

Theoretical validation of organizational factors in relationship to measurement of psychological contract and Organisation conduct

Sharmila Subrahmaniam¹, Kriti Singh²

Research Scholar,²Professor

Department of Management

Maharishi University of Information Technology, Uttar Pradesh, India

Introduction

Psychological contract has become one of the important conceptional and pragmatic scaffold to clarify complex employee – employer affiliation innovative, improvised instrument was developed to measure psychological contract and organization citizenship behaviour. The factors / components used in the instruments are based on an exhaustive review of existing tools and qualitative data gathered from focus group discussion. Principal axis factor method was used to get an estimate of the variance in each item explained by the underlying factors. The factors are expected to be orthogonal and hence varimax rotation method was used. Further, the varimax rotation maximizes the variance of the loading within the factors and maximizes the difference between the high and low loadings on a particular factor. Once the instruments were developed, further statistical analysis was carried out on sample respondents who participated in final survey of the research. The sample profile used for the development of employee PC instrument is given in Table 4.1.

Table 1.1: Characteristics of the Participants for Employee Psychological Contract (N=849)

Gender	N	Age (In Year)	N	MS	N	Education	N	Experience (In Years)	N		
Male	776	21-30	502	Unmarried	292	Graduates	420	0- 1	53		
Female	73	31-40	280	Married	557	Post Graduates	415	1-5	500		
		41-50	54					M.Phil./Ph.D.	14	6-10	191
		51-60	12							11-15	55
		61-65	1							16-20	26
										21-25	14
						26-30	8				
							Above 30	2			

i. Descriptive Statistics Of Employer Expectations

A total of 23 items were used to test-measure employer expectations. Table 4.14 presents the mean and SD of the 23 items. The mean score ranged from 3.17 to 4.88, indicating moderate to absolute expectations (employer PC). For items 1 to 11 and 20 to 23 the mean scores were above 4.00. The mean score for the remaining items were from 3.17 to 3.34. Both the above sets indicate narrow response range. Further, the SD values of the items reflect variation within the range of 0.32 and 0.68.

Table 1.2: Mean and SD of the Employer Expectation Items

Item		Mean	SD
1	Consistently focus upon improving skill set to take up larger responsibilities.	4.40	0.58
2	To consistently achieve respective goals for the organization.	4.39	0.65
3	Employees to be highly competitive and performance focused.	4.50	0.56
4	Optimize their operational/functional skills through company supported training.	4.42	0.68
5	Take initiative to seek out training both within and outside company to improve their skills.	4.50	0.56
6	Perform their specific job rather than displaying a variety of skill sets irrelevant to the current job.	4.46	0.56
7	Seek out feedback from supervisors as and when required, voluntarily.	4.48	0.56
8	Understand that there will be certain levels of power and politics in the organization and adapt accordingly.	4.84	0.41
9	Employees to work with each other as a team instead on competing with each other.	4.81	0.48
10	Do not take too much time in adapting/adjusting to workplace requirement.	4.88	0.32
11	Ready for redeployment, including change of job profile according to the needs of the company.	4.87	0.33
12	Uphold the norms of the company and not challenge it.	3.27	0.49
13	Follow the norms, rules and procedures prescribed and defined by the company.	3.34	0.63
14	Understand that employees belonging to different departments and job profiles will not be necessarily treated equally.	3.29	0.56
15	Understand that established procedures cannot be modified according to individual discretion.	3.25	0.48
16	Understand that organization cannot pay significantly more than what the company can afford.	3.27	0.49
17	Understand that the company can give only limited authority for the employees.	3.29	0.48
18	Not to indulge in activities beyond the call of duty in the name of work life balance.	3.29	0.50
19	Not drop their performance level in face of personal problems.	3.17	0.38
20	Remain in the organization as long as company desires.	4.84	0.36
21	Not to look out for a job elsewhere while working in this company.	4.87	0.33
22	Employees to treat their superiors, respectfully irrespective of circumstances.	4.14	0.35
23	Not to humiliate any colleague on the basis of background factors (like Sex, Gender, caste, religion, region etc.).	4.04	0.35



International Journal on Recent Researches in Science, Engineering & Technology (IJRRSET)

A Journal Established in early 2000 as National journal and upgraded to International journal in 2013 and is in existence for the last 10 years. It is run by Retired Professors from NIT, Trichy. Journal Indexed in JIR, DIIF and SJIF.

