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ANNEXURE - I

Means of items provided in the questionnaire

Objective 1: To determine the status of Psychological Contract in the Government and Private Universities of Assam

Items	Central	State	Private	Overall
The organization cares about my opinions and views	4.83	5.07	5.28	5.04
The organization deals with my complaints in an efficient manner	4.65	5.13	5.52	5.06
The organization would forgive an honest mistake on my part	4.77	5.05	5.73	5.10
The organization is proud of my accomplishments	5.16	5.58	5.81	5.50
The organization cares about my well-being	5.15	5.38	5.69	5.37
The organization strongly considers my goals and values	4.92	5.20	5.51	5.17
The organization does not take undue professional advantage of me	5.16	5.34	5.71	5.36
The supervisor/head deals with differences among employees in a constructive manner	5.03	5.31	5.60	5.28
The supervisor/head applies workplace rules and codes correctly	5.23	5.60	5.62	5.49
No groups or individuals are favoured over others	4.35	4.88	5.28	4.80
Employees are encouraged to develop their skills	5.05	5.59	5.88	5.48
The employer practices what they say	4.70	5.11	5.68	5.10
My supervisor's actions and decisions in the workplace are consistent	4.94	5.24	5.40	5.18
I believe I am valued by my employer	5.19	5.55	5.94	5.52

Objective 2: To determine the Psychological Contract Breach, if any, among the employees of Government and Private Universities of Assam.

Items	Central	State	Private	Overall
Information sharing in the organization is strong	4.85	5.26	5.95	5.27
Friendly relationship exists between different departments in the organization	5.28	5.68	6.00	5.62
Introduction of changes in the organization are done by consulting employees	4.64	5.14	5.39	5.04
There is clear communication network between faculty and management	4.82	5.33	5.50	5.21
I fully trust my employer	5.45	5.60	5.71	5.58
My employer is open and upfront with me	5.01	5.36	5.68	5.32
I can expect my employer to treat me in a consistent and predictable fashion	5.32	5.50	5.70	5.49
My employer treats me fairly	5.20	5.60	5.84	5.53
I have a supportive group of people working with	5.13	5.95	5.97	5.71

me				
I plan to stay in the organization for a long time	5.42	5.72	5.51	5.59
My job gives me a sense of accomplishment	5.83	5.99	5.82	5.91
I have a comfortable pay structure	6.05	5.65	5.04	5.65
There are fair chances of promotion in the job	5.47	5.36	5.45	5.41
My supervisor/head is supportive	5.56	5.90	5.63	5.75

Objective 3: To determine the affect of Psychological Contract and Psychological Contract Breach on employees of Government and Private Universities of Assam.

Items	Central	State	Private	Overall
I feel a sense of belongingness	5.56	6.01	5.96	5.87
Responsibilities are distributed in a fair manner	4.98	5.39	5.54	5.30
My colleagues help in times of need	5.53	6.06	6.26	5.94
I enjoy discussing my organization with people outside it	5.21	5.19	5.53	5.26
I feel 'emotionally attached' to this organization	5.78	5.99	5.84	5.90
I feel the organizations' problems are my own	5.69	5.88	5.84	5.82
I am proud of my work	6.03	6.42	6.27	6.27
I am not willing to join another organization for better financial offer	4.96	4.87	4.63	4.85
I shall recommend others to join my organization	5.68	5.84	5.93	5.81
I feel the values of the organization are similar to my personal values	5.20	5.31	5.32	5.28
I can compromise on my personal needs to help the organization	5.58	5.51	5.06	5.45
I would accept almost any type of job assignment in order to keep working for this organization	4.98	4.80	4.38	4.78
The organization inspires the best in me	4.76	5.37	5.46	5.20
I really care about the fate of this organization	5.92	6.22	6.10	6.11

Q. No:
Org:

Dear Sir/Madam,

I am a Research Scholar from the Dept. of Business Administration, Tezpur University presently working in the area of ‘Psychological Contract in Higher Education Sector of Assam- An analysis of the Private and Government Universities’. A brief idea about the topic of study is explained below:

In an employee-employer relationship, there exist contracts which obligate both the parties to work for the betterment of each other. These are known as “Psychological Contracts” and they are implicit in nature. In such contracts both the parties expect the fulfilment of individual expectations from each other. Violation in the Psychological Contract is termed as a Psychological Contract Breach. The study examines Psychological Contract experienced among the employees in different universities of Assam. The responses collected through the questionnaire will be used only for research purposes and all the information will be kept confidential.

I would request you to kindly fill up the questionnaire. Your participation would be highly appreciated.

Thanking you
 Suparna Neog
 Research Scholar
 Dept. of Business Administration
 Tezpur University

A. Please tick the appropriate option for response

I. Are you aware of the term ‘Psychological Contract’? Yes No

II. If your response to Question I. is ‘No’, what comes to your mind when you hear the word ‘Psychological Contract’?
(tick more than one if you choose to)

A type of legal agreement	<input type="checkbox"/>
A mental state	<input type="checkbox"/>
Emotional bonding	<input type="checkbox"/>
Others	<input type="checkbox"/>

III. Do you believe Psychological Contract is present among employees in your organization?
 Yes No Not Sure

IV. Were you provided with a contract at the time of joining the organization?
 Yes No

V. If your response to Question IV. is ‘Yes’, kindly select the contract that was provided to you.
(tick more than one if you choose to)

Legal contract	<input type="checkbox"/>
Joining letter	<input type="checkbox"/>
Appointment letter	<input type="checkbox"/>
Others <i>(please specify)</i>	<input type="checkbox"/>

VI. What is the duration of notice period in case you want to leave the organization?

VII.

