PSYCHOLOGICAL CONTRACT AT WORK PLACE AND ITS ANTECEDANTS - A META ANALYTIC REVIEW

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ABSTRACT

While it has been proved beyond doubt by different researchers from time to time that psychological contract is the sum total of virtual perceptions and not actual perceptions of the employee and employer's beliefs evolved during the course of employment in that organisation. It was observed by me during the entire study on this topic that, psychological contract is related to expectations on one part and liabilities on the other. If liabilities are met by the employer, and employee's expectations are fulfilled, then it is fulfilment of psychological contract whereas in the otherwise case, it is breach of contract. This study aims to elaborate the psychological contract and its antecedents and study the correlation existing between them.

Key Words: Psychological contract; Job satisfaction; HR policies; Job retention

PSYCHOLOGICAL CONTRACT

On the basis of various studies on the topic, psychological contract has been described to be the "beliefs that an individual carries in his mind about the terms and conditions of a reciprocally exchanged agreement between that under observation and the other party". Whereas, who the third party is not yet clearly defined, as this exchange agreement is between an employee and employer, but for an employee, the immediate superior is the employer for him as he is passes on the day to day management proposals to him while the instructions are guiding points for functioning passed on to the employee by the top level executive through the line manager and subsequently the concerned supervisor to whom that employee is reporting. In the course of development of the psychological contract, the employee develops certain expectations in his / her mind and performs the job accordingly and returns the same to the employer in the form of his / her outcomes towards the organisation.

DEFINITION OF PSYCHOLOGICAL CONTRACT

According to March and Simon , 1958 , " The employees's (one part of the contract) are extended a variety of tangible as well as non-tangible attractions , directly or indirectly related to the attainment of the organisational goals in mutuality to their behaviour during the period of employment". On joining the organisation as an employee , he / she agrees to these implied and categorical terms of employment contract which he / she accepts as presumption of the instructions passed on by the organisation.

According to Argyris, 1960, "since the foreman realises, the employees in the organisational system produce optimally in a culture of passive leadership and as the employees agree to that, a relation is supposed to emerge between the employees and the foreman which is termed as "Psychological Work Contract". Levinson et al, 1962 argued Psychological Contract to be, "A series of reciprocal trust measures to which the parties to the agreement may not themselves be densely aware but which nevertheless commands their mutual relationship". Kotter, 1973 in his definition of the psychological contract briefs it to be, "An unspoken contract between an employee and his organisation which both of them expect to give and receive in the employment relationship". The perception of the psychological contract hints that "There is an unwritten set of promises operating among all members, various managers and others working in the organisation" as hypothesised by Schein, 1980.

Rousseau, 1989 in her research pointed out that the psychological contract is "The trust of employees about the mutual exchange compliance between the two parties to the contract". The prominent issues in this comprise of the belief that a commitment has been made and compensation offered in lieu of it, which binds the two parties to set an obligation of mutuality. Rousseau and Greller, 1994 gave a simple definition, "Psychological Contract encircles the actions which the employees assumes, are expected from them and the responses they anticipate in reciprocation from the employer". Rousseau, 1995 in another definition, remarked psychological contract as to be the perceptions framed by the organisation

about conditions of a reciprocal agreement between the employee and the organisation. Herriot and Pemberton, 1997, in their study remarked the psychological contract as to be the presumptions of the two parties which get developed owing to employment relationship. Morrison and Robinson, in their concluding remarks to the study on Psychological Contract in 1997 defined psychological contract as, "Employee's beliefs regarding the reciprocal accountability between the employee and the organisation, where these accountabilities are based on the anticipated promises and are not always admitted by agents / representatives of the organisation ".

Conway and Briner in their book *Understanding Psychological Contracts at Work* in 2005 published a review and summarised some of the key conceptual and theoretical challenges identified by earlier reviews:

a) What is the meaning of unspoken promise?

b) What specific linkage exists between inputs given by the employee and the returns received by them from the organisation?

c) What are the mediators of the psychological contract?

d) Who is the other party to the psychological contract? And

e) How and from where to start, to understand the psychological contract as a process?

According to Rousseau 2011, the main components of psychological contract are self and un-conditional acceptance of the individual employee to make and conceive certain assurances as to what he/she understands? This eccentricity of the psychological contract is an important aspect to be known and understood as it is difficult to be managed (Guest, Isaksson & De Witte, 2010). The psychological contract has been used to explain the diverse range of employment relations in the present age (Millward & Brewerton, 2000; Zhao, Wayne, Glibkowski & Bravo, 2007), along with creating awareness about the employee's mindset and prosperity / happiness/ welfare (De Cuyper, Rigotti, De Witte & Mohr, 2008). The main contention which comes to fore from Rousseau's 1989's research is that psychological contract's dependency on the faith or trust, that a promise whether unspoken or clearly defined was made and deliberated there upon. This holds the two parties in a vice-versa obligation. Taking the psychological contract as merely a set of notions of the employee does not apprehend adequate quantum based on negotiation and mutuality description of psychological contract (Coyle Shapiro & Kessler, 2002 and Nadin & Williams, 2012).

· Researches by Hu & Randel, 2014, demonstrate that individuals have different expectations and beliefs concerning their role in exchanging knowledge with their co -workers. This calls attention to how individual employees understand their relationship with the organisation. Researchers have explored this 'understanding' using a psychological contract lens.

