The Influence of Psychological Contract on Psychological Wellbeing of Nurses in Malaysia: A Conceptual Paper

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Abstract. This conceptual paper delves into the intricate relationship between psychological contracts and the psychological wellbeing of nurses. The modern healthcare environment places significant demands on nurses, contributing to elevated stress levels and mental health concerns. Within this context, the concept of psychological contracts, which encompasses the unwritten expectations and mutual obligations between employers and employees, emerges as a lens through which to explore the dynamics influencing nurses' psychological wellbeing. Through a comprehensive review of literature spanning organizational psychology, nursing, and mental health, this paper synthesizes key theoretical frameworks that shed light on the potential interplay between psychological contract violations, fulfillment, and nurses' mental health outcomes. It offers a conceptual model that posits the mediating role of psychological contract fulfillment in mitigating the negative effects of violations on mental well-being. The conceptual framework is illuminated by illustrative examples that underscore the nuanced ways in which breached expectations can lead to feelings of disillusionment, reduced job satisfaction, and increased stress among nurses. By examining the psychological contract within the context of mental health, this paper contributes to a deeper understanding of the underlying mechanisms that impact nurses' psychological well-being and job-related stress. In conclusion, this conceptual paper paves the way for future empirical research aimed at empirically validating the proposed model and exploring practical implications for healthcare organizations.

Keywords; Psychological contract, Nurses, Psychological wellbeing, Work motivation, Private hospitals

1   Introduction

1.1   Background of the study

The psychological wellbeing of nurses is an important issue that has gained increasing attention in recent years. Psychological contracts have been identified as a key factor influencing the mental health of nurses, as these contracts define the expectations, promises and obligations between employers and employees. Psychological contracts may have a favorable or unfavorable effect on nurses' mental health, depending on how they are managed and implemented. Therefore, understanding the role of psychological contracts on the psychological wellbeing of nurses is essential for providing better mental health care for nurses.

Asante et al. [1] found that psychological contracts are positively associated with nurses' mental health, and that a strong psychological contract can lead to improved job satisfaction, commitment, and organizational trust, which could result to better mental health outcome. Psychological contracts can also have unfavorable impact on the mental wellbeing of nurses. For instance, a study found that psychological contracts are associated high degree of workplace stress, which could result to poorer mental health outcomes [2] other study found that psychological contracts are associated with higher levels of burnout, which can lead to poorer mental health outcomes [3]. Therefore, examining the effect of psychological contracts on the mental health of nurses is essential for providing better mental health care for nurses. A study shows high prevalence of burnout among nurses in Malaysia like personal burnout affected four out of ten, work-related burnout affected a third, and client-related burnout affected a seventh [4]. Healthcare systems must address the mental and physical exhaustion of healthcare professionals to lower the risk of burnout. Due to the rigorous nature of the profession, there is a lot of strain on the nursing staff in Malaysia, and there is also a high prevalence of burnout [5]. By taking the proper steps, the management team in the health sector may improve the performance and satisfaction of the health staff by reducing the consequences of burnout.

Nursing stress is brought on by nursing shortages in Malaysia because nurses feel that they must handle a larger burden. ambiguity in the job leads to an excessive workload since it makes it difficult to determine whether expectations are being met [6]. The total population of nurses in private hospital Malaysia is 36804 (MOH) 2022 and staff turnover in Malaysia is high due to a lack of job satisfaction [7]. More and more nurses are finding it increasingly difficult to perform their job functions, due to the high level of stress and impaired psychological well-being, and this in turn resulted in low job satisfaction. Many studies also found that job satisfaction is a significant predictor of nurses' turnover, intention to leave, burnout, and absenteeism [8]. According to a recent study conducted, Malaysian nurses' intention to leave their jobs is influenced by their workload, work environment, home/work balance, and social interaction [9]. Furthermore, the fulfilment of psychological contracts has also been identified as a crucial element in the mental health of nurses. if a psychological contract is not fulfilled, it can results to job dissatisfaction, stress and burnout, which can lead to poorer mental health [10] therefore, understanding how to better fulfilling psychological contracts may aid in enhancing nurses' psychological well-being.

