

Decoding the other side of Psychological Contract

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ABSTRACT:

Psychological contract is the main instrument which enables employees to perform mindfully in an organization. It has been observed that rupture of psychological contract is top priority because as it is implicit in nature. This leads to employee indulge in deviance acts which is regarded as negative work done to cause harm to the impending organization. The article highlights about the breach of the psychological contract which basically leads to employee's involvement in deviant workplace behaviour. It is based on primary data. A sample size of (n=134) which consists of teaching and non-teaching staff of 21 private schools finally gave their views on this. 19 variables were identified for the collection of data. The researcher used pilot study for 54 respondents where variables were tested by Cronbach Alpha and Factor Analysis.

KEYWORDS: psychological contract, deviance, deviant workplace behaviour

An Overview

Contracts are plethora in number; which may be implicit or explicit in nature. A contract serves as a metric for the aegis of organizational resources. Implicit contracts are usually unwritten, verbally and mutually understood by the employees who are made to understand by the employer. Implicit contracts have no prior commitments when it comes to affect the quality of hardwork. It overlooks the hard work, persistence of efforts given by the employees; so as to pave the way for different prospects of employment. Implicit contract in fact envisages about a fixed amount to be paid when you take services like dine in a restaurant, etc. Implicit contracts in law are not the real contracts but rather it is commemorated as 'quasi-law contracts'. This happens to be a type of barter system where one party gives a favour or help to someone in the exchange of some help from that third person. Explicit contracts are usually enforceable in the court of law. Laws in the explicit contracts are binding on the respective sections. Neat, clean,

difficult, mixed response is what an explicit contract expresses itself. Employment contract Act is a typical example of an explicit contract whereas the psychological contract is an indication of an implicit contract.

Perceptions, desires are unlimited which forces both the employer's and employee always land up in soup, which is known to be an ever-changing disorder (**Schein,1996**).Absence of a psychological contract disdains the employer-employee relationship(**Gibson,2001**).Mutual expectations, information sharing which centre around the employer-employee for better understanding purposes(**Rousseau,1987**).Psychological contract is often elucidated as to be an assimilation of mutual beliefs, expectations that cater internally in the organizations. The number of factors rose from individual to organizational level (**Agyris, 1969**).When a psychological contract is cracked affects the quality of production, decreasing morale and organizational commitment becomes a standstill quality to reckon with (**Cantisano et al, 2000**).There always has been an emotional space left void among the employees, which is being created by employers. This leads to employees indulge in acts other than their own work (**Tompru & Nikolau, 2009**).A rupture in the psychological contract signals the end of goodness and the start of deviant work(**Bal et al,2010**).When an employee's trust is split, then firstly performance, productivity gets a downturn in the organization(**Lawrence & Robinson,2001**).The employee's commitment towards the organization where his bread & butter comes; gets decreased because the expectations set aside by the employer for employees lay stranded. Most of the times it is observed through research that; job satisfaction index gets lowered due to so many factors and one of the main reasons for it is split of psychological contract(**Hughes & Palmer,2000**).Knowledge management propels an employee to indulge more in towards the rupture of psychological contract(**Donohue et al,2007**).It has been observed that lack of psychological contract does not hold the organizational citizenship behaviour which is required for an employee(**Shapiro,2003**).Number of horizons have been looked upon to settle for a stable psychological contract. Transactional ones are examined within the range of economic conditions and Relational ones are examined within the range of social conditions. (**Millward & Hopkins, 1991**).

Concept

The concept was devised by Denise Rousseau. Mental models and cognitive schema were used by her for the communication between employer and employee. A type of implicit contract often used as a word-of-mouth. Unravelling and uncertainty hugely mounts on the employer-employee relationship. This happens due to set of presumptions which surrounds the employees perceptions, relationship towards psychological contract. The employer-employee relationship bond does not last long because of false informal prejudices made by the employer. These prejudices cater to much i.e. distortion in communicating information in organizations, fake promotional promises, illusive salary hikes, fallacious expectations which are good verbally but are not performed to the fullest of extent.

A psychological contract is a colloquial kind of agreement which is based on the grounds of common understanding between employer and employee.Consociationally, both psychological (implicit) and employment (explicit) contract make up the employee-employer association. The biggest dilemma faced by the employer in today is to retain the trust in its respective employees.

Objectives:

1. To study the behaviour of employee when psychological contract is breached.
2. To suggest measures based on the findings of the study.

