

**PSYCHOLOGICAL CONTRACT IN HIGHER EDUCATION
SECTOR OF ASSAM- AN ANALYSIS OF THE PRIVATE AND
PUBLIC UNIVERSITIES**

**A thesis submitted in part fulfillment of the requirements
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Doctor of Philosophy

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CHAPTER ELEVEN
FINDINGS, SUGGESTIONS AND LIMITATIONS

11.1 Findings

Taking into account the quantitative analyses, the findings of the survey results are as follows:

- For the three different types of universities, the status of Psychological Contract varies in accordance with its variables. For every change in the variables of Psychological Contract i.e., Organizational Support and Employment Relationship, the status of Psychological Contract changes, in different ratio.
- Similarly, the status of Psychological Contract Breach varies. For every change in the factors of Psychological Contract Breach i.e., Organizational Trust and Job Satisfaction, the status of Psychological Contract Breach changes, in different ratio.
- For the three different types of universities, Psychological Contract and Psychological Contract Breach varies. Although in varying degrees, the combined impact of PC and PCB definitely has an effect on employees. Considering Employee Engagement and Employee Commitment as factors of employees and their association with the organization, we can see that PC and PCB impacts both the factors individually.

Objective 1: To determine the status of Psychological Contract in Govt and Pvt. Univ of Assam

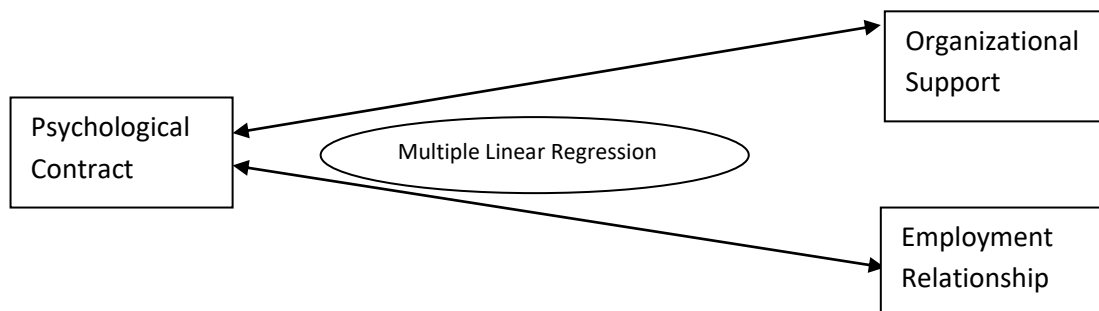


Table 9.1: Table showing the regression equations for the three types of universities for Objective 1

	REGRESSION EQUATION
CENTRAL UNIVERSITIES	PC predicted = 2.418 + 0.197OS + 0.361ER
PRIVATE UNIVERSITIES	PC predicted = 1.856 + 0.321 OS + 0.297ER
STATE UNIVERSITIES	PC predicted = 2.913 + 0.192 OS + 0.267ER

Objective 2: To determine the status of Psychological Contract Breach in Govt and Pvt. Univ of Assam

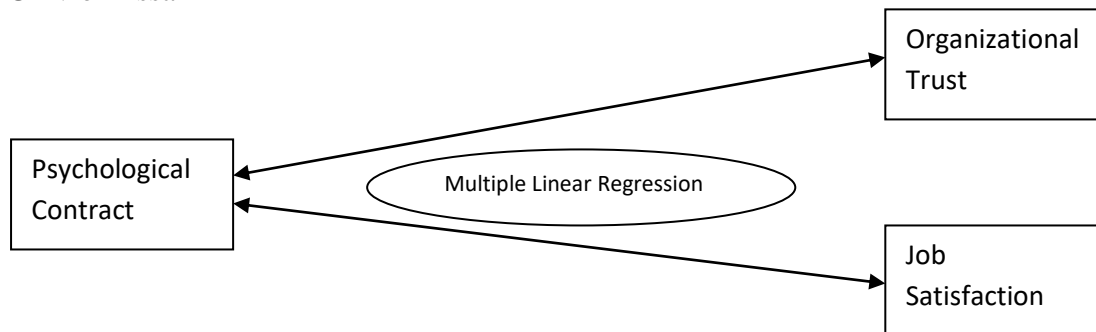


Table 9.2: Table showing the regression equations for the three types of universities for Objective 2