Type of Job Role in current organization	Academic	<input type="checkbox"/>
	Administration	<input type="checkbox"/>
	Both	<input type="checkbox"/>

VIII. Total experience in the present organization (in years)

B. The following statements are aimed at your relationship with the organization. Please tick the appropriate option for response

Sl No.	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
1	The organization cares about my opinions and views							
2	The organization deals with my complaints in an efficient manner							
3	The organization would forgive an honest mistake on my part							
4	The organization is proud of my accomplishments							
5	The organization cares about my well-being							
6	The organization strongly considers my goals and values							
7	The organization does not take advantage of me							
8	The supervisor/ head deals with differences in a constructive manner							
9	The supervisor/ head applies workplace rules and codes correctly.							
10	No groups or individuals are favoured over others							
11	Employees are encouraged to develop their skills							
12	The employer practices what they say							
13	My supervisor's actions and decisions in the workplace are consistent.							
14	I believe I am valued by my employer							
15	Information sharing in the organization is strong							
16	Friendly relationship exists between different departments in the organization							
17	Introduction of changes in the organization are done by consulting employees							
18	There is clear communication network between faculty and management							
19	I fully trust my employer							
20	My employer is open and upfront with me.							
21	I can expect my employer to treat me							

	in a consistent and predictable fashion							
22	My employer treats me fairly							

C. The following statements are aimed at your personal views/ opinions about the organization. Please tick the appropriate option for response

SI No.	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
23	I feel a sense of belongingness in the organization							
24	Responsibilities are distributed in a fair manner							
25	My colleagues help in times of need							
26	I enjoy discussing my organization with people outside it							
27	I feel 'emotionally attached' to this organization							
28	I feel the organization's problems are my own							
29	I am proud of my work							
30	I am not willing to join another organization for better financial offer							
31	I shall recommend others to join my organization							
32	I feel the values of the organization are similar to my personal values							
33	I can compromise on my personal needs to help the organization							
34	I would accept almost any type of job assignment in order to keep working for this organization							
35	This organization really inspires the very best in me in the way of job performance.							
36	I really care about the fate of this organization							
37	I am proud to tell others that I am part of this organization.							

D. The following statements are aimed at your relationship with your current job profile. Please tick the appropriate option for response

SI No.	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
38	The job is helping me grow in my career							
39	I have a supportive group of people working with me							
40	I plan to stay in the organization for a							

	long time							
41	My job gives me a sense of accomplishment							
42	I have a comfortable pay structure							
43	There are fair chances of promotion in the job							
44	My supervisor/ head is supportive							
45	The job is helping me grow in my career							
46	My co-workers recognize my efforts							
47	My opinions and views are taken into account							
48	My work is valued in the organization							
49	My supervisor/ head appreciates my work							

E. What are some of the obligations (you believe) are present from your side towards your employer?

Please answer each question using the following scale:

SI No.	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
50	I can leave the organization whenever I want							
51	I will perform only required tasks for which I am paid for							
52	I will follow company policies and procedures							
53	I will remain with this organization indefinitely							

F. What are some of the obligations (you believe) are present from your employer's side towards you?

Please answer each question using the following scale:

SI No.	Statement	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
54	Employer shall be concerned for my personal welfare							
55	Employer will provide feedback on my performance							
56	Employer will provide proper training and development							
57	Employer will provide me with employment security							
58	Employer will provide adequate wages and benefits timely							

G. On a scale of 1 – 7, kindly rate the following statements, 1 indicating ‘not at all’ and 7 indicating ‘to a great extent’

59. Do you believe that you have fulfilled your commitment to your employer?

60. Do you live up to your promises to your employer?
61. Do you believe that your employer has fulfilled its commitments to you?
62. Does your employer live up to its promises?

H. General Information

(Please tick on your appropriate response)

I.

Gender	Male	
	Female	
	Others	

II.

Marital Status	Unmarried	
	Married	
	Widowed	
	Separated	

III. Number of Dependents.....

IV.

Age	20-29 years	
	30-39 years	
	40-49 years	
	50-59 years	
	60 years and above	

V.

Previous work experience	Academic	
	Corporate	
	Others	
	None	

If Yes, kindly mention the number of years.....

VI.

Highest level of Education	Graduation	
	Masters	
	Post Graduation	

Kindly specify the course

=====THANK YOU=====

LIST OF PUBLICATIONS

Research Papers

- Research paper titled ‘A study of Psychological Contract Breach in the Corporate and Academic sectors’ is published in 'JIMS8M The Journal of Indian Management & Strategy '. (**Web of Sciences listed journal**)
- Research paper titled ‘Psychological Contract and its Breach on University Employees’ is published in ‘Humanities and Social Science Studies’. (**UGC CARE listed journal**)

Conferences

- Conference Paper titled ‘ A study on the Human Resource Practices of the Maharatna Companies of India’ presented in the ‘International Conference of Sustainable Human Resource Management Practices, Policies & Perspectives in South Asia’ at University of Hyderabad, Hyderabad on November 1–2, 2018