



PSYCHOLOGICAL CONTRACT BREACH AND FEELINGS OF VIOLATION: MODERATING ROLE OF AGE-RELATED DIFFERENCE



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ABSTRACT

The psychological contract breach is the perception of the employees generates when they recognize that organization has failed to fulfill the reciprocal obligation, based on social exchange theory and equity theory. The aim of this research was to explore the moderating effect of age-related differences in relation to perceive psychological contract breach and feelings of violation. Findings revealed, by taking a sample of 184 responses from 9 different organizations in Pakistan. Older worker's reaction after perceiving the psychological contract breach on work setting is found less reactionary towards feelings of violation as compare to younger employees. Furthermore, it is determined that age has a significant moderating effect to relationship of psychological contract breach and feeling of violation. Practical and theoretical implications are discussed at the end.

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Keywords: Psychological contract breach, Feelings of violation, Age.

1. INTRODUCTION

Previous research work based on [Argyris \(1960\)](#); [Schein \(1965\)](#) and [Rousseau \(1995\)](#) explored deep notions of psychological contract for well understanding the relationship between employee and employer. Since decades, enormous practitioners and scholars are investigating the pack conception about psychological contracts ([Robinson and Morrison, 2000](#); [Turnley et al., 2003](#); [Ng and Feldman, 2008](#); [Conway and Briner, 2009](#); [Bala, 2013](#)). Grippingly, the process and mechanism of psychological contract observes as in pivotal framework for excogitating employee and organization relationship ([Rousseau, 1995](#)). There are two basic theories behind this psychological contract mechanism one of them is inducement (employer) contribution (employee) model ([March and Simon, 1958](#)) and social exchange ([Blau, 1964](#)) these theories are widely known as organization member relationship theory.

A phenomenon behind social exchange theory is the mutual obligation for each other which have to fulfill the expectations between employee and employer ([Chambel and Castanheira, 2012](#)). Social exchange has three fundamentals respectively as relationship, exchange and reciprocity. Social exchanges amongst both parties commence when a party start giving benefit to other. When the beneficiary (employee or employer context) reciprocates, it creates demand to give benefits in return. Resultantly, this develops a mutual obligation between both parties.

The research on psychological contract has paying attention on perceived mutuality, duties and promises. As a result, ([Rousseau, 2001](#); [Bala, 2013](#)) reported that promises can be made symbolically, verbally or informally. Based on this elaboration, it can be perceived the promise made by the organization with employee may not be seen formally. If a

return was offered to employees in an organization, then it was thought by the other employees that reward is available for the rest of the employees but award, recognition or promotion all depends upon the contribution and quality of their work (Syed, 2010).

Psychological contracts enclosed two types as transactional and relational (Macneil, 1985; Rousseau and Greller, 1994). Transactional contract carries monetary exchange and extrinsic relationship between employee and organization (Conway and Coyle-Shapiro, 2012). On the other hand, the main theme behind the relational contract is the emotional and trustworthy attachment with the organization, where employee is taken only as an employee basically he should be considered as real asset for the betterment of the organization and vice versa with socio-emotional, intrinsic and non-monetary contracts between employer and employees (Rousseau, 1995). In relational contracts, loyalty and commitment of the organization are considered as a matter of much for the developing contributor's intention and loyalty along with sense of being valued in return (Maguire, 2002).

The current research work is an attempt to explore what happens when employer remains fail to meet the obligations and expectation with employees. Then at the very next moment employees go through the state of contract breach (Bal and Smit, 2012) which leads to feeling of violation (Robinson and Morrison, 2000; Raja *et al.*, 2004). And on the call of reported it should be explored does age of the employee can mitigate the negative effect of contract breach which triggers the feeling of violation. So, the aim of this paper was to investigate the role of age in reactions to psychological contract breach towards negative effect of employees as feeling of violation.

