

The Impact of the Psychological Contract of the Individual on the Sustainability of the Governmental Organization in the Kingdom of Saudi Arabia

Khaled Abdullah Alshehri ¹, Kholoud Ali Baswaid ²

^{1, 2} Midocean University, Moroni, Comoros

Abstract: — Human resources are one of the basic pillars of any organization, and one of the most important things. Therefore, organizations are keen not only on the necessary work, develop and evaluate it, but also on increasing and maintaining their affiliation and loyalty. The success of the organization lies in the health and quality of the relationship between individuals and the organization. The psychological contract refers to the unwritten expectations of a relationship distinct from the formal employment contract. By building communication between the individual and the organization. Psychological contract develops through building communication between the individual and the organization. Promises of promotion or salary increase may result, for example, Part of the psychological contract. The study shows that there is a relationship between the psychological contract and the sustainability of a government organization in the Kingdom of Saudi Arabia, where fulfilling the psychological contract leads to support among employees who are considered a necessity in career life. Individuals also work as positive regulators when they receive incentives and appreciation more than they deserve, then the individual realizes that the organization has fulfilled its promises and will feel more committed to the organization and thus its sustainability. The importance of this study stems from the scarcity of Arab studies that highlight the impact of the psychological contract and the sustainability of governmental organizations in the Kingdom of Saudi Arabia, then from the displacement of scientific competencies and minds, and the containment, development, and Investment of healthy human energies for the sustainability of organizations and their goals and the pursuit of their development.

Keywords: Psychological Contract Sustainability- Governmental Organization - Kingdom of Saudi Arabia

1. Introduction

Human resources are one of the basic pillars of any organization, and one of its, most important resources. Therefore, organizations are keen not only to form develop, evaluate, and grow the workforce, but also to increase and maintain the degree of their belonging and loyalty. The success of organizations lies in the health and quality of the relationship between employees and the organization, and for this relationship to be healthy, good and stable, it must face. challenges and changes. The work environment is characterized by rapid development and business organizations seek to reduce the number of their employees and restructure them in order to ensure growth and continuity in light of fierce competition. (5), which leads to not ensuring the stability of the work relationships that arise between the individual and the organization. Rapid developments in the work environment brought about changes that individuals were not accustomed to before, and the nature of the contract between the individual and the organization changed Violating the psychological contract. (3 between individuals and the organization may cause some negative behaviors such as weak commitment and loyalty, a low level of satisfaction on the part of the organization's members, and increased chances of thinking about leaving. The organization, and all of this naturally negatively affects the organization's The importance of this study stems from the scarcity of Arab studies that link the impact of the psychological contract and the sustainability of governmental organizations in the Kingdom of Saudi Arabia, reducing the displacement of scientific competencies and minds, and containing, developing and investing healthy human energies to achieve the sustainability of organizations

and their goals and strive to develop their performance and sustainability (13) The psychological contract refers to the unwritten expectations of a relationship distinct from the formal codified employment contract. The psychological contract and the work contract together determine the relationship between the organization and the individual. The psychological contract is constantly evolving based on the communication between the individual and the organization or the lack thereof. Promises related to promotion or salary increases, for example, may form part of the psychological contract. The importance of the psychological contract is crystallized in its impact on the individual's behavior towards the organization. At the beginning of the sixties of the twentieth century, it emerged (Katz) distinguished between two types of desired individual behavior. The first is official behavior, which is the required duties and tasks that the individual performs in accordance with the official standards that are approved by the organization in the official employment contract. The second is additional behavior, which is represented by voluntary behaviors that were not mentioned in the job contract, such as tasks and duties by the organization, as well as performing additional work without complaining, and a sense of responsibility towards the work time and the organization (23)

2. The Study Problem

Organizational behavior within the organization is considered one of the most important variables that affect individuals and the organization as a whole. The psychological contract is classified as one of the most prominent trends in studying the organizational behavior of the individual in the organization, which in turn indicates the type of work relationship between the individual and the organization, as well as beliefs. Mutual obligations between the two parties in a dynamic and informal manner ⁽⁴⁾ As there are indications indicating the importance of highlighting the impact of the psychological contract on the sustainability of the governmental organization in the Kingdom of Saudi Arabia, where the problem of individuals' suffering with the organizations in which they work is repeated and the organization's lack of commitment towards its individuals in various sectors, this is not limited to the governmental organization only but it also Found in private organizations. By reviewing previous studies and literature on the impact of the psychological contract on the sustainability of the organization, it was revealed that there are deficiencies in Arab studies in this regard, as far as the researchers know, and accordingly the problem of the study was identified. This gap affects the behavior of the individual and his mutual relationship with the organization and its sustainability, including the psychological contract discussed in this study, as the psychological contract is based on two dimensions that are variable in the extent of the individual's commitment to the organization, and the extent of the organization's commitment to the individual. When the individual feels that the organization is committed to him, this feeling leads to a deepening of the individual's behavior towards the organization and thus its sustainability. It also increases his feeling of value within the organization to which he belongs. Organizations believe that the individual's positive psychological contract appears in the form of commitment, intention to stay, and a high sense of responsibility in the work between the individual and him. organization (26). The research problem is the impact of the psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia.