	REGRESSION EQUATION
CENTRAL UNIVERSITIES	PCB predicted = 2.382 + 0.273OT + 0.321JS
PRIVATE UNIVERSITIES	PCB predicted = 2.136 + 0.237 OT + 0.405JS
STATE UNIVERSITIES	PCB predicted = 2.139 + 0.296 OT + 0.325JS

Objective 3: To determine the status of Psychological Contract and Psychological Contract Breach in Govt and Pvt. Univ of Assam

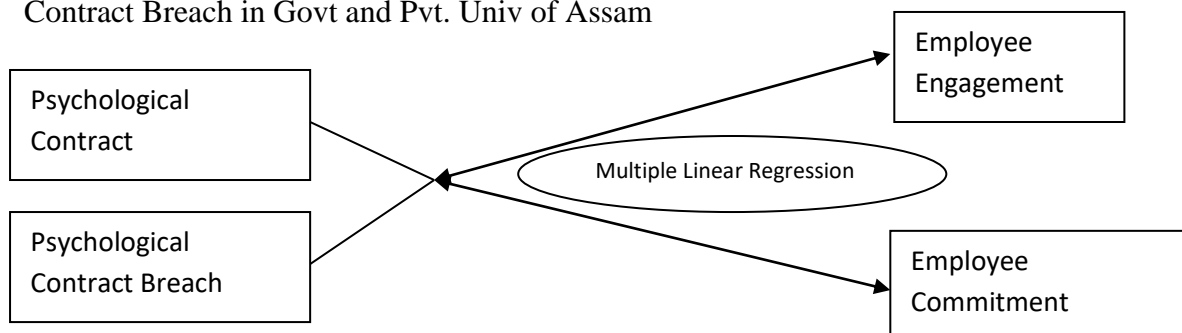


Table 9.3: Table showing the regression equations for the three types of universities for Objective 3

EMPLOYEE ENGAGEMENT	
	REGRESSION EQUATION
CENTRAL UNIVERSITIES	EE predicted = 0.709 + 0.509PC + 0.395PCB
PRIVATE UNIVERSITIES	EE predicted = 0.259 + 0.734PC + 0.301PCB
STATE UNIVERSITIES	EE predicted = 1.448 + 0.588PC + 0.225PCB
EMPLOYEE COMMITMENT	
	REGRESSION EQUATION
CENTRAL UNIVERSITIES	EC predicted = -0.419 + 0.681PC + 0.400PCB
PRIVATE UNIVERSITIES	EC predicted = -1.701 + 0.802PC + 0.497PCB
STATE UNIVERSITIES	EC predicted = 0.288 + 0.788PC + 0.182PCB

Table 9.4: Table showing the significance of Psychological Contract on Demographic Variables

Psychological Contract						
	Gender	Awareness of PC	Designation	Age	Education Level	Job Role
Central	No	No	Yes	Yes	No	No
State	Yes	No	No	No	Yes	No
Private	No	No	No	No	No	No

Table 9.5: Table showing the significance of Psychological Contract Breach on Demographic Variables

Psychological Contract Breach						
	Gender	Awareness of PC	Designation	Age	Education Level	Job Role
Central	No	Yes	Yes	Yes	No	Yes
State	No	Yes	No	No	Yes	No
Private	Yes	No	No	No	No	Yes

- Private Universities have shown significant relationship between Psychological Contract and its variables, but there is no significant relationship between the PC and its demographic variables
- Presence of PC exists in gender and education level of employees in state universities
- Presence of PC exists in designation and age of employees in central universities
- Central University employees have shown maximum significance with Psychological Contract Breach, existing among designation, age, job role and awareness of PC
- Presence of PCB exists in awareness of PC and education level of employees in state universities
- Presence of PCB exists in Gender and Job Role of employees in private universities