2. THEORY AND HYPOTHESES

In current era, organizations confronted with a large number of changes in their workplace environment, due to change in external environment such as globalization, tough market competition, technological advancement and governmental regulations. In time of organizational advancements and changes, the construct of psychological contract received high importance in employment relationship (Robinson, 1996; Syed, 2010). The terms of the employment agreement are being frequently managed, reformed, and renegotiated to fit changing environments (Syed, 2010). With current worldwide economic crises, organizations are unable or less willing to meet employee perception and expectations which ultimately lead to contract breach (Robinson and Morrison, 2000).

Since the global financial crisis, organizations in all sectors have faced considerable financial and economic pressures. Organizations try to manage the economic crises and debt issues (Abdul-Rahman and Ayorinde, 2013) by different ways, some organizations changing their policies such as Cost cutting initiatives (redundancies) restructuring and refiguring organizational paradigms with downsizing, acquisitions and merger (Noer, 2000). These structural changes have impact on employee-employer relationships in different ways (Syed, 2010). These changes are more likely to affect what organization expecting from their employees and organizations in return offering to their employees. In this reciprocal exchange relationship employee's contract found to be breached or promised by organizations do not kept so forth (Guest and Conway, 2001; Bal and Smit, 2012; Jamil *et al.*, 2013). So, current research examines the psychological contract breach which leads to feeling of violation but the effect of contract breach can controlled by the moderating role of age. During economic downturn, employee's expectations are also reduced on the basis of their perceptions about job availabilities (Rousseau, 1995). In the same way, government laws are also influential on employee's psychological contracts through impacting their environment, training, working hours, pay rates and termination of their contracts. Until or unless employer is failing to meet all promises kept with employees they cannot be able to delight the actual customers because this is a exchange relationship must be fulfilled on fair bases (Guest, 2004; Rousseau, 2004; Zhao *et al.*, 2007).

3. PSYCHOLOGICAL CONTRACT BREACH

Psychological contracts are perceptions for employees that what they obliged to employers, and what employers obliged to them. It is not possible that loyalty may be always there in psychological contracts (Sims, 1994) if we

define contract it's a type where responsibilities, misreading for employers and employees increase and it leads to breach of contract and many employees think or believe that employers breach somewhat their employment agreement (Robinson and Rousseau, 1994). The psychological contract is a person's viewpoint about the terms and thinking of exchanged agreement between two parties (Rousseau, 1995). Psychological contract breach divided into two components Obligations and its fulfilment, to partly cover of and between related construct and psychological contract create problems. It is important to examine the work of employer to considerate the behaviour of employee (Rousseau, 1995).

The previous research shows that psychological contract is very common between parties (Robinson and Rousseau, 1994). Psychological contract violates when one party fails to fulfill the agreement with the other party (Robinson and Rousseau, 1994). The contract breach is a mutual consideration of completing a contract, depends on what other party promised to fulfill and provide to other (Morrison and Robinson, 1997). Psychological contracts are beliefs, obligations and trust between the employees and employers (Argyris, 1960; Rousseau, 1995).

A psychological contract is an agreement on mutual obligations (Argyris, 1960; Levinson, 1965). Psychological contract is necessary for making the relationship between the employers and employees. These are committed for exchange of benefits which you get in future, e.g. a promise of contribution of work done and get Salary, promotion, incentives in the exchange. And these obligations provide future benefits to employers or employees (Rousseau, 1995). Psychological contract is a trust beliefs, perceptions, and promises between the employees and employers. It set the way to work to be done (Feldheim and Liou, 1999). They divide psychological contract into two types:

Transactional: It's a monetary based and expectations are clear in it, fairly compensation on good work and punish is included in it in inappropriate works.

Relational: It's an emotional based and expectations are on the share beliefs, share values and respecting the relationships.

