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**A Sensemaking Perspective on the Psychological Contract Formations  
During Organisational Socialisation**

**Keywords:**

**Psychological contract, obligations, breach, psychological contract violations, transactional and relational contracts, sensemaking.**

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## Appendix F: Cleaners' Templates- Francistown College Template No.1:

### 1 Background information

Francistown College is also one of the tertiary institutions in Europe which has been providing education and training for over a hundred years. The college plans to become one of the most innovative leading providers of education in the whole region. It is a multi-cultures institution which delivers hundred of courses to students from across the globe. The college has a student body of over twenty five thousand students offering vocational and degree programmes presumed to be recognised by commerce and industry. It offers both undergraduate and post-graduate courses. As part of staff, the college employs over a hundred cleaners in the domestic services department, four supervisors, one manager, and a head of the department. Cleaners are hired on renewable temporary contracts. A large proportion of them are international workers.

#### 1.1 Biographic information

**Sophia:** *Sophia is a 22 year old Chinese lady. She is a second year fulltime master's student at Francistown College studying International Business Management. She works as a cleaner. She started duty on the 27<sup>th</sup> April 2007. This is not her first job as a cleaner. She has friends working for the college who recommended the job to her. She was informed by friend that the job is easy and that the supervisors do not micro manage. She is in the job for economic benefit only, to finance her daily expenditures as an international student.*

**Patience:** *she is a twenty year old Canadian lady, who went as far as high school. She worked as a cleaner before in Mochudi when she was sixteen, a post she kept for two years. She started current employment on the 23<sup>rd</sup> of April 2007. She works the morning shift. She chose Franscistown College because it was the only job advertised at that point in time. She prefers an eight hours shift job, but has not yet found one, so she settled for a three hours shift while she searches for one with more hours. A decision to keep this work would depend on which hours she would work at the other job if search is successful. The motivating factor about the job is pay. The job was recommended to her by her grandmother who also works for the college, as one of the supervisors.*

**Steven:** *He is a twenty six year old first year PhD international student at Franscistown University studying chemistry. He completed his bachelor's degree in chemistry in 2001. He started work on the 23<sup>rd</sup> of April as a cleaner at this college. Steven worked as a cleaner before in USA when he was an undergraduate student. Steven chose this work because of a number of reasons:- 1. Because the hours of work suit him. He prefers a morning shift. 2. The college is five minutes walk from his house. 3. His friends work for the same organisation. The work was recommended to him by his friend who also works for the college as a cleaner. 4. Communication in English language is minimal. His wish is to find a better job in sales, but is limited by his comprehension of the English language. 5. He needs the money for his upkeep as a student.*

## **1.2 Cleaning as a career**

*None of these cleaners view cleaning as a career choice for them. They mentioned that they are in the job only because they need the money. Two interviewees are international students who need the money for their upkeep while still studying in the Europe, while the other cleaner see the job as a stepping stone until she finds something better.*

*How these employees view their post affects the terms of the contract that they make with the employer. They believe that the employer owe them more than they owe their employer. These employees' believes regarding their terms of the agreement are limited by the type of contract that they have towards their employer, which is mostly transactional contract.*

## **1.3 Goals**

*None of the three cleaners see cleaning as a career choice for them. It is seen as a means to an end. The international students, one masters and the other a PhD student, will go back to their country (China) as soon as they complete their studies to find jobs for which they have been trained for from. They all want to get getter paying jobs. Patience would like to get a job in administration or reception. Therefore they do not expect Franscistown College to help them achieve their goals. However, their main goal in their current employment can be regarded as making money from working as cleaners. Pay/wage can be interpreted as their main work goal.*

*Employees were attached to other cleaners to show them how to clean and where to get cleaning equipment. Obligations were created based on what the employer expect from them regarding cleaning and health and safety.*

## **2 Who they have a PC with:**

They have a psychological contract with the employer only. This is influenced by the type of work (three hour job focused shifts) and minimal contact with other employees, and lack of incentives and opportunities. The conditions of work are not suitable for relationship building. Each cleaner is allocated an area to clean and are expected to do just that within the three hour shifts.

## **3 Initial obligations**

*This section covers anticipatory obligations owed by the employer and those owed by the employees (from the employees' perspectives). This category is relevant as changes in the employees obligations will be compared against initial obligations.*

### **3.1 Employer obligations**

Eight employer obligations emerged at the anticipatory stage of socialisation, one transactional and seven relational.

### **3.1.1 Transactional obligations:**

*'These involve highly specific exchanges, of narrow scope, which take place over a specified period. The terms and conditions of transactional contracts are likely to be publicly available (eg through a written contract) and concerned fundamentally with an economic transaction (e.g. amount of pay for specified level of performance). Negotiation of transactional contracts is likely to be explicit and require formal agreement by both parties.'* Conway and Briner (2005).

#### **3.1.1.1 Suitable Pay**

*Pay came out as the most important obligation that the employer owed the employees. Employees highlighted that the employer owed them a good pay (which was stated as £5.80 during the interview and selection stage). All employees believe that financial benefit was the motivating factor for taking up the post of a cleaner. Sophia emphasises that since she had to wake up very early in the morning to go to work, it is only fair that she be given a good pay. To make sense of the obligation, Steven stated that the college was obligated to give a good pay to retain its employees. To Patience, the obligation is explicitly stated as a reciprocal commitment to her work.*

Sophia: It's is just to work and get my pay. It's very simple. I don't expect anything more. Just to give me pocket money. The job doesn't mean much to me. This is just a part time job for me.

Steven: Pay me. Pay is the most important obligation for me. It's not a difficult job. It's just mopping, using the vacuum cleaner and emptying bins. They must pay well to keep employees... I just work here for money. Pay is the most important obligation for me.

Patience: ...that they pay me for my work. I work and they pay me. That's it.

### **3.1.2 Relational obligations:**

*'Relational obligations are broader, open ended, and subjectively understood by the parties to the exchange.'* They are concerned with the exchange of personal, value-based, as well as economic recourses. Relational contracts are characterised by trust and belief in good faith and fairness and involve exchanges with longer-term time frames such as the exchange of employee commitment for job security. Negotiation of relational contracts is much more likely to be implicit, occurring through the ongoing evolution of the relationship between the employer and the employee... ' Conway and Briner (2005). Seven relational contracts emerged during the anticipatory stage of organisational socialisation.

#### **3.1.2.1 Holiday**

*Leave entitlement was regarded as one of the obligations owed the employees. Retrospect account of events were utilised to make sense of the obligation. Sophia and Patience made reference to their understanding on how many days they were entitled to per month as mentioned during the interview and selection process. In the case of Steven, his beliefs regarding pay are reinforced by his legal knowledge of the law that states that employees are entitled to holiday.*

Steven            They are supposed to give all employees holiday. I'm not sure about the number of days but I know it's the law.

### **3.1.2.2 Resources to do the work**

*The employees mentioned that the employer was obligated to provide them with all the resources that they needed to perform their work to the right standard. Amongst these are buckets, mops, machinery and cleaning detergents, which they believed they needed if they were to perform their duties effectively. The belief is also influenced by past experiences with previous employers and an assumption of what others provide. The resources were availed on their first day at work.*

Sophia:            They must provide what I need if they want me to be a good cleaner.

Patience:        New equipments if any broke, cleaning liquids and tables. Stuff like that. Employers provide them.

Steven:            ...I need mops, buckets, cleaning liquids and staff. These are provided by organisations.

### **3.1.2.3 Flexible work hours**

*The employees stated flexible hours of work as one of the obligations owed to them by the employer. Retrospect account of events during the interview are inferred to make sense of the obligation. Steven mentioned that work hour were communicated to him as seven to nine o'clock in the morning during the interview, but he was allowed to change his hours to suit him better on the first day of employment. Sophia also indicated that she too was able to change her work time. It therefore made sense to them that the employer has an obligation to make the hours flexible.*

Steven            ... You know when I was attending the interview, they told me that the working time is between 07:00 and 10:00. And my first day I wanted to change my time to 06:00 until 09:00, and they agreed. You know the earliest to start time is from 05:30 to 08:00 which is difficult for me, so i chose 06:00 to 09:00. So when I finish I can still go to university on time. The time is flexible. 10:00 is a little bit late, so i changed to 09:00, from 06:00 to 09:00.

