

## **Effects of psychological contract on affective commitment and seek alternative employment of nurses' aids at south valley university hospital**

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### **Abstract**

Psychological contract may be a fresh arousing structure term that interprets the fulfillment and non-fulfillment of structure relationships in terms of mutual obligations, expectations and guarantees.

**Aims:** The present study aims to; inspect the relationship between relational/transactional orientations of the psychological contract and seek alternative employment among nurses' aids, Study the effect of affective commitment on seek of alternative employment.

**Design:** A descriptive research design was used.

**Methods:** this study was carried out at South Valley University hospital with sample No= 130 nurses' aids. Three tools were used; Psychological Contract scale, Affective Commitment scale, and intention to leave questionnaire.

**Results:** there were statistically significant differences between transactional contract, relational contract and salary. The transactional contract was the highest mean scores of the study variables followed by the mean scores of relational contract.

**Conclusion:** Statistically positive significant correlations were found between affective commitment and relational contract while negative correlation with transitional contract. Also, relational contracts were negatively related to seek alternative employment, while positively related to affective commitment.

**Recommendations:** Develop strategies to enhance the adherence of nurses aids members to South Valley University where they work and improve commitment and reduce seek alternative employment, and develop suitable polices that guarantee for the nurses' aides more chances to hiring in their organization.

**Keywords:** psychological contract, seek alternative employment, affective commitment, nurses aids

### **1. Introduction**

A psychological contract (PC) is associate individual's belief in mutual committing between that person and another party, like an employer. These beliefs need grasp that an exchange of guarantees has been created to that the parties are certain. Most analysis on psychological contracts focuses on committing within the context of the employment relationship (Wang & Sun, 2007) [53]. Psychological contract is one of the predominant constructs of the employment relationship, it has received substantial research interest in the previous two decades (Arshad, Tetrick, & Tetrick, 2016, Chambel *et al.* 2016 and Lub, Bal, Blomme, & Schalk, 2014) [11, 14, 34].

The improvement of a psychological contract starts off evolved with subjective points of view that the job applicant holds and can be predicated by means of the trust that there will be reciprocity as soon as the job applicant is hired (Hess & Jepsen, 2009) [26].

Psychological contract formation is a manner whereby the organization and the employee or prospective employee advance and refines their mental maps of one another.

According to the definition of phases of psychological contract formation, the contracting procedure starts earlier than the employment itself, and develops during the course of employment. As the employment relationship grows the psychological contract additionally grows and is bolstered over time (George & Christeen, 2010). However, the psychological contract is high-quality only if it is consented to on a voluntary groundwork (Gautier & Chantal, 2015). It is additionally beneficial in revealing what incentives workers might also expect to acquire in return for their employment.

There are two kinds of contracts depending on the nature. These are relational psychological contracts and transactional psychological contracts. Transactional psychological contract: focuses more on the specific factors of the contract except accounting plenty for intrinsic qualities of workers. These are more frequent in corporations with authoritative management patterns and hierarchal control. Transactional contracts are discovered to be "related to careerism, lack of have faith in employer, and higher resistance to change." They tend to be shorter term in

nature. Some scholars consider McGregor's Theory X to be carefully related to transactional employer-employee relationships or authoritarian management, which are sure through transactional psychological contracts that purpose to maintain people working for extrinsic motives and preserve the popularity quo [https://en.wikipedia.org/wiki/Psychological\\_contract](https://en.wikipedia.org/wiki/Psychological_contract), 2019 Relational psychological contract stresses interdependence of the organization and degree of social exchange. These psychological contracts have a tendency to be longer time period in nature. McGregor's Theory Y is viewed in participative administration that emphasizes leadership and has similarities with relational psychological contracts in their common emphasis on commitment and trust in the intrinsic values of people to prefer to work for something past than monetary reasons. Relational contracts are discovered to be associated with have faith and multiplied acceptance of exchange.

The PC consists of responsibilities and guarantees understood to exist in the employment relationship, affecting how employees behave (CIPD, 2010) [15], due to the fact employment relationships are presently undergoing a duration of dramatic change, and assembly employees' expectations stays a challenge for most organizations Extensive empirical evidence suggests that a psychological contract persistently predicts work-related attitudes and behaviors (Low, Bordia & Bordia, 2016) [33].