The study has analyzed Psychological Contract and its Breach among employees. From empirical data, the work has shown consistent results with the works of (González, 2016), wherein the effect of PCB on job satisfaction and employee outcome are analyzed. The work adds support to the findings of (Tekleab & Taylor, 2003) (Robinson, 1996) (Coyle-Shapiro & Kessler, 2000), (Hazrati, 2017), and (Zhao, Wayne, Glibkowski, & Bravo, (2007) with regard to job satisfaction, organizational trust and commitment. In addition to the consistent results with previous works, the study has also contributed novel findings concerning PC and PCB in the higher education sector.

11.2 Suggestions

- To make changes in the status of Psychological Contract of employees, effort should be made to improve the Organizational Support and Employment Relationship in different universities. On the basis of the items we have considered for the questionnaire, few suggestions to strengthen the Organizational Support and Employment Relationship are:
 - Employees should be provided a platform to express their views and opinions without the fear of being judged or ridiculed. Anonymity can be an option
 - Provision of a strong grievance redressal cell is essential to provide organizational support
 - Academic accomplishments should be acknowledged on a public forum to motivate employees
 - Supervisor/head are the face of a particular department/team/cell/group. Unbiased and professional person is ideal for the same. Instead of the age-old policies of seniority and age, criteria could be introduced which takes into account the people skills, peer and student feedback to decide the leader. It would thus be considered a democratic decision.
- Similarly, to make changes in the status of Psychological Contract Breach of employees, effort should be made to improve the Organizational Trust and Job Satisfaction among employees in different universities. On the basis of the items we have considered for the questionnaire, few suggestions to strengthen the Organizational Trust and Job Satisfaction are:

- There could be arrangement of cross-functional teams to strengthen inter-departmental relations. Inter-departmental activities and research could also help in the interdisciplinary studies.
 - Introduction of any organizational changes should take into account employees' opinions. Surveys should be initiated to take employee feedback before any strategic organization-level change.
 - Rewards and recognition programs should be arranged on a regular basis to encourage employees. Monetary/ Non-monetary incentives should be gifted to elevate employee morale.
- To understand the impact of Psychological Contract and its breach on employees, we have to understand Employees' Engagement and Commitment towards their respective organizations. We have seen that PC and PCB has significant impact on Employee Engagement and Commitment. Pertaining to the same, few suggestions are as follows:
 - 'Emotional Support' plays an important role for employees. Facilities such as flexible work timings for new mothers and employees with health issues should be introduced. Hybrid learning has picked up pace after the worldwide pandemic. Organizations should leverage the same to increase employee commitment and loyalty.
 - Sabbatical leave should be considered a normal practice and not looked down upon. Although the corporate culture has encouraged sabbatical leaves, it is rarely seen in academics. Employees' personal growth is directly related to their career growth in the organization as well.
 - Promises and Commitments made from the organization's end should be honoured. This includes maintaining the work timings, leave approvals, duties and promotions specified in the offer letter.
 - Analyses of the demographic variables with Psychological Contract and its Breach have provided us with some interesting findings. Suggestions for the same are as follows:
 - Private University employees have not identified Psychological Contract existence in their demographic variables, but its breach is significant in Gender and Job Role. Effort should be taken to understand the issues in the mentioned categories. Strict measures should be taken to maintain the gender uniformity

in institutions. Job role can be misinterpreted in private universities because of lack in role nomenclature. Job roles should adhere to the universal nomenclature and not be confined to any particular organization.

- Central University employees have shown maximum significance with Psychological Contract Breach, existing among designation, age, job role and awareness of PC, among the other sectors. Since there is apparent dissatisfaction among employees, discussion forums should be initiated to discuss the psychological needs of employees.
- Employees of state universities have shown significant presence of PC and PCB with regards to Education level. State Universities have not yet mandated the degree for applying for an assistant professor (as noticed during the survey). Contractual and permanent employees have different criteria while applying for the post. This creates miscommunication in employee expectations. Universities should mention uniform qualification applicable for any post. This would reduce varying expectations of employees and would initiate smooth growth accordingly.