Sophia            I have changed my hour so that I can start earlier and finish on time to go to classes."

Patience        I obviously need a 9:00 - 5:00 job not just a morning job. This is only 15 hours a week which is not a lot. ... I need a second job so I have to finish here early.

*Flexible hours were desired by both Steven and Sophia as starting work early allowed them attend classes on time. In the case of Patience, she needed a second job therefore finishing at 9:00 meant she could go to another job after cleaning at the college.*

#### **3.1.2.4 Protection from harassment**

*Retrospect account of other people's experiences were tapped into to formulate the obligations this obligation. From her conversation with her friends (colleague), Sophia learnt about a cleaner being attacked by a student. The cleaner was moved to a different building and steps taken against the student. She also drew the cue from the anti bullying policy, which she believed the college had. She therefore believed that her employer is obligated to protect her from any kind of harassment.*

Sophia I heard something about a student being rude to another cleaner, and they later had a fight. And then the cleaner moved to another building to work....I think they will protect me from harm. This will not be problem. They have a policy on that.

#### **3.1.2.5 Fair treatment**

*Two employees strongly felt that the college had an obligation to treat all employees equal.*

*Patience believed that one of the obligations owed to her is not to be discriminated against, a cue she extracted from the anti discrimination policy which she believed stated clearly that discrimination of any kind would not be tolerated in the college.*

Patience And also I expect it not to discriminate people from different ethnic backgrounds that work here together. Also its policy.

Interviewer So these obligations that you believe the college owe you, where do they come from?

Patience A lot of them come from the discrimination act and partly from the job description, and some from general knowledge.

*Felt that the college was obligated to treat everyone the same. This originates from her conversations with friends (who are also colleagues) about the employer. It makes sense to her that since her friends are not discriminated against in any way, she too will receive the same treatment.*

Sophia "People are the same, they should be treated the same. Discrimination is not good. They are supposed to treat all of us equal. I think the college is a good place to work. My friends told me it's a good place to work. They are treated well. They will treat me good as well. "

#### **3.1.2.6 Feedback**

*All employees reported that the employer owed them feedback on their performance. In formulating this obligation, all were driven by the desire to achieve good result. They stated that the employer was obligated to give them feedback so that they know if their work met the required standard, which would accord them an opportunity to make necessary improvements where required.*

Sophia Yes of course. I need to work and work hard and do what I need to do I want to know if my work is satisfactory and where I am suppose to make improvements. I want to do a good job.

- Patience ... If I'm doing well I expect to be told that I'm doing well. And if I am not I expect to be told where I am going wrong? And what I need to do to get to the right standard....It would make my job better because I would know if I was going wrong anyway, or if I should proceed with what I am doing.
- Interviewer Why do you think the employer it is obliged to give you feedback on performance.
- Steven Because if I make mistakes I want to correct them. And it's nice to know that your work is good.

### 3.1.2.7 Training

*Very little emphasis was placed on training as employees believe the job is menial. Sophia and Patience believed that the organisation was obligated to offer them training. Patience believed that although the work was very easy, she needed training on how to use machinery in cleaning. She had never used the buffer before and wanted to be trained on it. Sophia also believes that the organisation is obligated to offer her work related training. Another type of training that Sophia believe the employer owe her is to offer her English lessons improve her English skills.*

- Patience The job requires little training. I don't think i need training really. The job is easy. I suppose a bit of training wont hurt. I expect the college to help me extend my knowledge, to progress and better myself
- Interviewer What sort of training ?
- Patience On how to use the buffer. I have never used the buffer before. That is the training that I think the college is obligated to provide to me. It's the only thing that I have never used before. Where I worked previously, I never used it. I want the kind of training that is related to my work really.
- Sophia I think they should give me some training to teach me how to work there, and to teach me what to do and what I cannot do. But its just cleaning so I don't really expect too much because I have done it before ...I think they should provide me with a little bit of English because my English is not very good. Just to improve my English.
- Steven It's very easy. Anyone can do it. I don't need training. For me you know, it's not necessary I think. It's not necessary because it's just easy jobs. You don't need to learn that one. It's a waste of time.
- Interviewer Why do you see it as a waste of time?
- Steven Because anybody can do it. The supervisor only tells you what to do on your floor. They just tell you your tasks and you do it. You just mop, vacuum, and do the bins. That's it.

Section summary on initial obligations:

*Employer obligations which employees emphasised on include pay, protection from harassment and fair treatment of employees. Very little emphasis was placed on work*



*related training since interviewees felt the job was easy. They feel that no special skills were needed for the profession as 'anyone can do the job.'*

### **3.2 Employee obligations**

Six employee obligations emerged at the anticipatory stage of which two are transactional and four relational. Transactional contracts are indicated on the cleaners' job contracts which indicate hours of work, duties, providing cover, and the employer's expectations in times of sickness/illness.

#### **3.2.1 Transactional contracts**

*Two transactional contracts were noted: performance of duties and time keeping (working the 3 hour shifts on time)*

##### **3.2.1.1 To do a good job**

*Sophia stated that she owed it to the employer to perform his duties satisfactorily because it is her duty to do so. She emphasised that when an individual takes up a job, they are suppose to perform their duties. She and Steven made reference to the fact that they were paid to do the work, therefore they should produce satisfactory results, and the other interviewee makes reference to the fact that clients deserve a good service.*

Sophia ...to do a good job and keep everything clean. It's your responsibility and you get paid for doing your work.

Steven To work as hard as i can. I do the work and I get paid. That's fair right?

Patience To do as much as I can like cleaning the tables, vacuuming, cleaning toilets.

##### **3.2.1.2 Time keeping**

*The employees stated that they owed it to their employer to manage their time well. Sophia believed that she was obligated to go to work on time. In formulating this obligation retrospect accounts of other people's experiences who failed to keep time were drawn on. Colleagues who did not make it to work on time were reprimanded and told that they would loose their job if they came late the third time. Based on her knowledge of the implications of lateness to work, she believed that she had an obligation to keep time in order to keep her work.*

Sophia ...and not be late to work

Interviewer Why do you think you are obligated to come on time

Sophia I heard that some people came late and they were given two warning. And if you come late the third time they will fire you. So if I came late many times they will fire me.

*While Sophia utilised encounters of other colleagues in formulating her obligation, Patience felt that since he is allowed to change the start time to suit his needs, it is only reasonable that he makes it to work on time and finish on time. Patience felt that it was a fair thing to do because the employer pays to get the work done. Fairness came out as influencing the obligation.*

- Steven ...to start work on time. Never turn up late and never finish earlier than 09:00. They pay me, so I should be on time every morning.
- Patience ... good time keeping. It's only fair to be on time and to do the work that I am paid to do.
- Interviewer So, where you think this obligation comes from?
- Patience Obviously to keep my job and obviously because its only fair to do that.

### **3.2.2 Relational contract**

*The category consists of four relational obligations.*

#### **3.2.2.1 Sick leave**

*All interviewees believe they are obligated to inform the employer if she cannot make it to work which they feel is one of the requirement of their work by the employer. She explained that informing the employer gives them an opportunity to find someone to cover her area.*

- Interviewer What obligations do you owe your employer?
- Sophia ...And if I am sick I will let them know before work time to find someone to cover me. It's on the job contract.

#### **3.2.2.2 Prioritisation of duties**

*Pamela believed that she was obligated to exercise an element of flexibility when performing her duties, with regard to areas to clean first before students and staff members arrived in the building which she found to be a reasonable thing to do. Using a vacuum cleaner in the library before students arrive is considered as first priority because it is noisy.*

- Patience You have to be flexible as a cleaner because if you clean in an area where there are people there, you have to work around them or do it before they actually get there. Because I work in the library myself I have to do the noise bit first so that I do not distract them with the noise.

#### **3.2.2.3 Health and safety**

*The employees felt that they had an obligation to adhere to health and safety regulations. In formulating this obligation, Sophia and Patience make sense of this through extraction of cues from the health and safety policy regulations. Patience and Steven recalled being informed on the first day that they were expected to observe the health and safety regulations by putting out signs and using the correct equipments. Sophia felt that following the rules protects not only herself by other people at the college.*

- Patience On the first day I was told that I should observe health and safety regulations like putting out signs and using the right equipment. It's policy.'

Sophia ...Health and safety. I have to follow the rules to protect myself and other people.