Reneging occurs, the place an organization is believed to have purposefully damaged a promise, the consequence of which is a PC breach. This spells a 'recipe for disaster'; inflicting terrible work vicinity attitudes and behaviors (Del Campo, 2007), such as commitment issues, mistrust, and elevated intention to quit emotions (Suazo and Stone-Romero, 2011) [45].

After a psychological contract breach, personnel may be much less inclined to exert extra effort on behalf of the agency and have a lower desire to remain employees of their organization (De Hauw & De Vos, 2010) [19]. Research has found that psychological contract breach used to be substantially and positively related to intention to turnover (Suazo, 2009) [49]. Employees with a psychological contract that used to be transactional oriented suggested that they had been more probable to cease their job than those with relational psychological contracts. In addition, research has additionally determined that personnel with a relational psychological contract had an enormous and fantastic relationship with intention to cease (Alcover *et al.*, 2012) [1]. However, Zhao *et al.*, (2007) [57] located those employees who stated that their relational psychological contracts had a more desirable relationship with job consequences such that breach of a relational psychological contract was negatively associated to job pride and organizational citizenship behaviors and positively related to turnover intentions.

**1.1 Significance of the study:** the psychological contract is an explanatory notion. It has an impressively excessive 'face validity' and all people consents that it exists as most personnel are able to describe the content material of their contract. Looking into the necessity of psychological contract in corporations and institutions, it motivates workers to fulfill commitments made to employers when employees are confident that employers will reciprocate and

fulfill their quit of the bargain. Employers in turn have their own psychological contracts with workers, relying upon their individual competence, trustworthiness and significance to the firm's mission. Some employees may feel that the employer is failing to meet its responsibilities and view their expectations not being realized. This could affect employee's average loyalty and overall performance for now is an era of employment relations than industrial relations.

**1.2 The present study aims to**

1. To inspect the relationship between relational / transactional orientations of the psychological contract and seek alternative employment among nurses' aids. Study the effect of affective commitment on seek of alternative employment.

**1.3 Research Questions**

- Are the nurse's aids working at South Valley University Hospital committed to the psychological contract?
- What is the relationship between psychological contract and seek alternative employment work among nurses' aids at South Valley University hospital?

**2. Subject and Method**

**2.1 Technical design**

**2.1.1 Research design:** A descriptive research design was used in the present study.

**2.1.2 Setting:** the present study was conducted at South Valley University Hospital.

**2.1.3 Subject:** Convenient sample was used in the present study with total No = 130 nurses' aids working at South Valley University Hospital.

**2.1.4 Tools of data collection:**

Three tools were used in the present study; I- Psychological Contract scale, which developed by Raja *et al.*, (2004) [46], it was used to analysis of the psychological contract across the different areas, it consists of

**Part 1:** Personal Data Sheet, included items related to name (optional), gender, age, qualification, years of experience as nursing aids, monthly salary and incentives received,

**Part 2: The Psychological Contract scale:** it included 18 items (Nine to measure transactional contracts and nine to measure relational psychological contracts).

**II- Affective Commitment scale:** this tool was developed by Allen and Meyer, (1997), it contained six items to measure emotional attachment to the organization.

**III- intention to leave questionnaire:** It was developed by Bozeman and perrew, (2001) it was used to measure the intention to seek alternative employment.

**Scoring system:** All response for all items in the three tools were measured based on three points Likert scale ranged from agree =3 to disagree =1. Means and standard deviations were computed a cut point 60%.

**Reliability:** The study tools were tested for its reliability by using Crombach's Alpha Co-efficient test; for the Psychological Contract scale; it was efficient and test was 0.80 and 0.85 for the (transactional contracts and relational psychological contracts) respectively and 0.87 for affective commitment scale, and finally 0.89 for intent to leave scale.

**2.2 Administrative Design;** Official permission was obtained from the general director of South Valley University Hospital, directors of nursing and departmental heads at all hospital.

**2.3 Operational Design;** this design explains the steps of actual implementation of the study, including preparatory phase, the pilot, and the field work.

**2.3.1 Preparation phase;** this phase took about three months from February to April 2018 which included reviewing the available literature concerning to the study topic, prepare, and translate the study tool.

