



Role of Psychological Contract Breach and Violation in Generating Emotional Exhaustion: The Mediating Role of Job Procrastination

El papel del incumplimiento y la violación del contrato psicológico en la generación del agotamiento emocional: El papel mediador de la procrastinación del trabajo

Ali Abdulhassan Abbas^{*}, Hussein Hurajah. Al Hasnawi^a

^a University of Kerbala / College of Administration and Economics / Business Administration Department. Iraq/Kerbala – husein.alhasnawi@uokerbala.edu.iq – <https://orcid.org/0000-0003-1773-8901>

^{*} **Corresponding author:** Ali Abdulhassan Abbas. University of Kerbala / College of Administration and Economics / Department of Accounting. Iraq/Kerbala – fuhrer313@gmail.com – ali.abd.alhassan@uokerbala.edu.iq – <https://orcid.org/0000-0001-6860-2583>

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ABSTRACT

This search aims to study the extent to which Psychological Contract Breach affects and produces Emotional Exhaustion amongst employees through the emergence of a state of procrastination at the level of a sample of daily wage employees in the Colleges of Karbala University in Iraq. The study adopted the measures devised by Suazo (2009) to measure the Psychological Contract Breach and Violation, Strunk *et al.* (2013) to measure Job Procrastination, and Lewin and Sager (2009) to measure Emotional Exhaustion. The study's sample consisted of 309 individuals. Confirmatory Factor Analysis, Multiple Regression, and path analysis were used to test the hypotheses, and a number of conclusions were reached. Most importantly, the feeling among employees of Psychological Contract Breach, in turn leading to an increase in their levels of emotional exhaustion, has been explained in detail with the identification of the most important treatments to reduce Psychological Contract Breach in order to reduce the negative results arising from it.

Keywords: Psychological Contract Breach and Violation, Job Procrastination, Emotional Exhaustion.

RESUMEN

La investigación pretende estudiar la medida en la cual el incumplimiento del contrato psicológico afecta a los empleados y les genera agotamiento emocional por medio de la emergencia de un estado de procrastinación a nivel de una muestra de empleados con salario diario en facultades de la Universidad de Kerbala en Irak. El estudio adoptó la medida de Suazo (2008) para medir la violación y el incumplimiento del contrato psicológico, Strunk y otros (2013) para medir la procrastinación laboral, y Lewin y Sager (2009) para medir el agotamiento emocional. La muestra del estudio constó de 309 individuos. Se utilizaron el Análisis Factorial Confirmatorio, la regresión múltiple y el análisis de ruta para contrastar las hipótesis y se llegó a un número de conclusiones. Lo que es más importante, la sensación entre los empleados de incumplimiento de contrato psicológico que, a su vez, da lugar a un aumento en sus niveles de agotamiento emocional, se ha explicado en detalle con la identificación de los tratamientos más importantes para reducir el incumplimiento del contrato psicológico con el fin de disminuir los resultados negativos que surgen a partir de este.

Palabras clave: incumplimiento de contrato psicológico y violación, dilación laboral, agotamiento emocional.

1. INTRODUCTION

In a complex business environment and with ongoing crises, organizations face many challenges and threats, both external and internal, that stem from the constant interactions in behaviour between staff and management organizations. Some of these arise because of the clash of these perceptions and behaviour with the vision and objectives of the organization, whilst others are generated by the conflict of roles and a sense of injustice between the staff and the administrative system of the organization. Our current research focusses on a recurring and frequent problem in many Iraqi governmental organizations, namely daily-wage workers, on whom most organizations rely because it is the least expensive form of employment, and to allow for the possibility of their dismissal from work at any time without consequences. Despite these disadvantages for the employees, we found great demand for this type of employment, especially amongst young people, most of whom are university graduates, because of their perception that in some unknown future, they will be permanently assigned to the staff of the organization and therefore continue to work despite low wages, or wages that might be paid only after a long period of time due to the lack of cash balance with which to pay them and which may effectively force them to work for free for several months. This led us to study this situation as a result of organizations' poor commitment to their responsibilities towards daily wage employees, which can generate a state of Psychological Contract Breach as a result of the organization's lack of commitment to its promises through denial and contradiction, or due to the employee's lack of vigilance and perceptions of the organization which are only figments of their own imaginations. This, in turn, has resulted in the emergence of behaviour that can be characterized as so-called Psychological Contract Breach by the employees, and generated negative behaviour on the part of the employee due to their associated sense of frustration, which is reflected in a state of dissatisfaction and loss of organizational citizenship. This leads to an increase in cases of procrastination, delays in completing assigned work, making noise at work, and intentional delay in finishing tasks.

At the same time, daily wage workers suffer from emotional exhaustion due to ambiguity of their role or lack of knowledge of the duties specifically required of them, where they are assigned to various and disparate jobs, which is one reason for the emergence of emotional exhaustion. All these variables interact with each other and lead the organization to enter a dark phase of negative behaviour, which is reflected in its low organizational performance, loss of organizational identity and the destruction of its future vision, where it becomes just a classic organization purely doing daily business without achieving its intended goals.

2. RESEARCH PROBLEM

The research problem can be identified by considering the increasing rates of emotional exhaustion amongst daily-wage employees in the Colleges of Karbala University, where one of its

reasons for such is the emergence of rebellion and procrastination at work, weak adherence to the directives issued by senior management and delays in the implementation of the duties assigned to them, resulting in the appearance of procrastination. This is mainly a result of their belief that the university departments breach their psychological contract and do not fulfil their obligations towards their employees, leading to the exchange of this negative behaviour with a similar one by the employees in response to management's own negative behaviour. Therefore, this study aims to address the negative effects resulting from these behaviours by illustrating the mediating role of career procrastination in the relationship between breach and violation of the psychological contract and the emergence of the phenomenon of emotional exhaustion.