Steven They told me that I must use the caution sign when I mop the floor, clean the machine after use and use the right equipment. I have to follow the rules otherwise we will have accidents.'

#### **3.2.2.4 Cover**

Sophia ...And if I am sick I will let them know before work time to find someone to cover me. It's on the job contract.

Section summary on employees' obligations:

*Emphasis was placed on the employees' obligation to perform their duties, time keeping, and adherence to health and safety regulations. Relational attributes of the psychological contract as in fairness and reciprocity emerged. While performance of contractual duties and work hours are transactional contracts indicated on the cleaners' job contracts, the obligations are also seen in terms of 'what is fair' to the other party in reciprocal to pay.*

### **1 Origins of obligations**

*Cues were drawn from the following:-*

#### **1.1 Policy documents**

*Obligations were inferred from health and safety and anti-discrimination policies.*

##### **1.1.1 Health and Safety policy**

Patience Policies and procedures e.g. health and safety...

##### **1.1.2 Anti Bullying policy**

Patience Policies and procedures e.g. ...safety anti-bulling.

##### **1.1.3 Anti-discrimination**

Patience It's policy. Everybody should be treated the same.

#### **1.2 Interviews**

Steven Pay ... they told me during the interview

#### **1.3 Other interactions**

*Obligations formulated on other peoples and previous employer's experiences.*

##### **1.3.1 Other people's encounters**

*Other people's encounters shape the psychological contract – social interactions.*

Sophia I have friend in the college who tell me stuff... They are treated good. They will treat me good too...

### 1.3.2 Experience with past employer

- Sophia At Mochudi, I got everything I needed to do my job. I believe things are the same here.
- Patience New equipments if any broke, cleaning liquids and tables. Stuff like that. Employers provide them.
- Steven I need mops, buckets, cleaning liquids and staff. These are provided by organisations.

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### *Template 2*

#### **First impressions:**

All cleaners are happy about working for the college. They like the fact that the supervisors do not micro manage. Relations with colleagues were considered as 'okay'. Less contact with other cleaners is reported as each cleaner is assigned his or her area to clean. Conversations with other cleaners are limited to greetings (hellos!) and goodbyes (bye!). They find the job 'okay'.

#### **1.1 Fulfilled obligations:**

*One employer obligations and four employee obligations fulfilled. No temporal changes to the obligations were noted during this period. Fulfilment of obligations was all based on retrospective events which took place during the time interval (from first interviews to week 4 of organisational entry).*

##### **1.1.1 Employer obligations**

Category consists of all employer obligations fulfilled during the time interval.

##### **1.1.2 Transactional**

*The most important obligation owed by the employer was fulfilled.*

###### **1.1.2.1 Pay**

*The employees reported that the organisation met its obligations by providing a good wage. This is not only understood in terms of the actual amount paid, but also by the frequency of payment. The £5.80 per hour rate is seen as a good figure in comparison to what other organisations offer, by Sophia and Steven. Also weekly payment that Steven received so far was interpreted as fulfilment of the obligation owed by the employer.*

- Interviewer Is the employer fulfilling its obligations towards you?
- Steven I think so yeah. It's good. Every Wednesday I get paid for the week. Yes, this has been fulfilled. Another thing is that I get paid every Wednesday on time. It is regular, so I feel its good."

- Patience        The money is good. I get that every week. So yeah. Its been fulfilled.
- Sophia         I think as a cleaner £5.80 is okay. I am happy. I get paid every week.

### **1.1.3 Relational obligations**

#### **1.1.3.1 Training**

*Sophia made a recollection of training she received on the first day at work to make sense of fulfilment of the obligation. Although it was one day training, she specified that because the work was easy to do it was sufficient, therefore based on her assessment, she felt that the employer fulfilled this obligation.*

Sophia         Yes. Just the cleaning training I received on the first day. Because the job is easy, they tell you what you need to know and how to do it. You don't need another training I think. I know how to do everything, so I don't need any more training.

Interviewer    What sort of training have you received?

Sophia         The first time I worked, they told another cleaner to train me, and show me what to do. The first time I worked I didn't know the work so she showed me what to do. I just learnt from her. So I have been trained.

*Patience made sense of fulfilment of the obligation in terms of improvements in her cleaning skills she made since she joined the organisation. In the case of Steven, he stated that he was trained on his first day at work by other Chinese colleagues who explained everything to him about performing his duties.*

#### **1.1.3.2 Resources to do the work**

*The employees reported that the employer fulfilled its obligations through the provision of resources needed to perform their work. Retrospect accounts of events were recalled in determining whether the employer fulfilled the obligation. All employees explained that their supervisors provided everything they need, such as buckets, mops, chemicals, clothes and machinery.*

#### **1.1.3.3 Flexible work hours**

*All employees believed that the employer met its obligation in terms of providing flexible work hour. Retrospect account of pre and post entry events were used as a frame of reference to make sense of fulfilment of the obligation. Steven made reference to what he was told during the interview and selection stage and events following entry into the organisation to make sense of this obligation. He mentioned that moving the time forward made it possible for him to do university school work early in the morning since he could go to the library at 09:00 immediately after work. As such, the employer offered him flexibility in his hours.*

*Patience also stated that the employer offered her flexible hours of work. In making sense of employer fulfilment in providing flexible hours of work, retrospect account of an event where she changed her usual hours so she could attend a funeral was*

*utilised to make sense of fulfilment.*

Patience Yes it has. If you start early, because I had a funeral to go to, I started an hour earlier and finished an hour earlier so I could go. That was fine. As long as I did my three hours, that's okay. Or if you have a doctor's appointment or dentist etcetera, if you let them know, she will let you go to your appointment as long as you let her know, she is okay with that.

Steven You know when I attended the interview they told me that the working time is between 07:00 and 10:00. On my first day I got and I wanted to change my time to 06:00 until 09:00, and they agreed. You know the earliest start time is from 05:30 to 08:30 which is difficult for me, so I chose 06:00 to 09:00. So when I finish I can still go to university on time. The time is flexible. 10:00 is a little bit late, so I changed to 09:00, from 06:00 to 09:00. Everyday is 3 hours.

#### **1.1.3.4 Fair treatment:**

*The employees believed they were not discriminated against. Patience made a recollection of her supervisor's treatment towards her and other cleaners which she believe was applied equal to everyone consistently over the period. The other employees also stated that they were treated the same as all other employees.*

Patience She treats everybody the same way, every day and day out. She asks if everybody needs help. Yes she treats us the same.

#### Section summary on employer obligations

*Five obligations were reported as fulfilled during the first four weeks of organisational socialisation. This does not imply that other obligations were breached.*

### **1.2 Employee obligations**

This category looks at obligations fulfilled by the employer within the first four weeks of organisational entry. Only three employee obligations were reported fulfilled.

#### **1.2.1 Transactional obligation**

*Consists of fulfilled transactional obligations.*

##### **1.2.1.1 Cleaning designated areas**

*All employees made retrospect account of how they fulfilled their obligation in performing their contractual duty of cleaning. Patience asserted that on Monday she vacuumed and cleaned shelves on the top floor of her building, cleaned the middle floor on Tuesday, the bottom floor on Wednesday and all desks on Thursday. Robert reported that he cleaned the floors, emptied bins and cleaned toilets and the lifts. Sophia mopped her floor.*

Robert: I do A-floor. I just wipe the floor, clean the offices empty the bins, clean one toilet and the lifts. I have done all that

Patience Each day I do different things. On Monday I do everyday. I empty my bins and clean toilets. On Monday I vacuum the top floor and do all shelves on the top floor. On Tuesday, I do the middle floor. Wednesday the bottom floor, I vacuum and do all shelves. On Thursday I do all desks. On Friday I do desks, toilets and bins.

**1.2.1.2 Time keeping**

Robert I have been coming to work on time everyday.

Patience I have been keeping my time well. On most mornings I come to work early between 06:20 and 06:30. We don't start until 07:00, so I am here at least half an hour before we start.

**1.2.2 Relational obligation**

**1.2.2.1 Prioritisation of work**

Another employee obligation fulfilled during this time period is prioritising work by cleaning areas that needed to be done first. Patience stated that there were times when she had to change her rota depending on the time the students showed up at the library.

