



PSYCHOLOGICAL CONTRACT BREACH AND EMPLOYEE EMOTIONAL STRAIN OF EVENT MANAGEMENT FIRMS IN PORT HARCOURT

Ozighi Akpezi Gladys and Prof Williams Olori

Doctoral Student, Department of Management and Professor of Management

Department of Management, University of Port Harcourt, P.M.B. 5232 Choba, Port Harcourt, Nigeria

Abstract: *This study looks at how contract violations impact the emotional strain that employees experience working for event management companies in Port Harcourt. It also looks at how these violations impact employee commitment, affective responses, and deep surface job satisfaction. According to correlated study, a work-related breach of contract is a sort of promissory contract that an employer offers to an employee in exchange for that individual's maximum contributions within the firm. Ten (10) event management companies in Port Harcourt, Nigeria, were the study's respondents. Responses were gathered using a descriptive research approach. After all, data analysis was conducted on 80 respondents using the purposive sample technique. For data analysis and hypothesis testing, descriptive statistics and Pearson Product Moment Correlation were employed. Empirical findings revealed that lack of fulfilment of organizational obligations predicted both emotional exhaustion, lack of commitment and job dissatisfaction, because employees seek out a bilateral relationship when they are employed in an organization. There is a significant effect of commitment on deep surface, a positive influence of job satisfaction on deep surface and role played by affective on deep surface. Contract is one way of seeking this reciprocation which is formed during the pre-employment recruitment and negotiations. But breach of such contracts and promises may have negative reaction on working environment. Overall, the findings posits that commitment, affective and job satisfaction within event management firms has a significance factor to drive the employee intention to stay and realization of set goals by event management firms.*

Keywords: *Psychological Contract, Emotional Strain, Job Satisfaction, Organizational Obligation, Employee Strain, Commitment*

INTRODUCTION

Since everyone experiences emotions, employee emotional strain is one of the most ignored or understudied topics in study. Emotions are crucial to how employees perform their everyday tasks at work. Employee emotional strain shows how difficult it can be for workers to keep a helpful, compassionate attitude when they may be juggling additional difficult circumstances on top of internal work-related concerns. According to McCrae and John (1992), employee emotional strain is the act of emotional stability characterized by stress tolerance and a decrease in negative affect.

Employee emotional strain can also refer to the psychological strain and unease brought on by internal conflicts, frustrations, bereavement, and a lack of personal security in addition to situations of risk, threat, and uncertainty. Likewise known as emotional strain. Therefore, the

phrase "emotional labor" is used to characterize the requirements for emotional strain (Grandey, 2000; Rafaeli & Sutton, 1987; Zapf, 2002). For example, employees who are under stress may operate more superficially and less profoundly. For this reason, researchers in occupational health psychology have long argued in favor of longitudinal field studies that enable testing of effect directions (de Jonge et al., 2001; Frese & Zapf, 1988; Zapf et al., 1996). Currently, it is widely held that workers in many service-related industries are the company's initial point of contact with clients and should be treated as such. In an effort to better understand employee emotional strain, researchers have hypothesized that emotional strain can be broken down into several components, including emotional performance, emotional stress, emotional control, emotional requirement, and emotional anxiety (Grandey & Gabriel, 2015). Although, for some professions (like teaching), these emotional needs may contain negative or neutral displays, the "integrative" goal of displaying positive displays and concealing negative ones is usually associated with the emotional requirements (Schutz & Lee, 2014). The effort made by workers to conform to the socio-emotional requirements of their jobs is referred to as emotional regulation. Three key techniques for controlling emotions have been identified by researchers: authentic emotional labor, deep acting, and surface acting.

Since emotional strain has a greater influence on employee behaviors than other types of workplace strain, it is crucial to take into account. It may also be more fundamental. Nonetheless, the behavioral and attitude effects of emotional states at work have a significant impact on people individually, in groups, and on society as a whole (Weiss, 2002). When one lets unpleasant emotions influence their general attitude or mood at work, there might be a lot of unintended effects. It is expected of certain workers, like service providers, to respond politely and non-aggressively to disruptive behaviors directed at them as well as to situations that typically cause negative emotional reactions, like being a demanding, impatient, or irate customer (Hoel and Einarsen, 2003; Pizam, 2004). Employee emotional strain can be affective, normative, and therefore has long-term consequences. Ashforth and Humphrey (1993) define employee emotion in behavioral terms as the act of displaying the appropriate emotions for organization. Grandey (2000), in his integrative model, posits that the process of managing feelings and emotional expressions is the core of emotional labor, because it addresses how employees deal with emotion of job satisfaction. Employees engage in what is termed "emotional labor" by demonstrating polite and pleasant manners regardless of the customer's behavior.

