



EVALUATION OF GENDER PERCEPTION TOWARDS PSYCHOLOGICAL CONTRACT

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Abstract

In this study researchers attempted to contribute to the existing literature on psychological contract. A sample of 387 faculty members of state universities of Haryana was taken in this study, consisted of 234 males contributed 60.46% to the total sample and 153 females contributed 39.53% of the total sample. Convenience and judgmental sampling techniques were used by the researchers in this study. Normal distribution of the data was checked by the researchers, and independent t-test was employed to test the differences in the perception of the males and females towards psychological contract. Authors in the present study developed structured questionnaire to measure the psychological contract of universities. Researchers found that there is no difference in the opinions of the males and females towards psychological contract of universities.

Keywords: Psychological Contract, Normal Distribution, Independent t-test, Convenience and Judgmental Sampling.

In this changing business environment, organizations develop new technologies to meet the changes. Human resource is one of the important assets of the organization. To sustain and maintain the human resource, need to understand them arises. As the time evolves employment terms between employee and employer get changed. In the early 70s the concept of the psychological contract emerged. Psychological contract is nothing but mutual understanding and fulfillment of obligations between the supervisor and worker.

Psychological Contract and its Evaluation

Psychological contract concept was emerged from the social exchange theory proposed by Blau in 1964. Later a number of authors contributed towards the psychological contract. Psychological contract is the mutual belief, expectations and mutual exchange of obligations that existed between the two employment parties or individuals. Technically, the psychological contract is not expectations about what an organization should give in exchange of performance of an employee, but psychological contracts are the perceptions about the promises (either explicit or implicit) made by organization or employer (Kataria, 2015). Argyris coined the term psychological contract in 1962. Later on Levinson, Price, Munden, Mandl, Solley (1962) contributed in psychological contract. They described the psychological contract as the expectation and beliefs about the reciprocal obligations between employee and employer. Rousseau (1989) contributed in the field of psychological contract in the way that psychological contract is changing in nature. Further, psychological contract is categorized in four types (Rousseau, 1995): Relational, transactional, balanced and transitional. Relational contracts are long-term contracts, whereas, transactional contracts are short-term in nature. Balanced contracts are intermediate stage between the relational and transactional psychological contract.

The aim of this paper is to explore the perception of employees towards their organization's psychological contract. Need to understand psychological contract arises because traditionally, employment relationship was dominated by trust and long-term commitment but today's environment is competitive and changing and is also characterized by technology changes, outsourcing, etc. Therefore flexibility in job, decline in trust and commitment have become the characteristics of today's employment relationship. In the present study, researchers attempted to evaluate the perception of faculty members towards the psychological contract of universities.

Literature Review

Macneil (1985) worked on the beliefs of an individual that can arise from overt promises, and employer discuss the HR practices at the time of recruitment of an employee, these promises form the psychological contract development between employee and employer. Smithson and Lewis (2000) found that job insecurity emerged among the employees if psychological contract is not fulfilled and it produces negative consequences in the employment relationship in terms of decreased level of trust and commitment among the employees. Psychological contract concept deals with the employee employer relationship. If employer fulfills their psychological contract obligations then positive results in terms of enhanced performance of employees and commitment towards the employer and organizations increases. While, if psychological contract is not fulfilled then it produces negative consequences in terms of decreased performance and less commitment towards their employers. Kickul (2001) examined the impact of unfulfilled obligations on employee attitudes and behavior via the mediating role of procedural and interactional injustice and found negative impact of psychological contract breach and attitudes & behavior of employees hence, need to understand the concept of psychological contract arises.



Research Methodology

Purpose of the Study

The aim of the study is to assess the perception of faculty members (males and females) towards the psychological contract of their university. Therefore the following hypotheses arise:

Null Hypothesis (H_0): There is no difference in the perception of males and females faculty members towards the psychological contract of their university.

Alternate Hypothesis (H_a): There is a difference in the perception of males and females faculty members towards the psychological contract of their university.

Respondents and Statistical Tools

Researchers in this study collected the sample from state universities of Haryana. The data collection method employed the distribution of questionnaire in this study. A total of 387 faculty members completed the study from a 450 distributed questionnaires. The instrument used in this study is categorized in four factors: organizational environment, working conditions, relationship with colleagues and facilities provided by the university to their faculty members.

Reliability of Measure

Out of the total sample of 387, all were processed in this analysis due to no missing values (list wise exclusion of cases). According to the nature of the study, researchers first checked the reliability of the instrument. Reliability of the questionnaire was checked by the researchers using Cronbach's alpha. In this study, Cronbach's alpha, measure of reliability of the instrument was found to be .905, which is above .7, shown in table 1. It shows that the instrument is highly internally consistent.

Cronbach's Alpha	N of Items
.905	23

Methodology

In this study researchers employed the factor analysis technique to factorize the items into four factors: organizational environment, working conditions, relationship with colleagues and facilities provided by the university. Further, normal distribution of the data was checked by knowing the value of skewness and kurtosis. As this study deals with the difference between the two independent groups, therefore, independent t-test was employed by the researchers as per the nature of the study.

Result Analysis

Factor Analysis

To establish the factorial validity of all the items of four parts, factor analysis for all the items of the structured questionnaire was done. Kaiser-Meyer-Olkin Measure of Sampling Adequacy and to test the adequacy of the correlation matrix which was .891 for this study and Barlett's test of sphericity which was 3.893E3 for the present study.