3. Study's Questions

This leads us to the fundamental question.

Q1. What is the impact of the individual's psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia. A number of secondary questions emerge from this question, the most important of which are the following:

Q2: What is the importance of the individual's psychological contract on sustainability of the government organization.

Q3: What is the commitment of the psychological contract to sustainability of the organization?

4. Study Objectives and importance

The psychological contract is considered an unwritten contract that is established between the individual and the organization after their first meeting and determines their future relationship and the obligations and promises that

occur between the and the obligations and promises that occur between the two parties. It is also described as the first step in determining the pillars of work between the two parties that achieve job satisfaction for the individual and loyalty to the organization This study aims to study the impact of the individual's psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia, in addition to studying and analyzing the impact of the psychological contract on the individual's commitment to the organization. The objectives of this study include the following - Identifying the impact of the individual's psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia. Recognizing the importance of the psychological contract on sustainability. of the government organization - Identify the effects on the sustainability of the organization when the individual's psychological contract is violated. Learn how to pay attention to the psychological contract in government organizations to achieve sustainability.

5. Study hypotheses

Based on what previous studies indicated and the impact of the individual's psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia, the study hypotheses can be formulated as follows

There is no statistically significant relationship between the importance of the individual's psychological contract on the sustainability of the organization and its impact on the sustainability of government in the Kingdom of Saudi Arabia. There is no statistically significant. relationship between the importance of the individual's psychological contract on the sustainability of the organization and his commitment to the sustainability of the governmental organization is no statistically significant. relationship between the impact of an individual's psychological contract on the sustainability of a government organization and his commitment to the organization's sustainability.

I. Previous studies

A study (Griep , Y, & Vantilborgh. T, 2018), which aimed to explore the dynamic relationship between breach of the psychological contract and the feeling of violation on the one hand, and the rate of work productivity and organizational .citizenship behaviors on the other hand The study concluded that the accumulation of breach of the psychological contract is positively related to increased feelings of By violating the psychological contract, and there is a negative correlation between breaching and violating the psychological contract with the rate of productivity and organizational citizenship behavior, which aimed to explore the dynamic relationship.

A study (Van Stormbroek, R., & Blomme, R. 2017) which was in the context of the negative effects of breaching the psychological contract. The study aimed to identify the effect of fulfilling the psychological contract and violating it on the rate of turnover intention, orientation to work, and orientation to self-employment in addition to a study The effect of contract violation as a mediator in the relationship between psychological contract fulfillment and turnover intention. The researcher used the descriptive approach to investigate violation The questionnaire was used as a tool for the study, and the results of the study concluded: Self-employment is considered an alternative to current work relationships, and the fulfillment of the psychological contract is also considered an important factor in explaining the discrepancy in the intention to leave. Work and the intention to go into self-employment. The study also showed that there is an inverse relationship between the fulfillment of the psychological contract and the intention to leave work. The results also show that the low rate of fulfillment of the psychological contract is linked to the trend towards self-employment, in addition to the fact that the lack of a balance between life and work causes the intention to leave work. Violation is also considered an important indicator of intention to leave work.

A study (Low, et al 2016) is one of the (studies that dealt with the relationship between fulfillment of the psychological contract and organizational commitment and concluded that fulfillment of the psychological contract has a moral effect on emotional commitment and that the organization's fulfillment of the psychological contract gives individuals a sense of emotional connection to the organization.

A Study (Baker et al, 2015) This paper (reviews the role that business continuity management factors play in enhancing organizational performance. This paper is based on a comprehensive review of recent literature on

critical success factors for business continuity management, business continuity management standards, and organizational performance. In this study, organizational performance covers two specific areas of organizational outcomes such as financial performance and non-financial performance. Financial performance, which may include revenues, profitability, cost savings, return on investment and other financial measures while non-financial performance may include effectiveness, efficiency, quality, quality of work life innovation and productivity.

A study (Haider and Nasser2014) sought to identify the effect of violating the psychological contract on the intention to leave work. The researchers used the descriptive approach to breach and the questionnaire as a tool for the study. The study concluded that there is a clear effect of violating the psychological contract on the intention to leave work among members of the organization, and not There are fundamental differences in the organization's members' perception of the violation of the psychological contract according to the variables of gender, type of full-time job title, and the existence of 'differences in the organization's members awareness of the violation of the psychological contract due to demographic variables academic rank, and source of degree.