Patience I have had to change my rota in my own head. Some days I do my toilets before my bins. Some days I do my toilets at the end. It depends on what time the students are in the library. Sometimes its at 09:00 and some times its at 09:30, so I have to work around the timing of the library

**1.2.2.2 Health and safety**

*All the employees reported that they met their obligations to the employer by adhering to the health and safety obligations. Recollections were made were employees wore their overalls, carrying and using chemicals properly, moping the floor as expected and putting out wet signs. It made sense to the employees to interpret these incidents as fulfilment of their health and safety regulations towards the employer.*

Section summary on employee obligations:

*Three employee obligations were fulfilled in the first four weeks of entry. No changes to the obligations took place.*

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**Template 3**

*The time period experienced three distinct changes namely: breach, exceeding and an over fulfilment of obligations. Information in this section consists of the temporal changes.*

## **Fulfilled obligations:**

One employer obligation was fulfilled during this period.

### **1.3 Employer obligations**

*Only one obligation was reported during this time period.*

#### **1.3.1 Transactional**

##### **1.3.1.1 Pay**

*The employees reported that the employer met its obligation by paying them every week. All the employees reiterated that they were only in the job for the money, which was £87 per week. Patience went further to state that she was still looking for a better paying job. Fulfilment of the obligations is understood in terms of the receipt of regular weekly payments.*

## **2 Breach:**

*One incident of minor breach was experienced where one interviewee failed to adhere to health and safety regulations.*

### **Work beyond job description**

*Breach was experienced during this time period where one employee reported that he was expected to perform duties beyond his job description. Steven narrated that he and two other cleaners were requested to carry toilet rolls, spays and other items from the store room to another building, which he believes is not part of his work. To understand the event, Steven consults a friend who works at a different building to find out if he too was required to do so by his supervisor. In making sense of this event, Steven compared his experience to his friend's experiences. There was a shared understanding that this is not part of the job description, which therefore is interpreted as breach of expectations. The sense making of the event is socially constructed.*

Steven            Sometimes the supervisor asks us to go and get stuff from stores. I don't know if this is in our job but the supervisor told us to do it and we just do it. We take toilet rolls, spray and other stuff from the store room from another building to our building

Interviewer    Are you disappointed that you are expected to perform such duties?

Steven            Yes. A little bit, but its okay. I was wondering if this is part of our job. I have a friend who works in another building, MacMillan building in the library. I asked him if he does this, and he said he did not do this.... it's alright because it's not heavy.

## **3 Emerging obligation**

### **3.1 Breaks**

*New obligation emerged regarding taking breaks and smoking on duty. The new obligation (not to take breaks at work) emerged following an incident of breach where some cleaners were caught taking breaks to have tea and smoke during work hours. A meeting was called where the supervisors informed all cleaners that were not supposed*



*to go for breaks or smoke during hours. The creation of the new obligation shows the dynamic nature of the psychological contract.*

Sophia Last week we had a meeting for all cleaners and because some people saw cleaners smoking during working time outside the building and they had a tea break. They complained to Parks, the manager. And a message was sent to our supervisors, and we had a meeting. The supervisor said that this is not allowed, that we are not supposed to have a break or smoke during working time. They (supervisors) told us not to do this any more. I think the cleaner is wrong. They can smoke after the working time. So, I think the supervisor did the right thing.

#### **4 Exceeded obligation**

##### **4.1 Holiday**

*One obligation was exceeded during the period. As much as Sophia new that the employer was obligated to give her a holiday when she needed it, she did not expect to be offered a day off so soon into employment and at short notice. She states that the previous week, she requested a day off to go to London, which was granted immediately. To make sense of this, she compared this to old employment where she had to apply for leave two months in advance.*

Interviewer Has the organisation done anything for you where you feel they have exceeded your expectations.

Sophia Last week I had a day off because I wanted to go to London. I told my supervisor and she gave me the day off immediately. I think it is good.

Interviewer You were offered a day off?

Sophia Yes, immediately.

Interviewer You didn't expect that?

Sophia No. I thought if I wanted a day off with pay, I would have to apply and wait for my reply for a long time. I just told her a day before I left. I worked at Morrison and if I wanted a holiday I had to apply for nearly two months, which is a long time. But here you get it very soon. That is great. And I liked that.

##### Summary template 3:

*During this time period, one obligation was fulfilled, one breached, one emerged and one was exceeded. The exceeded obligation was constructed with reference to past experience. Social sense making - other people's opinions were sort to understand breach as Steven consulted a friend to compare experiences; an obligation emerged following a meeting regarding taking breaks during work hours. Employees were informed of their responsibilities regarding tea breaks; and fulfilment of an obligation (pay) took place.*

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## **Template 4**

*The template comprises of fulfilled obligations, emerging obligations, expectations and unmet obligations. Retrospective accounts of events were utilised in the making of sense of these obligations*

### **Fulfilled obligations**

*Fulfilled obligations subcategory consists of all obligations that were fulfilled within this time period. Four employee obligations were fulfilled (one transactional and three relational) and four employee obligations were fulfilled (one relational and three transactional).*

#### **1.1 Employer obligations**

Four obligations were fulfilled.

##### **1.1.1 Transactional obligation**

###### **1.1.1.1 Pay**

*All three employees mentioned that the employer was fulfilling its obligations in terms of pay, which they stated as the main obligation.*

##### **1.1.2 Relational obligation**

###### **1.1.2.1 Equal treatment**

*To evaluate if the employer fulfilled its obligations towards them in terms of fair treatment, the employees make retrospect accounts of past events which they interpreted as fulfilment. The employees made reference to the fact that they had been treated the same way as other cleaners which they interpreted as fulfilment. To make sense of this, Patience elaborated that she had been told by the employer when she did something wrong and also told if she did something right. She believed that she was treated the same as anybody else. Sophia also stated that she was not discriminated against, and elaborated that she was working for a good employer.*

Patience        Yeah I have been treated fairly...When I am in the wrong I've been told I'm in the wrong. When I've been right I've been told that you doing well. So yeah, I have been treated exactly the same. If I want to know something or ask if anything needs doing, I have asked and they have let me know what needs doing and where. So it's been real good.

Sophia         The College is wonderful. I don't feel discriminated at all.

###### **1.1.2.2 Training**

*Training took place during the period. Patience was taught to use the buffer and shampooer during the clean down period which she interpreted as fulfilment of the obligation owed to her.*

Patience Yes I was trained on buffing and using the shampooer. For two weeks I was trained on them. Last week she let me get on with it on by myself...I have been learning how to do the buffing, shampooing. And because I have been learning buffing, there are different types. There's your carpets, there's shinning floors, and there different parts to use on for floors. I've been learning how to use them.

### **1.1.2.3 Feedback**

*Retrospect account of events relating to feedback were used by two employees to explain how the obligation had been fulfilled. Both interviewees reflected on how their supervisors checked on their floors and commented on their work. Both Patience and Steven stated that their supervisors checked their work and gave them feedback on their performance.*

Steven and if you finish and show her, if you do a good job, she will say good work Robert.

Patience the supervisor has been coming to check my work and she checks what I've done on the floors, and she let us know when doing good or what else needed to be done. So yeah, I do get feedback, which is good.

## **1.2 Employee obligations**

*Four employee obligations were fulfilled (performance of duties, proper time keeping, cover provision and health and safety rules were adhered to).*

### **1.2.1 Transactional**

#### **1.2.1.1 Contractual duties of cleaning**

*The employees believed they met their obligations by performing their duties well. While Patience made sense of fulfilment of the obligation in terms of how much work she had done in restoring the rooms to their original form after maintenance was performed on them, to Steven and Sophia, since nobody complains about the quality of their work they believed they fulfilled the obligation. Fulfilment was deduced from the supervisors silence on their work.*

Roxie Definitely. If you could have seen the state of this room before I had put it all back, honestly you would have seen the floors covered in plaster and the furniture was everywhere. So yeah, definitely.

...Because the past few weeks that I have been in, I've done floors. I've done windows, floors and shelves. Everything. But now the plastering has been out, I have to do it again. I got feedback, on that which is very good.

Interviewer Okay, you have been working very hard.

Roxie I think I am doing well. To be doing all this in such a short time, I'm doing very well. I'll wait for Kath to see what she thinks. But its going to take me a few days to get up to scratch.

Sophia I think I am doing well. I think if I do something wrong the supervisor will tell me. But she did not tell me anything.