Table 2: Varimax with Kaiser Normalization

Rotation converged in 11 iteration

Items	Organizational environment	Working conditions	Relationship with colleagues	Facilities
1	.724			
2	.668			
3	.653			
4	.650			
5	.602			
6	.580			
7	.498			
8	.488			
9	.478			
10	.466			
11	.449			
12	.434			
13		.672		

14		.647		
15		.635		
16		.591		
17		.571		
18			.664	
19			.657	
20			.647	
21			.561	
22				.764
23				.646

Table 2 shows the varimax rotation, four factors: organizational environment, working conditions, relationship with colleagues and facilities were emerged after 11 iterations.

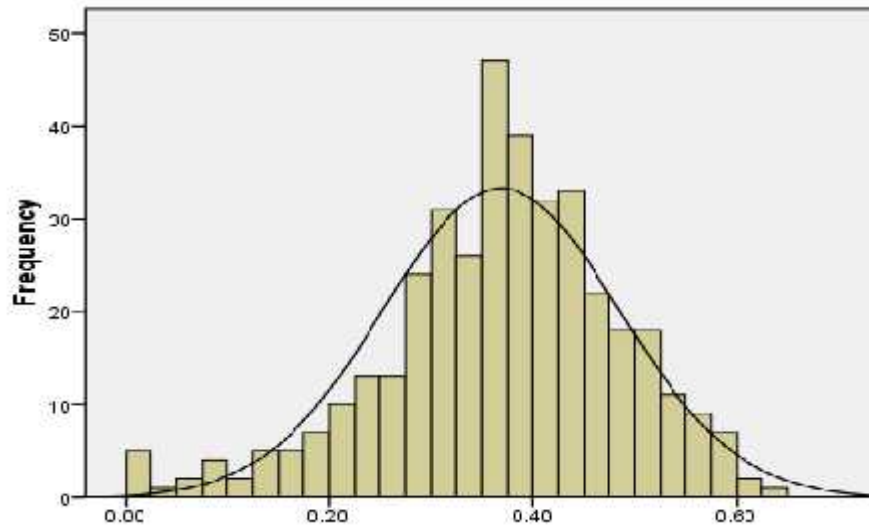
As independent t-test was employed in this study to test the gender differences. Need to check the normal distribution of data arises in this case.

Table 3: Normality test

Psychological contract	Skewness	Kurtosis
	-.562	.613

Table (3) shows the results of Skewness and Kurtosis of the data which is -.562 and .613. The value of the Skewness and Kurtosis must lie in between -1 to +1. This indicates the data of this study is normally distributed. Also Fig. (4), Shows that the data of this study is normally distributed.

Fig 4: Normal distribution of data



(Mean = .37, Std. Dev. = .116, N = 387).

After the normal distribution of data, researchers employed the independent t-test to test whether males and females differ in their opinion towards psychological contract or not? Table (5) shows the group statistics.

Table 5: Group statistics

Psychological contract	Gender	N	Mean	Std. deviation	Std. error mean
	Male	234	.3671	.11661	.008
Female	153	.3710	.11554	.009	

As the total sample of the study was 387, out of which 234 were males and 153 were females. 60.46 % of the total sample was constituted by males, whereas, 39.53 was constituted by females. The mean value of the males was found to be .3671 and for females the mean value was .3710 (table 5).

After analyzing the basic statistics, researchers checked the variances among the groups. Therefore, the following hypothesis arises:

Null Hypothesis: Homogeneity of variance between males and females is absent.

Alternate Hypothesis: Homogeneity of variance between males and females is present.

Table 6: Independent Samples Test

		Levene's test for equality of variances		t-test for equality of means							
		F	Sig.	T	df	Sig. (2 tailed)	Mean difference	Std. error	95% confidence interval of the difference		
										Lower	Upper
EP	Equal variances assumed	.000	.987	-.322	385	.747	.0039	.0121	-.028	.0199	
	Equal variances not assumed			-.323	327.2	.747	-.0039	.0121	-.028	.0199	

*= p value>.01

Table (6) shows the results of Levene's test for equality of variance. Levene's test for equality of variance is used by the researchers to test the homogeneity of variance. As the value of $F = .000$, and the level of significance is larger than the p value ($p > .01$). Therefore, the hypothesis that homogeneity of variance is absent is rejected.

Further whether the opinion towards psychological contract of males and females differ or not was evaluated by the researchers. Therefore the following hypotheses arise:

Null Hypothesis: There is equality of means in the samples.

Alternate Hypothesis: There is no equality of means in the samples.

To test this hypothesis, researchers used the t-test statistics. From the table (6), it is clear that the calculated value of t statistics ($df = 385$) = $-.322$, is lower than the tabulated value which is t ($df = 385$). And p value is greater than $.01$. Thus, the null hypothesis is accepted in this study. It means that perception of both males and females towards the psychological contract is same.

Discussion

Researchers in this study explore the psychological contract concept. As the concept of psychological contract emerges in day to day operations in organizations. Need to understand this concept arises. This study explores the psychological contract of university, and the perception of faculty members towards the psychological contract. Basically researchers tried to explore only the gender differences towards psychological contract. It was found that both males and females have same perception towards the psychological contract of their university.

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