



TO EXAMINE THE IMPACT OF PSYCHOLOGICAL CONTRACT BREACH AND FEELING OF VIOLATION IN SELECTED SUGAR INDUSTRIES AT BELAGAVI DISTRICT.

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ABSTRACT: *This study aims to examine and investigate the impact of Psychological Contract Breach and the feeling of violation among employees in the selected Sugar Industries of Belgavi district. The Psychological contract which is inevitable and it is unwritten expectations and obligations between employers and employees. Psychological Contract plays very crucial role in shaping employment relationship by analysing data collected from a sample of employees in selected Sugar Industries of Belgavi district. This research seeks to explore and to know the impact of Psychological contract Breach and feeling of Violation. In this survey the findings are expected to contribute to better understanding of the psychological contract breach and the dynamics within the workplace. The study provides insights for the organizations to foster their positive employee relationships and to improve overall job satisfaction and productivity of the organization. This study also examines the impact of psychological contract breach and the consequent feeling of violation in organizations. By conducting research and analysing data collected from different sugar industries, this study aims to investigate how breach of the psychological contract can lead to feeling of violation among employees. Psychological Contract Breach and its effects may assist the organizations in developing effective strategies to maintain healthy employee relations.*

Key words: Psychological Contract Breach, Feeling of Violation

INTRODUCTION:

In today's competitive and ever changing business environment all the organizations are searching and recognising the significance of positive and harmonious relations between employers and employees. Psychological contract is unwritten, and implicit understanding between two parties. It forms the basis for the foundation of employment relationship. It focuses on promises, obligations and mutual expectations that define the exchange between employees and their employers. When this psychological contract breach happens in a industry it has got a negative implications on employee's attitude, behaviour and overall job satisfaction. The sugar industries are like other sectors faces unique challenges and demands making it essential to explore the specific implications of psychological contract breach. By focusing on the sugar industry we can gain insights into complexities and difficulties that shape the employment relationships in this sector. Understanding the impact of psychological contract breach and feelings of violation is crucial for many reasons. Firstly employees who perceive their psychological contracts to be violated may experience a sense of unhappiness, dejection, letdown leading to reduced commitment towards the organization and which decreases job satisfaction. Secondly psychological contract breach may result in increases employee turnover and in affecting organizational stability and poor performance and also it can create negative series of waves on team dynamics and overall bad effect on organizational climate and culture.

While previous research have explored psychological contract breach in various industries, there is still a lack of thorough or comprehensive studies within the sugar industries context. Therefore this research seeks to fill this gap by investigating the specific consequences of psychological contract breach and feeling of violation in selected sugar industries at Belgavi district. In this study mixed method approach has been adopted by combining qualitative and quantitative data collection methods. Qualitative interviews and focus groups will provide in-depth insights into employee perceptions and experiences regarding psychological contract breach and feeling of violation. Findings of this research are expected to contribute significantly to the existing literature on psychological contract breach and feeling of violation and their implications for the organizations. Moreover the insights gained from this study can assist sugar industry leaders, Human Resource professionals in developing strategies to proactively manage, maintain and inspire for positive psychological contract relationships. Which ultimately fostering a more engaged and satisfied workforce in doing so, the

organizations in the sugar industry can improve their overall performance, enhance employee well being and to establish a competitive edge in today's rapidly evolving business environment.

OBJECTIVES OF STUDY:

Is to investigate and analyse the impact of psychological contract breach and feeling of violation among employees in selected sugar industries of Belgavi district. The study aims to understand how these factors influence employee attitude, behaviours and job related outcomes within the sugar industry.

RESEARCH METHODOLOGY

Primary data was collected with the help of questionnaires from 280 employees from Sugar Industries. The response was collected through personal interviews and conversations

SAMPLING METHOD

Convenience sampling technique is used for the study from the selected sugar industries of Belgavi district. Sample size is 280.

DATA ANALYSIS

During the analysis of the study, it has been observed that among 280 respondents. 154(55.0%) Respondent were Supervisor. 25(8.9%) Respondent were Assistant Manager. 101(36.1%) Respondent were Manager. 102(36.4%) Respondent were having 1 to 5 Years of work experience. 101(36.1%) Respondent were having 5 to 10 Years of work experience. 51(18.2%) Respondent were having 10 to 20 Years of work experience. 26(9.3%) Respondent were having 20 Years and above of work experience. 154(55.0%) respondents were married. 126(45.0%) Respondent were unmarried. 152(54.3%) Respondent were having Degree, 1282(45.7%) Respondents were having Master Degree.

