



The Mediating Role of Job Satisfaction between Psychological Contract and Turnover Intention: An Evidence of Private Hospitals in Egypt

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Abstract

This research aims to empirically examine the impact of psychological contract on turnover intention in private hospitals in Egypt from the perspective of job satisfaction theory. In order to better understand the relations between psychological contract and turnover intention, this research tests the relation between psychological contract and job satisfaction, looks into the relation between job satisfaction and turnover intention, and examines the role that job satisfaction plays as a mediator between psychological contract and turnover intention using AMOS software for structural equation model analyses and an online survey questionnaire tool to gather the required data, the methodology focuses on a quantitative approach. The two primary conclusions of the study are that there is a statistically significant direct effect between job satisfaction and psychological contract and a statistically significant direct effect between psychological contract and turnover intention-a statistically significant direct effect of job satisfaction on turnover intention found. The study ultimately discovered that, in Egyptian private hospitals, there is a partial mediation effect of job satisfaction between psychological contract and turnover intention.

Keywords: Psychological Contract, Satisfaction, Turnover Intention, Private Hospitals, Egypt.

Introduction

A psychological contract (PC) refers to an implicit set of expectations that exists between individuals inside an organisation and their managers and other members of the organisation at all times (Huy & Takahashi, 2018). Employers often have high expectations of their employees, requiring them to demonstrate utmost dedication to the company's beliefs, compliance, and loyalty. Additionally, employees are expected to enhance the company's reputation among customers and suppliers (Rousseau & Greller, 1994). Employees can anticipate equitable treatment as individuals, assignment of tasks that make use of their abilities, just compensation based on their input, opportunities to showcase their competence, prospects for professional development, clear expectations, constructive feedback on their performance, involvement in decision-making processes, and confidence in the organization's management to uphold their commitments (Guest et al., 1996).

According to Karagonlar et al. (2016), a PC is considered fulfilled when an organisation satisfies its obligations to an employee from the employee's point of view, and it adds to the social exchange element, which is predicated on pay, reciprocity, and trust (Blau, 1964). If a PC is satisfied, employees are more likely to be content with their jobs (Akinbobola & Zamani, 2018). This assumption is supported by the social exchange theory (SET), one of the most popular conceptual models for explaining conduct at work (Cropanzano et al., 2017).

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Drawing on the SET, the psychological contract theory (PCT) posits that a range of individual or personal factors, for instance personality traits, impact how employees perceive their contract (Peng et al., 2016). Therefore, some personality traits can lessen the impact of a psychological contract breach (PCB).

A company's inability to meet an assumed commitment to an employee, whether written or unwritten, is referred to as PCB (Robinson & Rousseau, 1994). A PCB may eventually lead to unhappiness among medical doctors (MDs) with their professions (JST). JST is a person's psychological reaction to his or her work as a result of an assessment or work experience, which includes employment pride markers, adequacy of work facilities, advancement opportunities, supervisory presence in work execution, and the presence of supportive coworkers (Abdullah, 2018). The hypothesized adverse effect of PCB on JST is explained by the SET, which imposes reciprocal duties from the employee to the employer (Blau, 1964). In other words, an employee's JST level may be low as a result of unfavorable treatment at a PC, and vice versa (Ko & Hur, 2014).

Based on the social exchange theory, the main reason for employee turnover is the organization's failure to fulfil employee interests and psychological needs. Additionally, the preservation of the psychological contract between the employee and the organisation greatly affects the intention to leave the company (Turnley and Feldman, 1999). The breach or infringement of the psychological contract will significantly impair an employee's favourable organisational behaviour (Rayton & Yalabik, 2014). Most research on the correlation between psychological contract and turnover intention has mostly examined managers and employees in business organisations. However, there is a limited amount of research investigating the reasons for employee attrition in medical institutions for instance private hospitals.