These definitions personify the widely held belief that the organization wants the right emotion. These concepts, surface and deep acting, were first used by Hochschild (1983) in reference to emotion management techniques. When an employee engages in surface acting, they just modify the external manifestation of their emotions; in deep acting, however, they make an effort to bring their internally felt emotions into compliance with normative expectations. The aforementioned points of view are endorsed by Diefendorff et al. (2005), Brotheridge and Lee (2003), Cosette and Hess (2009), John and Grandey (2004), and Wharton (2009). Because surface acting misaligns expressed and felt emotions, research has shown that surface behaving causes emotional dissonance, or negative effects on employees.

Conversely, psychological contracts which are developed during pre-employment recruiting and negotiations—are one means of pursuing this reciprocation. According to Rousseau and Parks (1993), psychological contracts are a sort of promissory agreement that an employer offers to a

worker in exchange for the worker's contributions to the company. According to earlier research, when workers believe their companies aren't able to keep their word or perform their obligations, bad things happen to them and they develop unfavorable attitudes (Lambert, Edwards, & Cable, 2003). However, breaking such agreements and commitments could have a bad effect on how people feel about their jobs.

Emotional strain experiences are associated with promises made to employees not being fulfilled. Employees feel that their bosses have not lived up to their expectations or obligations. Furthermore, a shifting relationship between expectations, gratifications, and ramifications is a particularly clear indicator of the complexity of employment interactions between employer and employee. Consequently, rather than considering the relationship between the employer and employee as merely an exchange of explicit needs and satisfactions, contemporary study on the subject now sees it as a multidimensional social exchange relationship. Conventional employment contracts demonstrate that employers are required to honor their commitments and duties.

As a psychological contract breach contributes to employee experience of job strain, it is also linked to fatigue, lack of commitment, non-affective and depersonalization that leads to job dissatisfaction, lack of commitment, lack of enthusiasm, and change in attitude and behavior to work. Job pressure and unhappiness are caused by contract breaches. In particular, studies have shown that psychological contract breaches can predict employee commitment, intention to stay, job satisfaction, and other aspects since they lead to psychosocial strain in the workplace. Additionally, studies have demonstrated that the psychological contract breach is a representation of an imbalance in the working relationship that results in unfavorable emotional states, a sense of tension, and a deteriorated employee impression of their company. According to this pattern, affective, employee commitment, and job satisfaction are indicators of emotional strain among employees. The encoding of emotions connected to an object, such as when an employee believes their work is not appreciated, is known as the affective component. For example, the emotive aspect of an attitude toward a problem could include feelings of happiness or sadness. As a connecting element between employees and the organization, commitment is thought to be a key component in employee production (Fornes, Rocco, & Wollard, 2008) and contributes to the success of the organization (Fornes et al., 2008). The emotional, psychological, and social welfare of workers at all levels and in all jobs is crucial when they are overworked, since it promotes job satisfaction inside the organization. This study found that there are two significant variables: employee emotional strain, which includes deep acting, and three dimensions of contract breach, which are employee commitment, affective, and job satisfaction. In this study, each of these elements will be taken into account. Nevertheless, none of these research have particularly looked at the impact of psychological contract violations on employee emotional distress or have an emphasis on event management companies. None of these investigations have been carried out in the chosen firms or in Port Harcourt, Rivers State, utilizing the variables taken into account in this investigation. This study therefore seeks to examine the role of contract breach on employee emotional strain in selected event management firms in Port Harcourt.

Purpose of the Study

The purpose of this study is to contribute to the grasp of contract breach on employee emotional strain by suggesting a canonical structural framework that defines the concept and by recognizing factors that influence its expansion. Attaining the objective includes classifying and elucidating

the dimensions of contract breach as well as recognizing attainment index and barriers for firms to glance into employee emotional strain.