Scope of the study

The scope of the study is limited to teaching and non-teaching staff of privately managed schools in and around the capital region of Odisha. Here, supporting staff includes administrative staff, peons, I.T. staff, accounts staff, security staff and library staff. For the purpose of confidentiality the names of the schools are not being mentioned.

Methodology of the study:

The research methodology plays an important role to draw a meaningful conclusion in the area of the research. The study is based on the primary data. The data collected from the various private schools in and around the capital. In this regard 21 private schools visited, 157 teachers and 109 non-teaching staff were approached. But however 61 teaching and 73 non-teaching staff finally gave their views. For the collection of data initially 19 variables were identified. The researchers have conducted a pilot study with the help of 54 respondents where, the variables are tested using Cronbach Alpha and Factor analysis. The purpose of using Cronbach alpha value is to see internal consistency among the variables. The normal thumb rule is that if the alpha value is more than 0.70, then the variables can be accepted in the final research. The result of the alpha value is shown in the table 1.

Table 1. Cronbach Alpha Value

Reliability Statistics	
Cronbach's Alpha	N of Items
0.910	19

Source: Pilot Study

A relatively high alpha value indicates that the variables are internally consistent. But alpha value alone does not give a meaningful result regarding choice of variables; as the suitability of the variables in the study region is also important. For this purpose, factor analysis has been conducted. Factor analysis is a data reduction technique which keeps only those variables that are relevant for the study area and the same has been conducted based on the response provided by the respondents surveyed during pilot study. But, to conduct a factor analysis both KMO & Bartlett's test needs to be conducted. Here also the condition is that if the KMO value is

more than 0.70 and Bartlett's test of sphericity is significant, then the factor analysis can be conducted. The result of the same is shown in the table below:

Table 2: KMO & Bartlett's Test Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
	Approx. Chi-Square	726.700
Bartlett's Test of Sphericity	Df	171
	Sig.	.000

Source: Pilot Study

As both the conditions are satisfied it can be assumed that the factor analysis can be conducted. So, the Principal Component Analysis has been applied and this method helps us to retain 14 variables out of the total 19 variables identified initially.

Sampling technique is another important area which helps to identify proper target respondents. In the present case it has been decided to go for simple random sampling technique so that adequate representation of all the categories may be included.

Total 266 questionnaires were distributed and 134 were received in correct form. These questionnaires are included in the final study. Overall, the percentage of response was 50.38%. The distributions of respondents are shown in the table below:

Table 3: Distribution of Respondents

Segment	Category	Frequency	%
Employees in Academics (teachers)	Male	28	45.90
	Female	33	54.10
Total		61	100.00%
Employees in Non- academics (supporting staff)	Male	34	46.58
	Female	39	53.42
Total		73	100.00%

Source: Primary Data

Respondents' perception with regard to the various attributes of breached psychological contract

To measure the perception level of the participants with regard to broken psychological contracts are- lack of sense of belongingness, lack of involvement towards work, no commitment towards job, lack of trust, low productivity/performance, dissatisfaction towards

work, taking excessive break, gossiping among peers, violence in work place, negative effect on organisation climate, irritation towards fellow employee, quitting/ change of job, stop mentoring the new employees and stop providing constructive suggestions. In this regard we have been assigned as +3, +2,+1,0 and -1 for the responses of the respondents- Completely agree, Agree, Neutral, Disagree and Completely disagree respectively. Final scores for each feature are calculated by multiplying the number of responses by the weights of the corresponding responses.

Calculation of respondents' perception: Ideal and Least scores

Ideal scores are calculated by multiplying the number of respondents in each category with (+3) and product with total number of attributes. Least scores calculated by multiplying the number of respondents each category with (-1) and the product with number of attributes in questionnaires.

Table-4: Computation of ideal score and least scores for the respondents

Category	Equation	Ideal score	Equation	Least score
Teachers (Male)	28X3X14	1176	28 X -1 X14	-392
Teachers (Female)	31X3X14	1302	31 X -1 X 14	-434
Supporting staff (Male)	34X3X14	1428	34 X -1 X 14	-476
Supporting staff (Female)	39X3X14	1638	39 X -1 X 14	-546

Findings of the study:

In table -5, it shows that the total perception score by teachers both male and female are 887 and 963 as against the ideal score of 1176 and 1302. The percentages of total actual score to the ideal score are 75.43% and 73.96%. Similarly, the actual scores for male and female supporting staffs are 991 and 1197. The percentages of actual score to ideal score are 69.40% and 73.08%. In this case the actual scores are near to least score. However, in one of the observations found that people not necessarily indulge in violence at work place because of deviation from psychological contract.