1.2   Problem Statement

The health industry is one of the most important sectors of any country or region. In this regard, one of the most contributing workforces in the health industry is nurses who provide services to the patients that are the potential customers of the industry. They at as a frontliner and representative of hospital service to patients. Improved performance and well-being of nurses directly affect the performance of the healthcare system. This implies that it pivotal to identify and improve the well-being of nurses. One of the most important causes of the poor performance of nurses is psychological contract breach. It alludes to a subjective experience wherein workers feel that an organization has fallen short of meeting one or more of its duties under the psychological contract. Rodwell & Johnson [11] Work engagement, commitment, and satisfaction have all been shown to decline in the presence of psychological contract violations. Recently, the International Council of Nurses (ICN) has explicitly highlighted that the shortage of nurses is a major problem in health systems around the globe that needs coping policies on an urgent basis. In the Malaysian context, the shortage of nurses is also a significant problem. In this regard, Permarupan et al. [5] highlighted that the shortage of nurses has developed a significant detrimental factor for the Malaysian health system. They associated this shortage with psychological factors such as burnout and work-life imbalance.

The working environment of private hospitals is often hectic and demanding, and this can have an impact on the psychological contract between the hospital and its staff. Private hospital staff must be prepared to work long hours and irregular shifts, night shifts, often with little advance notice. This can lead to fatigue and stress, which can impact the quality of care they provide. Nurses are mainly responsible for the care of patients; however, the introduction of new medical technologies has resulted in a need for nurses to attend training and courses to keep up with the latest developments. Nurses are required to attend a variety of training, including courses on the use of electronic medical records, telemedicine, and other technologies. Additionally, nurses are required to attend courses to stay up to date on new treatments and protocols. According to the International Council of Nurses (ICN), around the beginning of 2021. 90% of national nursing associations are concerned that heavy burdens and burnout may be factors in the increased number of nurses quitting their jobs [12]. Study found that the majority of nurses working in health facilities are not happy with their work/home lives. Additionally, they put in long hours at work and frequently feel worn out afterward in Malaysia [13].

Another study conducted in Malaysia found that Approximately 40% of nurses said they planned to leave their current jobs and reported a moderate level of job satisfaction [14]. It was discovered in Malaysia that nurses who experience higher workload pressures, such as inadequate task completion time, excessive workload, and so on, perform worse. Consequently, hospital workload pressures may have an impact on the caliber of the work and the level [15]. Due to the growing demand for private hospitals' high-quality services, this has happened. Because private hospitals provide more for high-quality services and patients have higher expectations, nurses are under more stress. Private hospital staff also

face a lot of pressure to provide the highest quality of care to their patients. This can lead to feelings of stress and anxiety, which can have a negative impact on their physical and mental health. Under such circumstances, their psychological contract should be fulfilled for better performance [16].

1.3   Objectives of the study

1.   To investigate whether Autonomy and control have significant impact on psychological wellbeing of the nurses.
2.   To investigate whether Organizational rewards have significant impact on psychological wellbeing of the nurses.
3.   To investigate whether Organizational benefits have significant impact on psychological wellbeing of the nurses.
4.   To investigate whether Growth and development have significant impact on psychological wellbeing of the nurses.
5.   To investigate whether work motivation moderates between Autonomy and control and psychological wellbeing of nurses.
6.   To investigate whether work motivation moderates organizational rewards and psychological wellbeing of nurses.
7.   To investigate whether work motivation moderates organizational benefits and psychological wellbeing of nurses.
8.   To investigate whether work motivation moderates between growth and development and psychological wellbeing of nurses.