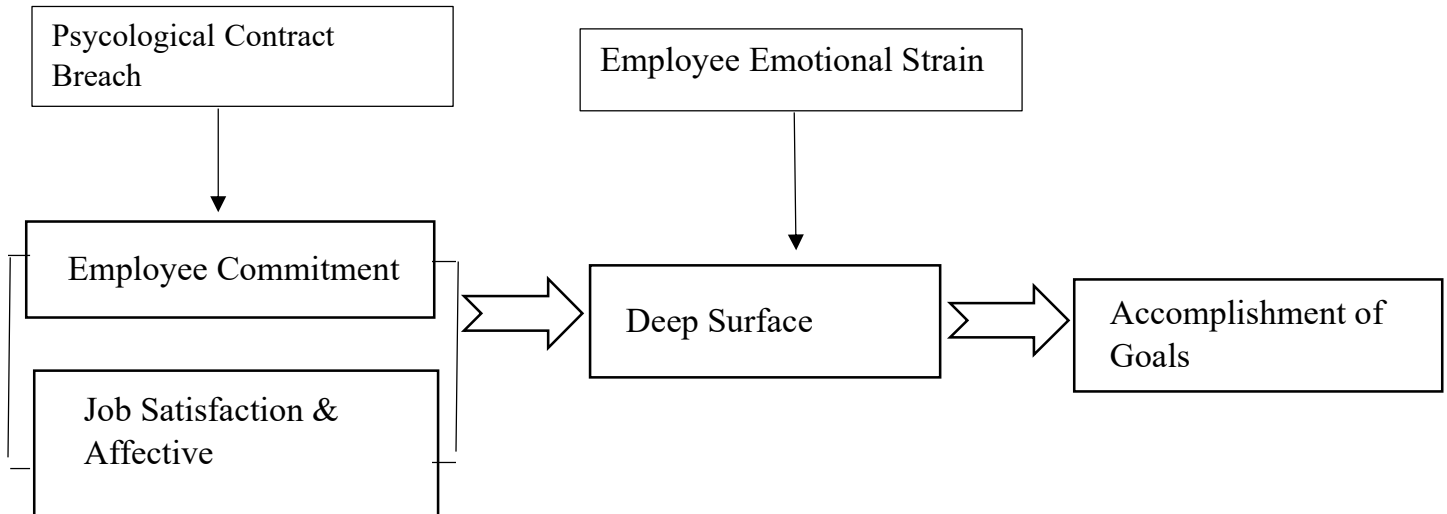


Figure: Study Model

Source: Ryan and Deci (2001).

LITERATURE REVIEW

Theoretical and Conceptual Review

The conceptual review explains the context and scope of the study and censoriously examines what needs to be known in the field of discussion. Since the emotional strain component of the irritation scale, created by Mohr and colleagues (Mohr, Muller, Rigotti, Aycan, & Tschan, 2006), was used to measure psychological strain. Five items make up the subscale, which measures mental strain and emotional irritability. These conditions are regarded to be indicators of more serious psychological impairments like depression or psychosomatic problems. The scale has already been used in numerous cross-sectional and longitudinal studies (e.g., Dormann & Zapf, 2002; Frese, 1999; Schyns, 2006) examining the effects of work stressors. They maintained that in contrast to other commonplace business practices, the underlying psychological contract has to be clearly understood and that psychological contract violations should be handled in businesses in a way that minimizes additional harm.

Emotional occupation fulfillment may be attained through psychological employment fulfillment; these two constructs are evident, not inevitably connected, and have different antecedents and outcomes (Anwar, 2017). Research has indicated that when workers believe their companies are

not able to keep their word or perform as promised, there are bad consequences and attitudes that follow (Lambert, Edwards, & Cable, 2003).

The broaden-and-build idea provides stimulus to achieve the study's goal. According to Fredrickson's broaden-and-build theory (1998, 2001), experiencing good emotions increases the amount of affective and cognitive resources that are available, allowing the person experiencing the emotion to temporarily access a larger pool of human capital. For instance, someone who is happy is more likely than someone who is irritated to have flexible, innovative, and critical thought processes.

These brief, happy emotional bursts result in a favorable adjustment in an individual's pool of opportunities. People are encouraged to explore a greater variety of ideas and behaviors than is customary by this positive outcome (Fredrickson & Branigan, 2002, p. 314). The resources accumulated by the individual in these happy emotional times are long-lasting and can be used as emotional reserves in the future. Positive affect is a powerful force that has a lasting and resilient influence because the reservoir of accumulated human resources outlasts the brief and ephemeral experience of the emotion. The broaden-and-build idea emphasizes possible advantages connected to feeling happy emotion in research that have looked at positive emotion. Additionally, it has been demonstrated that experiencing unpleasant emotions can set off a chain reaction that leads to anxiety and despair. According to this study, feeling happy has benefits beyond merely making you feel good. These benefits include helping to improve employee emotional states and enhancing or decreasing an individual's access to resources that improve performance. Furthermore, Fredrickson and Branigan (2002) showed evidence that people who feel good expand their thought-action repertoires and range of attention in the context of involvement.