4. FEELINGS OF VIOLATION

Feelings of violence occur when co-workers have negative feelings and negative emotions about other employees of organization. Williams (2001) that 80 percent of violence occur in organization due to bad organization culture or 20 percent is because of mistakes of workers. He defined that this 80 percent of violence can eliminate after changing the bad organizational culture into good and flexible culture. Raja *et al.* (2011) violation tells about the powerful emotional experience. Violation is defined as linking feelings of disloyalty and deeper grief; it's a aggressiveness, injustice and unfair damage (Williams, 2001). Rousseau (1989) violation is emotional familiarity, it generate from a process whose nature is cognitive (Morrison and Robinson, 1997) but this process is flawed and does not need awareness by the person who occupied in it (Lazarus, 1991; Raja *et al.*, 2011). Violation is a feeling of anger, offence, and acrimony and infuriate too and it is treat as mistreated (Schein, 1965; Rousseau, 1989; Amollo, 2013). Violation includes the issue of procedural fairness, it tells about the treatment with the individuals at workplace. When fail to repeat it creates wrong work done dishonesty, disloyalty in the relations of employment (Rousseau, 1989).

5. RELATIONSHIP BETWEEN PSYCHOLOGICAL CONTRACT BREACH AND FEELINGS OF VIOLATION

Employees may refuse to give the promised contribution to employers, when employers fail to fulfill their agreement. Psychological contract breach is responsible for bad behavioral actions towards the employers (Rousseau and McLean, 1993; Robinson *et al.*, 1994). Research shows that psychological contract breach has a high impact on changing the relationship of employment, it increase the chances of breach of contract between two parties (Robinson *et al.*, 1994) The anger, mistrust leads to psychological contract breach and disturb the ways on which contract has been fulfilled (Morrison and Robinson, 1997). The idea about the sensitivity of equity is that people have different

understandings about justified our unjust conditions and it have positive or negative impact on their attitudes and behaviours (Huseman *et al.*, 1987; Miles *et al.*, 1989).

The aggressiveness at work place could have harm affect on the relations in organization which leads to conflicts. Rule of feeling the emotions may cause in increasing the loyal commitment of employees towards organization by generating interest for their job (Salovey *et al.*, 2002). The equity sensitivity has positive impact on organizational commitment or satisfaction about the work, and negative impact to leave the organization Violation of psychological contract gives outcome as in anger (Rousseau, 1989; Robinson *et al.*, 1994). The feeling of anger increases the emotion and disturbs the body which leads to increase the blood pressure and heart beating rate. Psychological contract have great impact on employee behaviours and attitudes, if psychological contract is out of order in thinking of employees then feelings of violence generate (Raja *et al.*, 2004).

Hypothesis 1: Psychological contract breach is positively related to feelings of violation

6. AGE AND FEELINGS OF VIOLATION

The aging personnel present growing challenges for the organizations in the coming twenty years (Peterson and Spiker, 2005). Because of declining fertility rates, aging of the baby boom generation and increased of expectancy. It is reported that there are presently larger number of older employees in the labor market. Therefore, governments like the European Commission in the favor of older employees to keep continuity in working, even after the retirement age. In spite of this change in workforce demographics and government is in the favor of the older workers to serve labor market and a small number of institutions keenly put in order for these changes (Kanfer and Ackerman, 2004; Ng and Feldman, 2008). This may be partly due to the relative scarce knowledge available on how older workers differ from younger workers.

However, previous study has explored that employees belonging to different age's group behave differently in employment relationship (Bal and Smit, 2012). For instance, in psychological contract between employer and employee's relationship, tendency of the old worker's perception is found lesser towards intense reaction as compare to younger employees (Bal *et al.*, 2008; Ng and Feldman, 2008). Which explains as the perception of employees that organization did not meet the obligations and promises in one's psychological contract. Rousseau (1995) ultimately, employees fall into the degree of breach and then leads to violence (Morrison and Robinson, 1997). Moreover, employees with higher age group have strong sense of regulating the emotional skill on the adverse events happening on work setting (John and Gross, 2004; Bal *et al.*, 2008).

Hypothesis 2a: In case of older workers age is negatively related to feelings of violation.

Hypothesis 2b: In case younger worker age is positive related to feelings of violation.