Table No 1

Yes, I agree my Company has failed to fulfill the promises made during recruitment process.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	52	18.6	18.6	18.6
Disagree	76	27.1	27.1	45.7
Neutral	50	17.9	17.9	63.6
Agree	76	27.1	27.1	90.7
Strongly Agree	26	9.3	9.3	100.0
Total	280	100.0	100.0	

In this survey 52(18.6%) respondents were Strongly Disagree, 76(27.1%) respondents were disagree. 50(17.9%) respondents were Neutral, 76(27.1%) respondents were Agree and 26(9.3%) respondents were strongly agree that the company has failed to fulfil the promises made during recruitment process.

Table No 2

Yes, I agree that the company has violated the unwritten expectations and obligations of the employment relationship.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	205	73.2	73.2	73.2
Neutral	25	8.9	8.9	82.1
Agree	25	8.9	8.9	91.1
Strongly Agree	25	8.9	8.9	100.0
Total	280	100.0	100.0	

In this survey 205(73.2%) respondents were disagree. 25(8.9%) respondents were Neutral, 25(8.9%) respondents were Agree and 25(8.9%) respondents were strongly agree that the company has violated the unwritten expectations and obligations of the employment relationship.

Table No 3

Yes, I agree the violation of the psychological contract has led to decreased in my job satisfaction				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	9.3	9.3	9.3
Disagree	76	27.1	27.1	36.4
Neutral	51	18.2	18.2	54.6
Agree	75	26.8	26.8	81.4
Strongly Agree	52	18.6	18.6	100.0
Total	280	100.0	100.0	

In this survey 26(9.3) respondents were Strongly Disagree, 76(27.1%) respondents were disagree. 51(18.2%) respondents were Neutral, 75(26.8%) respondents were Agree and 52(18.6%) respondents were strongly agree that the violation of the psychological contract has led to decreased in job satisfaction.

Table No 4

Yes, I agree the breach of psychological contract has resulted in feelings of anger and resentment towards the management and organization				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	77	27.5	27.5	27.5
Neutral	51	18.2	18.2	45.7
Agree	127	45.4	45.4	91.1
Strongly Agree	25	8.9	8.9	100.0
Total	280	100.0	100.0	

In this survey 77(27.5%) respondents were disagree. 51(18.2%) respondents were Neutral, 127(45.4%) respondents were Agree and 25(8.9%) respondents were strongly agree that the breach of psychological contract has resulted in feelings of anger and resentment towards the management and organization.

Table No 5

Yes, I agree there are often situations in the organization where organization have failed to keep up my psychological contract				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	127	45.4	45.4	45.4
Neutral	51	18.2	18.2	63.6
Agree	102	36.4	36.4	100.0
Total	280	100.0	100.0	

In this survey 127(45.4%) respondents were disagree. 51(18.2%) respondents were Neutral, 102(36.4%) respondents were agreed that there are often situations in the organization where organization has failed to keep up their psychological contract.

Table No 6

Yes, I agree that my organization provides me more number of opportunities for growth and career development				
	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	76	27.1	27.1	27.1
Agree	152	54.3	54.3	81.4
Strongly Agree	52	18.6	18.6	100.0
Total	280	100.0	100.0	

In this survey 76(27.1%) respondents were Neutral, 152(54.3%) respondents were agreed and 52(18.6%) respondents strongly agreed that their organization provides more number of opportunities for growth and career development.

Table No 7

Yes, I agree my organization have values for work life balance and support employee's well being.				
	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	203	72.5	72.5	72.5
Strongly Agree	77	27.5	27.5	100.0
Total	280	100.0	100.0	
Total	280	100.0	100.0	

In this survey 203(72.5%) respondents were agreed and 77(27.5%) respondents strongly agreed that their organization have values for work life balance and support employee's well being.

Table No 8

Yes, I feel less motivated to perform my job due to psychological contract breach				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	9.3	9.3	9.3
Disagree	25	8.9	8.9	18.2
Neutral	51	18.2	18.2	36.4
Agree	153	54.6	54.6	91.1
Strongly Agree	25	8.9	8.9	100.0
Total	280	100.0	100.0	

In this survey 26(9.3) respondents were Strongly Disagree, 25(8.9%) respondents were disagree. 51(18.2%) respondents were Neutral, 153(54.6%) respondents were Agree and 25(8.9%) respondents were strongly agree that they feel less motivated to perform their job due to psychological contract breach.

Table No 9

Yes, I feel of quitting organization due to psychological contract breach				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	25	8.9	8.9	8.9
Disagree	76	27.1	27.1	36.1
Agree	127	45.4	45.4	81.4
Strongly Agree	52	18.6	18.6	100.0
Total	280	100.0	100.0	

In this survey 25(8.9%) respondents were Strongly Disagree, 76(27.1%) respondents were disagree. 127(45.4%) respondents were Agree and 52(18.6%) respondents were strongly agree that they feel of quitting organization due to psychological contract breach.