Sherman and Morley , 2015 said that Co-workers, work groups and supervisors also act as a major communication channel by passing on important contract-related information to new joiner (however, this information is likely to be inconsistent and subject to stemming from the individual biases inherent in each information source) .
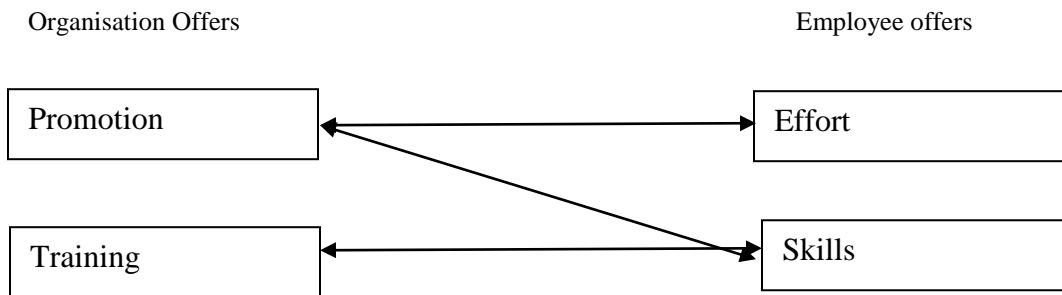
The above definitions clearly illustrate that there are similarities as well as marked variations among the definitions put forward by various authors , for example , Herriot and Pemberton opine that psychological contract involves both the employee and the organisation's perspective whereas Rousseau, Morrison and Robinson believe that it is solely the employee and not the organisation that can hold psychological contracts. The key terms that feature the diverse range of definition of psychological contract include:

1. The notion constituting the contract
2. The tacit nature of contract
3. The idiosyncratic nature of contract
4. Anticipated not actual agreement is must for contract
5. The psychological contract is about the exchange

Organisation Offers   Employee offers

Pay Training Respect Promotion	⟷	Effort Skill Flexibility Creativity

6. The psychological contract is an ongoing process.

Organisation Offers   Employee offers

Promotion		Effort

Training		Skills

ANTECEDENTS OF PSYCHOLOGICAL CONTRACT
JOB SATISFACTION

Job satisfaction is the result of various attitudes which the employee holds towards the job, job related aspects and life in general. Job satisfaction is a general perspective and is the resultant of three major factors which are circumstantial factors or job peculiar factors, personal idiosyncratic factors and social relationship factors outside the workplace.

Employee's satisfaction in the job is the eventual function of individual notions combined together. Many authors have proposed job satisfaction to be a collective force and not an exhaustive paradox. A number of material and non-material factors contribute to job satisfaction (as it is a qualitative value), among them a few play a primary role while some are secondary and still others as tertiary , but the primary , secondary and tertiary positions keep on changing their rank depending on time and the individual . So, it is always a relative contribution. The importance of job satisfaction is due to the fact that it is a measure of feelings at workplace in the past (as an employee usually spends eight hours a day on a job on all weekdays which is a large chunk of the day) but has impact on the present and the future.

The term 'job satisfaction' was used for the first time in 1935 by Happock who observed that it is a consolidation of psychological, corporeal and coincidental precedence which induces a hunch in a person to proclaim, "I am satisfied with my job". Savery, 1987 highlighted the effect of intrinsic motivators on job satisfaction , according which , stress at job is the major act which initiates and propagates dissatisfaction among employees, so it has to be cautiously taken care of by the employer. The immediate superior, by offering challenging work, defining training needs, providing training in these areas and by providing career progression opportunities ,can help enhance the intrinsic motivation so that the employee feels satisfied. In a study conducted by Savery (on nurses in Australia) in 1989, highlighted the job satisfaction of nurses. The findings of the study stated that satisfaction on job was basically contributed by interesting and challenging work accompanied by a feeling of achievement wherein the salary was identified as a low satisfier.

Melvin, 1993 stated, job satisfaction to be a function of environmental design of the organisation which results in many conflicts and confusion .Since developing and maintaining organisation structure is in management purview, so, he said the management is responsible for reducing the level of dissatisfaction among employees along with maintenance of proper job description, job records and organisational hierarchy. Tietjen & Myers 1998 **,** while describing job satisfaction said that the working conditions provided by employer to employees (which include optimum temperature conditions , moderate noise level , furnished office) are of less importance for satisfaction , whereas the basic job offered to the employees for working and intrinsic feeling creates a positive attitude in the mind of the employees for satisfaction. Saari & Judge in 2004 also put forward the same view in their findings that employees' attitude towards job profile is the major source of job satisfaction for them. According to them, liking the job profile by the employee enhances the satisfaction level

among them which subsequently increases the organisational performance and as such the profitability which is the main aim of establishing the enterprise.

Omey, 2007 in the study for establishing a relation between job satisfaction and education level, established a mixed response between the two. He reported instances where higher education has an important role in job satisfaction while in other instances this relation was not truly established. Therefore the author suggested that organisations should focus more on job quality than educational level.

Kumari and Pandey 2011 studied the correlation between job satisfaction and job hesitance (a situation in which one is having different feelings or conflicting thinking about something). As far as performance rating is concerned, supervisors were given higher rating when their subordinates were facing less job ambivalence and vice-versa. The applicability of job satisfaction is lost with the increase in job ambivalence towards the job. So, to enhance the job satisfaction level among employees, the organisations should make clarity as far as the work to be performed is concerned.

Singh & Jain, 2013 in their study concluded that good working conditions at the workplace provided by the employer have relation to job satisfaction which has a direct bearing on the performance of the employees. As employees have to directly interact with the customers, suppliers, supervisors, managers etc., so a happy and satisfied employee will deal happily with all and this will create a healthy and happy atmosphere in the organisation. Better working atmosphere and conditions in which the employee works helps in increasing employee's performance, increasing profitability of the organisation, increased customer satisfaction and employee retention.

Aristovnik, 2014 in his study on police employees elaborated the impact of supervisory and coincidental factors on job satisfaction among employees and said that employees gave least rating to salary and job security as far as motivation is concerned and highest rating to the management support.

HR PRACTICES AND POLICIES

Snell and Dean in their study conducted in 1992 , put forward the idea that Human Resource Practices (HRP) are the primitive means through which organisations can invest for the professional growth of their employees and established that much emphasis should be laid upon HRP along with the other business functions. Kochan and Dyer, Walker and Cusworth and Franks in their studies conducted independently in 1993, suggested that the organisations should target at advancing various HR practices independent of one another. Mondy and Noe ,1993 classified HRP activities and practices into following six realms:

1. Planning and recruitment
2. Development and appraisal
3. Compensation and reward
4. Safety and health
5. Labour relations
6. Human resource research

Loveday in his doctoral thesis titled, "A Study of HRM with Special Reference to Recruitment, Selection and Training of Managerial and Non- Managerial staff in Nigerian Banks" in 1994 stated that, "Unlike the components of the machinery deployed in a business organisation, human resource aspect is the most important one". Human beings having feelings, sentiments, devotion and their own expectations are at a distance from the physical perimeter of the organisations. Human resource practices play an artisan role in achieving the organisational aim.