6.1. Moderating Role of Age between Psychological Contract Breach and Feelings of Violation

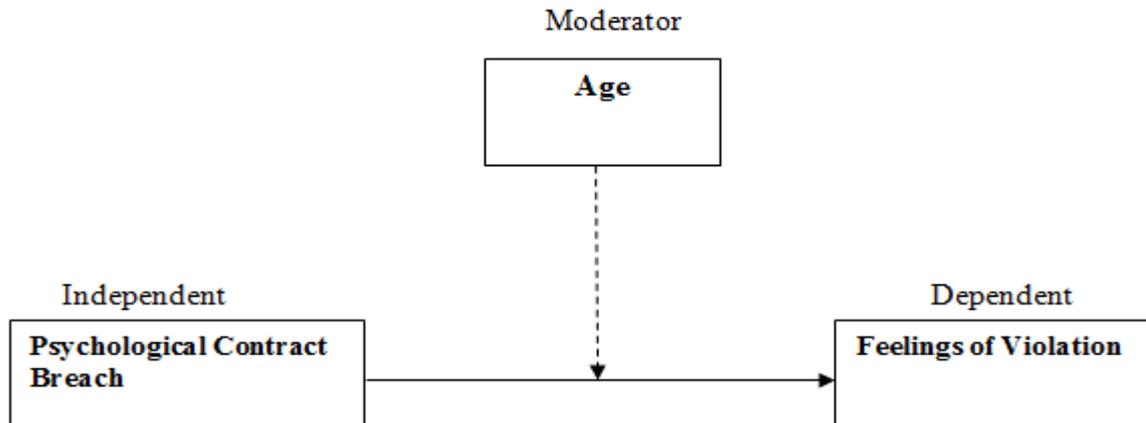
Older employees are familiar that how to properly take action to harmful events due to their wisdom and understanding towards the objects which give them a helping hand to deal with such kind of harmful violence (John and Gross, 2004) this is not a matter of much for older workers to submissive their negative reactions against contract braches which trigger thee violent behavior at the workplace. Hence, when older workers make use of suppression against negative actions, their positive psychology towards stimulus can be affected (i.e. higher negative affect and lower positive affect). Knight *et al.* (2007) demonstrated through experimental research that when older people have to suppress their emotions, they become distracted and more inclined to be drawn to negative stimuli, consequently, leading to more negative outcomes. However, this was not the case for younger people.

In case of younger employees have diminutive work experience to deal with negative circumstances arise on workplace from employer side and abruptly start adversely reacting in work setting. Because these age groups do not have enough idea yet to learn that how to fittingly respond to such negative events. a younger worker tend to respond with frustration and anger when experienced the psychological contract breach, this ultimately leads towards negative

reactions amongst senior and junior or in employment relationships, when younger workers go through suppression basically are not getting the pain away but consequently increasing the negative outcomes. Thus, controlling the adverse emotion is not basically a guard against cynicism of younger employees; on the other hand, it disapprovingly impact on affective well-being of older workers (Knight *et al.*, 2007). Hence, it is found that expect a three-way interactive effect between age, psychological contract breach and feeling of violence and the severity of adverse reaction is found in younger workers

Hypothesis 3: Age moderates the relationship between psychological contract breach and feeling of violation such that feeling of violation is low in older employees than in younger one's

6.2. Model of the Study



6.3. Methods & Measures

In a brief way simply the objectives of this research is explained in this research and provide the guarantee to the respondents to keep and use data in a confidential way. Top nine private and semi government organizations located in Pakistan were choose for surveys. Three of them were the branches of top banks; two were well established schools, three private companies and one hospital. In a brief paragraph it is explained the purpose, main cause of this study and provide assurance to keep this data confidential.

Surveys were filled by the employees working as upper level managers, middle level managers and low level managers. Total 250 surveys were distributed among these organizations. Response rate was 200 surveys out of which 184 complete responses included in the analysis. The respondents who filled these surveys have a mean age of 31.5 and standard division of 7.7.

Perceived contract breach was measured by five items scale which is developed by Robinson and Morrison (2000). Five likert scales were used to measure perceived contract breach. These measures helps to identify what an employee thinks about the organization were he/she works. Such as (My employer has broken many of its promises to me even though I have upheld my side of the deal). Reliability measured for perceived contract breach was .761%.