Table No 10

Yes, I am satisfied with the overall employment conditions and benefits provided by the organization				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	51	18.2	18.2	18.2
Disagree	25	8.9	8.9	27.1
Agree	152	54.3	54.3	81.4
Strongly Agree	52	18.6	18.6	100.0
Total	280	100.0	100.0	

In this survey 51(18.2%) respondents were Strongly Disagree, 25(8.9%) respondents were disagree. 152(54.3%) respondents were Agree and 52(18.6%) respondents were strongly agree that they are satisfied with the overall employment conditions and benefits provided by the organization.

Table No 11

Yes, I feel that the organization has violated the psychological contract with me				
	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	128	45.7	45.7	45.7
Neutral	76	27.1	27.1	72.9
Agree	76	27.1	27.1	100.0
Total	280	100.0	100.0	

In this survey 128(45.7%) respondents were disagree. 76(27.1%) respondents were Neutral, 76(27.1%) respondents were agreed that they feel that the organization has violated the psychological contract with them.

Table No 12

			Yes, I agree my Company has failed to fulfill the promises made during recruitment process.					
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Designation	Supervisor	Count	52	25	25	26	26	154
		% Within Supervisor	33.8%	16.2%	16.2%	16.9%	16.9%	100.0%
		% Within Designation	100.0%	32.9%	50.0%	34.2%	100.0%	55.0%
	Asst. Manager	Count	0	25	0	0	0	25
		% Within Asst. Manager	0.0	100.0%	0.0	0.0	0.0	100.0%
		% Within Designation	0.0	32.9%	0.0	0.0	0.0	8.9%
	Manager	Count	0	26	25	50	0	101
		% Within Manager	0.0	25.7%	24.8%	49.5%	0.0	100.0%
		% Within Designation	0.0	34.2%	50.0%	65.8%	0.0	36.1%
Total		Count	52	76	50	76	26	280
		% Within Designation	18.6%	27.1%	17.9%	27.1%	9.3%	100.0%
		% Within Designation		100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp.Sig(2-sided)
Pearson Ch-Square	158.281 ^a	8	.000
Likelihood Ratio	176.977	8	.000
Linear-by-Linear Association	10.642	1	.001
N of Valid cases	280		

H0- As per the Designation, Employees in the Sugar industries are not associated with psychological contract breach and feeling of violation.

H1- As per the Designation, Employees in the Sugar industries are associated with psychological contract breach and feeling of violation.

The above table speaks about the association tests between Designation and nature of the psychological contract to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between designations of employees of sugar industries about the impact of psychological contract breach and feeling of violation.

Above table explains out of 280 respondents of sugar industries to examine the impact of psychological contract breach and feeling of violation. Among 154(55.5%) supervisor respondents, 52(33.8%) respondents were strongly disagreed, 25(16.2%) respondents were disagreed, 25(16.2%) respondents were neutral, 26 (16.9%) respondents were agreed, and 26(16.9%) respondents were strongly agreed. Assistant supervisor respondents 25(8.9%) sugar industry employees, 25(100.0%) respondents were disagree. Manager respondents 101(36.1%), 26(25.7%) respondents were disagreed, 25(24.8%) respondents were neutral, 50(49.5%) respondents were agree that their Company has failed to fulfill the promises made during recruitment process. H0 rejected and H1 accepted.

Table No 13

		Yes, I agree my Company has failed to fulfill the promises made during recruitment process.						
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Experience	1-5 years	Count	52	25	25	0	0	102
		% Within 1-5 Years	51.0%	24.5%	24.5%	0.0	0.0	100.0%
		% Within Experience	100.0%	32.9%	50.0%	0.0	0.0	36.4%
	5-10 Years	Count	0	25	0	76	0	101
		% Within 5-10 Years	0.0	24.8%	0.0	75.2%	0.0	100.0%
		% Within Experience	0.0	32.9%	0.0	100.0%	0.0	36.1%
	10-20 Years	Count	0	0	25	0	26	51
		% Within 10-20 Years	0.0	0.0	49.0%	0.0	51.0%	100.0%
		% Within Experience	0.0	0.0	50.0%	0.0	100.0%	18.2%
	20 Years Above	Count	0	26	0	0	0	26
		% Within 20 Years & Above	0.0	100.0%	0.0	0.0	0.0	100.0%
		% Within Experience	0.0	34.2%	0.0	0.0	0.0	9.3%
Total		Count	52	76	50	76	26	280
		% Within Experience	18.6%	27.1%	17.9%	27.1%	9.3%	100.0%

	% Within Experience	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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Chi-Square Tests			
	Value	df	Asymp.Sig(2-sided)
Pearson Ch-Square	460.287 ^a	12	.000
Likelihood Ratio	472.989	12	.000
Linear-by-Linear Association	39.877	1	.000
N of Valid cases	280		

H0- Work Experience of the Employees in the Sugar industries are not associated with psychological contract breach and feeling of violation.