3. RESEARCH GOALS

- Description and diagnosis of research variables' level to daily-wage employees in the Colleges of Karbala University.
- Determine the level of the positive impact of psychological contract breach and violation on Job Procrastination.
- Determine the level of the positive impact of dimensions of job procrastination on emotional exhaustion.
- Determine the indirect effect of psychological contract breach on emotional exhaustion through job procrastination.
- Determining the indirect effect of psychological contract violation on emotional exhaustion through job procrastination.
- Determining the indirect effect of psychological contract breach and violation on emotional exhaustion through job procrastination.

4. RESEARCH IMPORTANCE

The research is important because of the increase in cases of psychological contract breach and violation in many Iraqi organizations which may be due to reasons attributed to the same organization or indeed external circumstances, which lead to an increase in cases of procrastination and have become an indicator of the decline in performance of organizations and the large number of complaints from dealers with governmental organizations, as well as the high rates of dissatisfaction and loss of loyalty to the organization and the impact of the increase on the phenomenon of emotional exhaustion, which can lead to a decline in the Organization's activity and increase in negative behaviours. Therefore, the study of these variables and the relationships between them is particularly important to diagnosing ways in which to ensure the treatment of the resulting negative situations.

5. BUILDING OF RESEARCH HYPOTHESES

After reviewing various studies, we found that most indicate the existence of a relationship between psychological contract violation and job delay. There are also other studies that have

confirmed the relationship between the impact of psychological breach and procrastination. There was also one study that pointed to the relationship between violation and breach of the psychological contract and procrastination, which strengthens the construction of the first hypothesis of our current study. Schalk and Roe (2007) noted that if a staff member felt their psychological contract to have been violated, their commitment towards and evaluation of the organization would be lessened, with their subsequent behaviour changing over time and resorting to procrastination. Akerlof (1991) pointed out that when staff feel that the values promised by their organization have not been met, they will resort to procrastination.

Osborn (2008) and Kuhnel *et al.* (2016) pointed to the relationship between violation of the psychological contract and its devastating consequences on employees and the spread of negative behaviour, including procrastination. Martinez-Leon (2012) and Greenbaum (2009) noted that if employees feel their organization has violated the psychological contract, creating a feeling of dissatisfaction with work and loss of organizational commitment, this can turn them towards procrastination. Mishra and Spreitzer (1998), Huang *et al.* (2017), Brass *et al.* (1998), Priesemuth and Taylor (2016) also emphasized the effect of psychological contract violation in the creation of procrastination-like behaviour.

Cassar and Briner (2005) noted that employees engage in procrastination when a contract is violated by their organization, Cassar and Buttigieg (2013) adding that breach of contract leads to career procrastination as a result of the organization's failure to fulfil its promises to employees. Kanwal (2016) stressed that negative leadership leads to a breach of psychological contract, which in turn leads to procrastination. There are also many studies, such as those by Schaufeli (2016) and Delprino (2014), Seward and Faby (2003), Kantan and Yesiltas (2015) that confirm the existence of the relationship between breach of psychological contract and generating procrastination. Klaus and Blanton (2010) noted that when employees feel violated or experience psychological contract breach, they feel angry and lose confidence in the organization and resort to gradual withdrawal from work and adopt procrastination-related behaviour.

On this basis, the hypotheses can be formulated as follows:

- **Hypothesis (1):** There is a significant effect of violation and breach of the psychological contract in causing job procrastination.
- **Hypothesis (2):** There is a significant effect of job procrastination in the emergence of emotional exhaustion.
- **Hypothesis (3):** There is a significant effect of violation of the psychological contract in the emergence of emotional exhaustion by causing job procrastination.
- **Hypothesis (4):** There is a significant effect of breach of the psychological contract in emergence of emotional exhaustion by causing job procrastination.
- **Hypothesis (5):** There is a significant effect of violation and breach of the psychological contract together in the emergence of emotional exhaustion by causing job procrastination.

The above is illustrated in Figure 1 which shows the conceptual model for this research.

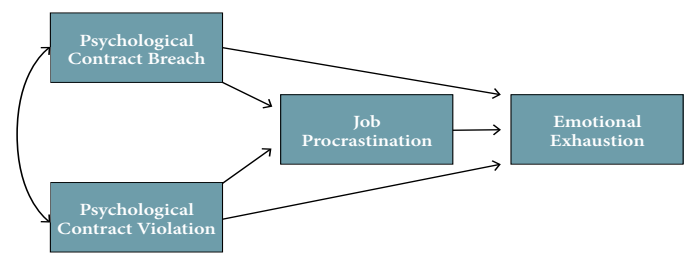


Figure 1
The conceptual model for this research

Source: Own elaboration

6. THEORETICAL BACKGROUND

6.1. Psychological Contract Breach

The organization's violation of its promises and failure to fulfil its obligations result in an increase of negative feelings, bad moods, anger, instability, and anxiety among employees (Conway and Briner 2002). Therefore, Psychological Contract Breach refers to the cognitive assessment that the organization did not meet its obligations (Xavier and Jepsen 2014). Conway *et al.* (2011) note that breach of contract has a negative effect on the attitudes and behaviour of the employee towards the organization and lead to loss of confidence and respect, and that breach is the perception that leads to some emotional responses due to an act of violation under certain circumstances. Robinson and Morrison (2000) refer to two root causes of breach of contract: denial and contradiction. Denial occurs when the organization realizes an obligation that must be met but fails to do so, whilst contradiction occurs when the employee has a different understanding of whether a particular obligation exists or about the nature of the obligation.

Han *et al.* (2011) added that Psychological Contract Breach refers to the organization's failure to fulfil its promised commitments and is often interpreted as imbalance and injustice. To restore balance, the employee reduces his commitment and contributions to the organization. Kickul *et al.* (2001) argue that the consequences of a breach of contract are reflected in the loss of organizational citizenship and the employee's destructive reactions to the organization, such as reduced performance, loyalty and satisfaction.