A Study (Neil Conway et al. 2011) This study aimed to investigate whether changes in the process of violating or fulfilling the psychological contract affect the attitudes of workers in work organizations? As well as in the quality of output. The results of the study showed that violating the psychological contract has consequences Negativity in terms of employee attitudes and behaviors. The results showed a negative, morally and statistically, significant relationship with satisfaction, loyalty, and morale of employees. While the results showed a weak effect of completing the psychological contract on the same variables, as its effect is positive but very simple.

affiliation among **IT workers** in Turkey and their intention to leave work. , and it has been used Structural equations model In order to diagnose the factors that lead ,employees to leave work or decide to do so the study was applied to a sample of 204 employees, and the results showed that a person's intention to leave work is explained Through job satisfaction and organizational commitment, in addition to role ambiguity and work pressure exert a negative and indirect effect on the intention to leave work.

A Study (Neil Conway et al. 2011) This study aimed to investigate whether changes in the process of violating or fulfilling the psychological contract affect the attitudes of workers in work organizations As well as in the quality of outputs. The results of the study showed that violating the psychological contract has consequences Negativity in terms of employee attitudes and behaviors. The results showed a negative, morally and statistically significant relationship with satisfaction, loyalty, and morale of employees. While the results showed a weak effect of completing the psychological ...contract on the variables themselves, as Its effect is positive, but it is very simple.

6. Study methodology

This study relied on the descriptive analytical approach, where aspects of the phenomenon were described by referring to previous literature that dealt with the research topic in the previous study chapters to determine the aspects that were covered by previous researchers and the aspects that still need to be researched, which enabled the researchers to develop a group From logical hypotheses about the phenomenon studied in an attempt to find an answer to it. The analytical approach is related to analyzing the data collected through the study tool, the questionnaire, to answer the questions and hypotheses of the study to arrive at logical answers to these questions and to shed light on the impact of the psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia.

7. The limits of the study

Spatial boundaries Out of the belief of the generous leadership -may God protect them - in the Kingdom of Saudi Arabia in the importance of development and progress in all fields, including the human resource as well as the organization and the extent of the impact of the psychological contract on the sustainability of the governmental organization in order to improve and strengthen the commitment between the individual and the organization. This study took it upon itself to partially consider the impact The psychological contract on the sustainability of the government organization in the Kingdom of Saudi Arabia Time limits, the time period was chosen from 2011

to 2023 and the reason for choosing this period, was to collect complete data on the one hand, and the development of interest in the human resource as well as the organization on the other hand.

8. The theoretical framework of the Study

The first topic: The psychological contract :The concept of the psychological contract

It has been observed that in hierarchical organizations, employee interactions with the organization are crucial to the formation of different beliefs. These beliefs lead to the formation of psychological contracts (27) The psychological contract is defined as a series of commitments and promises, whether formal or informal, that take place between two parties to the relationship, one of them (the member and the organization) or (the members of the organization .and each other) (9) He also defined the psychological contract as a large association of implicit promises and mutual obligations, and these contracts help the organization manage its subordinates effectively (35)

The psychological contract relates to the individual's belief in the terms and conditions of the .mutual contract between him and the organization In contrast to official contracts, the psychological contract in the organizational framework is nothing but an undocumented agreement that is binding on the individual and the organization, and determines .the mutual agreement between the two parties This mutual agreement defines the expectations of individuals and the organization in which they work in terms of the role and outcomes of both the individual and the organization. Therefore, the concept of the psychological contract can be used to clearly understand the implicit and explicit obligations between the individual and the .organization (29) that allows us to study and understand social exchange. Moreover, the psychological contract was born to express the existence of a relationship between two parties: the worker on the one hand .and the organization or employer on the other hand 'The psychological contract is due to individuals beliefs or perceptions regarding mutual obligations between individuals and organizations. It consists of beliefs based on verbal commitments or implicit promises regarding an exchange agreement concluded between the individual and the organization in which he works (20) The importance of the psychological contract (1) Psychological contracts are a feature of organizational life, as they arise to link individuals and organizations with each other and regulate their behavior It contributes to maintaining the working, relationship over time It enables the human side of the organization to work smoothly, especially in situations of risk, such as times of restructuring and situations of uncertainty. Psychological contracts help accomplish two tasks: they help predict the types of outputs that the organization will obtain from individuals, and they also help in knowing the types of rewards that individuals will receive from the organization, as prediction is extremely important as it works to Motivating the individual to always provide the best Psychological contracts greatly influence job satisfaction, behavior, and attitudes through continuous review of the exchange relationship between the individual and the .organization. For the individual, the psychological contract strengthens the employee's affiliation with the organization, and thus his belief in its goals and working forcefully to achieve those goals, which makes the individual willing to do anything on behalf of the organization and creates in him a strong desire to maintain and continue his relationship with it.