Employees' intentions to leave their jobs and look for other employment chances are causing organisations to worry more and more. This is because, rather than concentrating on their existing job tasks, these employees spend a significant amount of time daydreaming and searching for new job opportunities. In addition, when these plans materialise into actual employee turnover, the organisation must bear the brunt of the costs associated with finding, hiring, and integrating new employees (Tews et al., 2013). According to Mano-Negrin & Tzafrir (2004), it is damaging to an employee's career if their intentions to leave a company are made public before they actually do so. Negative feelings are also brought on by leaving a place of employment where one has worked for many years (Guo et al., 2019).

It is critical to understand the factors that cause employees to leave given these challenges. Prior studies have identified a number of factors that influence this inquiry, including a lack of organisational incentives (Nazir et al., 2016), limited organisational and supervisory assistance (Park et al., 2016), a lack of autonomy (Dysvik & Kuvaas, 2013), and changes to organisational structures. When employees are subjected to unfavourable treatment by the organisation and/or its members, their intentions to leave the company increase (Lawong et al., 2018). This is a recurring pattern in these studies.

Prior studies have established that turnover intentions during economic downturns are influenced by factors other than job dissatisfaction (Sanchez-Sanchez & Namkee, 2018). Conversely, individuals who enter into a social contract do so in a manner that strikes a balance between their rewards and their efforts; this phenomenon has been popularly elucidated through the lens of social exchange theory (Rodwell & Ellershaw, 2015). Employees may exhibit negative attitudes and behaviours in response to their perceptions of unfavourable treatment from an organisation, according to SET (Rai & Agarwal, 2018); for instance, employees find it frustrating when organisational commitments are not fulfilled, which can heighten their discontentment with their jobs (Priesemuth & Taylor, 2016). As a coping mechanism to balance their feelings of organisational betrayal, they adhere to the psychological norm of reciprocity and detach from work, to the point where they may begin to doubt their long-term career prospects in the organisation and even develop intentions to leave the organisation (Rai & Agarwal, 2018).

Literature Review

The following aspects of the literature are covered: the Egyptian healthcare system; the psychological contract (the independent variable); job satisfaction (the mediator variable); and turnover intention (the dependent variable).

Healthcare System in Egypt

World Integrated Trades Solutions (2020) categorises Egypt as a lower-middle income country in the Middle East and North Africa (MENA) region. Currently, Egypt is facing a pressing public health crisis caused by a shortage of healthcare professionals. As of September 2020, the Ministry of Health (MoHP) employed a total of 229,033 licenced physicians, as reported by the Egyptian Medical Syndicate. Excluding other important healthcare professionals for instance nurses, dentists, chemists, physical therapists, and laboratory technicians, the actual figure of doctors employed in Egypt's public health sector, as indicated by the MoHP, is approximately 108,000. Indeed, over 50% of the aforementioned health workforce does not now engage in delivering health services inside Egypt's public health sector. The Egyptian public health sector would be unable to achieve Egypt's Vision for Health in 2030 due to a shortage of health workers. This shortage falls significantly below the WHO-recommended ratio of "4.45 health workers per 1000 population" (El-Kalamawie et al., 2021).

The objectives of the healthcare system encompass the prevention of a widespread outbreak of illness, beside the delivery of exceptional medical treatment to individuals who contract the infection. Pandemics are associated with a psychological burden that arises from social isolation and the transmission of fear and anxiety through behavioural and emotional contagion (Huremovic, 2019). The global outbreak of Corona Virus Disease-19 (COVID-19) caught the attention of the World Health Organisation (WHO). In response, the WHO Emergency Committee declared a Public Health Emergency of International Concern (PHEIC) in late January 2020 (Nishiura et al., 2020). The Emergency Response Team (ERR) of the WHO has declared its intention to release a new book titled "The World of Warcraft" in the United States.