Available online at: www.ijrrset.com

ISSN (Print) : 2347-6729

ISSN (Online) : 2348-3105

JIR IF : 2.54

SJIF IF : 4.334

Cosmos: 5.395

Volume 5, Issue 1 - January 2016 - Pages 98-107

Table 1.3: Correlational Matrix of the Employer Expectations Items

	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7
Item 1	1						
Item 2	0.555*	1					
Item 3	0.439*	0.458*	1				
Item 4	0.283*	0.297*	0.432*	1			
Item 5	0.449*	0.466*	0.606*	0.509*	1		
Item 6	0.526*	0.510*	0.628*	0.380*	0.550*	1	
Item 7	0.409*	0.346*	0.542*	0.234*	0.480*	0.597	1
Item 8	0.049	0.090	0.019	-0.011	0.006	0.037	0.199*
Item 9	0.157*	0.038	0.083	-0.073	-0.124*	0.093	0.236*
Item 10	-0.013	-0.078	-0.075	-0.083	-0.093	-0.045	0.139*
Item 11	0.006	-0.039	-0.048	-0.064	-0.065	-0.021	0.158*
Item 12	-0.309*	-0.216*	-0.178*	-0.013	-0.120*	-0.176*	-0.178*
Item 13	-0.170*	-0.256*	-0.222*	-0.138*	-0.128*	-0.026	0.032
Item 14	-0.235*	-0.205*	0.050	-0.015	-0.114*	-0.049	-0.178*
Item 15	-0.241*	-0.239*	-0.213*	-0.179*	-0.089	-0.084	-0.020
Item 16	-0.319*	-0.322*	-0.170*	-0.141*	-0.177*	-0.106	0.005
Item 17	-0.167*	-0.130*	0.000*	-0.185*	-0.058	-0.015	-0.116*
Item 18	-0.227*	-0.266*	-0.293*	-0.235*	-0.205*	-0.116*	0.006
Item 19	-0.122*	-0.141*	-0.209*	-0.252*	-0.069	-0.098	0.011
Item 20	0.086	0.036	0.011	-0.006	-0.047	0.074	0.001
Item 21	0.083	0.031	-0.083	0.003	-0.006	0.014	-0.068
Item 22	0.047	-0.053	-0.091	-0.101	0.084	-0.023	-0.035
Item 23	-0.110	-0.175*	-0.319*	-0.153*	-0.227*	-0.240*	-0.177*



International Journal on Recent Researches in Science, Engineering & Technology (IJRRSET)

A Journal Established in early 2000 as National journal and upgraded to International journal in 2013 and is in existence for the last 10 years. It is run by Retired Professors from NIT, Trichy. Journal Indexed in JIR, DIIF and SJIF.

Available online at: www.ijrrset.com

ISSN (Print) : 2347-6729

ISSN (Online) : 2348-3105

JIR IF : 2.54

SJIF IF : 4.334

Cosmos: 5.395

Volume 5, Issue 1 - January 2016 - Pages 98-107

	Item 8	Item 9	Item 10	Item 11	Item 12	Item 13	Item 14	Item 15
Item 1								
Item 2								
Item 3								
Item 4								
Item 5								
Item 6								
Item 7								
Item 8	1							
Item 9	0.481*	1.000						
Item 10	0.671*	0.553*	1.000					
Item 11	0.705*	0.525*	0.959*	1.000				
Item 12	-0.208*	-0.362*	-0.107	-0.143*	1.000			
Item 13	-0.039	-0.111*	0.109	0.056	0.383*	1.000		
Item 14	-0.232*	-0.262*	-0.011	-0.069	0.468*	0.338*	1.000	
Item 15	-0.070	-0.212*	0.136*	0.090	0.389*	0.570*	0.429*	1.000
Item 16	-0.103	-0.161*	0.031	-0.010	0.478*	0.505*	0.442*	0.619*
Item 17	-0.177*	-0.260*	-0.010	-0.049	0.256*	0.386*	0.590*	0.396*
Item 18	-0.081	-0.063	0.104	0.037	0.509*	0.605*	0.341*	0.540*
Item 19	-0.194*	0.060	0.023	-0.035	0.140*	0.246*	-0.033	0.303*
Item 20	0.020	0.139*	-0.002	-0.014	-0.008	0.098	0.003	-0.024
Item 21	0.051	0.016	0.026	0.015	0.001	0.147*	0.057	0.151*
Item 22	0.026	-0.317*	-0.011	0.000*	0.236*	0.203*	0.062	0.202*
Item 23	0.169*	-0.109	0.205*	0.202*	0.109	0.194*	-0.066	0.220*