The study draws on Fredrickson's (1998, 2001) broaden-and-build theory to link psychological contract breach to employee emotional strain at work; as a result, related research on employee emotion strain alteration has effectively used this theory.

Research by Fredrickson and Joiner (2002) showed that good emotional experiences can act as catalysts for upward spirals toward happiness and contentment in one's work. Moreover, it has been demonstrated that negative emotions cause a spiraling descent toward dejection and worry. According to this study, experiencing pleasant emotion has benefits beyond merely making you feel good. It can also lead to better psychological states and either increase or decrease a person's pool of resources that they can use to improve their performance. Nonetheless, Fredrickson and Branigan (2005) offered proof that people who feel good about themselves expand their range of helpfulness and thought-action repertoires when it comes to engagement. These seem to be business tactics meant to alter employee attitudes and business performance. Among the important factors to consider are affective, job satisfaction, and commitment. This opinion stems from conversations about what is known about the topic. In order to maintain a competitive edge and effectively control employee turnover, businesses have recently placed a great deal of emotional emphasis on fostering a better working relationship with their staff. But the main argument in favor of these initiatives is the emotional toll that employees are under. This mostly relates to the alteration of contract breaches by businesses, particularly event management businesses, which has resulted in employee exodus and a labor scarcity in the industry. Turnover is a gauge of how long workers remain with a business and how frequently they must be replaced.

Rich et al. (2010) argue that pleasant emotions have a broadening effect on task-related thinking processes and have significant consequences for the development of an effective workplace. For example, it is not essential to break a contract with event management organizations because workers in this field are typically highly trained and compensated fairly; often, their tasks require a certain level of skill to be completed. Because these individuals bring specific talents and creativity to the company, their departure not only halts service and productivity but also strategically hurts the organization. Several important organizational outcomes, including job performance, have been found to be correlated with commitment (Chen, Silverthorne & Hung, 2006). Regarding the workers' affiliation with or support of the organizations where they worked, employee commitment is discussed.

Employee commitment is noteworthy since, as some studies have linked it to, it indicates if employees are accountable for leaving their jobs or for demonstrating execution (Ali, 2014).

As for continuous commitment, it refers to employees' perceptions of the costs of leaving the organization, while normative commitment is defined as employees' perceptions of their responsibilities and promises to the organization. Affective commitment, on the other hand, is thought to be an employee's positive emotional bonding to the organization (Abdullah, 2019).

Because of this, the employee genuinely identifies with the objectives of the company and wants to remain there (Anwar & Abdullah, 2021).

However, in the case of continuing commitment, the employee believes that losing organizational participation would be extremely costly and the emotional component is almost irrelevant (Gardi et al. 2020). Because of their ties to the company, these employees tend to stay with it (Prabhu et al. 2020). Additionally, normative commitment is a necessary concept that is at work here. The worker feels obligated to repay the organization for its obligations to him or her (Anwar & Shukur, 2015).

The concept of job satisfaction has been developed from various points of view by a wide range of scientists and experts. It is a concern issue for all organizations, regardless of whether they are large, private organizations, operating in developed or developing nations, or both (Abdullah & Othman, 2015). According to Top and Ali (2021) job satisfaction is a pleasant or upbeat emotional state brought on by an evaluation of one's work or work experiences. The extent to which work satisfaction surveys inquire about employees' subjective opinions or emotional responses to their jobs varies (Ali, 2021). According to Ottman et al. (2019), affective work satisfaction is a subjective concept that refers to people's positive feelings about their jobs. Therefore, a person's emotional job fulfillment reflects the degree of happiness or contentment their job overall brings. A more focused and astute evaluation of the various aspects of a profession constitutes intellectual occupation fulfillment (Ali, 2020). Moderately aware processes at the intellectual level of action regulation would be involved in the deep acting.

Psychological Contract Breach and Employee Emotional Strain

Psychological contracts, in the opinion of Rousseau and Wade-Benzoni (1994), reflect how individuals understand obligations and pledges; yet, parties to the same job arrangement may hold divergent opinions. Although it may be used in the context of treatment, the phrase "psychological contracting" is not commonly used to refer to the Psychological Contract in the workplace. As an extension of the application of transactional analysis, it would be beneficial to

all of us if this expression and the theory that goes along with it were used more frequently in human understanding and communication.