2   Literature Review

2.1   Psychological wellbeing

The definition of psychological wellbeing or mental health is "a state of well-being in which the individual realizes his or her own potential, is able to cope with the ordinary stresses of life, is able to work successfully and fruitfully, and is able to contribute to his or her community" [17]. Common mental disorders (CMD) are anxiety and depressive disorders, CMD, substance abuse, workplace aggression, stress, and burnout (common precursors of CMD) have all been reported in the nursing occupational health literature. A high risk of stress, anxiety, and depression is associated with nursing employment, which is a physically and emotionally taxing career [18]. Increased anxiety level and sadness discovered to be correlated with job expectations, extrinsic effort, and over-commitment. Social support, rewards, and skill judgment were all discovered to be unfavorably associated to mental health issues [19]. Lower levels of emotional exhaustion have been linked to psychological contract fulfilment and increased psychological wellbeing. These connections could be explained by the process of predictability and control perceptions, which postulates that

kept promises lessen employee uncertainty, which lowers stress levels and improves wellbeing [20]. A major predictor of low engagement, low job satisfaction, and poor psychological wellness has been found to be psychological contract violation [21].

Burnout is a psychological condition marked by emotional weariness, depersonalization, and low personal accomplishment brought on by prolonged psychological or emotional stress and can occur as a result of frequently experiencing stress [22]. Burnout, the desire to leave, and job discontent have all been linked in large part to psychological anguish [23]. Poor psychological wellbeing has an important effect on nurses' job satisfaction, and early identification of poor psychological wellbeing can help reduce and treat it, which can affect nurses' personal lives as well as their profession in terms of patient care quality [24]. Psychological well-being refers to an individual's overall mental state, encompassing feelings of happiness, life satisfaction, and positive functioning. It is a multidimensional construct that involves emotional, psychological, and social aspects [25]. For nurses, maintaining positive psychological well-being is crucial as they face numerous job-related stressors, including long working hours, high patient loads, and emotional demands [26]. Research has shown that when nurses perceive their psychological contract as being fulfilled by their employers, it can positively influence their psychological well-being [27].

A supportive work environment, recognition of their contributions, and access to resources that facilitate their job performance contribute to increased levels of job satisfaction and psychological wellbeing [28]. On the other hand, when nurses perceive a breach in their psychological contract, such as unmet promises or lack of support, it can lead to negative outcomes on their psychological well-being Feelings of betrayal, job insecurity [29]. Organizational support, including supervisor support and organizational policies that promote employee well-being, plays a significant role in shaping nurses' psychological health [30]. A positive psychological contract, where nurses feel valued and supported, can lead to increased job satisfaction and better mental health outcomes [31]. Psychological Wellbeing is a dynamic and evolving construct that can be influenced by various internal and external factors, including life events, personal values, coping strategies, and the fulfillment of psychological needs It is an important aspect of an individual's overall health and plays a significant role in how they experience and navigate life's challenges and joys [32]. In the context of the research on the effect of the psychological contract on the mental health of nurses, understanding and assessing their psychological wellbeing can provide valuable insights into how their mental health may be impacted by their perceptions of the psychological contract.

2.2   Autonomy and control

Autonomy and control are vital concepts in the nursing profession as they directly influence nurses' job satisfaction, psychological well-being, and overall performance. Being autonomous is described as the capacity to decide and the freedom to choose actions consistent with one's body of knowledge. Nursing professional autonomy is the capacity to exercise one's expertise and provide medical services within the full range of practice as

defined by professional regulatory and organizational restrictions [33]. Work autonomy is the level of freedom and independence provided to the person to successfully complete the job [34].