Healthcare professionals (HCPs) are vulnerable to anxiety, fear, depression, and insomnia during the COVID-19 epidemic due to stressors for instance a heavy workload, nosocomial transmission, inadequate personal protective equipment (PPE), moral conflict, violence, despair, and family isolation (Lai et al., 2019). A person's dedication, productivity, performance, and job satisfaction are all impacted when their occupational mental health is compromised (Zhang et al., 2020). Research has indicated a negative correlation between job satisfaction and intentional turnover, which is characterised as an employee's choice to leave their current position voluntarily within a specified time frame, impacted by both direct (internal) and indirect (external) factors (Gualano, 2016). This relationship has been observed in studies involving healthcare workers likewise.

Fang et al. (2014) examined many environmental factors that influenced physicians' inclination to quit their positions, including the condition of the country's medical infrastructure, the workplace atmosphere, the dynamics of the doctor-patient relation, employment rates, and the availability of job prospects. Internal factors like age, gender, marital status, and work capacity have an impact. The intention to leave was influenced by many work-related factors, for instance the number of working hours, level of income, social security benefits, job-related stress, emotional commitment, job influence, and perceived fairness in compensation (Lu et al., 2017). Psychological issues related to the COVID-19 pandemic are more prone to arise among healthcare professionals (HCPs) employed in the public health system, beside those working in emergency, primary, and acute or critical care settings (Cullen, 2013). The psychological ramifications of COVID-19 on the general populace have been thoroughly investigated, yet there has been comparatively less focus on the approach of physicians towards their patients (Sim et al., 2020).

Abd-Ellatif et al. (2021) conducted a study to ascertain the prevalence of COVID-19-related fear among 411 frontline Egyptian physicians during the epidemic. The results indicated that 16.5% of the individuals

involved in the study had a high degree of fear towards the COVID-19 pandemic, whilst 78.1% displayed a moderate level of fear. There exists a notable association between the work department and the level of fear associated to COVID-19. The highest level of fear is experienced in a university's general education facility. Regarding job satisfaction, 42% of individuals who encounter intense levels of fear express dissatisfaction. The fear of COVID-19 is strongly correlated with turnover scores and is a significant predictor of turnover intention. However, it is inversely linked to job satisfaction. Job satisfaction has limited predictive power for turnover intention and is inversely connected with it.

Psychological Contract (PC)

The term "psychological contract" refers to an unwritten agreement between an employer and employee that contains implicit expectations. Contrarily, PC refers to a person's perceptions-based views about obligations related to their work (Morrison & Robinson, 1997). According to Morrison and Robinson (1997), PC refers to a person's perceptions of implied promises between employers and workers or an organization that result in reciprocal and promising but unrecognized obligations. The most recent definition is used in this study.

PC is similar to a legal contract in various ways. Various additional provisions that were agreed for are incorporated in both legal and psychological contracts. PCs are made up of mutually beneficial objectives and commitments (Wilkinson-Ryan, 2012). The psychological contract encompasses both explicit and implicit job contracts in order to acquire a more comprehensive understanding of the complexity and dynamics of the employment relationship. The manner in which explicit and implicit contracts are renegotiated or adjusted over time is determined by explicit conditions. As a result, the PC's major focus is the employment relationship that exists between a single employee and an employer (Guest, 2004). The PC idea is critical for both academics and practitioners because to its relationship to multiple unfavourable employee attitudes and actions. Performance, organisational commitment, job satisfaction, and corporate citizenship all suffer when PC is not met (Jong et al., 2017).

According to Birtch et al. (2015), the psychological contract may also be viewed as a way to involve all stakeholders in organisations. The exchange relation between employees and organisations is gradually shifting from the execution of a formal contract to identification with unwritten contract norms and obligations (Said et al., 2021). According to Liu et al. (2021), employees who possess a clear awareness of their tasks and responsibilities, beside a higher level of identification and commitment to their organisations, are likely to be more driven to achieve career advancement. (2019, Duran et al.) the capacity to finish tasks that organisations assign.