Suggestions:

- ✓ Proper recognition to the performance of the employee
- ✓ Conducive work environment should be created.
- ✓ More responsibility should be given to create a sense of commitment and belongingness.
- ✓ Mutual trust should be created between the employer and employee.
- ✓ Issues related to employees should be discussed and initiative should be taken to sort out the same.
- ✓ Proper and structured HR policy should be created giving no space for biased opinions.
- ✓ All the possible efforts should be taken to reduce the tension between superior and subordinate staff among the employees.
- ✓ Reward system should be initiated to motivate the de-motivated employee.
- ✓ Psychological contract should be reality one rather than being implicit and unwritten set of beliefs, expectations, understandings between employer & employee.
- ✓

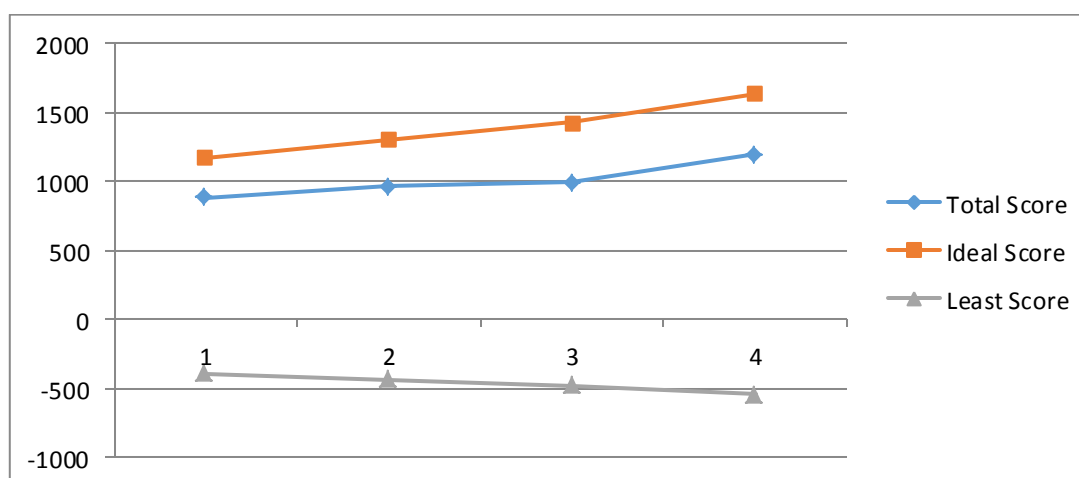
Conclusion:

Most of the researchers found that employees migrate or leave due to their bosses but not for organisations. This gives insights for a review of interpersonal relationship of employees in the organisation. Psychological contract is an important aspect of successful organisation. The employees without psychological attachment will not affect the organisation in long run. This is purely hypothetical and delicate issue; which ought to be handled very carefully. Most importantly to overcome this problem, organisation should come out of this chaotic system and discourage the groupism, favouritism within the organisation. These will work as negative force within the organisation and lead to ruining it.

Responses of respondents

Variables / attributes	Aggregate score			
	Teaching staff		Supporting staff	
	Male	Female	Male	Female
Lack of sense of belongingness	72	85	84	107
Lack of involvement towards work	57	75	83	93
No commitment towards job	65	63	76	86
Lack of trust	56	69	77	91
Low productivity/performance	65	64	64	90
Dissatisfaction towards work	66	66	75	90
Taking excessive break/ leaves	71	64	63	89
Gossiping among peers	60	64	76	89
Violence in work place	50	63	51	68
Negative effect on organisation climate	68	73	55	84
Irritation towards fellow employee	68	67	65	67
Quitting/ change of job	71	86	81	83
Stop mentoring the new employees	63	62	70	84
Stop providing constructive suggestions	55	62	71	76
Total Score	887	963	991	1197
Ideal Score	1176	1302	1428	1638
% of total score to ideal score	75.43	73.96	69.40	73.08
Least Score	-392	-434	-476	-546
No. of respondents	28	31	34	39

Source- Annexure A, B, C and D



Annexure-A (28)