International Journal on Recent Researches in Science, Engineering & Technology (IJRRSET)

A Journal Established in early 2000 as National journal and upgraded to International journal in 2013 and is in existence for the last 10 years. It is run by Retired Professors from NIT, Trichy. Journal Indexed in JIR, DIIF and SJIF.

Available online at: www.ijrrset.com

ISSN (Print) : 2347-6729

ISSN (Online) : 2348-3105

JIR IF : 2.54

SJIF IF : 4.334

Cosmos: 5.395

Volume 5, Issue 1 - January 2016 - Pages 98-107

	Item 16	Item 17	Item 18	Item 19	Item 20	Item 21	Item 22	Item 23
Item 1								
Item 2								
Item 3								
Item 4								
Item 5								
Item 6								
Item 7								
Item 8								
Item 9								
Item 10								
Item 11								
Item 12								
Item 13								
Item 14								
Item 15								
Item 16	1.000							
Item 17	0.318*	1.000						
Item 18	0.571*	0.261*	1.000					
Item 19	0.286*	0.029	0.532*	1.000				
Item 20	-0.012	0.109	0.133*	0.104	1.000			
Item 21	0.051	0.207*	0.097	0.041	0.750*	1.000		
Item 22	0.085	0.226*	0.112*	0.076	-0.035	0.119*	1.000	
Item 23	0.136*	0.001	0.152*	0.107	0.020	0.125*	0.385*	1



ii. Correlational Analysis

The correlation matrix of all the items (of employer expectations) is presented in Table 1.3. The determinant value is 1.13E-006 and not equal to zero. Hence, the correlation matrix is not singular and matrix is positive definite. The correlation of items is appropriate and suggests that data is factorable..

iii. Kaiser Meyer Olkin Test

The KMO value of 0.764 suggests adequate sample size relative to the number of items on the scale.

iv. Anti Image Correlation Analysis

All the values are less than .60 and hence persuade the Kaiser criterion. The off diagonal element of the AIC suggests that correlation matrix is factorable. The values (ranged from -0.065 to .0178) suggest that the correlation matrix is factorable.

v. Bartlett's Test

Bartlett's test is significant, ($\chi^2= 2931.913$, $p=.000$). Consequently, we discard the null hypothesis that there is no correlation between the items.

1.1.1 Employer Met Expectations

i. Descriptive Statistics Of Employer Met Expectations

The descriptive statistics of all the items for employer met expectations is presented in table 1.4. The mean scores ranged from 3.17 to 4.88. The mean scores for items 1 to 7 ranged from 3.40 to 3.50 (moderately high); and for items 8 to 10, 12 to 23 ranged from 4.04 to 4.88 (high), indicating narrow response range. The standard deviation of all the items also indicated narrow clustering of SD from 0.32 to 0.68.

Table 1.4: Mean and SD of the Employer Met Expectation Items

	Item	Mean	SD
1	Consistently focus upon improving skill set to take up larger responsibilities	3.40	0.58
2	To consistently achieve respective goals for the organization	3.39	0.65
3	Employees to be highly competitive and performance focused.	3.50	0.56
4	Optimize their operational/functional skills through company supported training.	3.42	0.68
5	Take initiative to seek out training both within and outside company to improve their skills.	3.50	0.56
6	Perform their specific job rather than displaying a variety of skill sets irrelevant to the current job.	3.46	0.56
7	Seek out feedback from supervisors as and when required, voluntarily.	3.48	0.56
8	Understand that there will be certain levels of power and politics in the organization and adapt accordingly.	4.27	0.44
9	Employees to work with each other as a team instead on competing with each other.	4.25	0.43
10	Do not take too much time in adapting/ adjusting to workplace requirement.	4.25	0.43