The research work done by us was initiated prior to the worldwide Corona virus pandemic. The world has seen several changes in different industries, education being no exception. Although findings and suggestions mentioned above is taken from the FGD and statistical analysis we performed, we would also like to mention few suggestions we believe would be appropriate for the teaching community globally, including our research population.

- Hybrid model of working (physical and virtual) is gaining momentum after the Covid pandemic. Similar to corporate, Education institutions have experimented with the same. Individual institutions can suggest practices to better the hybrid model of education. This will help accommodate global audience and will provide a comprehensive manner of learning.
- The pandemic has altered the expectations of employees in any industry. For exploring Psychological Contract and its breach, it is essential to take into account factors which might have emerged due to the change in work and lifestyle of people post pandemic.

The work is an exploratory study on the concept of Psychological Contract in the Higher Education sector of Assam. Taking into account the findings from our FGD, few suggestions are being made as follows:

- University administration is suggested to provide documents with explicit information on the job roles of their employees. The document should preferably include detailed information of an employee's duties, their rights, work timings, leave schedules, compensation and any other information pertaining to the job role. Lack of thorough knowledge about the job and their responsibilities can lead to an unhappy and dissatisfied employee.
- For any Higher Education institution, research work is of utmost importance. In addition to the teaching and extra-curricular responsibilities, faculties should be encouraged for research work and adequate resources for the same should be provided. This would help boost their motivation to contribute more to the research field. With significant research contribution emerging as an eligibility tool in determining the rank of education institutes, the concerned organizations should prioritize research work along with educational responsibilities.
- The lack of communication between administration and academic employees can prove to be a hindrance in any institution. Administrative employees and faculties should be encouraged to work collaboratively to ensure smooth functioning of educational institutions. PROs, leadership and management teams should act collectively to reduce the communication gap between administration and academic employees.
- Education policies formulated by the Government have always been dealt with mixed responses, as several other Government-led initiatives. Individuals with differing opinions and disappointed stakeholders should be provided a forum to voice their grievances. If employees of education institutes, who are one of the primary stakeholders of any education policy, are provided a platform to contribute their ideas and suggestions, adequate policies can be formulated for the near future.
- Global education system is undergoing changes by the minute, with emerging technologies and processes being introduced to the teaching community. Employees of education institutions of Assam should be encouraged to attend international seminars and conferences related to new teaching methods adopted

by global academicians. This would help introduce new teaching methods and technologies in our country and state.

- Appreciation and Recognition is found to be comparatively more in private universities. This can attest to the fact that job security and growth is directly associated with employee performance. With no such major condition in public universities, employees feel they are not appreciated enough for their work. Public universities can make efforts in recognizing employees' work and appreciate them for the same. This can boost morale of employees which shall indirectly make them satisfied in their work.

11.3 Limitations

We have identified few limitations of our study which are listed below:

- Psychological Contract and its Breach involve both employee and employer. The study is primarily done from the perspective of employees, in education institutions. Employer perspective is not considered for our work.
- Majority of our work was done prior to the global pandemic of Corona virus hit us. Since only the analyses part was done post pandemic, we could not gather fresh data after the pandemic. Owing to several changes globally, Indian education sector has also been impacted. Future studies can alter/contribute to/discard our findings based on the new scenario.
- For our study, we have selected the Higher Education sector, due to the several policy and practice changes in the past few years. Selection of a single sector can be considered a limitation, since the impact of Psychological Contract and its Breach can be seen across industries.
- The sample included administration and academic employees above a particular grade. Future studies can include all employees, irrespective of the grades, which is a limitation in this work.
- The geographical limitation of our work can be considered as a bottleneck in exploring a global concept. Researches worldwide are encouraged to provide a comprehensive view of the concept, not on a local but on a global scale.