Job Satisfaction

Job satisfaction is influenced by individuals' perception of their job, their treatment by the workplace, their interactions with colleagues, supervisors, and subordinates, the level of empowerment provided by their employers, and their financial compensation. According to Coomber & Barriball (2007), it is recognised that the mental and physical well-being of employees can be affected by it. Locke (Locke, 1976, quoted in Diakos et al., 2023) provided the most comprehensive definition of job satisfaction, stating that it is a pleasurable or favourable emotional condition that arises from an assessment of one's work experience. The level of job satisfaction among front-line medical professionals is vital for both healthcare workers and public healthcare organisations. Moreover, there is a direct correlation between increased job satisfaction and improved patient adherence to treatment, beside the delivery of superior services and care.

In order to directly impact the calibre of care and services given to patients, human resources should consider the potential for maintaining high levels of job satisfaction among health care workers through motivating patterns. Since the CoVID 19 pandemic started in 2019, a lot of researchers have focused on the mental health of health care providers (Chigwedere et al., 2021). An earlier meta-analysis of 13 studies focused on mental health during the COVID 19 pandemic and found an aggregate prevalence of

depression of 22.8%, sleeplessness of 38.9%, and anxiety of 23.2%. It is still largely unknown how a pandemic may affect people's health and other potential negative job repercussions, like low job satisfaction.

Interest in job satisfaction has been sparked by the correlation between job satisfaction and other substantial organisational outcomes, including absenteeism, commitment, turnover rate, performance, and productivity. Additionally, employees with high job satisfaction offer superior customer service, which in turn leads to customer loyalty and a positive impact on the organization's financial performance (Valentine & Fleischman, 2008).

Turnover Intention

Boamah & Laschinger (2016) defined an organisational member's Turnover Intention (TI) as their subjective desire to leave their current work in favour of better opportunities. Carlson et al. (2017) define turnover as a person's permanent departure from an organization, whether *voluntarily* or *involuntary*. According to DiPietro & Bufquin (2018), employee turnover can be conceptualised as an employee cycle in a specific industry in which employees rotate between being thought and unemployed and also between different companies, jobs, and vocations. Additionally, it is the proportion of employees that leave their jobs. Turnover, on the other hand, was described by Ertas (2015) as the voluntarily termination of an employee's involvement in an organisation.

An organization can increase employee morale, reduce selection and training costs, increase customer satisfaction, and improve turnover efficiency by understanding the factors that cause turnover. An organization's greatest asset is its human resource management (J. Kim, 2015). It is possible to create and manage policies and practises for human resource management. Organisations may improve their employees' in-role and out-of-role behaviour through this strategic implementation. Most organisations are actively looking into strategies to strengthen the connection between their employees and their organisations, despite the high cost of investment. When used effectively, these strategies may usually lead to a more devoted workforce. Voluntary and involuntary turnover are two different types of turnover.

Involuntary turnover is less expensive since it is planned and occurs as a result of an employee's departure, generally due to poor performance (Barrick & Mount, 1994) or redundancy as a result of the company's downsizing (Barrick & Mount, 1994). (Morrell et al., 2004). It only impacts a tiny percentage of an organization's workforce and tries to eliminate low-skilled employees in order to improve organisational indicators (McElroy et al., 2001).

Voluntary turnover may be related to Negative boss-employee relations (Schwepker Jr., 2001), salary dissatisfaction (Sharma, 2016), persistent loss of motivation leading to burnout, also known as emotional exhaustion (Kim, 2015), work-life conflict and the need to care for parents (Sufian et al., 2016), a better salary offer from another institution, and a better salary offer from another organisation. This is by no means a comprehensive list, but it does provide a sampling of several reasons why individuals choose to abandon an organisation. Voluntary turnover is frequently more challenging than involuntary turnover because it is more difficult to predict, and its effects can have a significant impact on the organization's ability to function. Thus, this study is focused on voluntary turnover only, especially on the development and validation of a multidimensional instrument measuring intrinsic and extrinsic elements that could prompt an individual to leave their current organization.