In a different context, the psychological contract effectively captures a sense of systemic or collective emotions that are relevant to workforces. This is especially important in large organizations where the size of the workforce effectively precludes consideration of the full complexities and implications of the psychological contract on an individual basis. In the context of the workplace, the psychological contract is growing in significance. If we give its concepts more thought and apply them more broadly, it might even have greater influence.

The excellent Handbook of Human Resource Management Practice (10th Ed., 2006) by Michael Armstrong provides a basic definition of the psychological contract: an employment relationship is made up of a specific set of beliefs that an individual and his employer hold about what is expected of them. Armstrong cites Edgar Schein's description of the psychological contract from 1965, which is (more obliquely) defined as the idea that there is an unspoken set of expectations that govern every interaction between an organization's members and their managers and other stakeholders. Similarly, Psychological Contracts represent the assumption of an employee that the firm owes them something in return.

Therefore, what happens if these expectations are not met? Research on the effects of psychological contract breaches on the workplace has shown that when employees' expectations are not met, they are likely to feel less satisfied with their jobs (Gakovic & Tetrick, 2003; Hess & Jepsen, 2009; Suazo, 2009; Zhao, Wayne, Glibkowski, & Bravo, 2007). Given the potentially disastrous consequences that a psychological contract breach (PCB) can have on workers, it's critical to learn more about the impact that a psychological contract breach might have. Any conduct that goes against the employee's impression of a reciprocal obligation runs the risk of giving rise to a breach of contract claim. (1989, Rousseau).

Outcomes of Psychological Contract Breach

It has been observed that employees may react differently to a psychological contract breach, exhibiting both behavioral and attitudinal changes toward the company. (Lester & Eckul, 2001). Because there is now a broken believing relationship between the person and the organization, a psychological contract breach might affect an employee's attitude. Employees' subjective perceptions of reciprocal obligations between themselves and the organization are known as psychological contracts. If employees believe they have fulfilled their part of the contract but the organization has not, they may feel deceived and abandoned (Rousseau, 1989).

employment satisfaction is one of the most extensively researched attitudinal employment outcomes of psychological contract breach (Hess & Jepsen, 2009).

Studies have consistently demonstrated a link between a breakdown of the psychological contract and reduced job satisfaction (Gakovic & Tetrick, 2003; Suazo, 2009; Zhao et al., 2007). Another well studied attitudinal employment outcome is the employee's intention to leave the company, which is positively correlated with a psychological contract violation (Hess & Jepsen, 2009). Following a breakdown of the psychological contract, workers may be less inclined to go above and above for the company and to want to stay on staff (De Hauw & De Vos, 2010).

Employee Emotional Strain

In psychology, emotional strain is akin to the stress at which a worker collapses or a situation reaches a critical point. It suggests an uncomfortable moment and is an uneasy psychological condition. Stress can be caused by any idea or occurrence that causes one to feel anxious, irate, or frustrated. Stress is a sensation of strain, either physically or emotionally. The body's response to a demand or difficulty is stress. It's also known as mental strain or emotional distress. It is the body's typical reaction to demands or pressures from the environment that are viewed as harmful or threatening. A person's ability to function effectively might be hindered by emotional strain, which is a potential consequence of a psychological contract violation at the workplace.

When the psychological contract is broken, the employee or supervisor may feel less in control and predictable, which can lead to stress (Gakovic and Tetric, 2003) and possibly feelings of worry and despair (Conway and Briner, 2002). Violations of the psychological contract may also result in a worker losing interest in their work, which, if left unchecked, may lead to a further deterioration in output due to demotivation and dissatisfaction. Deep acting and tension in the interim. The relationship between deep acting and psychological strain or related consequences like emotional weariness has been the subject of numerous cross-sectional research (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2003; Martinez-In_igo et al., 2007; Prati, 2004; Totterdell & Holman, 2003).

According to research, deep acting is still a laborious regulatory process that uses up mental resources and will eventually wear you out, even though it requires less effort than surface acting (Grandey, 2003; Holman et al., 2008a; Totterdell & Holman, 2003). When used effectively, deep acting can, however, result in both a loss and a gain of resources. This is because it has been suggested that these many processes may balance each other out, leaving deep acting with no net gain or loss (Martinez-In_igo et al., 2007). In fact, a number of research (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2003; Martinez-In_igo et al., 2007; Prati, 2004; Totterdell & Holman, 2003) have not found a statistically significant positive link between deep acting and emotional tiredness or psychological strain.