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CHAPTER TWELVE
CONTRIBUTION TO BODY OF KNOWLEDGE

Psychological Contract and its Breach is a relatively new concept in the field of Management and Human Resources. Due to its novelty, limited literature review is available and a mammoth field of exploration is present. The concept of PC and PCB can be studied under several industries, sectors, geographical locations and other dimensions. The study we have taken up is a detailed analysis of the Higher Education sector of Assam. The study has given us insights into employees' psychological contract in the education sector in this part of the country. We believe the following are some of the major contribution to the existing body of knowledge:

- The study is the first body of work exploring the Psychological Contract and its Breach among employees of private and public universities of Assam
- Most of the work is confined to the corporate / industry employees. Our work has explored the service industry (Education) and has managed to gain several important insights from the same.
- Comparative analysis of sectors (Private and Public) is limited. Our work has presented a fair comparison of employees in both the sectors.
- An important aspect 'Recognition' is found to have an important effect on employees' PC
- FGD was done to guide us in mapping the roadmap of subsequent survey, but the findings of FGD has helped us in providing new and important information regarding employees' PC
- Suggestions are made which can help organizations' administration as well as individual employees understand and cope with their Psychological Contract and initiate necessary changes.

CHAPTER THIRTEEN
FUTURE SCOPE OF WORK

The research work has tried to explore employees' Psychological Contract in institutions spanning across sectors and locations. Although we have managed to contribute significant details into the existing body of work, we acknowledge the requirement of many more such studies in the future.

- Researchers can explore in-depth into any one of the sectors (Private and Public). Any sector in particular can provide more analysis into the same.
- Our variables were confirmed by literature review and FGD. More such variables and factors can be taken into account.
- Findings from our study can be incorporated into newer work and additional analysis among the variables can be done.
- Exploring the concept into different geographical regions can be considered an opportunity for many researchers.
- Comparative analysis among employee designations / positions on their Psychological Contract can be done
- With regards to the world-changing Covid pandemic, newer studies and researches should be done.

CHAPTER FOURTEEN

CONCLUSION

The concept of Psychological Contract is relatively new to the field of Human Resources. In the dynamic world of business and research, it is essential to understand the mindset of the most valuable resource in any organization, i.e., human beings. Psychological Contract serves as a fresh unconventional theory to the domain of HR and Management. The study has explored the said concept in the education sector and has managed to discover novel findings and conclusions of the same. The work is expected to provide valuable insights into the concept of Psychological Contract and its Breach in the education sector of Assam and serve as a starting point to several research works in the particular domain. The research work has taken into account the different higher education universities in private and public sectors and work has been carried out over four years. We can conclude that there are several aspects and factors of Psychological Contract yet to be discovered, concerning with specific sector and field of work.

Demographic analyses of our work have proven successful representation of our sample to the population ratio (42%). We can state that the sample can be considered as representative of our population which can in terms give us a successful picture of our work in the present scenario.

Analyses of our work has shown that there is significant presence of Psychological Contract and its variables among employees of different education institutions. Employment Relationship, Organizational Support, Organizational Trust, Job Satisfaction, Recognition, Employee Engagement and Employee Commitment, impact employees in different education institutions with regards to Psychological Contract and its breach.

Our study is an attempt to explore the Psychological Contract of employees in the education sector. When an employment relationship forms, both parties (employee-employer) focus on the explicit legal / physical contract. This documents the employee requirement from each parties documenting any legal, ethical aspects in case of promotion, termination, grievance etc. The document fails to capture the expectations and obligations of the parties which are basically implicit and psychological in nature. Having explored and studied this domain, we can state that an employee's psychological state with respect to their job is as important as their physical work hours.

The study has been carried out with utmost sincerity in exploring the novel concept, reviewing the literature, validating factors through FGD, determining sample size with respect to our population, collecting relevant data and finally analyzing the same. We hope the effort we have put in our work, reflects the existing scenario in our Education sector. We sincerely hope that our work can be served as a reference for future researchers. Similar to researches in general, we acknowledge the limitations of our study and have listed the same. We hope scholars appreciate our study and work on the limitations, to strengthen the concept of Psychological Contract and its breach on the employees of Education sector.