Conceptual Framework and Research Hypotheses

The variable "Psychological Contract" is assessed using four dimensions: Perceived Organisational Obligations, Perceived Employee Obligations, and Commitment (De Vos & Buyens, 2001). The construct of "Job Satisfaction" is operationalized using a set of 7 items, specifically the Norm of Reciprocity, Identification, and Cognitive dimensions (Nanjundeswaraswamy, 2019). On the other hand, the construct of "Turnover Intention" is assessed through a set of 9 items as proposed by Menezes et al. (2018).

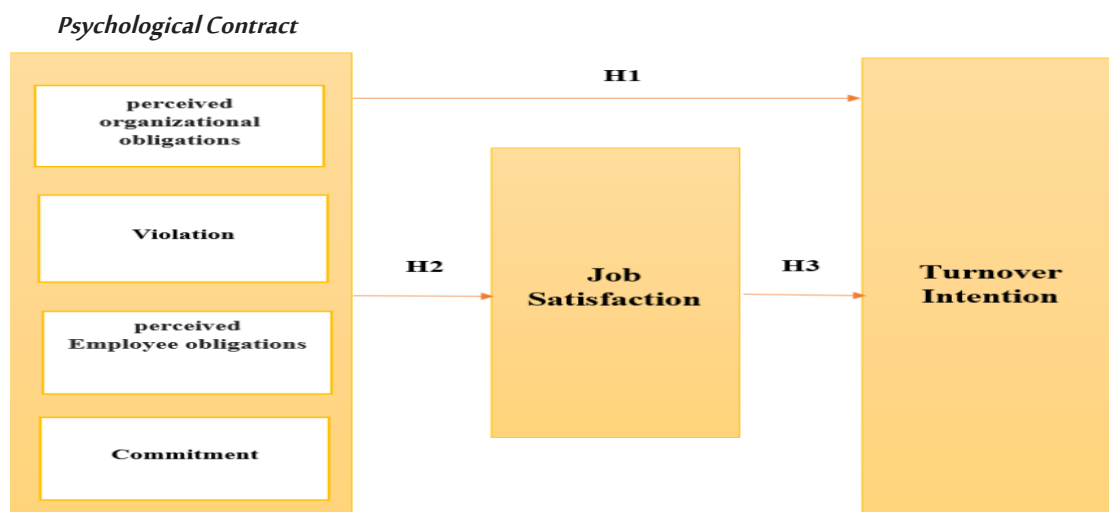


Figure 1 Conceptual Framework

Based on the conceptual framework, the hypothesized model and reviewing of the related studies and theories, the study hypotheses were formulated as below:

- **H₁**: Psychological Contract has an impact on Turnover Intention in the Egyptian Private Hospitals.
- **H₂**: Psychological Contract has an impact on Job Satisfaction in the Egyptian Private Hospitals.
- **H₃**: Job Satisfaction has an impact on Turnover Intention in the Egyptian Private Hospitals.
- **H₄**: Job Satisfaction mediates the relation between Psychological Contract and Turnover Intention in the Egyptian Private Hospitals.

Research questions could be stated as follows:

- 1- What is the impact of Psychological Contract on Turnover Intention in the Egyptian Private Hospitals?
- 2- What is the impact of Psychological Contract on Job Satisfaction in the Egyptian Private Hospitals?
- 3- What is the impact of Job Satisfaction on Turnover Intention in the Egyptian Private Hospitals?
- 4- Does Job Satisfaction mediate the relation between Psychological Contract and Turnover Intention in the Egyptian Private Hospitals?

Research Methodology

The study designates the employees of Egyptian Private Hospitals as the research population. The questionnaire was categorised into two overarching sections. The initial category comprises of overall information, while the second category encompasses the main content of the questionnaire, which is divided into three sections: Perceived Organisational Obligations, Perceived Employee Obligations, and Commitment. The second section focuses on job satisfaction, while the third section examines turnover intention. A total of 700 employees were administered the research questionnaire. Out of these, 441 questionnaires, accounting for 63% of the total, were returned.