9. Breach of psychological contract

The subject of penetrating and violating the psychological contract is the vital element and the core idea in the theory of the psychological contract as it provides a description of the reasons why breach of the psychological contract negatively affects the feelings, attitude, and behavior of individuals. The idea of penetrating and violating the subject of the psychological contract was taken from the concepts of legal contracts, which explain the concept of A breach by one of the parties to the contract of one of the terms of the contract. In general, the case of breach and violation of the contract expresses the opposite situation of failure by the organization to fulfill one of the promises and obligations towards its. members (32) The process of breaching the psychological contract expresses the cognitive state that crystallizes in the individual towards the organization in terms of its failure to fulfill its obligations within the psychological contract and in a manner .commensurate with the individual's contribution Violating the psychological contract is an emotional state that appears under certain circumstances .when the organization fails to maintain the contract Psychological sufficient for the individual. Or it explains the

state of mental and logical review or cognitive comparison that the individual draws regarding what he receives from the organization to what is promised (25)

10. Determinants of the psychological contract

The determinants of the psychological contract include the agreement between the individual and the organization and the duties that are exchanged between them that the individuals provide to the organization, as well as the privileges and rights that the individual can obtain from the organization, i.e. the duties of the organization towards the individual. By understanding the determinants of the psychological contract, the expected results can be reached and can be presented. As follows Obligations and duties of individuals (11) As there are obligations on individuals.

towards the organization in which they work, as well as society, the organization, also has duties and obligations, including Individuals should point out any shortcomings or deficiencies in Performing the work to the best of its ability by the individual, including volunteer work and accepting additional work that ensures compliance with the organization's standards to become a good organizational citizen and participant in the organization's work team.

11. Types of psychological contract

After reviewing the previous literature, it became clear that most of the literature agrees on the types of psychological contracts, which are as follows:

1.Transaction contracts: In this type of psychological contract, the organization is simply the place where individuals do their work and invest a little commitment and emotional attachment to the organization It is where they expect immediate rewards for exiting a job situation, such as credentials and pay, and that transactional contracts involve specific transferable exchanges (such as payment for attendance) between parties over a specified period of time (as in the case of employment by companies or temporary employment). 31

2.Relational contracts: relationships here are broader in scope, open, and understood by both parties. They are concerned with value-based exchange of personal.

economic and social resources, and broader, longer-term commitments based on broader elements such as employee trust and social commitment. The psychological contract was built primarily to create stability in the work environment and improve the relationship between the individual and the organization (17) 3- Balanced contracts: A balanced contract contains all the dimensions of transactional contracts and related relationships. Balanced contracts combine commitments on the part of the organization to the development of the individual (either in the organization or elsewhere if necessary), whereby individuals are expected to be prepared and flexible to adapt if changes occur Economic conditions: It is expected that such contracts will be renegotiated over time, depending on economic conditions and changing needs of individuals Balanced contracts involve shared risks between the individual and the organization and are dynamic work arrangements that are conditional on the economic success of the individual and organization's opportunities to develop professional advantages. Where the individual and the organization contribute significantly to the development of the other. Rewards are also based on the individual's performance and contribution, to the organization's relative advantages especially in the face of changing requirements due to labor market pressures.

The second topic: Sustainability of the organization.

Sustainability concept:

The term sustainability is broad and can be applied to various aspects of life on Earth whether locally or globally, and at different periods, noting that achieving sustainability is the focus of the Kingdom's Vision 2030, and achieving the sustainability goals approved by the United Nations during the United Nations Summit to adopt the development plan Post is "a fundamental turning point in the 2015, concept of sustainability for governments companies and various parties. The United Nations Economic and Social Council has announced that these goals will be followed up through a set of global indicators that can be measured to evaluate the results. In this context".

Each country has developed its own indicators National goals in accordance with the 2030 Sustainable Development Goals, provided that each country determines its national goals and objectives in light of the framework of global goals, and this requires that the data provided be unified national data that can be measured through specific and clear mechanisms that can be submitted to the international statistical. System (14) Some characteristics of sustainability (8) Sustainability is long-term, as it takes into account the rights of future generations to the Earth's and seeks to protect. them. Meeting individuals' basic requirements for food, clothing education and health, which helps develop material and social resources. and seeks to protect. them Meeting individuals' basic requirements. for food, clothing education and health, which helps develop the material and social conditions of individuals without harming biodiversity. Preserving the surrounding vital elements, such as: water and air, as sustainability plans do not deplete the natural resources in the biosphere, by drawing up plans and strategies that determine the mechanism of using these resources while maintaining the ability to give Taking into account the interest of future generations in natural resources - Develop and improve quality of life.