H1- Work Experience of the Employees in the Sugar industries are associated with psychological contract breach and feeling of violation.

The above table speaks about the association tests between work experiences and to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between experiences of employees of sugar industries about the impact of psychological contract breach and feeling of violation.

Above table explains out of 280 respondents of sugar industries about to examine the impact of psychological contract breach and feeling of violation. Among 102(36.4%) 1-5 years experienced respondents, 52(51.0%) respondents were strongly disagreed, 25(16.2%) respondents were disagreed, and 25 (24.5%) respondents were neutral. 5-10 years experienced respondents 101(36.1%) sugar industry employees, 25(24.8%) respondents were disagree, 76(75.2%) respondents were agree. 10-20 years experienced respondents 51(18.2%), 25(49.0%) respondents were neutral, 26(51.0%) respondents were Strongly. 20 years above experienced respondents 26(9.3%), 26(100.0%) respondents were disagreed that their Company has failed to fulfill the promises made during recruitment process. H0 rejected and H1 accepted.

Table No 14

		Yes, I agree my Company has failed to fulfill the promises made during recruitment process						
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Marital Status	Married	Count	26	51	25	26	26	154
		% Within Married	16.9%	33.1%	16.2%	16.9%	16.9%	100.0%
		% Within Marital Status	50.0%	67.1%	50.0%	34.2%	100.0%	55.0%
	Unmarried	Count	26	25	25	50	0	126
		% Within Unmarried	20.6%	19.8%	19.8%	39.7%	0.0	100.0%
		% Within Marital Status	50.0%	32.9%	50.0%	65.8%	0.0	45.0%

Total	Count	52	76	50	76	26	280
	% Within Marital Status	18.6%	27.1%	17.9%	27.1%	9.3%	100.0%
	% Within Marital Status	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests			
	Value	df	Asymp.Sig(2-sided)
Pearson Ch-Square	40.074 ^a	4	.000
Likelihood Ratio	50.026	4	.000
Linear-by-Linear Association	.115	1	.735
N of Valid Cases	280		

H0- Marital Status of Employees (Married and Unmarried) in the Sugar industries are not associated on the impact of psychological contract breach and feeling of violation.

H1- Marital Status of Employees (Married and Unmarried) in the Sugar industries are associated on the impact of psychological contract breach and feeling of violation.

The above table speaks about the association tests between Marital Status and to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is .000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between married and unmarried employees of sugar industries about the impact of psychological contract breach and feeling of violation.

Above table explains out of 280 respondents of sugar industries about to examine the impact of psychological contract breach and feeling of violation. Among 154(55.0%) married respondents, 26(16.9%) respondents were strongly disagree, 51(33.1%) respondents were disagree, 25(16.2%) respondents were neutral, 26(16.9%) respondents were agree and 26 (16.9%) respondents were strongly agree. An unmarried respondents 126(45.0%) sugar industry employees, 26(20.6%) respondents were strongly disagree, 25(19.8%) respondents were disagree, 25(19.8%) respondents were neutral, 50(39.7%) respondents were agree that their Company has failed to fulfill the promises made during recruitment process. H0 rejected and H1 accepted.

Table No 15

		Yes, I agree my Company has failed to fulfill the promises made during recruitment process						
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Qualification	Degree	Count	26	51	25	50	0	152
		% Within Married	17.1%	33.6%	16.4%	32.9%	0.0	100.0%
		% Within Marital Status	50.0%	67.1%	50.0%	65.8%	0.0	54.3%
	Master Degree	Count	26	25	25	26	26	128
		% Within	20.3%	19.5%	19.5%	20.3%	20.3%	100.0%

		Unmarried						
		% Within	50.0%	32.9%	50.0%	34.2%	100.0%	45.7%
		Marital Status						
Total		Count	52	76	50	76	26	280
		% Within	18.6%	27.1%	17.9%	27.1%	9.3%	100.0%
		Marital Status						
		% Within		100.0%	100.0%	100.0%	100.0%	100.0%
		Marital Status						

Chi-Square Tests			
	Value	df	Asymp.Sig(2-sided)
Pearson Chi-Square	40.716 ^a	4	.000
Likelihood Ratio	50.771	4	.000
Linear-by-Linear Association	5.423	1	.020
N of Valid Cases	280		

H0- Qualification of the Sugar industries employees are not associated on the impact of psychological contract breach and feeling of violation.