**2.3.2 Pilot study**  
A pilot study was conducted to test the clarity and understandability of the study tools and detect the obstruction and problems that may be encountered during data collecting stage. Also, it used to approximate time needed to fill the scale form. It was carried out on 10% of nurses' aids No. =10, It took from 20 minutes to half an hour to be filed the total period for collection of data in the pilot study took about 5 days. The participant randomly selected for the pilot study, They were excluded from the total study sample Reliability was ensured by measuring internal consistency using Cronbach's Alpha Coefficients methods. Cronbach's Alpha Coefficients results were highly more than 0.8 for all statements in the study tools.

**2.3.3 Fieldwork**  
After ensuring the clarity and understandability of the study tools the actual data collection was started in February 2018 and ended April 2018. The researchers met with all participated nurses aids and explained to them the purpose of the study, and then the researchers distributed the questionnaire forms. The tools of the study were completed and collected during morning shifts.

**2.4 Ethical considerations**  
Oral agreement was obtained from all participants after

telling them about their right to participate, refused, or withdraws at any time. Total confidentiality of any obtained information was ensured. The steps of the written report could not entail any harmful effects on participants

**2.5 Statistical design**

Data entry and statistical analysis were done using SPSS 24 statistical software package. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables. Pearson correlation analysis was used for assessment of the inter-relationships among quantitative variables. P>0.05 (Not significance), P<0.05 (Significance).

**3. Results**

**Table 1:** Personal data of nurses' aids at South Valley University hospital (n= 130)

Personal data	South Valley University Hospital (Quna university Hospital) (n= 130)	
	No.	%
<b>Age :</b>		
< 30 years	103	<b>79.2</b>
30 - < 40 years	24	18.5
≥ 40 years	3	2.3
<b>Gender:</b>		
Male	60	46.2
Female	70	<b>53.8</b>
<b>Marital status:</b>		
Single	79	<b>60.7</b>
Married	51	39.2
<b>Qualification:</b>		
Secondary school of nursing diploma	116	<b>89.2</b>
Bachelor degree	14	10.7
<b>Years of experience:</b>		
1 - 5 years	54	41.5
6 - 10 years	17	13.1
> 11 years	59	<b>45.4</b>
<b>Salary:</b>		
< 500 LE	48	<b>63.9</b>
500 - 999 LE	66	50.7
> 1000 LE	16	12.3
<b>Incentives:</b>		
< 50 LE	67	<b>51.5</b>
50 - < 99 LE	13	10
100 - < 199 LE	29	22.3
> 200 LE	12	9.2

**Table 2:** Relationship between age and; Affective Commitment Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n= 130)

Items	Age			P-value
	< 30 years	30 - < 40 years	≥ 40 years	
	Mean ± SD	Mean ± SD	Mean ± SD	
Affective Commitment	10.38± 2.02	11.67±2.14	11.00± 4.00	0.026
Intentional to seek alternative employment	10.74 ±1.985	11.12± 2.27	9.00±1.00	0.222
Transactional contract	20.32 ±2.95	19.67 ±3.44	19.33 ±5.03	0.579
Relational contract	18.80 ±5.38	19.17± 3.23	13.67± 4.16	0.203
Total Psychological contract	39.08± 6.22	38.83±3.87	33.00 ±4.00	0.210

**Table 3:** Relationship between gender, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses aid (n= 130) T-test

Items	Gender		P-value
	Male	Female	
	Mean ± SD	Mean ± SD	
Affective Commitment	10.32± 2.303	10.90 ± 1.950	1.564
Intentional to seek alternative employment	12.08 ± 1.575	9.64 ± 1.686	8.478
Transactional contract	20.47 ± 3.432	19.93 ± 2.752	0.992
Relational contract	18.75 ± 4.501	18.84± 5.552	0.104
Total Psychological contract	39.22 ± 6.230	38.77 ± 5.685	0.426

**Table 4:** Relationship between marital status, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Marital status		P-value
	Single	Married	
	Mean ± SD	Mean ± SD	
Affective Commitment	10.25± 1,958	11.22 ± 2.274	2.567
Intentional to seek alternative employment	10.71 ± 1.896	10.86 ± 2.254	0.419
Transactional contract	20.52 ± 2.029	19.65 ± 3.123	1,583
Relational contract	18.75 ± 5.492	18.76± 4.359	0.014
Total Psychological contract	39.27 ± 6.220	38.30 ± 5.265	0.910