Methodology

The study is a cross-sectional research design involving analysis of primary data obtained from event management firms in Port Harcourt, Rivers State. The population was ten (10) event management firms. Since the subject to be examined is at the level of individual and essentially is critical due to the high turnover, the scope is micro which means that the middle and lower level employees only made up the population. In this instance, the population was drawn from eight (8) staff of each of the ten (10) event management firms totaling eighty (80) respondents. Nevertheless, 77 respondents were purposively selected. The study was quantitative in nature. Closed-ended questionnaire as the major instrument for data collection were sent instantaneously via WhatsApp and other electronic forms to these respondents. The human resource departments of the event management firms sent an introductory letter stating the study's title and objective and requesting the intended respondents' contact information. Hence, it reassures them of strict confidentiality of any information given. After recurrent visits,

explanation and feedback, the contact information of these intended respondents was given. Setback experienced at this point was the unresponsive nature of these respondents and biasness as a result of their differences (understanding, belief and religion). Nonetheless, suitable responses were obtained after guaranteeing them of confidentiality. The value of Cronbach’s alpha was used for reliability of instrument. The primary data obtained via the use of a questionnaire was analyzed using descriptive as well as inferential statistics. Descriptive for demographic data while bivariate for hypotheses.

Results

A total of 80 questionnaires were dispersed to the respondents. Only 77 were accordingly complete and returned, representing a 98% response rate. All responses were measured on a 5-level rating, ranging from “strongly disagree to strongly agree”. The demographic outline of respondents is exhibited in Table 1 above. The gender bracket of respondents’ analysis revealed that 44 of the respondents representing 59.46 %, were female (highest). At the same time, 33 of the respondents representing 40.54% were male (lowest). Rank and files of lower cadre staff represents the respondents and it is a common logic that purposively characterized the subject matter in discussion. The current status of the respondent’s analysis revealed that 25 of the respondents, representing 38.61%, had O’level certificate and 18 of them, representing 25.48%, were OND holders, 12 representing 14.29% were HND holder. 10 of them, representing 12.74% were BSc holder, while 8, representing 5.79% were PGD holder and 4 of them, representing 3.09% were MSc holders. The table below explicate demographic of the respondents.

Table 1 Demographic characteristics of the sample

	Category	Frequency	Percentage (%)
Gender	Male	33	40.54
	Female	44	59.46
Status	Single	42	72.20
	Married	35	27.80
Education	Masters	4	3.09
	PGD	8	5.79
	BSC	10	12.74
	HND	12	14.29
	OND	18	25.48
	O’Level	25	38.61

Source: SPSS output (2023)

Bivariate Data Analyses

This segment, display outcomes of the tested hypotheses using Pearson Product Moment Correlation Coefficient at 99% confidence level which was accepted as a criteria for the probability for either accepting the null hypotheses or rejecting the null hypotheses. According to Irving (2005) r value that is less than 0.20 ($r < 0.20$) is the yardstick for accepting the null hypotheses,

while r value that is greater than or equal to 0.20 (r 0.20) is the index for rejecting the null hypotheses.

Effect of Employee Commitment on Deep Surface

		Employee Commitment	Deep Surface
Employee Commitment	Pearson Correlation	1	.899**
	Sig. (2-tailed)		.000
	N	77	77
Deep Surface	Pearson Correlation	.899**	1
	Sig. (2-tailed)	.000	
	N	77	77

Source: SPSS output (2023)

As evidently specified in the correlation results between employee commitment and deep surface. The results demonstrated a significant relationship between the variables. The correlation statistic ($r = .899$, $p < 0.001$) indicates that employee commitment can explain 89.9% of differences in deep surface. This is an indication of a positive relationship between the variables. In term of strength of the relationship, the result showcase that employee commitment with ($r = 0.899$) is highly related to deep surface. Hence the alternative hypothesis is accepted. Meaning employee commitment can result to deep surface of event management firm’s employee in Port Harcourt.

Effect of Job Satisfaction and Affective on Deep Surface

		Job Satisfaction and Affective	Deep Surface
Job Satisfaction and Affective	Pearson Correlation	1	.777**
	Sig. (2-tailed)		.000
	N	77	77
Deep Surface	Pearson Correlation	.777**	1
	Sig. (2-tailed)	.000	
	N	77	77

Source: SPSS output (2023)

As detailed in the correlation results between job satisfaction and affective on deep surface. The results indicates a positive relationship between the variables. The correlation statistic ($r = .0.777$, $p < 0.001$) imply that job satisfaction and affective can explain 77.7% of differences in deep surface. This is a signal of a strong relationship between the variables. In term of strength of the relationship, the result display that job satisfaction and affective with ($r = 0.777$) is vastly related to deep surface. Hence the alternative hypothesis is accepted. Meaning job satisfaction and affective can result to deep surface of event management firms employees in Port Harcourt.