In their study, Cassar and Briner (2011) concluded that the violation and breach of the psychological contract leads to loss of emotional commitment and generates negative emotional reactions among staff because they feel that the organization is being unfair, which makes them think of leaving work or reducing performance and being careless in their work. In their study, Chiu and Peng (2008) concluded that there is a positive correlation between a breach of the psychological contract and employee deviation, which includes personality deviation and organizational deviation, and results in a hostile relationship between employee and organization. In their study, Bal *et al.* (2008) found that older employees preferred to stay in work before reaching retirement age, and that employees who are not satisfied with their jobs have the most significant reactions

toward psychological contract breach. [Epitropaki \(2012\)](#) found that breach of the psychological contract is accompanied by various negative consequences such as reduced satisfaction in and commitment to work, lack of job satisfaction, and decline in performance.

[Kickul and Lester \(2001\)](#) identified seven basic obligations that an employer should commit to in order to reduce psychological contract breach, namely promotion and advancement, high salaries, payment based on high levels of performance, training, long-term career security, career development, and providing sufficient strength to achieve empowerment. [Johnson and Oleary-Kelly \(2003\)](#) noted that promises are not expressly stated but can be inferred from the employer's actions. If the employee realizes that a promise has not been fulfilled by their employer, this constitutes a breach of contract. [Suazo \(2009\)](#) noted in his study that the violation of the psychological contract, which is defined as a negative emotional state, can arise from a breach of the psychological contract, and leads to negative attitudes from the employee, such as dissatisfaction, lack of organizational commitment, low performance and organizational citizenship.

6.2. Psychological Contract Violation

Directors attribute violation of psychological contract to the intentional breaking of promises by organizations as a result of lack of conscience, which is reflected in the quality of staffs' relationships with supervisors and their reduced participation in work ([Turnley and Feldman 1998](#)).

[Singh \(1998\)](#) noted that psychological contracts are beliefs about reciprocal obligations between employers and workers, and that there may be incentives to breach or violate the psychological contract. [Lucero and Allen \(1994\)](#) stressed that social and political pressures restrict the use of part-time staff. This approach helps to reduce the gap between staff expectations and the benefits offered by the organization, thereby reducing psychological contract violations. [Sayers et al. \(2011\)](#) state that psychological contract violation is a negative emotional reaction on the part of the employee, and they both generate a sense of betrayal and undermine trust, generating a reduction in citizenship and low job satisfaction.

[Turnley and Feldman \(2000\)](#) noted that increased competitiveness in global markets has slowed the growth of local economies, prompting organizations to restructure their traditional labour relations, leaving many employees disappointed and lacking job security. [Hill et al. \(2009\)](#) note that the violation of a psychological contract is rooted in two contributing factors, namely denial and contradiction. Denial includes the apparent and deliberate failure to meet existing obligations and occurs when a party deliberately decides to default in some given duty. [Hong et al. \(2009\)](#) noted that violation of the psychological contract leads to feelings of betrayal and a strong emotional reaction to poor behaviour in the organization and job dissatisfaction.

[Turnley and Feldman \(1999\)](#) concluded that the breach of the psychological contract leads to employees giving up loyalty, increases neglectful behaviour, reduces loyalty and increases dissatisfaction with the organization, including amongst high-

ly skilled staff. [Hsieh \(2012\)](#) added that it generates negative feelings, which causes job dissatisfaction among employees and also a loss to the organization in the future. [Erkuttu and Chafra \(2013\)](#) noted that violation of the psychological contract leads to organizational deviation, creating an anti-organizational culture, lack of trust between leaders and followers, and low performance and participation by employees.

[Mason \(2002\)](#) believes that violation of psychological contracts is a set of obligations undertaken by the employer that actually comprise a further subset: high salary, promotions, and development that are paid based on the performance provided by the employee, job security, career development, training. [Stoner and Gallagher \(2010\)](#) found that violation leads to reduced participation in work, increased turnover, stress, physical health, complaints within the workplace and increased depression. [Shahnawaz and Goswami \(2011\)](#) believe that it leads to a lack of commitment and confidence, and a determination to leave the organization, which is ultimately reflected in the low value of the organization's brand. [Sutton and Griffin \(2004\)](#) stated that there should be opportunities to establish and renegotiate the psychological contract, and that there must be formal and informal interaction between the owner and the employee to avoid violations, and further that employers should, of course, fulfil their promises.

[Morrison and Robinson \(1997\)](#) argue that violation goes beyond mere recognition of not keeping promises as employees perceive that their organization has not fulfilled its obligations and has not responded to their strong passion; this is associated with the violation of the psychological contract, which is a mixture of emotions, namely frustration, distress, bitterness, discontent, and a sense of betrayal. [Pavlou and Gefen \(2005\)](#) added that the employees allow contract violations are the least likely to engage in favourable organizational behaviour, their intentions to quit increase, and are least likely to deal appropriately with society.

6.3. Job Procrastination

Job procrastination is the inability to adapt and the delay in making decisions when an employee encounters conflicts and choices as well as hesitation on their part and low levels of trust. [Ferrari and Dovidio \(2000\)](#) and [Dryden and Sabelus \(2012\)](#) also defined it as the postponing of assigned work by employees. [Lay et al. \(1992\)](#) argue that employees resort to procrastination when they are exposed to disrespect and threat so they resort to this behaviour to protect themselves. Procrastination involves low effort and poor work performance.

[Ferrari \(1992a\)](#) added that employees resort to procrastination to protect their self-esteem and that procrastinators spend less time preparing tasks for projects that can succeed and more time on projects that can fail. [Lay \(1994\)](#) noted that depression and negative emotional experiences and uncertainty on the part of the employee all contribute to increased procrastination, the low efficiency of the employee and their feelings of anger and disappointment with themselves. [Ferrari \(1992b\)](#) noted that procrastinators influence the productivity of the organization and that they are generally not satisfied with their usual tendencies.