What the Kingdom of Saudi Arabia has: provided to contribute to sustainability.

The Kingdom of Saudi Arabia launched many initiatives and projects that in turn contributed to sustainability within Vision 2030 Sustainability is a fundamental goal of the Kingdom, of Saudi Arabia's Vision 2030. The Crown Prince, His Royal Highness Prince Mohammed bin Salman launched it in the year (2016). The Kingdom has placed sustainability as its cornerstone by focusing on both environmental, social, and economic sustainability.

Implementation of the plan's objectives began in after **the launch of the King Salman 2017 Renewable Energy Initiative**, which aims to manufacture renewable energy and establish **the .Saudi Investment Recycling Company (SRIC)** The Kingdom continued its progress towards sustainability, as the Custodian of the Two Holy Mosques, King Salman, issued a royal order to establish Council for Royal Reserves and launching **.the National Environment Strategy** in 2018 The Kingdom joined the International Solar Energy Alliance in 2019, and a number of national "environmental centers were established, and the **Green Riyadh Project** " was launched, which aims to increase the green spaces in the Kingdom by spreading and intensifying afforestation in all areas of the city with optimal exploitation of treated water in works. Irrigation and integrated waste. management and recycling activities in Riyadh The Kingdom also sought to implement sustainability by adopting the Circular Carbon Economy Initiative in 2020 and establishing special forces for environmental protection. The Kingdom also established the Energy and Environment Research Fund in the same year, which aims to contribute to the financial sustainability of the environment and meteorology by providing all necessary supporting capabilities. In addition to investing in capital and supporting environmental programmers, studies and initiatives, which in turn stimulate environmentally friendly technologies The Green Saudi Arabia Project and the Green) Middle East Initiative) were launched in the year with the aim of reducing carbon emissions (2021) and planting 10 billion trees throughout the Kingdom to protect 30% of the marine and terrestrial areas ⁽¹⁶⁾.

Sustainability images ⁽¹⁶⁾

Some may believe that sustainability is only related to the environment, or that it is merely a strategy to reach a specific goal, or that it is expensive and that its results are temporary, but there are many forms: of sustainability, including

- Environmental sustainability It is protecting the environment by reducing the use of non-recyclable materials to create a clean environment free of carbon emissions, and we must avoid everything that causes these problems to secure for us and, future generations a healthy sustainable environment.
- Social Sustainability

This is done by developing education and health care and enabling the community to make decisions that help develop society. Education plays a major role in this, as it considers harnessing technology and science in general, whether health, social or economic, to ensure sustainability in society.

Economic sustainability It focuses on using natural energy more compared to industrial energy. Many strategies are employed to ensure economic sustainability

Sustainability for the sake: of continuity (2)

The emergence of sustainability and its applications allows organizations to improve their performance and attractiveness and ensure continuity for long periods through a number of measures, if applied, including

- Statement of the organization's ability to respond to the aspirations and trends of society as sustainable organizations are an additional gain that confirms their credibility and legitimacy which in turn contributes to enhancing reputation, reducing risks, and providing a sound and attractive product to new investors due to their ethical behavior
- Developing the organization's performance by renewing committing to, and innovating sound policies that reduce the costs incurred by the organization, such as penalties and fines as a result of non- respect for environmental and social legislation, and taking into account societal requirements that contribute to achieving sustainability.
- Ensuring the continuity of the organization by applying laws and standards that concern the environmental, social and economic aspects and working to pay attention and contribute to its future development in order to avoid negative effects, as well as working to manage the environmental, economic and. social risks and its activities.

Factors affecting continuity ⁽¹⁸⁾

There are a set of requirements that help the continuity of the organization, including

- Administrative services: The strength and weakness of management lie in conducting business, providing support and services in the event of emergency crises, managing risks, that may face the organization and the extent to which the organization's management contributes to these critical, situations in terms of support development, maintenance, or money
- External requirements: What is meant is the company's compliance with the legislation and laws imposed by the state related to continuity.
- Organizing continuity processes It is preparing the organization well through coordination in operations between individuals and the organization, which makes the organization a strong organization capable of avoiding risks. This is achieved through training and educating individuals and continuous communication between the various levels in the organization.

The third topic: The psychological contract in the sustainability of the government organization in the Kingdom of Saudi Arabia the introduction:

Governmental organizations in the Kingdom of Saudi Arabia are considered important elements in achieving national development and meeting the needs of citizens.