Additionally, 38 questionnaires, representing 5.4% of the total, were either incomplete, ineligible, or refused. Furthermore, 259 questionnaires, making up 37% of the total, could not be reached. There were a total of 414 valid responses, resulting in a response rate of 57.6%, which is considered excellent considering the nature of the study. The Research Paper employed the use of a software application called structural equation modelling (SEM) to examine the interconnectedness between the elements of the proposed model. Evaluating Hypotheses Following the completion of a confirmatory factor analysis, the structural model is assessed by evaluating the hypotheses that support the research model.

Results and Findings

The research result shows the Composite Reliability of Perceived Organizational Obligations = 0.912, Perceived Employee Obligations = 0.882, Commitment = 0.826, Job Satisfaction = 0.908, Psychological Contract Violation = 0.826 and Turnover Intention = 0.932). As a result, it is evident that all of the constructs in the measurement model are reliable.

The Average Variances Extracted (AVE) should always be above 0.50. (Hair et al., 2019). Overall, the (AVE) of the constructs (Perceived Organizational Obligations = 0.637, Perceived Employee Obligations = 0.603, Commitment = 0.614, Job Satisfaction = 0.597, Psychological Contract Violation = 0.562 and Turnover Intention = 0.625) are more than 0.500. Overall, the measurement results are satisfactory, indicating that the structural model may be evaluated.

Measurement model result: The 6 factor was CFA using the AMOS application. The value of DF was 587 (it should be more than 0), χ^2/DF has a value of 2.768, that is less than 3.0 (it should be less than or equal 3.0). The RMSEA was .076 (it should be less than 0.08). The TLI index was .942 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .952. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA.