Huselid, 1995 in his study concluded, good and employee friendly HRM policies and their unbiased practice for recruitment, selection, performance appraisal, assessing for rewards and incentives, deciding compensation, defining job design, grievance handling procedures, system of communication, and identification of training needs, imparting training and defining promotion criteria are the major HRM practices which must prevail in an organisation. Pfeffer, 1998, in his study, remarked that having good human resource practices is likely to generate increased loyalty, feeling of responsibility and voluntarily putting in extra efforts for the better attainment of organisation's objectives. Stone, 1998 remarked that HRM

works in both the ways i.e. a problem creator as well as a solver. If implemented improperly with ambiguousness, it is problem creator, and, if implemented properly and with clarity to the maximum possible extent is problem solver for the organisation. So, the organisations need to manage their human resource capital effectively so as to get maximum output and achieve organisational goals. Guest proposed a simple model (Figure I) of Human Resource Management and performance which indicates that Human Resource Practices have direct bearing on employee's commitment towards his performance, which in turn affects the organisational financial performance as an outcome.

Figure – I

Model of HRM and Performance

| HR PRACTICES | → | EMPLOYEE COMMITMENT | → | QUALITY OF PRODUCTION | → | SALES AND FINANCIAL PERFORMANCE |
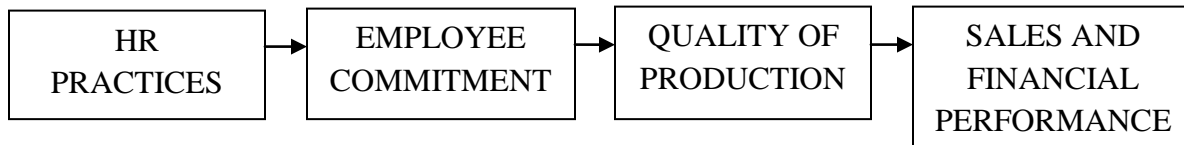
Source: Guest (1997)

Armstrong, 2000 explained HR policies and practices as charismatic protocols vis-à-vis the path which the organisation intends to adopt in managing its most valuable asset i.e. the humans working there. The HR policies mandate philosophies and values for how to treat the manpower? Purcell et al., 2003 emphasised that enough is not said to be done by having a diverse range of human resource policies but what is critical is how these policies are implanted or practised. In their study, human resource policies have also been mentioned as strategic policies which form a mandatory part of organisational business which helps in wide ranging key functions like job satisfaction, job retention, employee's motivation etc. According to Dwivedi , 2006, the key to having a competitive edge in the business world of modern times is the utilisation of refined, industry specific, product specific and location specific human resources. In other words it can be said that HR policies are tailor made for each and every strategic business unit and cannot be generalised. The human resources when feeling satisfied in their job and workplace can help the organisation maintain profitability by lowering costs, increasing quality, developing differentiated and market acceptable products. Altinay et al. , 2008 put forward the usefulness of HRM practices in terms of (1) recruitment (Tanova, 2003) (2) defining employee's training needs and imparting training [out of job or on the job (Jameson, 2000; Ram et al., 2000)] (3) delegation of authority or empowerment of subordinates, (Lashley, 2000) and (4) employees' rewarding, (Huang, 2001; Mahy, Plasman, & Rycx, 2005). The black box between HRM and organisational performance was explored by Savaneviciene and Stankeviciute in 2010 by saying that there is no universally accepted list of human resource practices which can be used for defining HRM. They identified four performance measures, which are: HR related outcomes (affective, cognitive and behaviour); organizational outcomes (productivity, quality, efficiencies); financial outcomes (profit, sales); market based outcomes (market value). The same were proposed by Dyer and Reeves, 1995; Boselie, van der Wiele, 2002; Paauwe, Boselie 2005. Figure II is an explanation of this relationship:

Figure – II

Logic of HRM Impact On performance
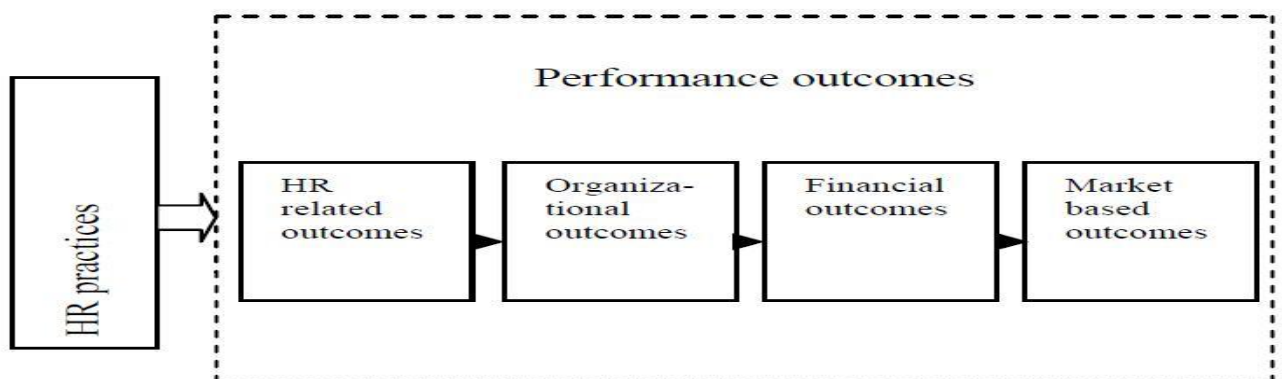
SOURCE: Savaneviciene and Stankeviciute (2010)

JOB RETENTION

Employees working in any organisation always keep on searching for new jobs for their fast future growth and career progression for which otherwise while staying in the same organisation they have to wait for a long period for their turn, for elevation to a higher position. But this quitting of job costs heavily to the current employer as on one hand they are losing a trained hand capable of giving higher productivity and on the other hand they have to search for a new recruit to whom requisite training will have to be imparted resulting into low productivity in the new technological set up plus the cost of training. Hence , the employer, in order to retain the present employees , will have to formulate their policies which are favourable for the employees so that they feel satisfied as far as salary and designation in the new organisation are at par with the present organisation. The later is termed as job retention policies initiated and maintained by the employer so that the employees feel satisfied in their work and work life balance and don't think of changing the organisation. The literature of both, i.e., factors contributing to employee's tendency of quitting and employer's efforts for keeping the employees engaged with them up to the defined date of employment except in natural circumstances was searched on the net and is detailed below :