Hooft *et al.* (2005) argue that procrastination is related to intentions that do not lead to action and the procrastinator resorts to creating conflict, which is an introverted form of behaviour whose intention is to delay the execution of tasks in order to avoid further tasks and failure to perform them. In another study, Ferrari (1994) concluded that procrastination may be directed toward self-defeating, delaying, poor function, hesitation, and avoidance. Strunk *et al.* (2013) noted that procrastination has two forms: positive procrastination, which is a deliberate total delay in order to complete tasks to gain a strategic advantage to improve performance, and passive procrastination, which includes the deliberate delay of tasks to avoid undesirable tasks. Sirois (2004) pointed to procrastinators 'weakness in engaging in healthy behaviours and that the procrastinators are characterized by anxiety, hesitance, and low self-efficacy in accomplishing tasks'.

Krause and Freund (2014) argued that procrastination is associated with high emotional distress. It is an affective trait that is associated with the self. It lacks rationality and is associated with negative emotions. Procrastination increases whenever emotional well-being declines. Passman (1977) noted that the reasons for procrastination are non-compliance and commitment to the contract which leads to the weakening of positive reinforcement, and must be addressed through three stages: self-monitoring, self-evaluation, and self-promotion.

Klassen *et al.* (2010) added that there are some organizational cultures that are influenced by the cultures of individuals working in the organization, which encourage the increased pace of procrastination. Chu and Choi (2005) concluded that procrastination is not just wasting time, poor performance and increased tension, it is a complex process involving emotional, cognitive and behavioural components, and that social and personal factors have an effect on procrastination such as shyness, guilt, fear of negative evaluation and conscience (Bui 2007).

Yamada *et al.* (2015) considered procrastination to be inappropriate behaviour for learning. Beheshtifar and Nasab (2012) and Beheshtifar and Azadi (2013) concluded that delaying has a negative impact on staff efficiency and morale, where they have low self-esteem and experience high levels of depression and anxiety. Sadeghi *et al.* (2014) noted that procrastination has a negative impact on many aspects of individual's lives. Causes of procrastination include anxiety, instability, loss of job security, and anxiety disorders caused by beliefs and insinuations. In addition, procrastination is a serious problem in the present era, leaving the employee to the duties assigned to him and procrastination relating to the decision-making process, and one of its causes is conflict in the workplace (Babadogan 2010).

6.4. Emotional Exhaustion

Emotional exhaustion is known as emotional feeling of a person being drained at work, and is manifest as both physical exhaustion and a depleted emotional feeling (Sun and Pan 2008). Baba *et al.* (2009) defined exhaustion as a chronic state of emotional depletion or psychological stress resulting from repeated exposure to stress at work, and could be associated

with many concurrent symptoms, or resulting from anxiety such as fatigue, mental complaints, and work-related depression.

Janssen *et al.* (2010) is defined as the extent to which the staff feel tired and emotional because of the threats they face at work. Donders *et al.* (2007) suggest that increased exhaustion and stress at work has detrimental effects on staff health, leading to stroke, heart disease and serious psychiatric illnesses. Shyman (2010) noted that there are a number of constants associated with emotional exhaustion: job demand, conflict role, low self-efficacy, and supervisors' lack of support. Thompson *et al.* (2005) believe that emotional exhaustion consists of fatigue, ambiguity, low support from supervisors, fatigue and frustration, and can lead to loss of family cohesion at home because of the employee's poor mood.

In his study, Michielsen *et al.* (2007) concluded that a negative working environment and employee's weak personality have an important effect in increasing emotional exhaustion. Wu (2009) added that there are five symptoms by which emotional exhaustion can be estimated at work, which are dullness, boredom, low feeling, laxity, and exhaustion. Wintmer and Martin (2010), Edmonds *et al.* (2012) and Lewin and Sager (2009) noted that the causes of emotional exhaustion are high work requirements and low levels of control. They also suggested three dimensions to emotional exhaustion, namely exhaustion, sarcasm (personal dissipation), and low professionalism (diminished personal achievement).

Daalen *et al.* (2009) noted that emotional exhaustion arises from long-term labour pressures and low availability of resources, where the result of emotional exhaustion is the inability to work, both emotionally and psychologically, and it often occurs in the services sector. In his study, he tested three factors of emotional exhaustion (workload, autonomy, poor social support). Wittmer and Martin (2010) found that emotional exhaustion is the central element in the construction of psychological burnout and that it is more prevalent in professions where the employee is responsible for the protection or care of other people, and consists of three elements: business requirements, job resources, conflict of working families.

Howard and Cordes (2010) noted that the absence of justice and the spread of injustice leads to negative emotional reactions and leads to increased anger, depression and negative sentiments due to the spread of nepotism or favouritism rather than relying on talent and experience. In their study, West *et al.* (2009) concluded that high emotional exhaustion leads to the dissipation of an individual's personality. Stordeur *et al.* (2001) found that increased emotional exhaustion leads to a decline in personal achievement and is a reflection of the main dimension of psychological burnout, adding that work pressures and leadership are causes of emotional exhaustion. Deery *et al.* (2002) see that the working environment, demographic and personnel changes, the existence of social support systems, the heavy and repeated pressure at work and the role conflict are among the causes of emotional exhaustion. Kowalski *et al.* (2010) added that emotional exhaustion is a state of feeling associated with excessive stress and affects motivation, attitudes, and behaviour, and that demographic changes such as age, sex, or the time a person commits to working all affect emotional exhaus-

tion. Bogaert (2011) concluded that the role of social capital in reducing emotional exhaustion is represented by a lack of participation and performance because of the high demands of work in terms of quantity and quality.

Sheward *et al.* (2005) added that emotional exhaustion leads to job dissatisfaction. Klusmann *et al.* (2008) show that the rate of participation decreases with increasing emotional exhaustion among older workers. Manzano and Ayala (2012) and, Garcia and Calvo (2011) concluded that emotional distress and negative attitudes contribute to the development and increase of emotional exhaustion. Cole *et al.* (2010) argued that there is a positive relationship between the perceptions of breach of psychological contract and emotional exhaustion, which leads to organizational withdrawal by the staff, as manifested in a lack of commitment, an increase in the intentions of career rotation and lack of contribution at work.