T-test

**Table 5:** Relationship between nurses' aids qualifications, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Qualifications		P-value
	Secondary school of nursing diploma	Bachelor degree	
	Mean ± SD	Mean ± SD	
Affective Commitment	12.1 ± 5.2	12.8 ± 5.6	0.306
Intentional to seek alternative employment	12.7 ± 4.9	12.0 ± 4.2	0.403
Transactional contract	17.1 ± 6.5	17.1 ± 6.6	0.306
Relational contract	41.9 ± 13.3	41.9 ± 13.0	0.439
Total Psychological contract	97.1 ± 19.9	99.4 ± 17.6	0.489

**Table 6:** Relationship between years of experience, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Years of experience			P-value
	1 – 5	6 – 10	>11	
	Mean ± SD	Mean ± SD	Mean ± SD	
Affective Commitment	10.22 ± 2.02	10.06± 2.10	11.17±2.14	.029
Intentional to seek alternative employment	10.76± 2.00	11.00± 2.59	10.71±1.91	.877
Transactional contract	20.19± 2.68	20.53± 4.31	20.07±3.06	.864
Relational contract	17.31± 3.80	19.47± 5.11	19.97± 5.76	.017
Total Psychological contract	37.50± 4.19	40.00± 6.81	40.03 ±6.75	.056

Anova test

**Table 7:** Relationship between nurses' aids salary, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Nurses' Aids Salary			P-value
	< 500 LE	500 - 999 LE	> 1000 LE	
	Mean ± SD	Mean ± SD	Mean ± SD	
Affective Commitment	9.90± 2.31	<b>11.12 ± 1.85</b>	10.81± 2.15	4.94
Intentional to seek alternative employment	<b>11.12 ± 1.69</b>	10.55 ± 2.17	10.62 ± 2.36	1.17
Transactional contract	20.94± 3.21	19.32 ± 3.8	21,44 ± 2.27	5.74
Relational contract	17.19 ± 4.48	19.52 ± 5.31	20.19 ± 4.73	3.77
Total Psychological contract	38.4 ± 5.30	38.83 ± 6.11	41.62± 5.92	2.27

Anova test

**Table 8:** Relationship between nurses' aids incentive, Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Nurses' aids Incentive				P-value
	< 50 LE	50 - < 99 LE	100 - < 199 LE	> 200 LE	
	Mean ± SD	Mean ± SD	Mean ± SD	Mean ± SD	
Affective Commitment	10.76± 2.14	10 ± 2.23	10± 1.927	11.48± 2.06	2.49
Intentional to seek alternative employment	10.61 ± 2.01	11 ± 1.73	11.17 ± 1.94	10.57 ± 2.42	0.62
Transactional contract	19.85± 2.82	21.15 ± 3.10	20.24 ± 3.13	20.52 ± 3.79	0.77
Relational contract	19.72 ± 5.57	19.23 ± 4.65	17 ± 3.95	18.10 ± 4.51	2.16
Total Psychological contract	39.57 ± 6.31	40.38 ± 6.21	37.24± 4.52	38.62± 6.00	1.33

Anova test

**Table 9:** Mean scores and standard deviation of Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Mean ± SD
Affective Commitment	10.63 ± 2.13
Intentional to seek alternative employment	10.77 ± 2.03
Transactional contract	20.18 ± 3.08
Relational contract	18.75 ± 5.04
Total Psychological contract	38.93 ± 5.86

**Table 10:** Correlation of the scores of Affective Commitment, Intentional to seek alternative employment, and Psychological contract (Transactional contract and Relational contract) among studied nurses' aids (n=130)

Items	Affective Commitment	Intent to seek alternative employment	Transactional contract	Relational contract	Psychological contract
Affective Commitment	1	r=.046 p=.601	r= -.058 p=.509	r=.211* p=.016	r=.150 p=.088
Intentional to seek alternative employment	r=.046 p=.601	1	r=.188* p=.032	r= -.028 p=.748	r=.073 p=.406
Transactional contract	r= -.058 p=.509	r=.188* p=.032	1	r= -.006 p=.949	r=.516** p=.000
Relational contract	r=.211* p=.016	r= -.028 p=.748	r= -.006 p=.949	1	r=.854** p=.000
Psychological contract	r=.150 p=.088	r=.073 p=.406	r=.516** p=.000	r=.854** p=.000	1