Ivancevich and Glueck, 1989 defined employee turnover as to be the net of exiting exercise by some and entrance by new joiners in the organisation. Kossen, 1991 defined turnover of the employees as the in and out movement in the organisation. Hom and Griffeth, 1994 defined employee turnover from the current organisation as "Voluntary terminations". Singh *et al.*, 1994, gave the definition of employee turnover as the rate of change of the working hands which takes place in an organisation in a fixed period. According to Abassi & Hollman, 2000, employee's turnover is the circumvolution of employees within the labour market, between firms, jobs and occupations and between the states of employment and unemployment. Hom and Griffeth ,1995 , as cited by Taylor ,1998, in their research conducted on employee turnover in USA, identified nine realms for employers to consider. The first six are described as 'powerful' methods of confining rates of turnover and include realistic job previews, job enrichment, workspace characteristics, induction practices & leader-member exchange. According to Taylor 1998, there is strong research evidence that the final three viz. employee selection practices, reward practices and demographic diversity are promising methods for staff retention. Staff's turnover can be reduced by giving the true picture of the job to candidates. (Decenzo & Robbins, 1999). Taylor, 1998 in his research indicated that employees consider attractive workspace also as a factor staying with the present organisation, which includes hygienic workplace, properly illuminated work areas, provision of canteen etc.

Marchington, & Wilkerson, 2000 consider good orientation programme in the initial period of joining , good induction package including proper awareness about employment terms , issues related to security , organisational policies , job description and performance appraisal etc. as a part of the mechanism which reduces turnover rates.

However, Breuer, 2000 reminded that there is no single strategy which is fit for all but the retention strategies are always tailor made for that particular enterprise. Martin, 2003 studied the impact of trade unions on the labour turnover and found that presence of strong union lowers the employee turnover. The reason mentioned in his findings was that unions are a most suited platform on which employees can place their grievances in an informal way which then takes up the issues of the employees in their capacity with the management for resolution. This fact has been established well by number of researchers using both industry-level and individual data.

Loquercio et al., 2006 concluded in their study, employee's turnover as the sum of the total number of employees who depart from their organisation in a specific period before the stipulated date of departing from the organisation, which may be due to resignations, due to new and better job opportunities, due to health problems, due to family problems and / or untimely deaths. Employee's turnover occurring in any organisation can be divided into two categories: Voluntary and Involuntary

Voluntary turnover , as defined by Heneman ,1998 is quitting initiated by the employee while involuntary turnover is solely initiated by the employer and the employee is given no option in it (except in public sector undertakings where unions negotiate with state for alternate appointments). Although the employer is restricted to opt for this action by state laws but in extreme cases, they can do as per existing legislations. According to Cotton & Tuttle, 1986, turnover is referred to as an estimate of the probability that employees will stay or not with the present organisation. Morrell et. al, 2004 used diversified terminologies such as quitting , attrition , exits , manoeuvrability , exodus or succession for turnover . Loquercio et al., further said in this regard in 2006, "All resignations not formally initiated by employers are given the name voluntary resignations".

Griffeth and Hom ,2001 provided a framework of staff turnover as represented in Figure –III.

Figure -III: Framework of Employee Turnover
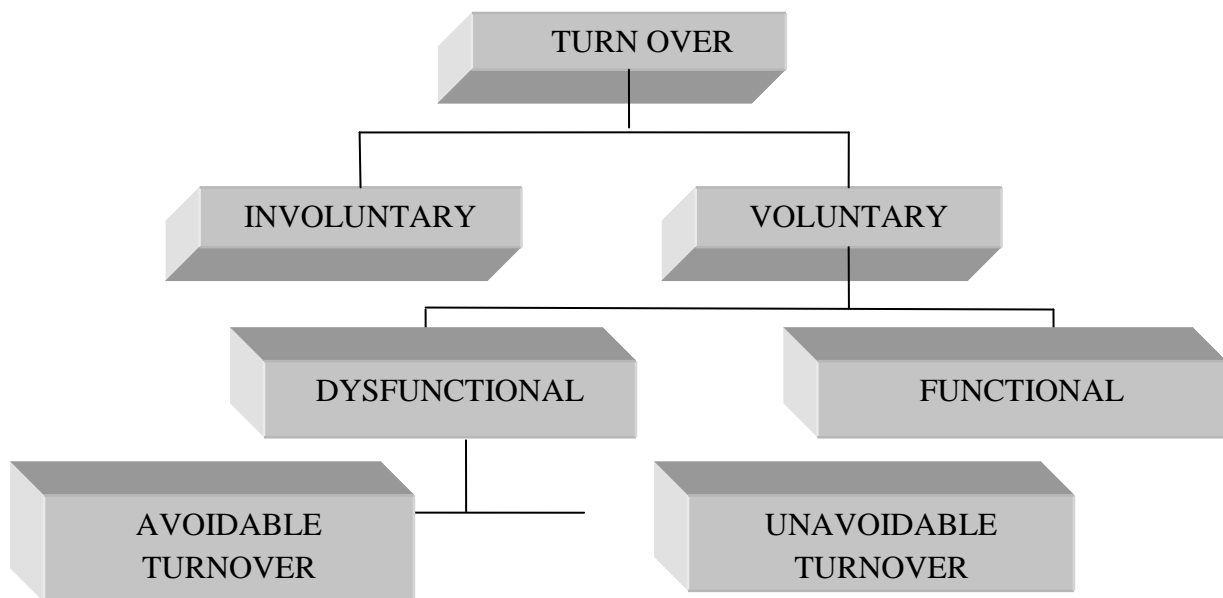
**SOURCE: Griffeth, R. and Hom, P. (2001) Retaining Valued Employees Thousand Oaks, CA: Sage.**

Voluntary turnovers are further divided into two categories, functional and dysfunctional turnovers. Functional turnover is on the basis of performance and is exercised by the employees on their own. Those opting for quitting through this route are the people who are poor or below desired quality performers. Such type of quitting is in fact good for the organisation. On the other hand, dysfunctional turnover is the quitting opted by high quality performance rated employees, initiated by them on getting a good opportunity as far as salary and designation are concerned but this type of quitting is non-desirable for the organisation as these result in hampering organisation's productivity as well as profitability and are termed as avoidable; whereas quitting of good employees due to other reasons such as medical , family , serious illness , death in family is termed as unavoidable turnover and the management can play no or very little role in such cases   (Taylor , 1998).