Frenkel *et al.* (2012) concluded that the absence of a procedural, distributive, and interactive justice leads to increased emotional exhaustion among all skilled and unskilled workers. Helkavaara *et al.* (2011) added that physical factors in the work environment affect emotional exhaustion, such as volatility in organizational justice and bullying. Lewig and Dllard (2003) noted that emotional exhaustion leads to increased emotional disarray among workers and reduces job satisfaction.

Maslach and Jackson (1981) noted that exhaustion results in a deterioration of service, low morale and increased use of alcohol, drugs, insomnia, and can lead to marital and family problems. Naring *et al.* (2012) added that without controlling the negative emotions that are considered a personal resource for emotional action strategy, a large proportion of emotional exhaustion can be legitimately attributed to the emotional demands of work.

7. METHODOLOGY

7.1. Research measures and Instruments

The research includes four basic variables, which were measured according to the measures shown in Table 1:

Table 1
Research measures

Variables	Measure	Number of Items
Psychological Contract Breach	Suazo, 2008	5
Psychological Contract Violation	Suazo, 2008	4
Job procrastination	Strunk <i>et al.</i> , 2013	11
Emotional Exhaustion	Lewin and Sager, 2009	7

Source: Own elaboration

As for research instruments, the questionnaire sections were explained, and their practical concepts were clarified and questions answered in response to the various paragraphs. A total

of 350 questionnaires were distributed to the participants, with those valid for statistical analysis totalling 309, or a retrieval rate of 88%. The questionnaires which were not valid and either had incomplete answers or had not been filled in correctly were ignored, where a five-point Likert scale was used to determine sample responses to the questionnaire items.

7.2. Research Sample

A number of the Colleges of the University of Karbala were chosen as the place to apply the research. The data were collected by selecting a random sample consisting of a group of daily-wage employees who were hired by the colleges for temporary work and who were distributed across various scientific departments, divisions, and administrative units. The selection of the sample was determined by employees who had a preparatory certificate and above. The questionnaire was distributed through personal interviews between researchers with the sample members at their workplaces.

The research sample included 46% males and 54% females. This was appropriate to the field nature of administrative and service work in the colleges. 72% of respondents were less than 30 years of age, 25% were aged between 30-40 and 3% were over 40. As for the scientific qualification of each participant, the proportion of individuals who were holders of the preparatory certificate was 5%, diploma holders was 7%, while the percentage of holders of a bachelor's degree was 88%.

The working experience of the sample was a daily wage and temporary work (51%) for those with a service from 1-3 years and 41% with service between 3-5 years, and 8% with a functional service of more than 5 years. With regard to job status, the percentage of managers was 68%, while the proportion of technicians was 32%. Table 2 shows the distribution of sample members across selected colleges.

Table 2
Distribution of sample numbers by selected colleges

Colleges	sample numbers
College of Medicine	33
Engineering	41
Science	21
Education for Pure Sciences	37
Islamic Sciences	24
Education for Human Sciences	39
Administration and Economics	49
College of Law	28
Physical education and sports sciences	20
College of Agriculture	17
Total	309

Source: Own elaboration

8. RESULTS

8.1. CFA of the measure of psychological contract breach

Figure 2 shows that the variable of psychological contract breach can be measured by five items, with indicators of the model fit as follows: GFI = 0.961, CFI = 0.976, NFI = 0.972, IFI = 0.976, and RMSEA = 0.129.

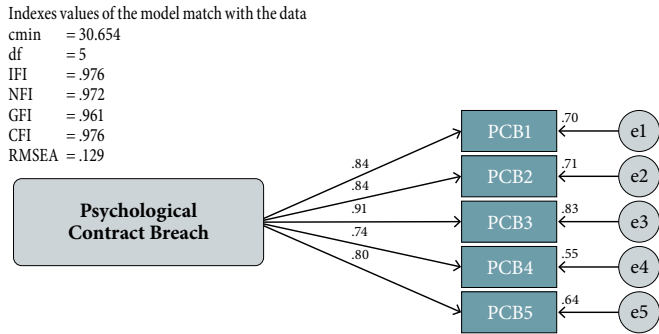


Figure 2

CFA of the variables of psychological contract breach

Source: Own elaboration

8.2. CFA of the measure of psychological contract violation

Figure 3 shows that the variable of psychological contract violation can be measured by four items, with indicators of model fit as follows: GFI = 0.985, CFI = 0.983, NFI = 0.979, IFI = 0.983, and RMSEA = 0.109.

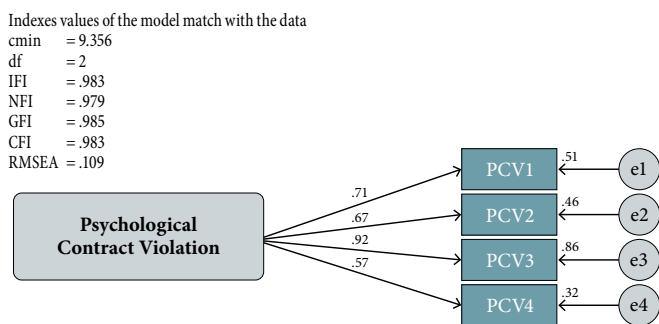


Figure 3

CFA of the variable of psychological contract violation

Source: Own elaboration

8.3. CFA of the measure of job procrastination

Figure 4 shows that the variable of job procrastination can be measured by 11 items, with indicators of model fit as follows: GFI = 0.910, CFI = 0.946, NFI = 0.928, IFI = 0.946, and RMSEA = 0.095.