Variables/ attributes	Perception of teachers (male)					
	CA (+3)	A (+2)	N (1)	DA (0)	CDA (-1)	Score
Lack of sense of belongingness	19	6	3	0	0	72
Lack of involvement towards work	16	5	2	2	3	57
No commitment towards job	19	4	2	1	2	65
Lack of trust	18	2	2	2	4	56
Low productivity/performance	20	2	2	3	1	65
Dissatisfaction towards work	21	2	1	2	2	66
Taking excessive break/ leaves	22	2	1	3	0	71
Gossiping among peers	19	2	1	4	2	60
Violence in work place	15	3	3	3	4	50
Negative effect on organisation climate	20	4	1	2	1	68
Irritation towards fellow employee	21	2	2	2	1	68
Quitting/ change of job	22	2	1	3	0	71
Stop mentoring the new employees	19	3	2	2	2	63
Stop providing constructive suggestions	17	3	2	2	4	55

Sources: Compiled from field survey, CA- Completely agree, A- Agree, N-Neutral, DA-Disagree, CDA-Completely disagree

Annexure-B (31)

Variables/ attributes	Perception of teachers (female)					
	CA (+3)	A (+2)	N (1)	DA (0)	CDA (-1)	Score
Lack of sense of belongingness	27	2	1	1	0	85
Lack of involvement towards work	26	3	1	2	2	75
No commitment towards job	24	2	3	4	2	63
Lack of trust	20	8	2	5	0	69
Low productivity/performance	19	4	3	3	2	64
Dissatisfaction towards work	21	5	4	2	2	66
Taking excessive break/ leaves	19	4	2	3	2	64
Gossiping among peers	21	5	4	3	1	64
Violence in work place	15	3	6	2	1	63
Negative effect on organisation climate	17	4	4	3	0	73
Irritation towards fellow employee	18	5	4	2	2	67
Quitting/ change of job	24	3	2	0	0	86
Stop mentoring the new employees	22	3	3	3	3	62
Stop providing constructive suggestions	21	4	3	4	2	62

Sources: Compiled from field survey, CA- Completely agree, A- Agree, N-Neutral, DA-Disagree, CDA-Completely disagree

Annexure-C (34)

Variables/ attributes	Perception of supporting staff (male)					
	CA (+3)	A (+2)	N (1)	DA (0)	CDA (-1)	Score
Lack of sense of belongingness	27	2	1	2	2	84
Lack of involvement towards work	26	3	1	2	2	83
No commitment towards job	24	2	2	4	2	76
Lack of trust	20	8	2	3	1	77
Low productivity/performance	19	4	3	4	4	64
Dissatisfaction towards work	21	5	3	4	1	75
Taking excessive break/ leaves	19	4	2	5	4	63
Gossiping among peers	21	5	3	5	0	76
Violence in work place	15	3	4	8	4	51
Negative effect on organisation climate	17	4	2	5	6	55
Irritation towards fellow employee	18	5	3	6	2	65
Quitting/ change of job	24	3	3	4	0	81
Stop mentoring the new employees	22	3	2	3	4	70
Stop providing constructive suggestions	21	4	2	5	2	71

Sources: Compiled from field survey, CA- Completely agree, A- Agree, N-Neutral, DA-Disagree, CDA-Completely disagree

Annexure-D (39)

Variables/ attributes	Perception of supporting staff (female)					
	CA (+3)	A (+2)	N (1)	DA (0)	CDA (-1)	Score
Lack of sense of belongingness	33	3	2	1	0	107
Lack of involvement towards work	28	4	3	2	2	93
No commitment towards job	26	4	3	3	3	86
Lack of trust	25	5	6	3	0	91
Low productivity/performance	27	3	5	2	2	90
Dissatisfaction towards work	26	5	4	2	2	90
Taking excessive break/ leaves	24	8	3	2	2	89
Gossiping among peers	23	10	2	2	2	89
Violence in work place	16	8	8	3	4	68
Negative effect on organisation climate	21	7	7	4	0	84
Irritation towards fellow employee	19	5	5	5	5	67
Quitting/ change of job	23	8	2	2	4	83
Stop mentoring the new employees	24	5	4	4	2	84
Stop providing constructive suggestions	22	6	3	3	5	76

Sources: Compiled from field survey, CA- Completely agree, A- Agree, N-Neutral, DA-Disagree, CDA-Completely disagree

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