For nursing to become a healthy, vibrant profession, liberty is necessary. If nurses do not acknowledge that they operate in an autonomous and independent work environment, they will not be able to work competently. Nursing professionals view autonomy as a vital part of their professional identities and a source of power in clinical practice. Promoting the independence of staff nurses is one of the main duties of nurse supervisors. They should therefore possess the knowledge, skills, and procedures that permit staff nurses to preserve their independence [35]. The study's findings revealed that over fifty percent of the staff nurses perceived their professional nursing autonomy as being at an average level. Despite having high levels in the lowest percentage while the lowest percentage had high levels, this can be ascribed to staff nurses accepting accountability for their actions and doing so. As a result, their professional nursing autonomy is impacted by a lack of organizational support, as well as limited possibilities to take part in making decisions processes and specific teams to design Procedures and standards for patient care [36]. It's essential to comprehend the complexity of professional autonomy if you want to design productive workplaces. To increase the recruitment and retention of skilled professionals, it is essential to include nurses in decision-making processes and to enhance nursing through shared leadership [37]. A position that offers autonomy and control, the chance to gain novel abilities, sufficient assets and resources to carry out the task, increasing job responsibilities, and involvement in decision-making [38]. Autonomy defines as the level of independence and authority nurses have in making decisions and carrying out their professional duties. Control, on the other hand, encompasses the degree to which nurses can influence their work environment and patient care.

Alruwaili and Abuadas [39] Several research have established a favorable correlation between autonomy and job satisfaction among nurses. When nurses have greater control over their work and decision-making processes, they experience higher job satisfaction levels. Asl et al. [40] discovered that nurses with increased autonomy reported feeling more content with their roles and experienced reduced job-related stress. Additionally, nurses who can actively participate in decision-making processes tend to have higher morale and increased motivation to provide quality patient care [41]. The level of autonomy directly affects the psychological well-being of nurses. Study found that nurses with increased levels of autonomy experienced decreased levels of burnout and emotional exhaustion [42]. Autonomy allows nurses to manage their workload effectively, set priorities, and take breaks when needed, leading to reduced stress levels and improved mental health. On other hand, a lack of autonomy can result to sentiments of annoyance, powerlessness, and emotional strain, which may negatively impact nurses' overall well-being [39]. Furthermore connected to effective healthcare outcomes is autonomy. Nurses with increased levels of autonomy are better equipped to tailor patient care plans, allocate resources effectively, and make timely decisions in critical situations. Asl et al. [40] discovered that nurses with increased autonomy were more likely to engage in evidence-based practice and provide patient-centered care. This, in turn, leads to improved patient satisfaction and clinical

outcomes [37]. While autonomy is crucial for nurses' job satisfaction and well-being, various factors may influence the extent of autonomy they experience. Organizational culture, leadership styles, and healthcare policies play significant roles in shaping nurses' autonomy. Hospitals that prioritize a supportive and empowering culture tend to foster greater autonomy among nurses [43]. Conversely, bureaucratic environments and top-down decision-making may limit nurses' autonomy, leading to decreased job satisfaction and increased burnout. To promote nurses' autonomy, healthcare organizations must foster a supportive and empowering work environment, encourage shared decision-making, and provide opportunities for professional growth and development. Emphasizing autonomy and control as essential components of the nursing profession can lead to a more satisfied, motivated, and mentally healthy nursing workforce in hospitals [44].

2.3   Organizational rewards

An organizational reward is anything that the business is ready or able to offer in exchange for an employee's effort and that the employee may value and desire [45]. Quality human resources (employees) are required to achieve the company's goals. Companies must pay attention to several factors to help employees achieve effective performance, one of which is the provision of rewards consist of a variety of benefits that companies give to employees as an element of a psychological contract. In addition to serving as a type of compensation, giving out awards is necessary to motivate staff to work harder. One strategy to ensure that employee quality or performance is always improved is to adopt a rewards system that recognizes both tangible and intangible contributions and awards employees in line with the required level of achievement. Organizational entities might prioritize satisfying the needs of their personnel in order to increase effective performance. Offering prizes is one of the most important factors that organizations should consider. The importance of having a prize system because it is crucial component of organization. rewards come in a variety of shapes and sizes, depending on when, where, for whom, and on what basis they are given [46]. Employees at almost every level of an organization recognize the importance of continuous development of their abilities, knowledge, and access to training as a "key component in the reward package." [47]. Research have established a link between organizational rewards and nurses' job satisfaction. Nurses who perceive that their efforts and contributions are adequately recognized and rewarded tend to experience higher job satisfaction levels [48]. Organizational rewards not only reinforce positive behaviors but also contribute to a sense of accomplishment and value in the workplace [49]. When their efforts are acknowledged, nurses are more likely to feel respected and appreciated, results to increased job satisfaction and a higher commitment to their organization [50]. Rewards have a direct effect on nurses' motivation and engagement in their roles. Financial incentives, performance-based bonuses, and opportunities for career advancement serve as powerful motivators for nurses to perform at their best [51]. When nurses believe that their efforts will be recognized and rewarded, they are more likely to demonstrate initiative, dedication, and a willingness to go above and beyond in patient care. In contrast, a lack of