According to Ingersoll and Smith, 2003, a low rate of turnover is desirable in all business organisations as it will negate stagnation, help in eliminating low performers and invigorating modernisation by the entry of fresh joiners who will be young , more enthusiastic and fruitful in contrast to the high turnover levels which will result into low productivity , lower performance standards , retardation in production standards both qualitatively and quantitatively along with putting a heavy cost burden incurring for appointment and training of new joiners.

Several researchers prominent among them Aksu, 2004; Hinkin and Tracey, 2000 have concluded in their study that "High rates of employee turnover negatively affect the productivity and as such profitability of the organisations". Curtis and Wright ,2001 were of the view that high turnover rates will deteriorate product quality in manufacturing sector and customer service in service sector industries and the result is that it will give the competitors a chance to have a competitive edge. Voluntary turnover is treated as a management concern which requires immediate rectification of the cause as otherwise, if it remains unattended, it will enhance the quitting tendency of the rest of the employees in case they are satisfied with the job and alternate job opportunities are available (Hom & Kinicki, 2001).

Griffith *et al.* ,2000 in the review based on their research gave an elaboration of the variables affecting turnover in the form of a model which club the factors responsible for it including job content and external environment contributors. The general perception of employee's turnover is that it is the transposed metamorphosis of employee's retention psychology and attitudes. The model is shown in Figure IV.

Figure IV : Griffith et al.'s Turnover Model
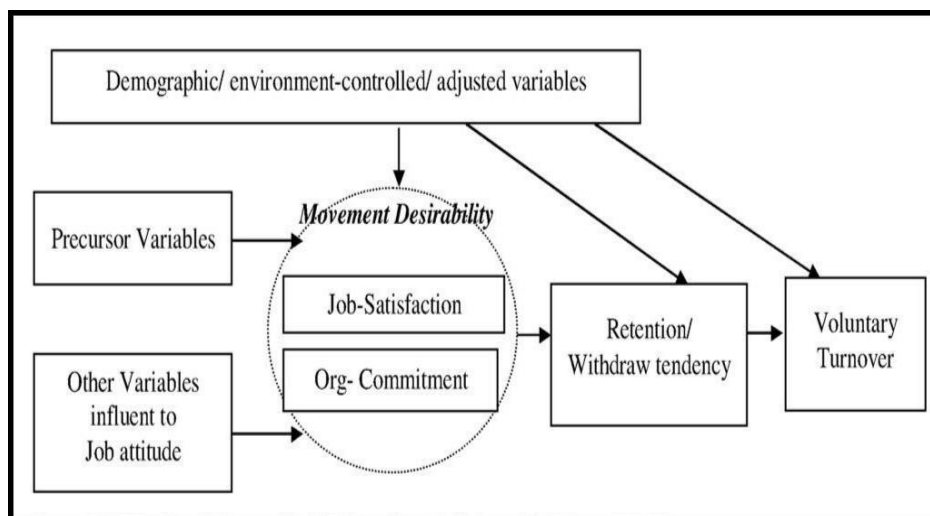
Adopted From: Griffeth, R. W., Hom, P. W. & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator test, and research implications for the next millennium. Journal of Management, 26, 463-488.

According to Brewer, 1996; Koh & Neo, 2000; Taylor & Vest, 1992, "The usage of monetary stimuli is anticipated as a tool of vital importance for retaining and motivating employees". Gritz & Theobald, 1996 and Theobald, 1990 suggested in their studies that adequate wages decrease the quitting propensity and make the employees to continue in the present employment voluntarily. Taylor,1997 came out with the view that designing organisational policies which provide good career upgrading help in retention of employees; otherwise retaining qualified and experienced employees becomes difficult.

The emerging trends in the business e.g. globalisation , increase in knowledge of employees , high rate of technological advancement , are making it indispensible for the organisations to acquire and retain key employees and an analysis of quitting cost clubbed with labour shortage in highly skilled labour intensive market has shifted the focus of present age managers for attraction and retention of high quality employees than earlier managers for organisational success (Hinkin & Tracey, 2000).

Hinkin and Tracey in 2000 , opined that even for jobs which don't require enough skill involvement , retention strategies have to be adopted keeping in view the financial implications involved in the recruitment , selection and training

.Moreover, frequent turnover from an organisation passes a bad image regarding its HR policies . Even for positions in purchase, marketing etc., frequent turnover of employees affects if nothing else the vendor and customer interaction. When employees in an organisation are staying for a limited tenure, it is an indication of policy failure and the onus goes on to the managers to reframe the HR policies and its implementation to retard unwanted and avoidable turnover (Fulmer *et al.*, 2003; Hom et al., 2008; Kacmar et al., 2006; Michaels et al., 2001). Although human resource researchers are still looking into the seminal structure between HR practices and organisational performance (Collins & Clark, 2003; Hatch & Dyer, 2004), voluntary turnover has been considered by most as a vital constituent of the equation (Shaw et al., 2005; Ulrich & Smallwood, 2005).

Pare and Tremblay in 2000 hypothesised that in case the job profile is inspiring and emphatic, career growth is assured and salary is adequately good then the employees will wilfully stay in the present organisation. Providing the employees with increased responsibility, and overall passionate and unlimited career opportunities (which are the essential components of retention strategy), this may well grow employees grow by outperforming others (Bogdanowicz & Bailey, 2002). Saporta and Fajourn ,2003 have also supported this view.