Steven I think it's not very good and not very bad. Everyday I finish I think its okay.

Interviewer Are you meeting your obligations towards the employer?

Steven Nobody complains, so my work is fine.

### **1.2.1.2 Time keeping**

*Time keeping was reported as fulfilled by Sophia and Patience. Patience emphasised that although she was unwell and off work for some time because she hurt her leg, she kept her time.*

Patience My time keeping has been very good. I was poorly before because I hurt my foot at work. So I was rough with that, but after I came back I've been fine since.... my time keeping has been fine.

## **1.2.2 Relational**

### **1.2.2.1 Health and safety**

*Health and safety regulations were reported as fulfilled. Accounts of events such as putting out signs and wearing recommended clothing were retrospectively recalled by Patience.*

Interviewer In the last four weeks, would you say that you have adhered to the health and safety regulations?

Roxie Yes I have. I wear correct footwear, apron, put my signs out, and the machinery including the buffers, the shampooer, and the vacuum. You have to leave signs out when you moping floors and tidy toilets. So yeah. You wear gloves when you do your toilets, you use different cloths when you do your toilets and sinks and table. So yes I have.

### **1.2.2.2 Cover provision**

*Steven covered for another cleaner. As students and most of the staff were on vacation and was less work on his floor, thus he covered for staff on holiday on other floors and other buildings to while away time.*

Steven Sometimes you need to cover others on holidays. I work on A floor. It's not very busy at the moments because the school is closed. Sometimes I cover other floors and other buildings. But it's alright for me because if I didn't do that, I would have nothing to do. So, i have done that. And the pay is no problem for me.

## **2 Breach:**

The category comprises of obligations which were breached during the time period. Breached obligations involve poor time keeping and Steven's disappointment about cleaners acting on behalf of his supervisor who assigned him their duties.

## **2.1 Late at work**

The first breach involves a retrospect account of being late at work where Steven showed up fifteen minutes late to work and was reprimanded by his supervisor.

Steven        Yeah, I have but just once (late). But its just 15 minutes late and the supervisor saw this and told me never to do it again. It's just that bad thing. I know it's my fault. I had nothing to say. I just said sorry I'm late, sorry. It's because I forgot to set my alarm. So it's just once. Its just once. I think it's not too much. I know it's my fault. Sometimes you can't help it. But I promise I won't do it again. I know it's very bad because you need to start work on time basically.

## **2.2 Poor treatment by staff**

*Another case of breach occurred when Steven was displeased that other cleaners assigned their work to him while the supervisor was out of office. The supervisor had appointed some individuals to look after the cleaners when she was away from work for a couple of days. Steven complained that during that time, he and another Chinese man were allocated too much work, some of which belonged to them. He complained that while they did the work, the individuals stood by chatting amongst themselves, which he believed is unacceptable.*

Steven        The thing is they think we are just talking and doing nothing. But actually we did our work. The work does not belong to us. We shouldn't do it. I don't like it. It should not happen.

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## **Template 5**

The template consists of fulfilled obligations, breached obligations, and a discarded obligation which highlights the temporal changes of the psychological contract.

### **Fulfilled obligations**

Four employer obligations (Pay, Job security, Fair treatment and Flexible hours) and four employee obligations (Health and safety regulation, Time keeping, Cover provision) were fulfilled.

#### **1.1 Employer obligations**

The category consists of four fulfilled employer obligations.

##### **1.1.1 Transactional**

###### **1.1.1.1 Pay**

*Pay, which the employees considered as the main employer obligation towards them, was reported as fulfilled during this period. Interviewees constantly received their pay every week on time without fail. This was the most predominant obligation that this group of employees believed was owed to them, which came up at every stage of data collection.*

Steven        I am paid every week at the same time. Every Thursday morning. And

no exceptions. So I think its good with payment.  
Sophia I am happy with pay and it's on time every week.

## **1.1.2 Relational**

### **1.1.2.1 Job Security**

*Job security as an obligation owed by the employer was reported as fulfilled during the time period. To make sense of fulfilment of job security, Sophia recalled how the employer handled a case where one of the cleaners took a chair and hid in the toilet to take an unlawful break from work. Reference was also made about the cleaner's other mistakes which could also have lost him his job, but was only given a warning letter instead of a dismissal. This was therefore interpreted as the work being secure and a comfort to her that if she faulted, she would not be fired without any considerations.*

Sophia ... And this job is secure. If they take you, I think its long term. They will not fail you unreasonably. My friend worked here for about three years, and he did something wrong. One time he took a chair to the toilet because he wanted to sit in the toilet and have a little break. And the camera took a picture of him, and the manager saw that picture and talked to him. They had a big meeting to decide if to fail him or not. Not only that, he always forget to take the ID card because every cleaner has to carry the ID to show you are a cleaner. And he always forgets that. Sometimes he comes a little bit late. The worse thing is that he took chair and a break. They had three meetings to consider about that... to fail him or not. But finally he got a warning. He still works here. They just gave him a warning. All in all, this job is secure.

### **1.1.2.2 Fair treatment**

*The obligation was reported as fulfilled once more by the employees, where they believed they were not discriminated against.*

Patience Yes, we are all treated the same. Each individual is treated as an individual. We are also treated as a team as well. About discrimination, it's been fair working here.

Steven I think it's alright. I think it's good yeah. The people there, the supervisors are alright I think.

### **1.1.2.3 Flexible Work Hours**

*The employer also fulfilled its obligations by offering flexible work hour during this period. A recollection was made by Sophia where she was allowed to work for one hour instead of three hours for two consecutive days because she had to go to school early in the morning to attend her classes.*

Sophia And last two weeks I needed to go to school very early. So I just come to work one hour in two days. I just told the supervisor that I'm sorry I have to do something. I can just work one hour. She said okay. So I did

my work quicker and finish everything. And its fine you know.

## **1.2 Employee Obligations**

*Four obligations were fulfilled.*

### **1.2.1 Transactional**

#### **1.2.1.1 Time keeping**

*One interviewee believes he fulfilled his obligations towards the employer by turning up to work on time.*

#### **Steven**

Interviewer Are you fulfilling your obligation in terms of time keeping.?

Steven I think almost on time. Its just one time when I was half an hour late. I always show up on time.

Interviewer Do you think you are fulfilling your obligations towards the college when it comes to coming to work on time.

Steven Yes. I work for three hour.

### **1.2.2 Relational contract**

#### **1.2.2.1 Cover provision**

*Two employees fulfilled their obligation as they covered for other cleaners who were not on duty. Retrospect accounts of when cover was provided was made.*

Steven The supervisor asked me to cover his (John) floor.... And other times I just cover somebody else's work. This week I'll go to different buildings. Last week I went to Emmanuel building. You know Emmanuel building? I went there. There were just two people, so I needed to cover. I think I will be back tomorrow morning, to Westbino building

Interviewer How about covering for other cleaners.

Patience Yeah, Monday and Tuesday. I covered for somebody then.

#### **1.2.2.2 Health and safety regulations**

*Retrospect accounts of how the interviewee fulfilled her obligation on health and safety regulations are made.*

Interviewer You mentioned previously that you have an obligation to obey the rules such as health and safety. Are you doing so.

Sophia Yeah. Like when you clean the floor, you put out the yellow sign. If I know the rule I will follow them.

## **2 Breach**

### **2.1 Time keeping**

*Two interviewees showed up late at work during this period. While Patience views this as failure to meet her obligation towards the employer, Sophia who showed up late a number of times (as much as an hour late) believes that she is not contravening her obligation towards the employer since she still works for three hours.*

Interviewer Are you fulfilling your obligations towards the college?

Patience Yeah to my best standards. Yeah. The best I can, yeah. Time keeping hasn't been that good lately because I have been ill, being pregnant. Its not been good lately, but when I'm here its good.

*In Sophia's case being late does not translate into breach because she makes up for the time she misses when she is late.*

Interviewer Okay. What about your obligations towards the college.

Sophia Most of the time. Sometimes I am a little bit late. Last week I came here at seven and finished at ten. The supervisor just saw me and said 'you're late today.' 'I know I'm sorry.' And then I finished at ten so its okay. I worked all my hours. As long as you work your hours.

Interviewer ... When you are late to work, don't you think you are letting the organisation down by so doing?