recognition and rewards can lead to feelings of demotivation, disengagement, and reduced commitment to the organization [52].

Organizational rewards can be both tangible and intangible. Tangible rewards include financial bonuses, salary increments, and benefits. These rewards have a direct impact on nurses' financial well-being and can significantly influence their job satisfaction and motivation. Intangible rewards, such as verbal recognition, appreciation from supervisors, and opportunities for professional growth, are equally essential. Studies have shown that non-monetary rewards, such as public acknowledgment of nurses' achievements, can have a profound effect on their job satisfaction and morale [53]. The perceived fairness of reward distribution is critical in determining its impact on nurses' job satisfaction. Nurses who believe that rewards are distributed fairly, based on their performance and contributions are more inclined to feel motivated to succeed and be content with their profession [54]. inequity or favoritism in reward allocation can lead to feelings of resentment and reduced job satisfaction among nurses. Organizational rewards play a important role in shaping nurses' motivation, satisfaction and overall well-being. The likelihood that a nurse would be pleased with their profession and show higher levels of motivation and dedication to their organization increases when they receive adequate recognition and rewards for their efforts.

2.4   Organizational Benefits

The idea of an exchange of rewards and benefits is the foundation of the psychological contract [55]. Both the parties' benefit from the psychological contract, which mimics a good working relationship between them. Every employee has certain expectations for their work and the workplace, and the company has similar demands for the performance and productivity of its employees. There will be a strong psychological contract in the workplace if both expectations come true. If not, the company must deal with employee psychological contract violations [56]. When an employee believes that the any organization for which made, a contribution has been made, and as a result, a duty to provide those benefits has been they work has not sufficiently provided the expected benefit, there has been a psychological contract breach [57]. Benefits such as improved performance, work happiness, and loyalty to the organization may result from determining the circumstances, conditions, and employee responses to perceptions of the working environment [58] organizational benefits for fulfillment of psychological contract are healthcare benefit, retirement benefits, vacations benefits and tuition reimbursement. Organizational benefits, including healthcare coverage, retirement plans, paid time off, and other perks, are essential components of a comprehensive compensation package offered to nurses. These benefits contribute significantly to nurses' overall job satisfaction and play a crucial role in staff retention [59].

The availability and adequacy of organizational benefits have a direct effect on nurses' job satisfaction. Comprehensive benefits, such as health insurance, dental coverage, and retirement plans, contribute to nurses' overall well-being and sense of security Higher job satisfaction levels are a result of nurses receiving benefits that are suited to their needs since