Therefore, maintaining the sustainability of these organizations and improving the quality of their services is a strategic priority for the state. Among the factors that affect the sustainability of government organizations is the psychological contract that links its employees and management. The psychological contract represents a set of mutual expectations and obligations that determine the nature of the relationship between the two parties and is reflected in the level of satisfaction, loyalty and job performance.

The psychological contract in the sustainability of the government organization

Organizational behavior: Organizational behavior is concerned with studying the behavior of individuals within a specific organization's environment. Studies that deal with organizational behavior and the extent of the influence of the psychological contract on the sustainability of the organization are also concerned with determining the causes of this behavior within the organization and its relationship to employee satisfaction as well as increasing productivity, that is, studying the impact resulting from individuals or the organizational structure. On the behavior of the governmental organization, for the purpose of harmony to improve efficiency and thus the sustainability of the organization.

The impact of the psychological contract on the sustainability of the government organization:

The psychological contract has an impact on the sustainability of the government organization, as it affects the behavior, performance, and tendencies of individuals in the organization in various roles, and thus affects productivity. The psychological contract enables individuals to be directed to achieve the organization's goals ⁽¹⁰⁾

Paying attention to the psychological contract is reflected in the sustainability of the organization through the individual's commitment to the organization as one of the manifestations of behavior, which makes him exert the maximum possible effort to achieve its goals, values, and interests, and the strong desire not to leave it and to continue in it. Whereas, when the individual's values, goals, and beliefs match the values and goals of the organization in which he works, this makes the individual put in additional effort in his work and does not move from it or think about leaving it, which affects the sustainability of the organization so there is a strong bond between the individual and the organization regardless of the financial compensation, and the contract focuses on the psychological concept of commitment is based on the psychological link between the individual and the organization, which makes him integrate his work into the organization and adopt its values ⁽²⁸⁾

Bou Shannan laid down three main pillars for this connection, which are: ⁽⁷⁾

- Sense of belonging and participation
- Effective contribution to achieving the organization's goals
- The desire to continue and work in the organization under all circumstances.

Study procedures

This chapter reviews the study procedures in terms of the approach followed, defining the study population and sample, how to select it, and describing its characteristics. It also reviews the that was relied upon to collect field data tool study, (the questionnaire), the steps for constructing it verifying its validity and reliability, the procedures for applying it, and an explanation of the methods used in analyzing the data obtained when applying the study tool.

Study population and sample:

The study population consisted of all workers in Saudi government agencies. Due to the lack of specific statistics for the number of workers in these departments, we relied on a sample size of an unknown population in these agencies. Therefore, the study relied on a random sample from the study population, and the sample represents current workers in Saudi government agencies. The final analyzable sample size was (305) individuals.

According to experience Percentage distribution of study members:

It is clear from the previous table and figure that the study sample had various categories of experience. The largest percentage of those with recent experience from 5-10 years came at 38.7%, while the categories of experience, 11-15 years came at 32.1%, and those with experience from 5 years or less accounted for 18%. While the study sample came from people with great experience from 16-20, at a rate of 10.2% and finally a very small percentage of people with experience 21 years or more at a rate of 1%, and this diversity may benefit the subject of the study and polling opinions from women with different experiences.

12. Discussion of the study and recommendations

The results showed that there is a high importance of the psychological contract on the sustainability of the organization from the point of view of employees in the government sector in the Kingdom of Saudi Arabia participating in the study with an arithmetic average of (4.11). This was evident through their confirmation of their awareness of the importance of the psychological contract in the organization through their awareness that there is an implicit or customary agreement. Between the organization and the individual, it relates to the expectations and psychological and moral ties between them, and that the organization is interested in meeting the needs and aspirations of the individual, and realizes that the individual's satisfaction and continuity of work depend on commitment to the psychological contract, and that it realizes that the satisfaction and connection of

employees to the psychological contract affect their performance and productivity, and therefore, affect the sustainability and success. The organization in general, in addition to the lack of fulfillment of mutual expectations and psychological connection with employees can lead to the deterioration of the relationship between it and the individual, and therefore, can negatively affect organizational performance and flexibility. The results also confirm that those working in the government sector believe that the individual understands the importance of the psychological contract and understands its concept, and also realizes its importance for the sustainability of the organization. The individual also realizes the consequences of breaching the psychological contract. Adhering to the psychological contract and meeting mutual expectations is important for maintaining an individual's satisfaction at work and enhancing his or her performance and, therefore can contribute to the overall success of the organization. These results indicate that workers in the government sector are aware of the importance of the psychological contract and consider it an influential factor in the relationship between the individual and the organization.