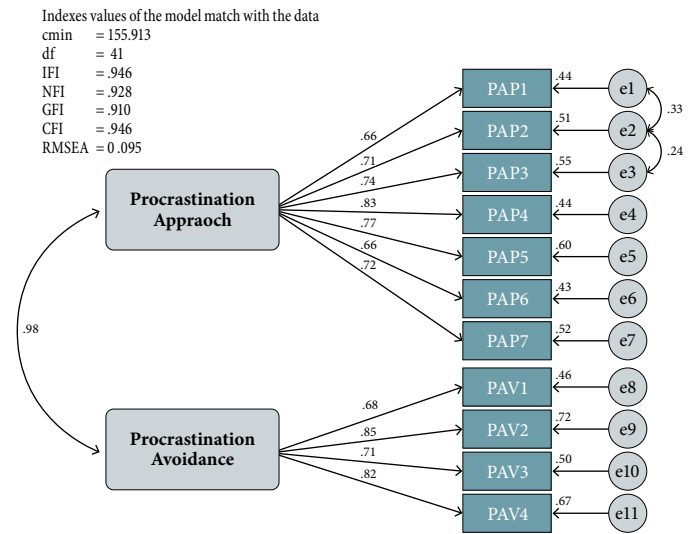


Figure 4

CFA of the variable of job procrastination

Source: Own elaboration

8.4. CFA of the measure of emotional exhaustion

Figure 5 shows that the variable of emotional exhaustion can be measured by seven items, with indicators of model fit as follows: GFI = 0.918, CFI = 0.952, NFI = 0.944, IFI = 0.952, and RMSEA=0.131.

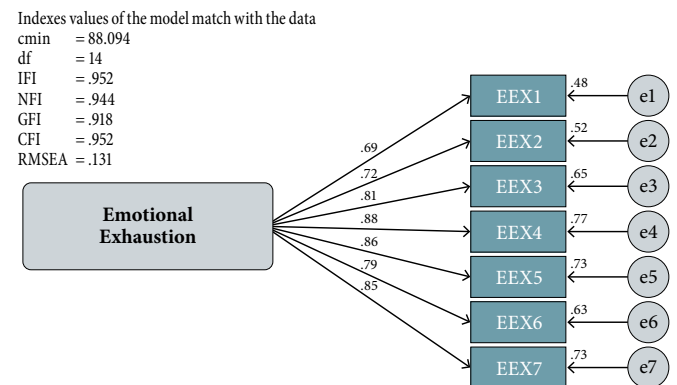


Figure 5

CFA of the variable of emotional exhaustion

Source: Own elaboration

9. STABILITY COEFFICIENT, DESCRIPTIVE STATISTICS AND CORRELATION COEFFICIENTS

This section reports the values of stability coefficients, descriptive statistics and correlation coefficients, as follows:

Table 3
Values of Cronbach's Alpha, descriptive statistics and correlation coefficients

Var.	α	M	SD	1	2	3	4	5	6
1. Psy.Con.Vio.	.809	3.12	.625	1					
2. Psy.Con.Bre.	.914	3.04	.480	.171**	1				
3. Pro. Approach	.895	3.43	.716	.229**	.455**	1			
4. Pro. Avoidance	.839	3.37	.749	.137*	.386**	.848**	1		
5. Procrastination	.978	3.39	.731	.188**	.436**	.958**	.965**	1	
6. Emo. Exhaustion	.923	2.99	.887	.436**	.346**	.541**	.478**	.529**	1

**P < 0.01, *P < 0.05, N = 309.

Source: Own elaboration

10. TESTING OF RESEARCH HYPOTHESIS

10.1. Testing the First Hypothesis

Table 4
Parameters of the Multiple Regression Model of the First Hypothesis Test

Mediating Variable Independent Variable	Job Procrastination			R ²	F	Sig.
	Con.	β	T			
Psychological Contract Breach		.117	2.261	.024		
	1.090			0.203	39.051	.000
Psychological Contract Violation		.416	8.032	.000		

Source: Own elaboration

As shown in Table 4, the values of marginal propensity of angle regression (beta regression coefficient) for the breach and violation of psychological contract were 0.117 and 0.416, respectively. These are significant values because the calculated (t) values of 2.261 and 8.032, respectively, have significant values, while the value of the coefficient of determination (R²) was 0.203, which means that the breach and violation of the psychological contract explains 20.3% of changes as being due to procrastination. The remaining 79.7% is due to the effects of other variables not included in the research model.

10.2. Testing the Second Hypothesis

Table 5
Parameters of the Multiple Regression Model of the Second Hypothesis Test

Dependent Variable Mediating Variable	Emotional Exhaustion				R ²	F	Sig.
	Con.	β	t	Sig.			
Procrastination as an Approach		.483	5.327	.000			
Procrastination as an Avoidance	1.739				0.294	63.773	
		.116	2.211	.028			

Source: Own elaboration

It is clear from Table 5 that the values of the beta regression coefficient for job procrastination as an approach and avoidance were 0.483 and 0.116, respectively, which are significant values because the calculated values of (T) were 5.327 and 2.211, which are both significant. The value of the coefficient of determination (R²) was 0.294 which means that job procrastination as an input and avoidance explained 29.4% of changes as being due to the emotional exhaustion. The remaining 70.6% is due to the effects of other variables not included in the research model.

10.3. Testing the Third Hypothesis

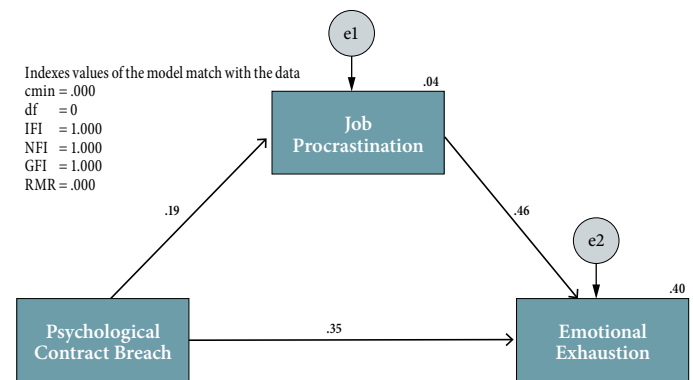


Figure 6
Direct and indirect effects of the third hypothesis test

Source: Own elaboration

It is clear that there is a direct impact of the psychological contract breach in emotional exhaustion, whose value is 0.349; it was also found that there is an indirect effect of psychological contract breach on emotional exhaustion through job procrastination, the value of which was 0.087.