they are more probable to feel appreciated and supported by their employer [60]. In contrast, the absence of inadequacy of benefits may lead to feelings of dissatisfaction and reduce nurses' commitment to their employer. Organizational benefits play a critical role in nurse retention. A study found that nurses who perceived their benefits package as valuable and sufficient were remain in their existing jobs and be committed to their organization Nurses' balance between personal lives and job satisfaction can be improved by benefits including time off when needed, childcare support, and chances to advance their careers, which may encourage them to stick with their current workplace [61]. On the other hand, a lack of attractive benefits may contribute to turnover and nurse shortages within private hospitals. The effectiveness of organizational benefits in influencing job satisfaction and retention depends on how well they are tailored to meet nurses' individual needs. Healthcare organizations that offer flexible benefit packages, allowing nurses to choose benefits that align with their unique circumstances, are more likely to see positive outcomes in context of job satisfaction and retention [62]. Additionally, periodically assessing nurses' needs and preferences regarding benefits can help organizations stay responsive to evolving demands. Organizational benefits, such as paid time off and family-friendly policies, significantly impact nurses' work-life balance. Nurses who have access to sufficient enough paid vacation time off and opportunities for personal and family responsibilities are better able to maintain a healthy work-life balance [63]. This, in turn, contributes to reduced burnout, increased job satisfaction, and higher retention rates among nurses. Comprehensive benefit packages that address nurses' diverse needs and promote work-life balance are essential for enhancing job satisfaction and reducing turnover. To attract and retain talented nurses, healthcare organizations should design benefit packages that are tailored to individual preferences and foster a sense of support and appreciation for their valuable contributions.

2.5   Growth and Development

For growth and development following steps are taken continual professional training, new opportunities for personal growth, career guidance and mentoring job training [64]. The need for nurses to have access to professional development opportunities arises as a significant issue when it comes to updating their skill sets to advance in give the greatest treatment to patients they can in their clinical practice. Learning and instruction are therefore regarded as essential elements of any retention strategy. Their professional practice and deliver the best possible patient care. As a result, training and education are considered critical components of any retention strategy. By receiving greater instruction and orientation, they can be more prepared for the facts of reality, such as a rising the number of patients and clinical obligations [65]. Creating specialized training programs for nurses within hospitals takes a high level of dedication, which results in the acquired skills and knowledge not being transferable. There has been evidence across a number of organizations that those who received training felt more secure, were more productive, and finally showed a steadfast dedication to that company.

   Organizations can keep their staff members up with the latest developments while giving them with the essential information, skills, experiences, and capabilities by implementing a

variety of training and development activities. Some organizations, nevertheless, refuse to offer training courses because they view them as an organizational burden and a financial burden. Regardless of this viewpoint training is recognized as a crucial human resource strategy that can help both the firm and its personnel in several ways. For example, it motivates employees, provides them with new technologies and techniques, helps them improve their skills, and plays a critical role in increasing organizational commitment and decreasing turnover intention [66]. Professional development opportunities, such as continuing education programs, workshops, and certifications, have a significant positive impact on nurses' job satisfaction. When nurses are given the chance to enhance their skills and knowledge, they feel valued and supported by their organization [67]. Additionally, acquiring new competencies improves nurses' self-efficacy, leading to greater job satisfaction and confidence in performing their roles effectively. The availability of growth opportunities plays a crucial role in nurse retention. Nurses who perceive a clear career progression path and have access to growth opportunities are more likely to remain committed to their current employer [66]. These opportunities might include career advancement, mentorship programs, or participation in research projects. When nurses see a future within the organization and feel that their aspirations are supported, they are less likely to seek opportunities elsewhere. Professional development initiatives, clear career progression paths, and a culture of learning contribute to nurses' sense of fulfillment and dedication to their organization. Supportive leadership that encourages and advocates for nurses' growth further enhances job satisfaction and reduces turnover rates. To retain skilled nursing staff, private hospitals must invest in providing comprehensive growth opportunities that align with nurses' individual career aspirations [68].