Discussion

This study was steered to examine the effect of contract breach on employee emotional strain. The inclusive results showed that contract breach has a significant effect on employee emotional strain using event management firms in Port Harcourt, Nigeria.

According to the finding of the test of hypothesis, there is significant correlation between employee commitment as dimension of contract breach and deep surface been measure of employee emotional strain. This is as the result recorded $r = .0.899$, $p < 0.001$. Signifying that employee commitment can elucidate 89.9% variation in deep surface.

The finding of the test of the second hypothesis signifies that, there is significant correlation between job satisfaction and affective as dimensions of contract breach and deep surface as measure of employee emotional strain. This is as the result recorded $r = .0.777$, $p < 0.001$. Demonstrating that job satisfaction and affective can explain 77.7% variation in deep surface. Thus, the second hypothesis as stated was not supported.

Conclusion

This study adds to scarce research on how contract breach may act as a mitigating factor resulting from contract breach leading to employee emotional strain. Reliable with prior research, hypothesis and analysis, contract breach was found to demonstrate moderate correlations with employee emotional strain. Our findings advocate that event management firms should keep to their promise and contract in order for employees to be committed, feel job satisfaction and affective towards their job. Contract breach are related to employee emotional strain, although in certain environments deep surface may be less important in predicting employee emotional strain. Although not without boundaries, findings from the research enhance the knowledge of employee emotional strain with psychological contract breach. Pragmatically, the study helps in envisaging for how contract breach can be most likely increased or decreased employee emotional strain and in turn, how practitioners and managers can structure workplace environments to maximize employee commitment, job satisfaction and affective element.

Reference

- Abdullah, N. N. (2019). Probing the Level of Satisfaction towards the Motivation Factors of Tourism in Kurdistan Region. *Scholars Journal of Economics, Business and Management*, 5 (6). 439-443
- Abdullah, N. N., & Othman, M. B. (2019). Effects of Intellectual Capital on the Performance of Malaysian Food and Beverage Small and Medium-Sized Enterprises. *International Journal of Civil Engineering and Technology (IJCIET)*, 10(2), 135-143.
- Ali, B, J. (2020). Impact of COVID-19 on consumer buying behavior toward online shopping in Iraq. *Economic studies journal*. 18(42): 267-280. Retrieved from <https://www.asjp.cerist.dz/en/article/134070>
- Ali, B.J. (2021) Assessing (The impact) of advertisement on customer decision making: Evidence from an educational institution. *Afak for sciences journal*, 6(1): 425-439. Retrieved from <https://www.asjp.cerist.dz/en/article/141056>
- Ali, B. J. (2014). Brand Building in the Consumer Electronics Industry in Iraq. Retrieved from <https://www.amazon.com/Brand-Building-ConsumerElectronics-Industry/dp/6200248699>
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Anwar, K. (2017). The Role of Effective Leadership in Crisis Management: Study of Private Companies in Kurdistan. *Qalaai Zanist Scientific Journal*, 2(4), 326-338
- Anwar, G., & Shukur, I. (2015). Job satisfaction and employee turnover intention: A case study of private hospital in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 73.
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: the influence of identity. *Acad. Manag. Rev.* 18, 88–115.
- Brotheridge, C.M. and Lee, R.T. (2003), "*Development and validation of the hospitality emotional labour scale*", *Journal of Occupational and Organizational Psychology*, Vol. 76 No. 3, pp. 365-379.
- De Jonge, J., Dormann, C., Janssen, P. P. M., Dollard, M. F., Landeweerd, J. A., & Nijhuis, F. J. N. (2001). Testing reciprocal relationships between job characteristics and psychological well-being: A cross-lagged structural equation model. *Journal of Occupational and Organizational Psychology*, 74, 29–46.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66, 339–357.