0.05 Significant 0.01 highly significant

Table (1): Illustrates that, the highest percentage in the age category was less than 30 years (79.2%). The majority of study subject was females (53.8%) and Single (60.7%). (89.2%) of nurses' aids in the study sample had Secondary Nursing School Diploma, and (45.4%) had years of experience > 11 years. The highest percentage in the salary category was < 500 LE (63.9%) and half of them had incentives < 50 LE.

Table (2): Shows that there's no statistically significant difference between the age and Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids.

Table (3): Indicates that there's a statistically significant differences between male and Intentional to seek alternative employment among studied nurses' aids. While, there's no statistically significant differences as regard to other study variables.

Table (4): Reveals that there's a statistically significant difference as regard married and affective commitment among studied nurses' aids. While, there's no statistically significant differences as regard to other study variables.

Table (5): Illustrates that there's no statistically significant differences as regard to nurses' aids qualification with Affective Commitment, Intentional to seek alternative

employment, Psychological contract (Transactional contract and Relational contract).

Table (6): Shows that there are no statistically significant differences as regard to years of experience with Affective Commitment, Intentional to seek alternative employment, Psychological contract (Transactional contract and Relational contract) among studied nurses' aids.

Table (7): Reveals that there's statistically significant differences as regard to nurses' aids salary with Affective Commitment and 500 - 999 LE, Transactional contract, Relational contract and > 1000 LE.

Table (8): Displays that there's statistically significant differences as regard to nurses' aids incentive with Affective Commitment, and > 200 LE, Relational contract and 100 - < 199 LE.

Table (9): Illustrates that the mean of the transactional relational contract rated by study sample respondents (20.18 ± 3.08) was the highest one followed by the Relational contract (18.75 ± 5.04)

Table (10): Displays that there were statistically significant positive correlations between Affective Commitment and Relational contract and there is statistically significant positive correlations were found between Intentional to seek alternative employment and Transactional contract among studied nurses' aids. Also, there were strong positive

statistically significant correlations between transactional relational, relational contact and psychological contact while, there is negative correlation between Affective Commitment and transitional contract

#### 4. Discussion

The dynamic political and financial developments in rising international locations have made it quintessential to analyze administration patterns and structural behavioral systems applicable to entirely specific areas of the world (Behery *et al.*, 2012) <sup>[13]</sup>. Worker's seek alternative employment is a foremost project for human resource departments and as a result with the aid of figuring out the elements that will explain the intentions of the employee to leave organizations would be organized to address them efficaciously.

The current study gives an initial look at the effects of Psychological Contract and affective commitment on Seek alternative employment nurses' aids. This study was conducted with the aims of studying the employment relationship in South Valley Hospital making use of the framework of the psychological contract, relationship between relational/transactional orientation of the psychological contract and effects of affective commitment on seek alternative employment on nurses' aids.

The highest percentage in the age category was less than 30 years (79.2%). Half of study subject were females (53.8%) and Single (60.7%). About (89.2%) of nurse's aids in the sample had secondary school of nursing, and (45.4%). had years of experience > 11 years The highest percentage of them (63.9%) had the < 500 LE salary category and half of them (51.5%). had incentives < 50 LE.

As indicated by the present study results, there was statistically significant difference between male and Intentional to seek alternative employment. This is may be because male perceived a higher workload but also a higher level of autonomy this finding is inconsistent with those of Carbery *et al.*, (2003); Karatepe *et al.*, (2006) and Uludağ *et al.*, (2011) who reported that the female employees have a higher turnover intention than male employees.

The finding of the present study revealed that there was statistically significant difference as regard married and Affective Commitment. This may be due to the married employees tend to be more responsible and always gain high social status and high income, which is good to the family while unmarried employees have less economic pressure this result is in agreement with the results reported by Salami, (2008) <sup>[48]</sup> which had shown that employees who are married show much more commitment to their organizations compared to single employees and that marital status of employees significantly predicted organizational commitment. Mean while Chughtai and Zafar, (2006) <sup>[17]</sup> found no evidence of a relationship between commitment and the demographic variables of age, tenure, marital status, or level of education.

