they perceive their organization as a place that meets their psychological contract (Conway et al., 2011), and then are more willing to adopt the organizational citizenship behaviors and to embrace their commitment toward their organization (Lester et al., 2002; Kim et al., 2016). In

short, in order to energize such organizational commitment, organizations need to create a psychological contract with their employees (McDonald & Makin, 2000).

Another important finding of the current study was showing a negative correlation between psychological contract and organizational cynicism. The more employees' perception of the psychological contract, the fewer perception of organizational cynicism is. This finding came also to support the hypothesis (2) proposed by this study. When employees perceive their organization to be committed to fulfilling their promises which are included in the psychological contract, positive employee attitude and behavior will be aroused. This was consistent with the findings of Ay and Ünal (2016) that psychological contract fulfillment relates positively with job satisfaction and organizational commitment, and negatively relates to intention to leave and organizational cynicism. Besides, psychological contract breach is considered one important factor that contributes to organizational cynicism (Bashir et al., 2011). Such breaching occurs due to unfulfilled promises stated in the contract, and this would trigger employees to adopt cynic attitude towards their organization (Sarikya & Kok, 2017).

Hypothesis (3) proposed by the current study was also supported; a negative correlation exists between organizational cynicism and organizational commitment. This finding was consistent with the recent studies of Chiaburu et al. (2013), Nafei, (2013), Yasin and Khalid (2015), Mousa (2017), Yüksel & Şahin (2017) which claimed that organizational cynicism is related to a number of negative outcomes, for instance; increased level of organizational sabotage, disobedience, distrust, insecurity, intention to leave, and exhaustion, in addition to the decreased level of satisfaction, productivity, morale, and commitment.

The current study also revealed that there was a significant difference between male and female regarding their perception of the psychological contract. Female employees were more influenced by the psychological contract than male employees. The finding comes to be in line with previous research which suggests that when examining employment relationships, male and female employees cannot be certainly studied together (Duff & Monk, 2006; Bellou, 2009). Women may develop different psychological contracts with their organizations than men. They are more satisfied with work when they perceive that their organization offers policies that were consonant with the family role, in comparison to men (Scandura & Lankau, 1997).

Concerning the effect of gender on employees' perception of organizational commitment, the current study came to be consistent with the findings of Salami (2008) and Brimeyer et al (2010) who reported that there were no significant differences between males and females in their perception of organizational commitment. Contrary, Scandura and Lankau (1997) argued that a significant relationship exists between employees' gender and organizational commitment. Female managers are more committed if they were working for an organization that they believed included flexible work conditions in their psychological contract.

Moreover, this study argued that there is no significant relationship between gender and organizational cynicism. This result was not consistent with what was reported by Sak (2018) which asserted the existence of such a relationship between gender and organizational cynicism as male respondents reported a higher mean than female.

Furthermore, employees' perception of psychological contract is affected by their age differences. It changes as individuals age changes, older workers may be less likely than younger employees to get their psychological contracts met because of age stereotypes. This finding is invariable with other research of Feldman and Ng (2009) and Bellou (2009) which argued that more experienced workers may be very different from how they are handling contracts breaches as compared with young new hires. While older employees pay less attention to support and

participation in their organization. Younger employees appear rather indifferent, they strive to get in the balance between their work and their private life, however, their other expectations are or maybe restricted, likely since they realize how difficult it is to find a job.

The current study was also found that there was a significant relationship between employees' age and their perception of organizational commitment. As employees become older their organizational commitment tends to be increased. As older workers have more access to experience positive work conditions, they are more committed to their work than younger employees (Brimeyer et al., 2010).

The study revealed that employees' tenure affects their perception of organizational commitment. This finding was aligned with the results of Salami (2008) and Brimeyer et al. (2010) which agreed on the existence of a positive relationship between employees' tenure and organizational commitment. The accumulation of tenure over the work career may be necessary to create workplace conditions or experiences that may influence commitment. Employees' perception of organizational commitment may be influenced by workplace conditions throughout accumulative tenure over their work career. Employees' job autonomy, positive relationship with supervisors, and social support are to be increased along with the longer job tenure (Brimeyer et al., 2010). Likewise, career development theory supports the notion that employees commitment may increase with tenure because of benefits that may accrue with increasing tenure (Wright & Bonett, 2002). Longer organizational tenure help individuals to make investments that are not easily done easily with another employer, for instance, organization-specific knowledge and financial benefits.

Additionally, it was found that there was a significant difference in employees' perception of psychological contract due to education level variation. This variation could make another change in employees' attitudes and behaviors; employees' values, beliefs, and thus perceptions of the reality may be influenced by their educational level. Equally, Guest (2004) argued that the educational level is among the individual factors that influence psychological contract formation. Employees with higher educational level may feel confident in themselves and what they able to offer or may overvaluing their work contribution and in turn may ask for more (Netz and Raviv, 2004). However, employees who had a lower educational degree seek greater support from their co-workers, probably due to their relatively limited trust in themselves or performing non-routine tasks (Bellou, 2009).

Results also showed a significant difference in employees' perception of organizational commitment and their educational level. This was consistent with the finding of Salami (2008) who mentioned that organizational commitment significantly predicted by educational level. Employees who had higher educational qualifications probably occupy higher positions, and therefore had more responsibilities and thus had more duties which constantly require more commitment to the organization.

Conclusion and Recommendations

Psychological contract as it shapes the relationship between the employees and their employers attracts the attention of the researchers and becomes an important issue when examining the organizational life. It can be said that a psychological contract is the main causative for many employees' organizational behaviors such as organizational commitment and organizational cynicism. The main purpose of this study was to investigate the relationship between the psychological contract, organizational commitment and organizational cynicism as perceived by hotels employees. It can be concluded from the current research that there is a significant positive

relationship between the psychological contract and organizational commitment. As the fulfillment of psychological contract increase, hotels management is committed to perform all their obligations and promises towards their employees, this will, in turn, increase the link between the employees and the hotels where they work which leads to increase their organizational commitment. Besides, the study has shown a negative correlation exists between the psychological contract and organizational cynicism. When hotels management cares to implement their obligations towards their employees as agreed in the psychological contract, their employees will be completely satisfied and do not perceive cynicism towards their hotels.

Based on the previous findings, the study recommends hotels managers to be interested in the fulfillment of the psychological contract with their employees as promised during the interview in order to achieve their satisfaction and retain them, in addition, to ensure their commitment and to diminish the feeling of cynicism towards their hotels.

The small sample is considered a limitation of the study so, research results cannot be generalized. Future researches may seek to focus on a larger sample. As psychological contract is a vital topic in all the organizational types and have various effects inside organizational life, additional researches can be conducted to clarify the relationship between psychological contract and other varied issues as job burnout and organizational citizenship.

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