Feeling of violation was measured by four items scale which was developed by Robinson and Morrison (2000). Five liter scale (1=strongly disagree to 5= strongly agree) was used to measure feeling of violation of .feeling of violation described the negative feeling about contract fulfillment with measures such as (I feel extremely frustrated by how I have been treated by my organization) the reliability which was measured for feeling of violation was .934%.

7. RESULTS

The regression is followed by two steps. In step 1 used control variable which becomes a hurdle in the significance of the relationships of the independent variable and the moderator. In the step 2 used independent

variable to run the regression and get values of β , R^2 and ΔR^2 . Organization was tending towards the variable which is responsible of lowering down the significance of the independent variable and for the step 2 used contract breach as independent variable.

Feelings of violation Regression shows positive results with feeling of violations which show that contract breach is the predictor of Feeling of violation as proposed in the hypothesis 1. Results are significant with $\beta=-0.079$ so our hypothesis is accepted.

Predictors	Feeling of Viol tion		
	β	R^2	ΔR^2
Step:1			
Control variable		0.025	
Step:2			
Contract Breach	0. 79*	0.031	0.006*

n=184, control variable was organization

* $P < .05$

** $P < .01$

*** $P < .001$

Result revealed that contract breach explained 31 percent of the variation in feeling of violation and remaining by other factors. Moreover, β value is also found to be significant.

7.1. Moderation Analysis

In moderation hierarchal regression where three steps procedure is followed. In first step the same control variable is entered. In the second step entered the centered values of independent variable and the moderator. Then the interaction terms of centered independent variable and centered moderator of the last step. This is the procedure which is followed for the moderation.

Predictors	Feeling of Violation		
	β	R^2	ΔR^2
Step:1			
Control variable		0.04	
Step:2			
Contract Breach	0.079*		
Age	0.07	0.05	0.07
Step3			
Int CB * Age	0.014*	0.07	0.02*

n=184, control variable was organization

* $P < .05$

** $P < .01$

*** $P < .001$

This table shows that the moderation of Age in between relationship of contract breach and feeling of violation. The table shows that contract breach has significant relationship with feeling of violation. Moreover, moderating effect of age is also found significant. Therefore, we accept the hypothesis of the study for moderating effect of age such that effect of contract breach will be less towards feeling of violation for older employee's than for younger one's.

8. DISCUSSION

The aim of this research work was to explore the relationship of psychological contract breach with feeling of violation. Further, the most important thing was to investigate the moderating role of age-related difference between psychological contract breach and feeling of violence. The theoretical conclusion of this investigation recommend

that an employee's view point towards observation of unmet promises (psychological contract breach) triggers and increase the sense of betrayal and anger as feeling of violence. In this current research work it is theoretically proved that age has a vital association between psychological contract breach and feeling of violence and the reaction of the workers examined differently according to the age group. In the course of perceptions of psychological contract breach, specifically, workers adapt certain kind of behavior and attitude for their organization and set up their intentions accordingly on the work setting (Zhao *et al.*, 2007).

Though, the consequences explored from the literature that relationship between employee and organization totally depend upon employee age; usually, it was found that younger employee's reaction reported severely on the job in case of contract breach than that of old-aged employees. The main purpose of this research work is found from the literature that old-aged employees are able enough to buffer the negative reaction towards breach of psychological contract (Ng and Feldman, 2008). Even though, the perception of contract breach may be strongly related to feeling of violation. But it is less perceived by older employee than younger employees.

The results of the present study are in the procession with the idea derived from socio-emotional selectivity theory (Carstensen, 2006) which throws the ample light on the concept that old-aged individuals focus largely to show positive psychology on workplace and set aside the negative reactions as the dependent variable (feeling of violence) in this study. And the performance and satisfaction level are less harmed when breach of psychological contract occurs than younger ones. On the other hand, the current result has found in emotion regulation (Gross, 2001) according to this finding, with the passage of time individual seems to be a mature enough to overcome the negative emotions with the help of long life experience and can easily handle the conflicting emotions (Diamond and Aspinwall, 2003). For example, it is reported that facing interpersonal workplace conflict for aged people tendency is less to perceive the negative emotions than younger individual (Birditt *et al.*, 2005) and "older people are better at regulating their emotions after negative events than younger people and are quicker at returning to positive moods" (Carstensen *et al.*, 2003; John and Gross, 2004).