The result of the present study depicted that there was statistically significant differences as regard to Affective Commitment and salary ranged from 500 - 999, this may be due to raise cost of live this was supported by EbruÖzer, Serdar, Yalcinkaya, (2016) <sup>[22]</sup> who reported that

academicians have organizational commitment after academic salary increase. Also, Tomasz Kawka (2014) <sup>[32]</sup> found that Affective commitment is closely related to expectations for an increase in salary, and higher appraisal by the motivation system. This may confirm the theoretical foundations of Meyer and Allen's theory. Affective commitment is based on the positive evaluation of employees regarding their expectations about present and future conditions in an organization.

However, the present study finding related to salary and psychological contract, it was found that there were statistically significant differences as regard transactional contract, relational contract and > 1000 LE. This may due to raise cost of live however, this result is inconsistent with Anderson, (2014) <sup>[6]</sup> who reported in his study that there was a significant difference between the transactional and relational contract, in that those in the relational contract type reported higher average salaries than those with a transactional contract.

The finding of the present study revealed that the highest mean scores of the study variables was transactional contract as rated by study sample respondents followed by the mean scores of relational contract this may be due to employees are more concerned with compensation and personal benefit than with being good organizational citizens. Transactional contracts describe obligations that are economic and extrinsic. Transactional contracts are also said to be static and is also highly predictive of intent to leave, in the same line Atkinson, (2008) <sup>[10]</sup> noted that the 'old' psychological contract is no longer sustainable in modern economic environment, although the 'new' psychological contract may also be harmful if it leads to negative outcomes regarding workers' attitudes and motivation.

The present study declared that statistically significant positive correlations were found between affective commitment and relational contract and there is negative correlation between Affective Commitment and transitional contract these results are consistent with findings by Research from Raja *et al.*, (2004) <sup>[46]</sup> who found that relational contract was associated with organizational commitment. Also, Alcover *et al.*, (2012) <sup>[1]</sup> found a statistically significant relationship between the orientation of the psychological contract and affective commitment.

In the same line the Hamilton & Von Treuer, (2012) <sup>[25]</sup> study showed that transactional contracts are a negative predictor of affective commitment, although there was significant relationship between a transactional orientations and seek alternative employment. But, Rousseau, (2011) suggests that, as a general rule, relational contracts are linked with positive outcomes, and transactional contracts are inclined to correlate inconsistently, but in general are associated with more negative outcomes. These results gone in disagreement with Rousseau, (1995) <sup>[42]</sup> found that transactional obligations were unrelated to turnover.

The findings of the present study declared that relational contracts was negatively related to seek alternative employment, while positively related to affective commitment this is in consistent with Rousseau, (1995) <sup>[42]</sup> study which demonstrated that employees who demonstrate a high transitional orientation are more inclined to remain

with the organization for longer.

### 5. Conclusions

In the light of the study findings it is concluded that the psychological contract is a very subjective concept which influences nurses aids' beliefs and behavior in the workplace.

The present study concluded there was statistically significant difference between male and Intentional to seek alternative employment, there was statistically significant difference between Affective Commitment; and married, incentive, and salary.

As regard psychological contract there were statistically significant differences between transactional contract, relational contract and salary.

The transactional contract was the highest mean scores of the study variables followed by the mean scores of relational contract.

Statistically significant positive correlations were found between affective commitment and relational contract while negative correlation with transitional contract. Also, relational contracts were negatively related to seek alternative employment, while positively related to affective commitment.

### 6. Recommendations

1. Develop strategies to enhance the adherence of nurses aids members to South Valley University where they work and improve commitment and reduce seek alternative employment by :-
  - Place emphasis on providing training, opportunities for career development to the nurses's aides
  - Increase their salary, incentives and recreational services.
2. Incorporate an orientation program about psychological contract to the nurses's aides
3. Develop suitable polices that guarantee for the nurses's aides more chances to hiring in their organization.
4. The organization would gain a great deal when taking into consideration the psychological contract and its abundant implications.

### 7. Acknowledgement

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