Casper and Buffardi , 2004 , laid emphasis of retention policies on work life balance existence , stated that the availability a balanced work-life climate, accompanied with managerial and organisational atmosphere play a critical role in climate play a crucial role in alluring and retaining human resources. The part played by an efficient supervisor in arresting depletion rate has been highlighted by other researchers also (Amey, 2002, Creamer & Winston, 2002, Schneider, 2002). Good supervision by the superiors in the hierarchy is the largest contributor to employee satisfaction (Keashly & Jagatic, 2000) and helps in reinforcing well being of employees at workplace (Peterson et al., 2003), which ultimately enhances the retention (Bauer et al, 2006).

Worldwide, managers / managements admit that the toughest part of their role in an organisation is how to keep the key employees with them (Litheko, 2008). Samuel and Chipunza in their study in 2009 pointed that the main aim of retaining employees is to prevent the outflow of competence from the organisation as this would have an adverse effect on productivity and profitability which is a basic requirement these days due to the high competition in manufacturing as well as service sectors. It will not be inappropriate to say that managers must identify down the line the employees who are of key importance to the company and their retention is to be taken care of significantly but this has not to be done at the cost of the rest of employees as all are contributing in some or the other way.

Dislike of prevailing organisational structure or changed organisational structure or resistance to organisational change and personality clashes with colleagues is a factor which enhance employee turnover (Porter, 2011). Balakrishnan and D.Masthan in 2013 studied the relationship between employee engagement and retention and observed that employee commitment results into commitment and psychological connection and gets reflected in high levels of retention or low attenuation of employees.

In a research article titled, "Effective supervision in social work and social care " by Professor John Carpenter and Caroline Webb, Bristol University Dr Lisa Bostock and Caroline Coomber", reviewed in 2017 (published in 2012), the researchers pointed, quality of supervision as the reason for job quitting in most of the cases. Gonzalez et al., 2009 reported 29 % employees quoted supervisory problems (65 % due to 'poor supervision' and 35 % due to their relationship with their supervisor), whereas 25% cited that change in supervision would have eased their stay (including more supervisor availability).

HYPOTHESIS FRAMING:

Rousseau in 1989 and Coyle-Shapiro and Kessler in 2000, on the basis of their studies, gave the concept that psychological contract is constructed with trussed to employee's promise, as it has since it seems to have reverberation of employee's beliefs about his/her relationship with the organisation. When positive perceptions develop , employees become more responsible and it leads to eagerness for assuming new tasks, job roles, and readiness to become a part of new and

additional roles in the workplace and retards negativity in the attitude which includes tardiness, poor performance, abstaining from duties and intention to quit (Schalk and Roe, 2007). While in otherwise cases, with negative assumptions development (e.g. contract breach), employees exhibit a decreased faith which will result into emergence of dissatisfaction (Robinson, 1996; Robinson and Rousseau, 1994). On the same pattern, Lester et al, 2002 gave evidence in support of the relationship between Psychological Contract Breach and Organisational Commitment adopting global measures.

   Thus, the following hypotheses are formulated:

   H1: Psychological Contract Breach is negatively related to organizational commitment.

   H2: Psychological Contract Breach is negatively related to overall job satisfaction.

METHOD:

   I searched the computer database Psych-Info of the American Psychological Association using the keywords "Psychological contract, Job satisfaction, HR Practices and Policies and Job Retention " for the articles published in academic journals which resulted in more than 200 studies. In advancement to this search, through the websites such as ResearchGate , Academia , Wiley etc., mails were sent to the authors of the articles related to this topic which were available on the net showing only 1 or 2 pages and I received quick response from most of the authors who sent the full articles. The search was refined for the period 1990 to 2015 for reviewing the studies for inclusion in the analysis. In addition, I searched the reference list of the studies conducted in this period.

CRITERIA FOR INCLUSION:

   For a study to be considered for inclusion, the study had to fulfil the following criteria:

1. Psychological contract study had to be measured quantitatively and hence qualitative studies were not considered.
2. The studies done in the said period, i.e. 1990 to 2015, and written in English language were included.
3. The study had to report a relationship between Psychological Contract and its antecedents i.e. Job Satisfaction, HR Practices and Policies and Job Retention.
4. For the purpose of carrying out Meta-Analysis, studies in the period of 1990 to 2005 have been considered.
5. As out of the studies available for study, studies on Psychological contract Breach were more as compared to those on Psychological Contract Fulfilment , so the meta-analysis was conducted on Psychological Contract Breach.

TABLE – I
TABULATED DATA

	Author , Year , Country	Attitudinal and Behavioural variables	Research Designs			Findings
			Method	Sample	Demographics	
1.	Rousseau, 1990,U.S.A	Affective Commitment	Questionnaire , Canonical Correlation analysis	224 fresh Joiners	35	Affective commitment is strongly related to psychological contract
2.	Guzzo et.al. , 1994, Multiple Countries	Organisational commitment , Intent to quit , intention to return early to domestic assignment turnover	LISREL analysis	148 expatriates, SHRM members , diverse industries	42 employees and 24 managers.	PC was found to mediate relationship between HRM practices and the retention – relevant outcomes
3.	Robinson and Rousseau, 1994 , U.S.A.	Trust , satisfaction , intention to quit	Questionnaire , Regression		128 MBA	PC violations are negatively associated with job satisfaction, intention to quit
4.	Herriot et. al. ,1997, UK	Affective commitment	Critical incident technique and chi square test	213 fresh joiners , regression and SEM	45	Violations result in increased levels of exit, voice and neglect behaviour, decrease in job satisfaction and loyalty to organisation
5.	Coyle – Shapro & Kessler , 2000, UK	Organisational commitment, OCB, job satisfaction	Questionnaire , Hierarchical regression analysis	703 managers and 6953 employees	53 managers.	The psychological contract fulfilment has an important effect on organisational support, organisational commitment and OCB
6.	Turnley and Feldman , 2000, USA	OCB , Intentions to quit	Questionnaire ,Correlation	804 managers	N.R	PC violations have a negative attitude on