In this way, it is found that emotional reactions of the employees vary from age group to age group as (older to younger people) old is gold than younger (Bal *et al.*, 2008). The same thing is applied when individual perceive the breach of psychological contract, and younger reacts rapidly towards violation or negative outcomes as compare to the old workers.

The results of the previous study (Raja *et al.*, 2011) investigated that psychological contract breach is positively associated with feeling of violence (Morrison and Robinson, 1997) furthermore, it is meaningful that psychological contract assessment are basically trigger by incidents that occur and normally which is emotionally significant (Zhao *et al.*, 2007).

Exchange of social relationship between people is affective inherently in its nature (Morrison and Robinson, 1997). That is why; it is attempted here in this review of wide range of literature and came to the point that regulation of emotional reactions of older and younger towards feeling of violence after perceiving breach of contract vary from age to age. As literature showed that old people remains patient, high performer, committed, and loyal while perceiving breach of contract as compare to young people.

Older employees definitely have dissimilar school of thought for psychological contract than from younger workers (Anderson and Schalk, 1998). Resultantly, cost personal and environmental changes effects on changing the nature of psychological contract over time (De Vos *et al.*, 2003). As people get older their physical and biological health decline and perceive less breach, on the other side, younger employees when join as workforce in an organization have higher level of expectation, but tendency of being patience towards reality come after long passage of time (De Vos *et al.*, 2003). Old employees might have realistic approach to deal with an organization about how and what to get than younger (Bal *et al.*, 2008). Therefore, a psychological contract breach may be perceived less damaging to older worker than to younger worker.

Finally, it is explored that psychological contract breach–feeling of violence relationship; it appeared that moderating role of age has a strong relationship to buffer the negative outcome as violation which comes after perceiving psychological contract breach.

9. CONTRIBUTION AND IMPLICATIONS

Though, there was a large number of literature available on the outcome of feeling of violence, but regulations to avoid such kind of negative reaction after breach of psychological contract is not much in its nature. It is investigated the antecedents and process through which the violent feelings emerge. Psychological contract is basically the main theme supported by theory of social exchange and equity theory explained as reciprocal exchange agreement between employer and employee. But when this expectations do not kept so forth from employer side then at the very next moment employee enter the state of psychological contract breach and leads to violent feelings (Rousseau, 1989; Morrison and Robinson, 1997).

It was discussed earlier, psychological contract breach and psychological contract violations are used interchangeably (Suazo *et al.*, 2005). But literature showed that first employee perceive psychological contract breach and then at the threshold point become biologically physically exhausted and start reacting negatively, this is called a violence in mood. All this has happened due to misperceiving the psychological contract or it may be the employer's inability to meet promises with employee and knowingly organizations do not want to fulfill those expectations. In short, the concept psychological contract is badly influenced by wrong perceptions and beliefs between reciprocal exchange agreement of employer and employee. Regarding this proposed model it is noticed that there is a clear distinction between both construct as psychological contract breach and feeling of violence.

In this model, it is focused to enrich the existing literature of psychological contract. First, it is identified that there is a positive relationship between breach and violence and have a clear distinctions between these constructs.

Second, it is highlighted that some breach do not drive the employee's emotion to perceive actual violence rather than from the idiosyncratic and subjective dimension of psychological contract. So, it is an important to get intentions for the future researchers that how to get organizational members to realize when employee perceived violence was really caused by breach or some other antecedents of feeling of violence are there which need to explore. This understanding will definitely open up the new horizon of minds for contract breach and reduce the feeling of violence.