H1- Qualification of the Sugar industries employees are associated on the impact of psychological contract breach and feeling of violation.

The above table speaks about the association tests between Designation and Designation wise Employees in the Sugar industries are not associated on to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between qualifications of employees of sugar industries about the impact of psychological contract breach and feeling of violation.

Above table explains out of 280 respondents of sugar industries about to examine the impact of psychological contract breach and feeling of violation. Among 152(54.3%) Degree holder respondents, 26(17.1%) respondent were strongly disagree, 51(33.6%) respondents were disagree, 25(16.4%) respondents were neutral and 50(32.9%) respondents were agreed. Master Degree Holder respondents 128(45.7%) sugar industry employees, 26(20.3%) respondent were strongly disagree, 25(19.5%) respondents were disagree, 25(19.5%) respondents were neutral and 26(20.3%) respondents were agree that their Company has failed to fulfill the promises made during recruitment process. H0 rejected and H1 accepted.

Results and Discussion:

In this survey 18.6% respondents were Strongly Disagree, 27.1% respondents were disagree. 17.9% respondents were Neutral, 27.1% respondents were Agree and 9.3% respondents were strongly agreed that the company has failed to fulfil the promises made during recruitment process.

In this survey 73.2% respondents were disagree. 8.9% respondents were Neutral, 8.9% respondents were Agree and 8.9% respondents were strongly agreed that the company has violated the unwritten expectations and obligations of the employment relationship.

In this survey 9.3% respondents were Strongly Disagree, 27.1% respondents were disagree. 18.2% respondents were Neutral, 26.8% respondents were Agree and 18.6% respondents were strongly agreed that the violation of the psychological contract has led to decreased in their job satisfaction.

In this survey 45.4% respondents were disagree. 18.2% respondents were Neutral, 36.4% respondents were agreed that there are often situations in the organization where organization has failed to keep up my psychological contract.

In this survey 8.9% respondents were Strongly Disagree, 27.1% respondents were disagree. 45.4% respondents were Agree and 18.6% respondents were strongly agreed that they feel of quitting organization due to psychological contract breach.

In this survey 45.7% respondents were disagree. 27.1% respondents were Neutral, 27.1% respondents were agreed that they feel that the organization has violated the psychological contract with them.

As per chi-square test

The above table speaks about the association tests between Designation and nature of the psychological contract to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means there is significant difference between designations of employees of sugar industries about to examine the impact of psychological contract breach and feeling of violation.

The above table speaks about the association tests between experiences and to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means there is significant difference between experiences of employees of sugar industries about to examine the impact of psychological contract breach and feeling of violation.

The above table speaks about the association tests between Marital Status and to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is .000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means there is no significant difference between married and unmarried employees of sugar industries about to examine the impact of psychological contract breach and feeling of violation.

The above table speaks about the association tests between Designation and Designation wise Employees in the Sugar industries are not associated on to examine the impact of psychological contract breach and feeling of violation of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H₀ rejected and H₁ accepted. It means there is significant difference between qualifications of employees of sugar industries about to examine the impact of psychological contract breach and feeling of violation.

CONCLUSION:

The psychological contract breach in the sugar industries may lead to lower job satisfaction reduced commitment, decreased employee morale and increased employee turnover rates, which in turn results in negative impact on organisation's overall wellbeing and performance. This breach could also harm organisational trust and communication, affecting the overall productivity and effectiveness of the industry. Some of the research work has provided some solutions to avoid psychological contract breach and also some literature provides some solutions to avoid a breach and feeling of violation in a psychological contract by creating a written record of expectations at the beginning of the recruitment of employment and revisiting these expectations during regular performance reviews (Hillman, 2014), but it is not a practical tool or solution, because expectations evolve over time and often the expectations are not admitted until they have not been met; as a result, creating a written document would be practically impossible. A psychological contract breach may occur without the employer ever knowing that the psychological contract existed in the mind of the employees. The main objective of this study was to collate the overall impact of psychological contract beach on employee of selected sugar industries. The sugar industries are like many other factors the nature of psychological contract in sugar industries is a complex and multifaceted relationships between employee and employer. Work experience, Marital status, Designation in the organization and Qualification are directly associated with psychological contract breach and feeling of violation. It becomes Herculous task to major the psychological contract breach in sugar industries with the single yardstick.

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