11	Ready for redeployment, including change of job profile according to the needs of the company.	3.17	0.38
12	Uphold the norms of the company and not challenge it	4.23	0.42
13	Follow the norms, rules and procedures prescribed and defined by the company.	4.25	0.43
14	Understand that employees belonging to different departments and job profiles will not be necessarily treated equally.	4.84	0.41
15	Understand that established procedures cannot be modified according to individual discretion.	4.81	0.48
16	Understand that organization cannot pay significantly more than what the company can afford.	4.88	0.32
17	Understand that the company can give only limited authority for the employees.	4.87	0.33
18	Not to indulge in activities beyond the call of job in the name of work life balance.	4.23	0.42
19	Not drop their performance level in face of personal problems.	4.28	0.45
20	Remain in the organization as long as company desires.	4.84	0.36
21	Not to look out for a job elsewhere while working in this company.	4.87	0.33
22	Employees to treat their superiors, respectfully irrespective of circumstances.	4.14	0.35
23	Not to humiliate any colleague on the basis of background factors (like Sex, Gender, caste, religion, region etc.).	4.04	0.35

Table 1.5: Correlation Matrix of the Employer Met Expectations

	Item 1	Item 2	Item 3	Item 4	Item 5	Item 6	Item 7
Item 1	1						
Item 2	0.555*	1					
Item 3	0.439*	0.458*	1				
Item 4	0.283*	0.297*	0.432*	1			
Item 5	0.449*	0.466*	0.606*	0.509*	1		



International Journal on Recent Researches in Science, Engineering & Technology (IJRRSET)

A Journal Established in early 2000 as National journal and upgraded to International journal in 2013 and is in existence for the last 10 years. It is run by Retired Professors from NIT, Trichy. Journal Indexed in JIR, DIIF and SJIF.

Available online at: www.ijrrset.com

ISSN (Print) : 2347-6729

ISSN (Online) : 2348-3105

JIR IF : 2.54

SJIF IF : 4.334

Cosmos: 5.395

Volume 5, Issue 1 - January 2016 - Pages 98-107

Item 6	0.526*	0.510*	0.628*	0.380*	0.550*	1	
Item 7	0.409*	0.346*	0.542*	0.234*	0.480*	0.597*	1
Item 8	-0.221*	-0.254*	-0.286*	-0.234*	-0.186*	-0.089	0.050
Item 9	-0.280*	-0.214*	-0.156*	-0.044	-0.163*	-0.158*	-0.158*
Item 10	-0.215*	-0.297*	-0.273*	-0.139*	-0.189*	-0.093	-0.004
Item 11	-0.122*	-0.141*	-0.209*	-0.252*	-0.069	-0.098	0.011
Item 12	-0.204*	-0.226*	-0.235*	-0.204*	-0.092	-0.071	-0.015
Item 13	-0.292*	-0.320*	-0.184*	-0.158*	-0.191*	-0.096	0.014
Item 14	0.049	0.090	0.019	-0.011	0.006	0.037	0.199*
Item 15	0.157*	0.038	0.083	-0.073	-0.124*	0.093	0.236*
Item 16	-0.013	-0.078	-0.075	-0.083	-0.093	-0.045	0.139*
Item 17	0.006	-0.039	-0.048	-0.064	-0.065	-0.021	0.158*
Item 18	-0.186*	-0.162*	0.103	0.027	-0.074	-0.034	-0.181*
Item 19	-0.125*	-0.107	0.027	-0.210*	-0.071	0.008	-0.099
Item 20	0.086*	0.036	0.011	-0.006	-0.047	0.074	0.001
Item 21	0.083	0.031	-0.083	0.003	-0.006	0.014	-0.068
Item 22	0.047	-0.053	-0.091	-0.101	0.084	-0.023	-0.035
Item 23	-0.110	-0.175*	-0.319*	-0.153*	-0.227*	-0.240*	-0.177*

	Item 8	Item 9	Item 10	Item 11	Item 12	Item 13	Item 14	Item 15
Item 1								
Item 2								
Item 3								
Item 4								
Item 5								



International Journal on Recent Researches in Science, Engineering & Technology (IJRRSET)

A Journal Established in early 2000 as National journal and upgraded to International journal in 2013 and is in existence for the last 10 years. It is run by Retired Professors from NIT, Trichy. Journal Indexed in JIR, DIIF and SJIF.