Third, the major contribution in this model lies to avoid some portion of violence by introducing the moderating role of age-related difference between psychological contract breach and feeling of violence. Usually, it is not discussed how to cope the feelings of violence. It is a natural phenomenon in the organizations, sometime employer's inability, economic downfall; merger and acquisition create hurdles on the way of keeping the promises. It is theoretically explored that old workers perceive less feeling of violence due to their knowledge, experience and maturity factors. Because they have less job opportunities and life long experience support them to avoid aggression as feeling of violence in spite of perceiving psychological contract breach. On the other hand, younger worker abruptly feel violent approach while experiencing breach of psychological contract. So, violence is the outcome of contract breach, which ultimately go beyond the limitations of reciprocal fair principle derived from social exchange theory and equity theory. Mostly, the top level management of McDonald's are old-aged employees because they have much more progressive approach to manage activities in well mannered as compare to younger ones.

10. IMPLICATIONS OF THE STUDY

This study also has significant implication for workers and organization regarding that how to buffer the perception of psychological contract breach and the adverse emotions as feeling of violence. Employers for instance, can contribute a pivotal role in reducing the perception of contract breach and feeling of violation if they hire employees on the basis of age. It is recommended that top level management of the organization must be in the hand

of old and matured people who can make strategies and policies to run the organizational function with the help of younger workers. This is most important thing for the employers to construct well-defined organizational culture where the obligations and expectations can be easily met in reciprocal employment relationship recommended in social exchange theory. When the promises and obligations will be taken by an employer just for granted then the exploitation of the psychological contract will have enormous barriers on the way of organization's development. This psychological contract breach will leads to feeling of violence.

Organizational members as human resource managers and first line managers play a very important role in planning and caring the psychological contract of employees (Guzzo and Noonan, 1994; Guzzo *et al.*, 1994). This is the way through which they can reduce the feeling of violence and breach of psychological contract breach can also be minimized by informing the realistic job overview to the new incumbents and there should be a frequent flow of clear communication regarding contribution from employee side and inducements from employer side. So that expectations and obligation can be met after hiring the employees. Employee's demands for obligations and expectations should be on priority, promises must be met by the employers over time and especially during the time of organizational change. Because when organizations go for merger and acquisition then most of time employer fails to meet promises and obligation (Guzzo and Noonan, 1994; Kemal and Shahid, 2012).

11. FUTURE RESEARCH DIRECTIONS

Present research work proposed that moderating role of age between psychological contract breach and feeling of violence; future researchers should concentrate on investigating the objectives job outcomes as job stress, intention to quit, absenteeism and job performance. In call for responses paper published in reputed journals as (Zhao *et al.*, 2007; Syed, 2010) argued that breach of psychological contract is related to various types of job related behaviors, some other important moderators between feeling of violence and job related outcomes are necessary to explore. Moreover, by dent of labor shortage in many countries and currently change in employee retirement age after sixty-five are working after their retirement. Though, older employees greater than the age of 50 are still under presented in the research of psychological contract to date (Zhao *et al.*, 2007; Bal *et al.*, 2008; Syed, 2010; Bal and Smit, 2012). Therefore, the additional need is necessary to investigate that how old employee perceives the psychological contract when workers keep their work continue even after the retirement age. It is reported that ratio of old employee's working in the market is rapidly increasing day by day (Bal *et al.*, 2008).

Lastly, there is a need to clearly investigate that which age related group the people experience psychological contract breach and feeling of violence and refers to societal, social, psychological and biological changes (De Lange *et al.*, 2006). For example, age is associated with time served the work setting (Wright and Bonnett, 2002) and to future time perspectives. Future research should study in depth how age-related factors, such as family status and tenure are allied to the psychological contract.

12. CONCLUSION

In this research work theoretically investigated that age has a very significant role in that how breach of psychological contract occurs and feeling of violence and age affectively buffer the negative outcomes as violent behavior perceived less in old aged but age span is not clearly mentioned as compare to younger workers. This coping behavior is supported by several theories as socio-emotional selectivity theory (Carstensen *et al.*, 2003) affective event theory (Weiss and Cropanzano, 1996) and model of emotional regulation in the study of psychological contract, it was investigated that when individuals become old, negative reactions after breach of psychological contract is perceived less than in the age of prime.

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