- Dormann, C., & Zapf, D. (2002). Social stressors at work, irritation, and depressive symptoms. Accounting for unmeasured third variables in a multi-wave study. *Journal of Occupational and Organizational Psychology*, 75, 33–58.
- Fonner, K. L., & Roloff, M. E. (2008). Why teleworkers are more satisfied with their jobs than are office-based workers: When less contact is beneficial. *Journal of Applied Communication Research*, 38(4), 336–361.
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: the broaden-and-build theory of positive emotions. *Am. Psychol.* 56, 218–226. doi: 10.1037/0003-066X.56.3.218.
- Fredrickson, B. L., & Joiner, T. (2002). Positive emotions trigger upward spirals toward emotional well-being. *Psychol. Sci.* 13, 172–175. doi: 10.1111/1467-9280.00431.
- Frese, M. (1999). Social support as a moderator of the relationship between work stressors and psychological dysfunctioning: A longitudinal study with objective measures. *Journal of Occupational Health Psychology*, 4, 179–192.
- Frese, M., & Zapf, D. (1988). Methodological issues in the study of work stress: Objective vs subjective measurement of work stress and the question of longitudinal studies. In C. L. Cooper & R. Payne (Eds.), *Causes, coping and consequences of stress at work* (pp. 375–411). Oxford: Wiley.
- Grandey, A. A. (2000). Emotional regulation in the workplace: a new way to conceptualize emotional labor. *J. Occup. Health Psychol.* 5, 95–110. doi: 10.1037//1076-8998.5.1.95
- Grandey, A.A., Rupp, D.E. and Brice, W. (2015), “*Emotional labor threatens decent work: a proposal to eradicate emotional display rules*”, *Journal of Organizational Behavior*, Vol. 36 No. 6, pp. 770-785, doi: 10.1002/job.
- Gardi, B., Hamawandy, N. M., Vian Sulaiman Hama Saeed, R. M. A., Sulaiman, A. A., Mahmood, S. A., & Al-Kake, F. A. (2020). The Effect of Capital Competence on the Profitability of Development and Investment Banks in Turkey. *Solid State Technology*, 63(6), 12571-12583. [7]
- Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*. Berkeley, CA: University of California Press.
- Lambert, L. S., Edwards, J. R., & Cable, D. M. (2003). Breach and fulfillment of the psychological contract: A comparison of traditional and expanded views. *Personnel Psychology*, 56(4), 895- 934.
- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of Personality*, 60, 175–215.

- Mohr, G., Müller, A., Rigotti, T., Aycan, Z., & Tschan, F. (2006). The assessment of psychological strain in work contexts: Concerning the structural equivalency of nine language adaptations of the irritation scale. *European Journal of Psychological Assessment*, 22, 198–206.
- Othman, B. J., Al-Kake, F., Diah, M. L. M., Othman, B., & Hasan, N. M. (2019). This study examines the antecedents and the effects of knowledge management and information technology in the manufacturing industry. *International Journal of Psychosocial Rehabilitation*, 23(02).
- Prabhu, M., Nambirajan, T., & Abdullah, N. N. (2020). Operating competitive priorities of manufacturing firms: An analytical study. *Journal of Industrial Engineering and Management*, 13(1), 38-55.
- Rousseau, D. M., & Parks, J. (1993). The psychological contracts of individuals and organizations. In L. L. Cummings and B. M. Staw (Eds.), *Research in Organizational Behavior* (Vol. 15, pp. 1-43). Greenwich, CT: JAI Press.
- Rafaeli, A., & Sutton, R. I. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12, 23–37.
- Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15(3), 245-259.
- Ryan, R. M., & Deci, E. L. (2001). On happiness and human potentials: a review of research on hedonic and eudaimonic well-being. *Annu. Rev. Psychol.* 52, 141–166. doi: 10.1146/annurev.psych.52.1.141
- Schutz, P. A., & Lee, M. (2014). “Teacher emotion, emotional labor and teacher identity,” in *English as a Foreign Language Teacher Education: Current Perspectives and Challenges*, Vol. 27, eds J. de Dios and M. Agudo (Amsterdam: Rodopi), 169–186.
- Schyns, B. (2006). Are group consensus in leader-member exchange (LMX) and shared work values related to organizational outcomes? *Small Group Research*, 37, 20–35
- Top, C., & Ali, B. J. (2021). Customer satisfaction in online meeting platforms: Impact of efficiency, fulfillment, system availability, and privacy. *Amazonia Investiga*, 10(38), 70– 81. <https://doi.org/10.34069/AI/2021.38.02.7>
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader member exchange: A social exchange perspective. *Academy of Management Journal*, 40(1), 82-111.
- Weiss, H. M., & Cropanzano, R. (2002). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, 1–74.

Zapf, D. (2002). Emotion work and psychological well-being: a review of the literature and some conceptual considerations. *Hum. Res. Manag. Rev.* 12, 237–268. doi: 10.1016/s1053-4822(02)00048-7