2.6   Work Motivation

A person's desire to act toward a specific goal may manifest consciously or unconsciously as work motivation. It could be an important factor in one's lifestyle, education, or workplace. Any task may be accelerated and made easier with motivation. Work motivation is essential element that influence quality and content of work related outcomes [69] in healthcare. Work motivation is the process that makes individual to willingly produce effort in his work [70]. Money is one of the tangible factor which motivate employee at work in organization and on other hand sense of achievement is the intangible factor which effects motivation at work. Maintenance of goal directed performance occurs only when there is motivation in any organization. Mental effort is generated by the motivation that brings employee to apply their knowledge and skills. What turns us from boredom to interest is motivation. It guides our actions just like a car's steering wheel does. Motivation is a force that offers behavior energy, direction, and underpins the propensity to persist This definition acknowledges that people need to be adequately enthused and passionate, have a clear focus on what is necessary, and be able to commit their energy for a long enough amount of duration to realize their target in order to accomplish their goals [71].

The results of the simple model of human motivation also indicated that some people could derive their satisfaction from rewards given by themselves, such as a promotion from

a manager, while others could derive their satisfaction from rewards given by others, such as the performance of an action, intrinsic rewards [72]. Performance improves when people are motivated. According to the findings, motivation is important in both public and private organizations, particularly when it comes to improving performance. Motivation has a direct impact on performance, according to empirical evidence. This is based on the connection between motivation and performance. The results of this study are consistent with a number of earlier studies that have demonstrated in the past that employee performance is significantly influenced by motivation, both directly [73] and indirectly Additionally, employee motivation has the power to enhance organizational performance. Individuals who are motivated will be satisfied with their jobs. As a result, job satisfaction will affect performance, allowing it to make the best possible contribution to the institution [74]. A lack of motivation at work may have an impact on how well someone produces their work. As the level of satisfaction of the individual receiving the services declines, as does the quality of the work. The reason for which a person will be working heavily influences their motivation.

Employees should aim to meet the following expectations: a fair wage or salary, secure employment, respect and candor, treatment created with pay, departmental rewards and promotions based on employee performance, a capable leader who is trustworthy and infallible, a positive work environment, and promotions. Intrinsic motivation describes the inner drives that compel people to participate in an activity because of the benefits and fulfilment it offers. Nurses who experience intrinsic motivation are passionate about their profession and find their work inherently meaningful [75]. Due to the fact that their profession itself gives them a feeling of fulfilment and purpose, these nurses are prone to report a greater degree of happiness at work. Extrinsic motivation stems from external rewards, such as salary, bonuses, or recognition. While extrinsic rewards can influence nurses' job performance, they might not necessarily lead to long-term job satisfaction [76]. For instance, financial incentives may initially boost nurses' performance, but without intrinsic motivation and job satisfaction, this effect might be short-lived. Therefore, a combination of intrinsic and extrinsic motivators is essential for sustaining nurses' performance and job satisfaction. The working atmosphere has a significant impact on nurses' motivation levels. A positive work environment that offers support, recognition, and opportunities for growth fosters motivation and job satisfaction among nurses [77]. On the other hand, a stressful or unsupportive work environment could result in demotivation, reduced job satisfaction, and even burnout among nurses. Well-designed nursing roles that provide autonomy, variety, and opportunities for skill utilization can enhance nurses' motivation and satisfaction [78]. When nurses feel their performance is meaningful and aligned with their skills and interests, they became intrinsically motivated to work well. Understanding and addressing the factors that motivate nurses can contribute to higher job performance, better patient care, and increased retention rates in private hospitals [79].