These results agreed with some of what previous studies addressed, such as the Sania study, 2021, which emphasized the importance of the psychological contract, as fulfilling it leads to supporting confidence among workers who believe it is necessary in career life, as individuals view the organization positively when they receive more incentives and appreciation than they expect. Then the individual realizes that the organization has fulfilled its promises and will feel more committed to the organization, and the results of Abu Taqia's study (2017), which confirmed the importance of applying the psychological contract in Palestinian universities in the Gaza Strip and its impact on employee productivity, and Dahmani's study (2019) which also showed this importance and its relationship to organizational citizenship behavior among nurses at Al-Zahrawi Hospital in the city of M'sila in Algeria.

Answering the second question about the impact of the psychological contract on the sustainability of the government organization The results showed that there is a very high impact of the psychological contract on the sustainability of the government organization from the point of view of the study participants, with an arithmetic average of (4.58). This was demonstrated by the consensus among government sector employees that paying attention to the psychological contract increases employee satisfaction. This indicates that paying attention to meeting employees' expectations and maintaining positive psychological and moral ties can lead to improving their satisfaction at work and thus can contribute to the sustainability of the organization and that adhering to the psychological contract and providing psychological and moral support to workers can lead to increasing their productivity and general performance, and thus can contribute to the sustainability of the organization and the organization's attention to meeting the needs and expectations of employees and strengthening their psychological bonds can affect the improvement of their efficiency and general performance, and thus contribute to the sustainability of the organization. In addition

meeting employees' expectations and building psychological trust and loyalty can enhance employees' commitment and their desire to continue in the work. Working in the organization and thus it can affect the sustainability of the organization, in addition to that interest in building strong and solid bonds with employees and enhancing their psychological affiliation can lead to increasing their sense of belonging to the organization and thus can contribute to its sustainability, and meeting employees' expectations and providing a stimulating and supportive work environment can enhance their effective participation and cooperation in achieving the organization's goals, and thus contribute to its sustainability.

These results agreed with some of what was reported by previous studies, such as the Sania study, 2021, the results of which were that fulfilling the psychological contract leads to supporting confidence among employees who believe that it is necessary in professional life, as individuals view the organization positively when they receive more incentives and appreciation than they do. They expect, and then the individual realizes that the organization has fulfilled its promises, so he will feel more committed to the organization, and the study of Pilar & Soares Mosquera, 2019 which confirmed, that the psychological contract involves an understanding or realization by two or more parties of the nature of the implicit, unwritten relationship in order for there to occur a psychological commitment represented by acceptable and valid behavior for the two parties or parties of interest unlike the

legal contract, which is considered written, explicit, within a formal framework, and binding on the two parties or parties of the relationship.

Answering the third question about the commitment of the psychological contract to the sustainability of the organization

The results showed that there is a very high degree of commitment to the psychological contract on the sustainability of the organization from the employees' point of view, with an arithmetic average of (4.58). This was demonstrated by the very high support for the behavioral dimension, as employees' commitment to the psychological contract affects their independence. This means that workers who feel a strong connection to the organization and their commitment to its core principles and values may be more independent in making decisions and carrying out tasks in a way that enhances the sustainability of the organization.

Likewise, workers who feel a strong psychological connection and belonging to the organization may be more likely to remain in the organization and be flexible and persevere to achieve its goals regardless of. In the long term, workers who feel a strong commitment to the organization and its values may be more likely to cooperate and build positive relationships with their colleagues, which can enhance communication and cooperation within the organization and contribute to its sustainability, and workers who feel a strong commitment to the organization may be more likely to communicate and build relationships. Positive interactions with, their superiors, which can affect the support cooperation, and guidance of employees and thus contribute to the sustainability of the organization. In addition, employees who feel a strong connection to the organization and synchronization with its values and goals may be more willing to develop their skills and learn new skills to help the organization adapt and grow, and that employees. Those who feel a strong psychological contract may be more attuned to the organization's principles and ethical standards, which contributes to strengthening a culture of responsibility and integrity within the organization and thus enhances its sustainability. The results also confirmed the very high support for the emotional dimension, as commitment to the psychological contract strongly affects loyalty at work. This means that employees who feel a strong commitment to the organization and its values are more engaged and dedicated to performing their duties and contributing to achieving the organization's goals. This loyalty can increase productivity and improve the quality of work, thus contributing to the sustainability of the organization, and that workers who feel a strong psychological contract may be more compatible and harmonious with their colleagues and work teams. This harmony can improve communication and cooperation between teams and increase the effectiveness of teamwork, thus contributing to the sustainability of the organization. In addition, workers who feel a strong psychological contract may be more dedicated and engaged in performing their tasks and achieving the desired results. This good performance can lead to the achievement of the organization's goals and increase its chances of sustainability, and employees who feel a strong commitment to the organization may be more likely to share necessary information and ideas openly and transparently. This can enhance trust among, employees and improve open communication, which helps in the sustainability of the organization. Moreover, employees who feel a strong psychological contract may be more willing to devote themselves to serving the organization and working for its benefit, even if doing so requires putting in more effort or effort. Sacrificing their personal interests. Such altruism can enhance team spirit and achieve the organization's higher goals, supporting its sustainability. The previous results agreed to some extent with what some studies reported, such as the study of Low et al., 2016 which confirmed the relationship, between fulfillment of the psychological contract and organizational commitment and concluded that fulfillment of the psychological contract has a moral impact on emotional commitment and that the organization's fulfillment of the psychological contract gives individuals a sense of emotional connection. The organization, which is what was found in the study of Neil Conway et al. 2011, which confirmed that violating the psychological contract has negative effects on the attitudes and behaviors of employees. The results showed its negative, morally and statistically significant relationship with satisfaction, loyalty, and morale of employees.