Sophia No. I work all my hours even when I am late. She (supervisor) doesn't mind.

## **3 Discarded obligation**

*Refers to obligations that were discarded during the time period.*

### **3.1 English Training**

*One obligation was rendered irrelevant during this time period. At entry, Sophia believed that the organisation was obligated to offer her English lessons. This obligation was discarded a few months later when she realised that for the purpose of her work, she did not need to take English lessons. She highlighted that she had expected too much from the employer.*

Interviewer In the past you mentioned that the college has an obligation to provide English classes to you. Have you attended any.

Sophia No. Because I think for a cleaner it's not necessary. That is much too expect

Interviewer Okay. So you don't think they are obligated to provide them anymore.

Sophia No.

## **4 Exceeded obligations**

*The dynamic nature was observed as expectations were exceeded.*

### **4.1 Uniform**

*Patience did not expect to be given a uniform to wear at work. She had been working in her own clothes all along. The introduction of uniforms served as something which went over and above what she expected to get from the employer.*



Patience        It was good when they brought the uniform in because then you are not ruining your own clothes, which is good. I wasn't expecting something like that.

Summary of template 5

During this time period, obligations were fulfilled (seven), breached and one discarded. The discarded obligation emanates from a realisation that offering English classes to cleaners is unrealistic and that she did not need that anyway.

## Appendix G: Agents Templates- Francistown College

### Template 1

#### **Background Information**

Francistown College is also one of the tertiary institutions in Europe which has been providing education and training for over a hundred years. The college plans to become one of the most innovative leading providers of education in the whole region. It is a multi-cultures institution which delivers hundred of courses to students from across the globe. The college has a student body of over twenty five thousand students offering vocational and degree presumed to be recognised by commerce and industry. It offers both undergraduate and post-graduate courses. As part of staff, the college employs over a hundred cleaners in the domestic services department, four supervisors, one manager, and head of the department. Cleaners are hired on renewable temporary contracts. A large proportion of them are international workers.

#### **1.1 Biographic information on agents**

##### Kate

*Kate is a middle age supervisor at Ramotswa College. She started as a cleaner and worked her way up the ladder. She was promoted to a supervisory position when her supervisor retired over 8 years ago.*

##### Claudia

*Claudia is one of the four supervisors in the college. She is also a middle age married woman who completed her formal education more than forty years ago. She has held this position for more than ten years.*

##### Leo

*Leo is the domestic services manager at the college. He has been in the cleaning industry for quarter of a century. He has a qualification in estate management: in property care and security and people management.*

## **2 Initial Obligations**

*These are obligations which the employees are believed to owe the organisation. The subcategory is important as it highlights obligations that both the cleaners and the college owe one another, as seen by the agents of the college. A total of fourteen employee and employer obligations emerged at entry, ten of which are owed by the employees and four by the employer.*

### **2.1 Employee Obligations towards the College**

*Ten obligations emerged as those that the employees owed the employer.*

### 2.1.1 Relational contracts

*{Note to myself: relational contracts are open ended, broader and subjectively understood by the parties involved and value based. They involve exchange of personal and social emotions as well as value adding. Conway and Briner (2005)}. Eight relational obligations emerged as what the cleaners owe the employer. In contract, only two transactional obligations emerged.*

#### 2.1.1.1 Fit in

*During the first interview, the manager communicated that cleaners come from many different background. Most of these are migrant labour whose qualifications for the post they apply for are much higher, such as Degree in social work. When they apply for a cleaning job, if hired, they have an obligation to fit into the job they applied to. It is therefore plausible that they make an attempt to fit into the job.*

- Interviewer What obligations do you think they have towards the college that go beyond their legal work contract?
- Leo I think the cleaners have obligations to themselves to fit in with whatever job they go for. They should do as told. Yes they have obligations to us as a college, as the employer. They have an obligation to do what they are asked to do when they come to work.

#### 2.1.1.2 Time Sheet Records

*The cleaners are obligated to fill in the correct time on their time sheet. Leo makes retrospective account of past events when cleaners filled the wrong time on their time sheets and how such an act is regarded as fraud by the college. As such, he believes that all cleaners owe it to the college to record the correct time on their sheets.*

- Les ...The biggest problem is they can come to work at twenty past because we have shortage of supervision. I only have four supervisors covering eighteen buildings. So they can't be in when everybody is signing in. The problem is you'd come to work at twenty past seven, and because nobody is there you sign seven o'clock. And that passes as fraud. Gross misconduct. Suckable offence.
- ... And the bottom line is its gross misconduct because its theft. And that's what they are told. ...It hasn't come to a point where I had to discipline someone for cases of fraud. They mend their ways as soon as you mention fraud, and have done it right. And I think that's because I treat them like I treat them.
- Interviewer So cleaners are obligated to fill in the correct time when they sign in and out.
- Les Yes. They have an obligation not to fill the wrong time. That is what we expect from them. New and old cleaners alike. We have to trust them. Filling the wrong time is fraud.
- Claudia I can only be in one place at a time. I depend on them to truthful about this. It's fraud.

### 2.1.1.3 Cover Provision

*Providing cover when the need arises is seen by all agents as one of the obligations that the employees (cleaners) owe the organisation. This is believed to be included in the employment contract as one of the job requirements and is also emphasised when they first join the organisation.*

- Interviewer Any other obligations that you think she has towards this college.  
Kate I also expect them to turn up for emergencies when needed. Team work is very important. When someone is off sick, we have to ask another cleaner to cover. It's the same with annual leave. I have now come up with a way of having only two cleaners away on holiday at the same time. The areas to be cleaned are big. If we have more people away at the same time, then work suffers because the remaining cleaners have too many areas to cover. At the moment, I have more than two cleaners who will be on leave at the same time.
- Leo ... When they come, they are told basically how to clean, and where to clean, and if there are people missing you will go and do XY jobs extra obviously release some of your own because you can't do both jobs. and if there are people missing you will go and do XY jobs extra obviously release some of your own because you cant do both jobs
- Interviewer Is it included in the formal contract?  
Leo Yes. Covering up is extremely important. It's extremely important that we keep the place as hygienically as we possibly can. I suppose that is where we coming from about the business of somebody being sick. And that particular person that's got to cover will be on restricted duties within their own area. We have to cover toilets, we have to cover public areas, and we have to cover kitchens. And it's all about prioritising cleaning. Sometimes they don't like it, but that's the way it is. They have to understand that when they are off, we have to do their work just the same. It's a tit for tat, isn't it? We'll cover your and you'll cover mine because the place has to be cleaned. They might not like doing it, but we can't all be happy in this world, can we.
- Claudia Yes. It's written in the contract, if someone does not turn up, then that area is not covered. So we ask them when they come for the interview if they are prepared to work in other areas. Its written in the contract to cover other areas
- Interviewer Okay, the contract requires them to cover other areas?  
Claudia Well, I don't expect them to cover a full cover. What we say is that you do a little less on your area and a little bit on the other area. Like in toilets, things like that.

### 2.1.1.4 Commitment -Turn up for work

*Commitment towards one's work in terms of turning up for duty is also seen as one of the obligations that the employees owe the college.*

- Leo Okay, what they owe the organisation is a! I suppose is dedication to work, to come when they are suppose to come, and at what days and

what time.

*Retrospect accounts of past events where cleaners failed to turn up to work as used to interpret the obligation of turning up for work.*

Interviewer What obligations do you think your new employees have towards the employer?

Claudia ... not taking sick leave when you are not sick, I know people cant help it when they are sick but we get people who take off when its raining or snowing or windy. It's very important to be responsible, when you take up a job you should be responsible to time keeping and showing up for work... The obligations that I think they have towards the college include time keeping. It's very important to be responsible. When you take up a job you should be responsible to time keeping and showing up for work...

### **2.1.1.5 Training**

*Attending training emerged as one of the obligations that the cleaners owe the employer.*

#### **2.1.1.5.1 Learn English**

*Majority of the cleaners are migrant labour, where some of them cannot communicate in English. One of the agents believes the cleaners have an obligation to learn the English language by attending English classes offered by the college. This is required to make communicating with them easier.*

#### **Claudia**

Interviewer Okay, what obligations do you think the college has towards these new employees?