						employee attitudes and behaviour
7.	Guest and Comway, 2000, UK	OC, Work satisfaction, Life satisfaction, Employment relations, Work-Life balance, Job security , OCB , Intention to stay	Questionnaire collected through telephone, path analysis	2006 workers.	61	More HRM practices, More direct cooperation and a affectionate charismatic organisational atmosphere are associated with a positive psychological contract and productive outcomes from employees
8.	Flood et al., 2001.	Organisational Commitment, Intention to quit	Questionnaire, Correlation.	402 employees	N.R	PC is negatively related to Organisational commitment and positively related to intention to quit
9.	Bunderson , 2001, USA	Organisation Behaviour, job satisfaction , intention to quit	Questionnaire, Correlation	283 employees	N.R	OB, job satisfaction and intention to quit are positively related to PC
10.	Guest & Comway, 2001, UK	OC, Work satisfaction, Life satisfaction, Employment relations, Work-Life balance, Job security, OCB, Intention to stay	Questionnaire collected through telephone, path analysis.	493 employees	50	A positive PC is a good prognosticator of enhanced work satisfaction, responsibility, job security, employment relations, and reduced quitting intentions
11.	Lester et al., 2002	Organisational commitment	Questionnaire, correlation	134 employees	N.R	Organisational commitment is negatively related to PC

12.	Kickul et al., 2002, USA	Job satisfaction, intention to quit	Questionnaire, Intention to quit	246 employees.	N.R	PC is inversely related to job satisfaction and directly related to intention to quit
13.	Comway and Briner , 2002 , USA	Job satisfaction, Organisational commitment, intention to quit	Questionnaire, correlation	366, 1608	N.R	PC Breach is inversely related to Job satisfaction and organisational commitment and directly related to quitting intentions
14.	Coyle-Shapiro, 2002 , UK	OCB	Questionnaire survey at three time points , Hierarchical regression analysis	480 employees of public sector.	N.R	Assumed employer obligations exhibited exclusive variation in three dimensions of OCB (helping, advocacy and participation), beyond that accounted for by perceived employer inducements
15.	Tekleab and Taylor , 2003	Job satisfaction , intention to quit	Questionnaire, Correlation matrix	130	N.R	PC Breach is inversely related to Job satisfaction and directly related to quitting intentions
16.	Johnson and O'Leary-Kelly, 2003	Job satisfaction and Organisational commitment	Questionnaire, correlation	103	N.R	PC Breach is asymmetrically related to Job satisfaction and Organisational responsibility

17.	Lo and Aryee, 2003	Intention to quit	Questionnaire , Correlation	152	N.R	PC Breach is positively related to intention to quit
18.	Turnley et.al., 2003 , USA	In role performance , OCB - O , OCB - I , Commitment, life satisfaction, Work satisfaction, Work-Life balance satisfaction, security, Harmful conditions, Stress, Motivation, Intentions to quit	Questionnaire survey, Multigroup structural equation building	134 supervisors – subordinate dyads, sample from MBA students employed and their supervisor	N.R	Extent of PC is positively related to performance of all three types of employee behaviours
19.	Sutton and Griffin , 2004	Job satisfaction and quitting intention	Questionnaire, Correlation	235	N.R	PC fulfilment is positively related to job satisfaction and negatively to intentions to quit
20.	Guest and Comway, 2004, UK	Organisational commitment, Life satisfaction, Work-Life balance, satisfaction, Stress, Excitement, Loyalty and Motivation. Intention to quit and OCB	Questionnaire survey using telephone	1000 employees	47	Employees reported a positive state of PC , workers reported higher level of satisfaction with life as a whole , work-life balance and loyalty
21.	Tekleab et al., 2005	Job satisfaction and intention to quit	Questionnaire, Correlation	200	N.R	PC Breach is contradictorily related to Job satisfaction and positively related to intention to quit
22.	Thompson & Heron , 2006 , N.R	Affective commitment, innovative performance, knowledge sharing behaviour	Questionnaire survey, SEM	429 R & D employees from six science and technology based organisations	8	Emotional responsibility plays a vital role in mediating PC fulfilment on sharing of knowledge basis , sharing behaviour,

						which in turn is strongly related to inventive performance
23.	Chi & Chen , 2007 , Taiwan	Turnover intention, organisational commitment	Questionnaire survey, hierarchical regression analysis	135 employees from 16 companies (banking , Manufacturing and electronics)	8	Repatriates perceived fulfilment of PC was negatively related to turnover intent and positively related to organisational commitment after controlling for the variables of change assessments
24.	Guerrero & Herrbach, 2008, France	Workplace effect Dispositional effectivity	Questionnaire survey, Structural equation modelling	249 managers, Longitudinal study	53	PC fulfilment is fully arbitrated with respect to emotional states
25.	Bhatnagar, 2008, India	Employee engagement	Questionnaire survey, Principal component analysis	210 employees in India I.T. Sector	42	Relational contract rather than transactional contract was found to be significant predictor of employee engagement
26.	Patrick, 2008, India		Questionnaire survey, Descriptive statistical analysis	202 employees in Indian I.T. Companies	34	Relational PC was found more dominant than transactional PC and employee obligations were higher than employer obligations to employees
27.	Roehling, 2008, Multiple countries	Job satisfaction, Turnover intentions	Questionnaire survey, hierarchical linear modelling	146 qualified workers and 28 next immediate managers in 25	13 managers and 32 knowled	Relational PC interceded the relation between

			high – technology firms	ge workers	responsibility based HR systems and in-role attitudes as well as OCB's, Transactional PC didn't significantly arbitrate these relationships
28.	Blomme, Van Rheede & Tromp, 2010, Multiple countries	Affective commitment, turnover	Questionnaire survey, Hierarchical stepwise multiple regression analysis	247 employees, Hospitality industry	36	Mild to strong correlations are found between PC measures(job specification, growth opportunities, workplace atmosphere ,autonomy and promotional opportunities) on one hand and emotional commitment as a intercede on the other hand
29.	Hornung & Glaser, 2010, Germany	Affective Commitment , OCB	Questionnaire survey, SEM	947 civil servants (Telecom organisation)	26	Trust and affective commitment consequently mediated between relational fulfilment of PC and OCB
30.	Shahnawaz & Goswami, 2011, India	Organisational commitment, trust, Turnover intentions	Questionnaire survey, Multiple regressions	100 middle level managers from private and public sector organisations	N.R	Emotional engagement, trust and employee's turnover are more impacted by contract breach in public sector than in private sector. On the

						other hand, continuance and regulating commitment are influenced more by contract violation in private sector than in public sector
31.	Shih & chen, 2011, Germany	Job satisfaction, Commitment, pay satisfaction	Questionnaire survey, SEM	421 employees from 9 charitable institutions	67	Relational PC moderately interceded the relation between metamorphic leadership, job satisfaction and responsibility while transactional PC's slightly mediate the relationship between metamorphic leadership and wage satisfaction
32.	Bhatnagar & Biswas, 2012, India	Employee engagement, organisational commitment, perceived organisational support	Questionnaire survey, multiple regressions	297 managers from 6 organisations	N.R.	Results provided support for postural integrity, justice, perceived organisational support and employee-organisation fit as the precursor of PC and interceded the relationship between PC and employee engagement and organisational commitment