Available online at: www.ijrrset.com

ISSN (Print) : 2347-6729

ISSN (Online) : 2348-3105

JIR IF : 2.54

SJIF IF : 4.334

Cosmos: 5.395

Volume 5, Issue 1 - January 2016 - Pages 98-107

Item 6								
Item 7								
Item 8	1							
Item 9	0.486*	1						
Item 10	0.682*	0.403*	1					
Item 11	0.519*	0.183*	0.283*	1				
Item 12	0.524*	0.278*	0.486*	0.344*	1			
Item 13	0.565*	0.396*	0.482*	0.323*	0.503*	1		
Item 14	-0.014	-0.255*	-0.029	-0.194*	-0.049	-0.087	1	
Item 15	-0.049	-0.262*	-0.108	0.06	-0.176*	-0.118*	0.481*	1
Item 16	0.100	-0.140*	0.087	0.023	0.136*	0.016	0.671*	0.553*
Item 17	0.053	-0.182*	0.039	-0.035	0.083	-0.031	0.705*	0.525*
Item 18	0.125*	0.350*	0.174*	-0.095	0.209*	0.237*	-0.201*	-0.263*
Item 19	0.190*	0.136*	0.265*	0.019	0.283*	0.189*	-0.154*	-0.210*
Item 20	0.129*	0.026	0.114*	0.104	0.008	0.021	0.020	0.139*
Item 21	0.120*	-0.019	0.137*	0.041	0.152*	0.038	0.051	0.016
Item 22	0.118*	0.201*	0.196*	0.076	0.223*	0.088	0.026	-0.317*
Item 23	0.177*	0.072	0.215*	0.107	0.229*	0.132*	0.169*	-0.109

	Item 16	Item 17	Item 18	Item 19	Item 20	Item 21	Item 22	Item 23
Item 3								
Item 4								
Item 5								
Item 6								



Item 7								
Item 8								
Item 9								
Item 10								
Item 11								
Item 12								
Item 13								
Item 14								
Item 15								
Item 16	1							
Item 17	0.959*	1						
Item 18	-0.061	-0.107	1					
Item 19	-0.021	-0.064	0.516*	1				
Item 20	-0.002	-0.014	0.008	0.160*	1			
Item 21	0.026	0.015	0.027	0.212*	0.75*	1		
Item 22	-0.011	0.000*	0.073	0.227*	-0.035	0.119*	1	
Item 23	0.205*	0.202*	-0.101	-0.023	0.02	0.125*	0.385*	1

ii. Correlational Analysis

The correlation matrix of all the item of employer met expectation is presented in table 1.5. The determinant is 8.96E-007 (or .0000000896). It is not equal to zero and hence the correlation matrix is not singular and matrix is positive definite. Further, the correlation of items is appropriate and suggests that the data is factorable. The high correlation of some of the items with each other and no correlation with other common items indicate that these items might form a cluster. For instance, items 1 to 7 are highly correlated with each other and items 1 to 7 are not correlated with common items. Similarly items 8 to 13 are highly correlated with each other but not correlated with common items such as items 14 and 17. The matrix reflect similar pattern for other items as well. Items 14 and 15 are highly correlated with items 16, 17 and 18 but not correlated with item 21. Item 16 and 17 are not correlated with items 18 to 21 but highly correlated with item 23.

iii. Kaiser Meyer Olkin Test

The KMO value of 0.739 suggests that there is adequate sample size relative to the number of items in our scale.

iv. Anti-Image Correlation Analysis

All the values satisfy the Kaiser Criterion. The scores of all 23 items are above .60. The MSA value ranges from .609 to .890. The value of correlations between pairs of items (having first controlled for the effects of all other items) on the off diagonal elements of the AIC, ranged from -0.331 to .0177. All the values satisfy the Kaiser criterion and suggest that the correlation matrix is factorable.