Claudia ...there is one area that I insist on. I have so many people from different countries. Now I have eight are polish people, five of those cant speak a word of English. So last year when I did the assessment I asked for English classes which the college willingly laid them down for them to do, which gives them a better chance. We have a lot of young ones. Once they can learn to speak and write it, they can go to other jobs. Well I am not asking other people to do what I am not willing to do. So I am on a polish course so I can speak their language, so I'm not prepared to say to other people you have to learn my language but I'm not going to learn yours. I am going to learn theirs. I expect them to learn English.

#### **2.1.1.5.2 Work related training**

*One of the agents believes that the cleaners have an obligation to learn new skills related to their work when required to do so. On the job training is done on the first few days of organisational entry. Leo states that the supervisor should spend the first day with the new cleaners and take them through health and safety before taking them to an area where they will clean and shown how to clean the area. Previous encounters with some cleaners who mopped the floor surfaced and the dangers associated with leaving the floor wet. On the job training is then followed by MVQ's level 1 and 2, where cleaners are encouraged to obtain a qualification in Cleaning Standards irrespective of their educational qualifications.*

Leo Okay, what they owe the organisation is to be willing to take on new

training, skills they haven't learnt or to retrain skills that they haven't learnt in their jobs in their countries. And be shown how to mop the floor correctly. Because I have had some cleaners who have moped the floor and it was like a river, because they don't ring the mop up properly. You've got to show them all this because otherwise you might have accidents all day because if the floor is too wet, people are gonna slip on it. You need to show them how to wring it out properly, and how to mop properly. As long as they are willing to train. It's all taken care of in the first few introductory weeks. When they come, they are told basically how to clean, and where to clean, and if there are people missing you will go and do XY jobs extra obviously release some of your own because you can't do both jobs. We have every intention of all new cleaners, who started from eighteen months ago, were told at interview level that they would be expected to go on to MVQs and do Levels 1 & 2, at no cost to them, once they get into the job and they know what they are doing. I won't expect anybody to do a qualification without training first. They have to be to a certain standard. I don't want to waste money and my time putting them through an MVQ when they are not qualified, and they can't qualify. Sorry, they can't do it until they have been taught.

Interviewer Do you get students working here as cleaners?

Leo Oh yes. We have students from the university, students from the college. I do talk to the students about the MVQs

Interviewer So some of these cleaners' career choice is basically not cleaning, right? Like people such as the college and university students?

Leo Yes. The MVQs I run are for Cleaning Standard. These are for every cleaner who come to work here, irrespective of where ever they come from. If language is a problem, it won't be a problem because I can get a translator to translate into that particular language.

Kate: ... Every new starter that starts at the college, every new cleaner has got to do an MVQ now.

#### **2.1.1.6 Adhere to health and safety**

*The cleaners are obligated to follow the health and safety policy while at work. This cue is extracted from the health and policy document.*

Kate We have safety and health policy which cleaners are expected to abide by. They are to clean only in area where they are supposed to clean...

Leo Yes. All the cleaners are explained to them that you are your own health and safety officer. There are rules and regulations within college that you are not allowed to carry things up and down the stair case that are too heavy for them. i.e. water, buffing machines, and things like vacuum that are very heavy. They will be transported by lift. They will be transported by porters if necessary. They will be transported by two cleaners if necessary. They understand that they

must not do that. And if they go against college procedures and they hurt themselves unfortunately we would go down the disciplinary road from health and safety. You've endangered yourself in that particular incidence. Unfortunately you shouldn't really... And if they go against college procedures and they hurt themselves unfortunately we would go down the disciplinary road from health and safety

Claudia ... health and safety. That is very important. We have a policy on that.

### **2.1.1.7 Sick Leave Rules**

*Two agents believe that the cleaners have an obligation not to abuse sick leave regulations. The obligation formulation is interpreted from past experiences with other cleaners who called in sick when in actual fact they were not sick. Both agents made an observation that in most cases, cleaners call in sick when it snows or rains.*

Interviewer Any other obligations that you think she has towards this college.  
Kate Employees have an obligation not to abuse sick leave. I know people don't plan to be sick, but we know of cases where some people call in sick when it snows...

Interviewer What obligations do you think your new employees have towards the employer?

Claudia ... not taking sick leave when you are not sick, I know people can't help it when they are sick but we get people who take it when it's raining or snowing or windy. It's very important to be responsible, You can guarantee that someone will not come in when the wind is blowing, or it's raining. And we know exactly why they are not coming in.

### **2.1.1.8 Protect the Image of the Organisation**

*One of the obligations that the agents believe the cleaners owe the organisation is to protect the image of the college.*

Interviewer Okay, what about protecting the image of the organisation? Do you think it's their obligation to do that.

Leo Eem basically they represent the college in their own little bits therefore they should present themselves in a smart and relatively intelligent manner.

Kate Honesty. If she sees things happening here she should not tell other people. Confidentiality is very important. I expect her to protect the college. She should come to me if she has a problem or if she doesn't know how to clean.

### **2.1.1.9 Prioritise work -**

*Kate believes the cleaners are obligated to manage their time well such that priority work is performed first in cases where the cleaners are not able to perform all the work for the day.*

Kath Binns Well, I expect her (new employees) to be flexible and to do priority work first, like if she can't fit everything on time. Time management is very important. I don't get on their backs if they don't do their work properly. If someone is having trouble, they should come to me. Everything runs smoothly if you don't get on their backs...

### **2.1.2 Transactional contract**

*[Note to myself: Conway and Briner (2005) as involving highly specific exchanges that take place over a specific period of time. These are assumed to be publicly available and are concerned with economic transactions such as through a formal written contract. These are of narrow scope] Only two employee transactional obligations emerged.*

#### **2.1.2.1 Performance of Contractual Duties**

*All three agents believe that the cleaners are obligated to produce good results in performing their cleaning duties.*

*Leo borrows from his feelings about how he feels about performing his job, and projects this to the cleaners. He believes the new cleaners should perform their job well provided that they have received the training they need.*

Interviewer What other obligations do you think they owe the college.

Leo I think anybody employed, they have an obligation to work to the best of their ability, provided they get enough training to do it. That's how I feel about my work as an employee at the college. And that's how i think my staff should look at their job.

*Since she divided the areas of work into small manageable area which she believes are evenly distributed to all her cleaners, Kate's position is that all the cleaners are to do perform their work satisfactorily.*

Kate I expect the cleaners to do their job properly. I show them the job they have to do. They each have a very big area to clean. I used to have 21 cleaners, now I have 12. I rearranged their work. When I took over, the area to be cleaned was not fairly distributed. Some employee had a large area to clean while others had small areas, and they were all expected to do their work in three hours. So the once with small area, like toilets, has less work while others did more work. Now i have redistributed the work evenly. Everybody is doing the same amount of work, which is fair. Another problem was that when someone was sick, someone would have to cover for her and had a large area to clean and therefore can't do so much work. Now the cleaners work as a team. I was poorly when the new employee started in this building, and I had asked someone to stand in for me. The lady standing in for me had to show her what to do.



### **Claudia**

*Satisfactory performance on cleaning duties is also seen one of the employees obligations by Claudia because its only fair for them to earn their wages.*

Interviewer That's very interesting. Any more obligations

Claudia ... I expect them to clean their areas thoroughly. They must work for their money.

### **2.1.2.2 Time keeping**

*Time keeping is believed to be one of the obligations that the employees owe the college by all agents. While one agent makes retrospect accounts of events leading to his interpretation of the obligation, the other two agents make sense of the obligation on what seems plausible.*

*Leo makes retrospect account of incidents of employees coming late to work and how he addressed them in the past. What seem to baffle him are cases of cleaners who live not far from the college, but are mostly the ones who are late to work while he is always early yet he lives far. As such, he believes that cleaners are obligated to start work on time.*

Leo ... The biggest problem is they can come to work at twenty past because we have shortage of supervision. I only have four supervisors covering eighteen buildings. I mean if you don't come on time 'I say why won't you come on time. Do you have a bus problem, do you have a husband problem. Is someone sleeping on your night dress and you can't get out of bed?' And it's that sort of thing. I would go down that road first, but if it's persistent, you've got to do something about it. Funny enough, it's those that come late who live so close to the college. It's unbelievable that it's the ones who are late. Unlike myself who live twenty five minutes away, I'm here at twenty five minutes to seven... After the interviews when they go from here and they start work, they do get a starter package which basically states time to start, time to finish,

*This is what seem plausible to her. It is also plausible to Claudia that if someone takes up employment, they have a responsibility to show up for work and be work on time.*

Claudia The obligations that I think they have towards the college include time keeping. It's very important to be responsible, when you take up a job you should be responsible to time keeping and showing up for work.