33.	Raeder et.al. 2012, Switzerland	Organisational performance	Questionnaire survey (CRANET), Regression analysis	92 HR managers from finance, engineering, retail, hotels public administration etc., employer perspective	34	High value HRM system index forecasted PC fulfilment and some individual HRM practices were also correlated to PC fulfilment. A mediation effect was not found for the PC or an association with organisational performance
34.	Katau, 2013, Greece	Employee satisfaction, commitment, motivation	Questionnaire survey, SEM, longitudinal study		46 – T1, 45 – T2	Employee's attitudes are positively influenced by employer's promise of fulfilment and HRM practices
35.	Aggarwal & Bhargava, 2013, India	Education level, Tenure, Affective commitment, Work engagement	Questionnaire survey, confirmatory factor analysis, Hierarchical multiple regression	1302 managers from 8 organisations	30	Tenure moderated the PC breach – affective commitment relationship; it didn't influence the relationship between PC breach and work engagement and organisational commitment
36.	George, 2013, India	Motivation	Questionnaire survey, Chi square test	50 employees from public sector organisation, BHEL	N.R	Non-fulfilment of employee's expectations impact the job security , mutual trust and employee friendliness

						persuaded employee motivation
37.	Vantiborgh, 2014, Belgium	Exit, Aggressive voice and neglect behaviour, considerate voice behaviour	Questionnaire survey, SEM	215 volunteers from 43 non-profit organisations	60	Results indicated PC fulfilment is related inversely to exit, contentious voice, ignoring attitude and considerate voice behaviour are negatively related to PC fulfilment

PC: Psychological Contract, T1: Time 1, T2; Time 2, N.R: Not Reported.

RESULTS:-

TABLE II: Effect of psychological contract breach on job satisfaction, organisational commitment and intentions to quit.

{As the table shows the calculated numerical values of correlation co-efficient (r), - ve sign wherever prefixed means negative correlation between the two i.e. Contract Fulfilment and + ve or no sign indicates positive relation between the two i.e. Contract Breach}

Authors	Year	Sample Size	CORRELATION CO-EFFICIENT BETWEEN BREACH AND OUTCOMES		
			Job Satisfaction	Organisational Commitment	Intentions To Quit
Tekleab , Takeuchi and Taylor	2005	200	-0.37		0.14
Sutton and Griffin	2004	235	-0.57		0.32
Raja, Johns and Ntalians	2004	197	-0.30	-0.49	0.48
Johnson and O'Leary-Kelly	2003	103	-0.59	-0.52	
Lo and Aryee	2003	152			0.48
Tekleab and Taylor	2003	130	-0.34		0.23
Comway and Briner	2002	1608	-0.57	-0.41	0.42
Comway and Briner	2002	36	-0.57	-0.39	0.41
Kickul, Lester and Finkl	2002	246	0.36(Extrinsic)		0.16(Extrinsic)
			-0.53(Intrinsic)		0.38(intrinsic)
Lester et al.	2002	134		-0.25	
Bunderson	2001	283	0.04 (Administrative)	0.17(Administrative)	0.34(Administrative)
			-0.36(Professional)	-	0.34(Professional)

				0.50(Professional)	
Flood et al.	2001	402		-0.42	
Turnley and Feldman	2000	804	-0.56		0.48
Coyle-Shapiro and Kessler	2000	6953	-0.38(Transactional)	-0.30(Transactional)	
			-0.48(Training)	-0.27(Training)	
			-0.46(Relational)	-0.23(Relational)	
Turnley and Feldman	1999	804			0.38
Cavanaugh and Noe	1999	136	-0.72		0.25
Guzzo, Noonan and Elron	1994	148		-0.27	
Robinson and Rousseau	1994	128	-0.76		0.42
Average Correlation			-0.46	-0.32	0.33
Standard Deviation			0.18	0.19	0.14
Minimum			-0.72	-0.52	0.02
Maximum			0.04	0.17	0.48

INTERPRETATION OF RESULTS:

From the above tabulated studies and the meta-analysis done, the following conclusions can be drawn :

H1: Psychological Contract Breach is negatively related to organisational commitment.

The statistical results for the above hypothesis are as follows:

Test	Result
Average Correlation	-0.32
Standard Deviation	0.19
Minimum	-0.52
Maximum	0.17

On the basis of these of these results, it can be concluded that contract breach occurs only when there is organisational non-commitment. As negative value of the correlation co-efficient (r) is an indicator for the fact that there is a correlation between two i.e. psychological contract breach and organisational commitment and because of this negativity, it is indicator of the fact that the test result is negatively related to the statement of hypothesis. Thus the hypothesis is proved.

H2: Psychological Contract Breach is negatively related to overall job satisfaction : overall job satisfaction means satisfaction from 360° , which includes:

(i)   From organisation.
(ii)   From managers
(iii)   From seniors.

(iv)   From sub-ordinates.

(v)   From co-workers.

(vi)   From management policies of HR.

Test	Result
Average Correlation	-0.46
Standard Deviation	0.18
Minimum	-0.72
Maximum	0.04

Here also, the results indicate that psychological contract breach is having a relation with job satisfaction and is negatively related i.e. psychological contract breach will not occur where the employees feel satisfied with their job or in other words psychological contract fulfilment will be there as a consequence of job satisfaction. Thus, the hypothesis stands proved.

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