Verifying the first hypothesis: There is no statistically significant relationship between the importance of the psychological contract on the sustainability of the organization and its impact on the sustainability of the governmental organization.

The results of the correlation analysis confirmed that the first hypothesis was not met and that there was a moderate direct correlation with statistical significance between the importance of the psychological contract on the sustainability of the organization and its impact on the sustainability of the governmental organization.

Verifying the second hypothesis: There is no statistically significant relationship between the importance of the psychological contract on the sustainability of the organization and its commitment to the sustainability of the organization.

The results of the correlation analysis confirmed that the second hypothesis was not met and that there was a moderate direct correlation with statistical significance between the importance of the psychological contract on the sustainability of the organization and its commitment to the sustainability of the organization.

Verifying the third hypothesis: There is no statistically significant relationship between the impact of the psychological contract on the sustainability of the government organization and its commitment to the sustainability of the organization.

third hypothesis was not met and that there was a strong direct correlation with statistical significance between the influence of the psychological contract on the sustainability of the government organization and its commitment to the sustainability of the organization.

References

- [1] A. Abrar, S Mahmoud "The extent of applying the psychological contract in Palestinian universities in the Gaza Strip and its impact on employee productivity (Master's thesis) Islamic University of Gaza, Palestine"2017.
- [2] B. Najwa,"The impact of the level of accounting disclosure in the published financial statements on the repercussions of the financial crisis in the Jordanian banking sector -a field study on, Jordanian commercial banks" A master's thesis submitted to the Council of the Faculty of Economic. Commercial and Management Sciences, Mohamed Khudair University, 2013.
- [3] D, Sakina, "The psychological contract and its relationship to organizational citizenship, behavior among hospital nurses, a field study at Al-Zahrawi Hospital in the city of M'sila, Master's thesis Algeria 2019.
- [4] E,Youssef, Latim, and Naji. "The most important psycho-sociological determinants used in measuring and shaping organizational behavior of workers" 2014.
- [5] K, Hajar, "Breaking the psychological contract and its relationship to organizational commitment among doctors working in southern Algeria", unpublished master's thesis, Kasdi-Merbah University, Algeria, 2013.
- [6] Anggraeni, A. I., Dwiatmadja, C., & Yuniawan, A. " The role of psychological contract on employee commitment and organizational citizenship behaviour": A study of Indonesian young entrepreneurs in management action. *SA Journal of Industrial Psychology*, 43 (1), 1-9,2017.
- [7] Y, Griep, and T, Vantilborgh,"Reciprocal effects of psychological contract breach on counterproductive and organizational human behaviors" The role of time. *Journal of vocational behavior*, vol 104, pp141-153, 2018.
- [8] A, Hussain, and B, Anwar, "The mediating effect of leader-member exchange on the relationship between psychological contract breach and employee responses". *Pakistan Social Sciences Review*, vol 4 (1), pp 306-319, 2020.
- [9] Low, C. H., Bordia, P, and Bordia, S. "What do employees want and why?" An exploration of employees ' preferred psychological contract elements across career stages. *Human Relations*, vol 69 (7), pp 1457-1481, 2016.
- [10] S Usmani, "Psychological Contract Breach, Affective Commitment and Proactively": *A Mediated Affair*, Vol. 6, No. 1, pp:45- 53, 2021.
- [11] Savarimuthu, A., & Rachael, A. J. "Psychological contract-A conceptual framework". *International Journal of Management vol 8 (5)*, pp 101-110, 2017.
- [12] V Stormbroek, R., and Blomme, R. "Psychological contract as precursor for turnover and self-employment". *Management research review*, vol 40 (2), pp 235-250, 2017.