2.7   Conceptual Framework

Fig.1 is the proposed framework based on the relationships among the factors constructed with the supported literature review for psychological contract among nurses.
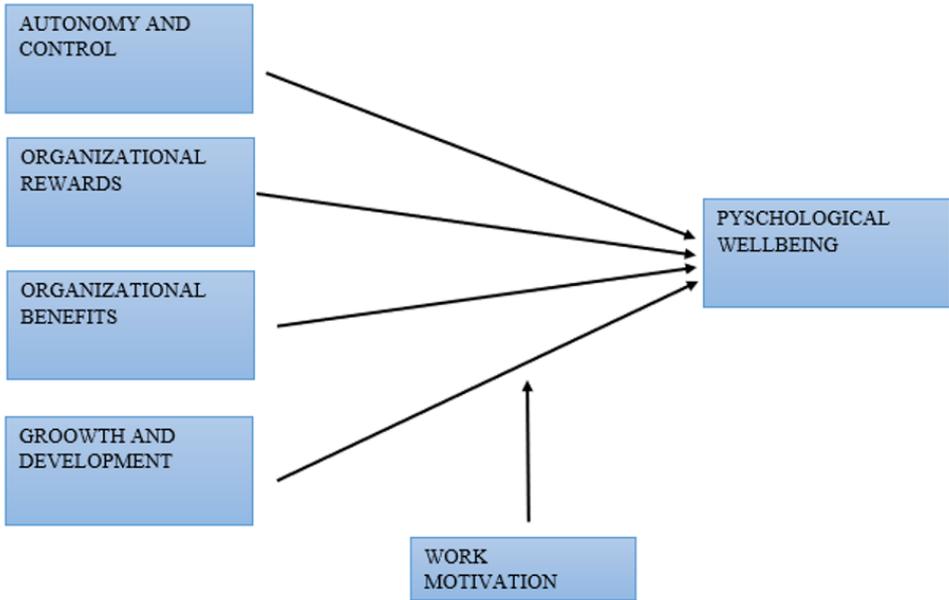

Fig.1 Proposed Conceptual Framework

3   Research Methodology

3.1   Suggestions

To test the research framework empirically, a quantitative method will be applied, and primary data using questionnaire survey will be distributed. Questions are divided into four sections, consisting of psychological wellbeing measurement (Part 1), psychological contract (Part 2), work motivation (Part 3) and demographic information (Part 4). Questions that have been adapted and adopted from the previous study are based on mixed of positive and negatively worded statements. Each item of the survey instruments is measured using the five -point Likert scale ranging from 1 "strongly disagree" to 7 for "strongly agree". Quantitative data will be analyzed using SPSS.

4   Conclusion and Future Direction

In conclusion, this conceptual study has illuminated the intricate relationship between the Psychological Contract (PC) and Psychological Well-Being (PWB), unveiling the pivotal role played by variables such as autonomy and control, organizational rewards, organizational benefits, and growth and development. The study has established the nuanced dynamics of the PC in shaping the perceptions and experiences of individuals in the workplace, ultimately influencing their PWB. Moreover, the study underscores the role of work motivation as a moderator in this relationship. Work motivation acts as a catalyst, influencing the strength and direction of the link between the Psychological Contract and Psychological Well-Being. Organizations that understand and leverage the motivational factors of their workforce are better positioned to optimize the positive outcomes associated with a well-managed Psychological Contract. Policy makers have a unique opportunity to shape work environments that not only meet the needs of modern employees but also contribute to their well-being. By incorporating the insights from this study into policy frameworks, we can foster organizations that prioritize autonomy, fairness, benefits, growth, and job satisfaction—elements integral to a positive Psychological Contract and the psychological well-being of the workforce.

As we look ahead, several directions for future research emerge from these findings. First and foremost, longitudinal studies are recommended to provide a temporal perspective, tracking how the PC evolves over time and its sustained impact on PWB. Such studies would contribute valuable insights into the long-term dynamics of employment relationships. Future research endeavors might also concentrate on practical interventions and best practices for organizations to optimize positive outcomes. Developing strategies that enhance autonomy, fairness in rewards, meaningful benefits, and opportunities for growth could contribute to fostering positive PC perceptions and, consequently, improved PWB. Finally, the refinement and validation of measurement tools for PC variables will be instrumental in ensuring the reliability and accuracy of future research. Validated instruments will contribute to the precision of findings, enhancing the robustness of studies in this field. In essence, the future research landscape should navigate towards a more holistic understanding of the PC and its implications for PWB, embracing longitudinal, cross-cultural, and context-specific perspectives. By addressing these directions, researchers can contribute to the continual evolution of organizational psychology, informing practices that foster healthier and more satisfying work environments.

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