

# The Effects of the Psychological Contract Among Professional Employees Working in Non-Professional Organizations

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**This research investigates the relationships among psychological contract breach and violation, perceived organizational support, organizational commitment, professional commitment, and turnover intention. The goal was first to clarify how perceived organizational support and psychological contract (breach and violation) are related and, second, to examine the effect of this relation upon commitments and turnover intention. The research used a sample of professional employees working in non-professional organizations (N = 329). The findings show that perceived organizational support mediates the effect of the psychological contract upon commitments that in turn decrease the propensity for employees to leave the organization. The findings are discussed.**

**KEYWORDS: professional employees, psychological contract, perceived organizational support, employee commitment, turnover intention.**

## Introduction

A great deal of attention has been given to the consequences of a psychological contract breach (hereafter, "PC breach"). In this regard, an overview of how the perception of a PC breach affects work-related outcomes is provided by relative recent meta-analyses (Bal *et al.*, 2008; Zhao *et al.*, 2007). While most of this prior literature concerns non-professional employees, less emphasis has been placed on professional employees (Thompson and Bunderson, 2003). According to Finley, Mueller and Gurney (2003), a professional employee is a worker who holds a high level of education and explicit knowledge, acts in his or her daily job activities by following a formal code of ethics, delivers client-oriented service, and has a large autonomy in work activities and in decision making. When the profes-

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