Structural Model

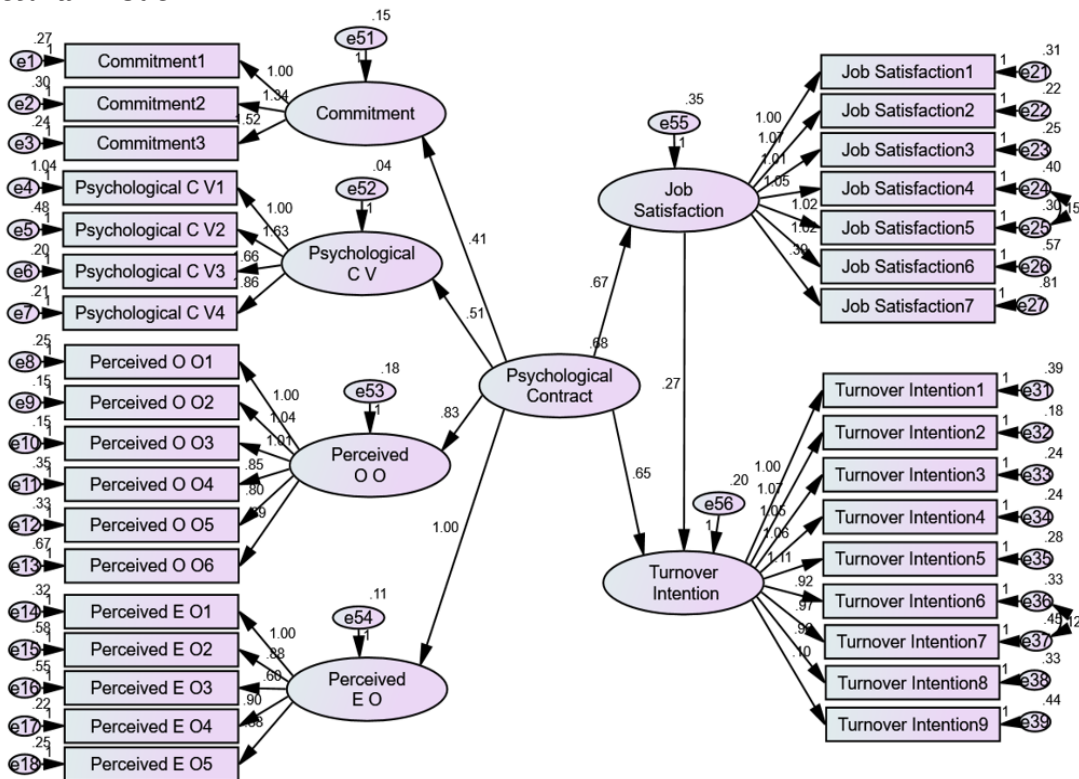


Figure (2) Structural Model

Structural model results: The findings of the structural model using the AMOS software shows that DF was 518 (it should be more than 0), χ^2/DF has a value of 2.843, that is less than 3.0 (it should be less than or equal 3.0). The RMSEA was .062 (it should be less than 0.08). The TLI index was .919 which is very close to 1.0 (a value of 1.0 indicates perfect fit). The CFI was .925. All indices are close to a value of 1.0 in CFA, indicating that the measurement models provide good support for the factor structure determined through the CFA.

The findings and hypothesis testing revealed that the independent variable (Psychological Contract) had a significant positive effect on Turnover Intention (dependent variable) in the Egyptian Private Hospitals,

Psychological Contract has a positive effect on Turnover Intention, Psychological Contract has a positive effect on Job Satisfaction. Job Satisfaction has a positive effect on Turnover Intention Finally, in the Egyptian Private Hospitals., Job Satisfaction mediates the relation between Psychological Contract and Turnover Intention. The findings reveal that:

- 1- Psychological Contract has a substantial direct association with Turnover Intention ($\beta = .500$, CR (Critical Ratio) = 4.082, CR > 1.96, $p = 0.000$, $p < 0.05$).
- 2- Psychological Contract has a significantly positive effect on Job Satisfaction. ($\beta = 0.682$, CR (Critical Ratio) = 13.522, CR > 1.96, $p = 0.000$, $p < 0.05$)
- 3- Job Satisfaction has a significant direct relation with Turnover Intention. ($\beta = 0.260$, CR (Critical Ratio) = 5.739, CR > 1.96, $p = 0.021$, $p < 0.05$)
- 4- A partial mediation effect of the Job Satisfaction between the relation of Psychological Contract and Turnover Intention in the Egyptian Private Hospitals. ($P = 0.004$, $P < 0.05$).

Discussion

The main goal of this study is to examine the association between the psychological contract and turnover intention in Egyptian private hospitals while considering job satisfaction as a mediating factor. The study employed a quantitative correlational methodology to collect primary sample data from 414 employees of Egyptian Private Hospitals.

The first objective is to investigate the relation between Psychological Contract and Turnover Intention and H_1 : Psychological Contract has an impact on Turnover Intention in the Egyptian Private Hospitals. The findings reveal that Psychological Contract has a substantial direct association with Turnover Intention. This is consistent with (Abdalla et al., 2021; Hou et al., 2021). Tan BYQ et al., (2021) emphasized that health-care workers with significant depressive symptoms were frequently reported to have turnover intention. Moreover, Lai J et al., (2019) reported that the reasons for healthcare workers' psychological problems during COVID-19 are complex: high risk of infection, high intensity of work, separation from family members, and a lack of protective equipment may all contribute to depression. According to Ravangard et al., (2019), social support may have indirect and significant associations with turnover intention via mental health status.

The second objective is to test the relation between psychological contract and job satisfaction. and H_2 : Psychological Contract has an impact on Job Satisfaction in the Egyptian Private Hospitals. The findings reveal that Psychological Contract has a significantly positive effect on job satisfaction. This result is in the same vein with (Rogoziska-Paweczyk, 2020 ; Lee and Liu, 2009). The practical implication of this mechanism is that human resources should be viewed as a valuable asset determining positive organisational activities (Haque 2018). Further, Employees will adopt a positive attitude and feel satisfied with their jobs in an organisation that is helpful and interested in work force welfare, development, and needs (Rogoziska-Paweczyk, 2020).