Table 6
Paths and parameters of the third hypothesis test

Relation Between Variables			Sta. Wei.	Estimate	S.E.	C.R.	P
Procrastination	←	Psy.Con. Breach	.188	.300	.089	3.362	***
Emo. Exhaustion	←	Psy.Con. Breach	.349	.571	.074	7.751	***
Emo. Exhaustion	←	Procrastination	.463	.475	.046	10.282	***

Source: Own elaboration

Table 7
Direct and indirect impact values and the overall effect of the third hypothesis test

Relation Between Variables	Direct Effect	Indirect Effect	Total Effect	R ²
Emo. Exhaustion ← Psy.Con. Breach	.349	—		
Emo. Exhaustion ← Procrastination ← Psy.Con. Breach	—	0.087	0.436	0.40

Source: Own elaboration

10.4. Testing the Fourth Hypothesis

It is clear in Figure 7 that there is a direct effect of psychological contract violation on emotional exhaustion, which has a value of 0.142; it was also found that there is an indirect effect of psychological contract violation on emotional exhaustion through Job procrastination, which has a value of 0.203.

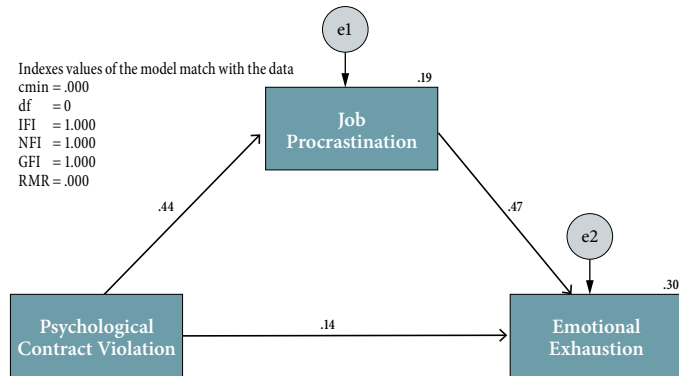


Figure 7
Direct and indirect effects of the fourth hypothesis test
Source: Own elaboration

Table 8
Paths and parameters of the fourth hypothesis test

Relation Between Variables	Sta. Wei.	Estimate	S.E.	C.R.	P
Procrastination ← Psy.Con. Violation	.436	.534	.063	8.501	***
Emo. Exhaustion ← Psy.Con. Violation	.142	.178	.067	2.673	.008
Emo. Exhaustion ← Procrastination	.467	.479	.054	8.789	***

Source: Own elaboration

Table 9
Direct and indirect impact values and the overall effect of the fourth hypothesis test

Relation Between Variables	Direct Effect	Indirect Effect	Total Effect	R ²
Emo. Exhaustion ← Psy.Con. Violation	.142	—	0.345	0.30
Emo. Exhaustion ← Procrastination ← Psy.Con. Violation	—	0.203		

Source: Own elaboration

10.5. Testing the Fifth Hypothesis

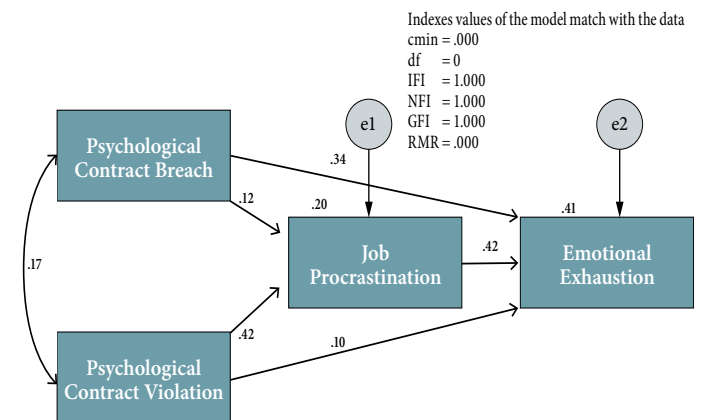


Figure 8
Direct and indirect effects of the fifth hypothesis test
Source: Own elaboration

Through the structural model illustrated in Figure 8, it is clear that there is a direct effect of psychological contract breach and violation on emotional exhaustion which have values of 0.339 and 0.105, respectively. It was found that there is an indirect effect of psychological contract breach and violation on emotional exhaustion through job procrastination, which have values of 0.049 and 0.174, as reported in Table 11.

Table 10
Paths and parameters of the fifth hypothesis test

Relation Between Variables	Sta. Wei.	Estimate	S.E.	C.R.	P
Procrastination ← Psy.Con.Breach	.117	.187	.082	2.268	.023
Procrastination ← Psy.Con.Violation	.416	.509	.063	8.058	***
Emo.Exhaustion ← Procrastination	.419	.430	.050	8.522	***
Emo.Exhaustion ← Psy.Con.Breach	.339	.555	.073	7.554	***
Emo.Exhaustion ← Psy.Con.Violation	.105	.132	.062	2.136	.033

Source: Own elaboration

Table 11
Values of direct and indirect impact and the total effect of the fifth hypothesis test

Relation Between Variables	Direct Effect	Indirect Effect	Total Effect	R ²
Emo.Exhaustion ← Psy.Con.Breach	.339	—		
Emo.Exhaustion ← Psy.Con.Violation	.105	—		
Emo.Exhaustion ← Procrastination ← Psy.Con.Breach	—	.049	0.667	0.41
Emo.Exhaustion ← Procrastination ← Psy.Con.Violation	—	.174		

Source: Own elaboration

11. CONCLUSIONS

It is clear from the results obtained from the hypothesis tests that there is a considerable role played by the violation and breach of psychological contract in increasing the rates of procrastination, and through the continuous meetings with a number of daily-wage employees, it was obvious that there had been a breach of covenants by some colleges' departments towards their employees and a further complete failure to meet several of such, despite staff commitment to these covenants towards the colleges.