The third objective is to examine the relation between Job Satisfaction and Turnover Intention, and H_3 : Job Satisfaction has an impact on Turnover Intention in the Egyptian Private Hospitals. The findings show that in Egyptian Private Hospitals., Job Satisfaction has a significant direct relation with Turnover Intention. This finding is consistent with (Vermeeren, 2014; Kaur et al., 2013). on the other hand, the study revealed that in the context of our sample, JS contradictory leads to increase their turnover intention. The staff turnover rate is quite high as compared to other professional health groups. Numerous studies have shown that organizational factors (for instance hospital profitability, work environment) can influence an employee's decision to stay in or leave their job, as occupational or risk factors like role dilemma, work-related violence, work hours, and working conditions, interpersonal factors for instance age and attitude towards the job (Takase, 2010). Due to the global crisis, there are external factors affecting Egypt and in turn affecting Egyptian healthcare industry like high inflation rate, currency devaluation, reducing state foot in state owned enterprises However, employees are looking for job alternative in pursuit of sustain their quality of

life. During the last period it is noted that a lot of Egyptian physicians migrated to western countries for example (Germany, UK, USA, and Canada) in order to live a quality life and work in a better work environment. The results of our study are in alignment with the study of Setyaningrum and Cahyono, (2021) which showed that JS has a positive and significant effect on turnover intention and partially supported with the study of Wang et.al., (2016) which discovered that the association between job satisfaction and turnover intention was positive but not significant.

The fourth objective is to investigate the mediation role of Job Satisfaction between Psychological Contract and Turnover Intention. and H_4 : Job Satisfaction mediates the relation between Psychological Contract and Turnover Intention in the Egyptian Private Hospitals. The results indicate that partial mediation effect of the Job Satisfaction between the relation of Psychological Contract and Turnover Intention in the Egyptian Private Hospitals.

According to the analysis, At the 5% significance threshold, all are considered significant. The estimated structural model corroborated the four hypotheses, as Psychological Contract construct explained 46.6 % of Job Satisfaction variance ($R^2 = 0.466$), Besides, Psychological Contract through Job Satisfaction explained 71.7 % of Turnover Intention variance ($R^2 = 0.717$).

Research Limitations

The degree to which the conclusions may be extrapolated to a larger population, cases, or situations is referred to as external validity. (Saunders et al., 2019) As a result, the researcher cannot presume that the findings apply to other situations, so the study excludes:

- First, Because the participants in this study come from just one nation (Egypt) and are all private hospitals, the findings should be taken with a grain of salt. In spite of the fact that the research was conducted in a very specialised context, it is believed that the findings can be applied to a variety of other sectors, industries, and countries.
- Second, cross-sectional data were used in this study to examine the relation between Psychological Contract and Turnover Intention, beside the mediating role of Job Satisfaction in the Egyptian Private Hospitals. As a consequence of this, the study only offers a picture of a single instant in time. This suggests that the findings of the research are only useful under certain conditions, including when external factors like governmental regulations, economic activity, the competitive climate, and so on are unaffected.
- Third, Data gathering from respondents over a set period of time utilising a convenience sample approach had its limitations. The scope of potential responders was constrained by the short time span for data gathering. Because responses are collected based on the accessibility of respondents, this method may not produce a representative sample and may also lead to potential limitations in the range of respondents who would participate.

Future Research Suggestions

The following areas for further investigation are suggested based on the findings of this study: First, a study should be undertaken utilizing a qualitative technique or a mixed strategy using both qualitative and quantitative approaches in order to acquire Psychological Contract on Turnover Intention views and expectations. Second, a longitudinal study should be done to examine the long-term relation between Psychological Contract and Turnover Intention in the Egyptian Private Hospitals, with the mediating role of Job Satisfaction. Third, because the sample was limited to only Egyptian Private Hospitals, a sample derived from other sectors, industries would improve the generalizability of the findings in the future. This would also aid in comparing the relation between Psychological Contract and Turnover Intention, beside the role of Job Satisfaction in mediating the relation between Psychological Contract and Turnover Intention, in other sectors and industries.

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