One factor that helped to speed up the breach and violation of the psychological contract was the sense of frustration felt by the employees because of poor treatment by the departments and their sense of lack of care as a result of not achieving their demands. Therefore, the employees resorted to reacting to this behaviour by procrastinating in the duties assigned to them, which is reflected in delaying the completion of tasks, or prolonging the time of their completion, and the completion of their work accompanied by deliberate errors because of indifference and persistent complaints of working under the pretext of difficulty, and the extent of the work entrusted to them that went beyond the expectations of the salary they received. These issues resulted in them resorting to procrastination.

It was noted that the type of job procrastination found in the research sample was of a destructive type which comprised delaying the completion of the tasks to check them to avoid errors to ensure high-quality output. We did not find such a type because it is not compatible with the current search variables.

The study also concluded that there is a direct impact of both the breach and violation of the psychological contract on emotional exhaustion, and indirectly through procrastination, which was manifest in the staff feeling emotionally drained during work, tired and exhausted in the performance of their duties, and the sense of being constantly frustrated and unable to achieve their goals, which increased their sense of the difficulty of the work entrusted to them.

In view of the above, it is clear that breach and violation of the psychological contract has many negative effects on the future of organizations because it may lead to the emergence of certain deviant and negative behaviour on the part of employees, especially if they feel that these behaviours threaten their presence in the organization and threaten their future, and therefore they may show their discontent and lack of commitment to the orders issued by senior management. This could lead them to not being able to meet their social needs, and this is reflected within organizational life through the low participation, the absence of an organizational identity and the adoption of the minimum skill and knowledge, which in turn may lead to increased differences at work, lack of commitment to organizational goals, avoidance of responsibility, fear of work, and increased isolation in the workplace.

Thus, it is clear that there is an effect of breach and violation of the psychological contract on the emergence of procrastination at work, which occurs when employees sense an increasing number of cases of breach of psychological contract by administration which would lead them to an actual violation of the terms of their work contracts. It turns out that procrastination at work leads to increased tensions and the accumulation of pressure of

work and emotions, which magnifies the employees' feelings of fatigue and exhaustion.

Therefore, higher management should consider the research variables and seek to address their negative effects in order to ensure that the adverse outcomes that result from them are minimized. This requires management to pay particular attention to daily-wage employees by taking into account their psychological and moral aspects and by attempting to meet their social, personal and material requirements by providing a supportive work environment as well as emotional support, motivating them to carry out the duties assigned to them, and by paying attention to the nature of the relationship between leaders and staff, ensuring this is strong and based on respect and a mutual exchange of views.

Furthermore, they should listen to staff proposals to increase the staff's sense they are part of the organization and a key element that contributes to the development, support, and achievement of its future goals, which will lead to an increase in their loyalty, belonging and commitment to the organization and that will promote good citizenship practices on their part.

This research also helps the administrators of the colleges to deal with and reduce the impact of breach and violation of the psychological contract through the development and activation of ethical procedures and practices based on honesty, integrity, and sincerity at work.

That would be achieved through the embodiment of the behaviour of assistance, cooperation and continuous communication between leaders and employees, as well as by intensifying the role of regulatory bodies and by seeking to control all behaviour that violates the contract such as cases of deliberate misconduct, procrastination, avoidance, and delay in the performance of duties.

Moreover, this research confirms the urge the followers feel to enter into dialogue and communication with administration and to submit proposals and views that would develop work and accelerate the achievement of goals. They also should activate self-censorship as it is a good guide to individual behaviour within the internal environment, especially as they contribute significantly to the promotion of positive behaviour, support self-evaluation of performance, and strengthen the factors of trust and morale in addition to supporting values of commitment amongst staff.

This in turn leads to a positive working environment that reduces many cases of breaches and violations of the psychological contract, prevents the emergence of procrastination and enhances employees' positive feelings and satisfaction at work, and ultimately reduces cases of emotional exhaustion.

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APPENDIX

Questionnaire Items

	Psychological Contract Breach	completely agree	agree	neutral	disagree	completely disagree
1	All the promises made to me by my employer remained unchanged during the employment period.					
2	I feel that my employer has come to me by fulfilling the promises he made to me when I was hired.					
3	So far, the employer has fulfilled their promises to me.					
4	I have not received any promises in exchange for my contribution.					
5	My employer hasn't fulfilled many of the promises made to me although I was committed to the agreement.					
	Psychological Contract Violation	completely agree	agree	neutral	disagree	completely disagree
1	I feel a lot of frustration because of how the organization has treated me.					
2	I feel that my organization violated the contract between us.					
3	I feel betrayed by my organization.					
4	I feel a great deal of anger towards my organization.					
	Job Procrastination	completely agree	agree	neutral	disagree	completely disagree
a. Procrastination as Approach						
1	I benefit more effectively from my time by procrastinating.					
2	I deliberately delay the completion of tasks to increase the quality of my work.					
3	I deliberately delay the performance of tasks to increase my goals.					
4	I feel strong and enthusiastic in my tasks as I approach my deadline.					
5	I deliberately wait until the deadline to start work in order to enhance my performance.					
6	I deliberately delay tasks because best performance is when there is time pressure.					
7	I rarely find it difficult to complete the quality of work when the task is nearing its deadline.					
b. Procrastination as an avoidance						
8	I postpone tasks because I find it difficult to accomplish them.					
9	I avoid starting and finishing tasks.					
10	I am often late in starting tasks because of fear of failure.					
11	I'm late in starting tasks because they are too big.					
	Emotional Exhaustion	completely agree	agree	neutral	disagree	completely disagree
1	I feel emotional depletion in my work.					
2	I feel exhausted at the end of my work.					
3	I feel very tired and exhausted when I wake up in the morning to go to work, where work with people has become stressful for me.					
4	I feel totally devastated by my work.					
5	I feel frustrated because of my work.					
6	I have difficulty in my work and dealing directly with people adds a lot of pressure.					
7	I feel as if I have reached the end.					