### **2.2 Employer obligations**

*Four cleaner's obligations emerged: two transactional and two relational.*

### 2.2.1 Relational Contract

{Note: relational contracts are open ended, broader and subjectively understood by the parties involved and value based. They involve exchange of personal and social emotions as well value adding. Conway and Briner (2005

*Two relational obligations emerged as employer obligations towards the cleaners.*

#### 2.2.1.1 Support

*Two of the agents believe that the college has an obligation to give cleaners any kind of support they need at work.*

*Leo believes that as their manager, he has an obligation to provide the cleaners with any kind of support they need, whether its emotional, health wise or work related. He believes that by offering guidance and advice to them, and they will reciprocate by turning up for work and performing their duties. This is what makes sense to him.*

Leo I would give them as much support as I possibly can from health point of view, moral point of view, I also deal with a lot of personal problems with my other colleagues. If I look after them almost like my children, if you like, in terms of advise and guide them in the right way and in return they turn up for me and they work, then everybody is happy...

...We will look after them as best as we possibly can. Well, the college policy doesn't turn around to say you as a manager will have to sit and listen to their personal problems, or say that you as a manager you need to train and retrain. But if someone doesn't understand what you are trying to say to them the college doesn't demand that I repeat myself 20 30 times, we do that as a personal thing to help you, to help you as a cleaner.

*Kate interprets support in terms of offering the cleaners work related support such as in areas where they cannot get something done.*

Kate ... If they are finding it hard on their area, when they can't get something done, they only have to come down and see me and I'll go straight down and give them a hand.

#### 2.2.1.2 Feedback

*Performance feedback is regarded as one of the obligations owed to the cleaners by the two supervisors. Both make retrospect account of events to make sense of this obligation.*

*Retrospect account of events how feedback (both positive and negative) was granted is made.*

Claudia I don't know about BG, but if someone is not doing the job right, I have to tell them and explain to them what they are doing wrong and give them a chance to rectify that. On the other hand if I have got one who is doing a brilliant performance, then I go and praise them.

*Kate also makes retrospect account of how feedback is given to the cleaners, which is*

*through the use of appraisal forms.*

Interviewer Any other obligation.

Kate We should let them know that they are doing a good job if they are.

### **2.2.1.3 Protection from harassment**

Claudia The College operates an anti-bullying policy and things like that where you could go to them and if you think somebody is picking on you or being nasty to you and you can go and see them and they will speak to that person and will say alter your attitude....

### **2.2.1.4 Equal treatment**

*One of the agents believes that the cleaners expect not to be discriminated against. Kate gives a retrospect accounts of how she has ensured equal distribution of work to her cleaners in her quest to treat all cleaners fairly.*

Kate I think that would be to be fair to them all, help them all as much as I can. You know what I mean. I am pretty fair with them in everything. I know I have in the past, if I've been looking in the paper like at jobs, my cleaners would say 'You not leaving, are you? Don't leave because if you leave I'm leaving.' So, they must have a good thing of me. They don't want me to finish here, you know. It's the little things I have heard them say, 'don't pack you job in'.

### **2.2.1.5 Training**

*Emphasis was also placed on the employer's obligation to train cleaners to do their work such as the use of cleaning machinery, how to mop floors and dusting of tables.*

Leo It's all taken care of in the first few introductory weeks. When they come, they are told basically how to clean and where to clean ...

Kate How to use buffing machines, scrubbing machines, and you know the soaping up machines, water machines. You know how to get all the water off the floor, vacuum cleaning and something like that ...

### **2.2.1.6 Annual leave**

*Leo believes that the employer is obligated to provide annual leave to the cleaners- As a cue extracted from policy documents,*

Leo College policy is that we will make sure they get their annual leave, we will make sure they get their sick leave, we will look after them as best as we possibly can.

## **2.2.2 Transactional Contract**

*Why this is important:*

*The subcategory could highlight how employees make sense of transactional contracts, and might show how transactional contracts turn relational over time.*

### **2.2.2.1 Pay**

*Leo makes a point that the main thing he believes the cleaners expect from the employer is pay in exchange for cleaning their areas. The belief manifests from his view of how the cleaners view the profession of domestic services which he believes they consider it degrading.*

Leo ... College policy is that we will pay them on time... They expect to come clean and get paid. I don't think they expect anything else. 'I have come in, I have signed in to do my work, give me my money, and I'm going home.'

### **2.2.2.2 Provide cleaning materials**

*Claudia believes that the college is obliged to issue to cleaners all materials needed for them to perform their contractual duties.*

Cat ... To provide the cleaning stuff. To be fair to everybody and keep everything running. The same as the college expect you to run it. You don't want them say 'I did not clean because I don't a mop or cleaning liquid.'

*Summary of expectation subcategory: while the agents believe that the cleaners expect the above from the college, some of them can be considered as the college's obligations towards the cleaners. For example, the employer is obligated to pay its employees and it has an obligation to provide materials needed by the cleaners to perform their duties well. Employer are also bound by the anti discrimination law to treat everyone equal.*

## **3 Origins of Contract**

*This subcategory focuses on cues, which are familiar structures from which people develop a larger sense of what may be occurring. These are a point of reference from which individuals construct their expectations and psychological contract. These sources of information include policy documents, starter packages union rules etc.*

### **3.1 College policy**

Leo We do. We do annual appraisal forms all the cleaners and everybody in the college. We have just gone through 120 of my cleaners. I'll call them my colleagues because they are my colleagues. That's college policy. College policy is that we will pay them on time. College policy is that we will make sure they get their annual leave, we will make sure they get their sick leave, we will look after them as best as we possibly can. Well, the college policy doesn't turn around to say you as a manager will have to sit and listen to their personal problems, or say that you as a manager

you need to train and retrain, but if someone doesn't understand what you are trying to say to them the college doesn't demand that I repeat myself 20 30 times, we do that as a personal thing to help you, to help you as a cleaner.

### **3.2 Health and safety**

Kate            One needs to have these when they come to work. Its general knowledge. They should know these things themselves. Some may be implied in policy documents like health and safety. We teach them about the products they are gonna be using. We have training programmes and we teach these.

### **3.3 Union Rules**

Claudia        They are not allowed to tea break or something, but I allow them to have a cup of tea...The union rule states that they can only have a break after four hours.

### **3.4 Starter Pack**

Leo            Actually they do have a mission statement. After the interviews when they go from here and they start work, they do get a starter package which basically states time to start, time to finish, where they will work and basically what their job title is and does not necessarily tell me what their duties are as a cleaner which could cover a multitude of tasks really- those are certainly written down.

### **3.5 Anti-Bullying Policy**

Claudia        The College operates an anti-bullying policy and things like that where you could go to them and if you think somebody is picking on you or being nasty to you, and you can go and see them and they will speak to that person and will say alter your attitude. They do try to work on problems. But you know at this college, we don't have a lot of problems because everybody expects that we are a multi culture and we just work together.

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## **Template 2**

### *Summary:*

*This templates is important as it highlights the changes that took place associated with the obligations within the first four weeks of organisational entry. The dynamic nature of the psychological contract is observed as obligations are fulfilled. Observed during the period are both fulfilled obligations owed the employer and fulfilled obligations owed the employees (cleaners).*

## **Fulfilled Obligations**

*A number of obligations were fulfilled by both the employer and the employees during this time period.*

### **1.1 Employees Obligations**

*Summary:*

*Fulfilled employees' obligations subcategory highlights how the employees' met their part of the bargain towards the employer during the first four weeks of organisational entry. A total of eight employee obligations were fulfilled during this period.*

*Why the subcategory is important:*

*It shows the psychological contract's dynamic nature in terms of how the obligations were fulfilled during this period.*

#### **1.1.1 Relational contracts**

*Employees fulfilled the following relational contracts.*

##### **1.1.1.1 Fit in**

*All three agents believe that the new cleaners are fulfilling their obligation of fitting well into their job. The agents make reference to past accounts to make sense of how the employees fulfilled this obligation.*

*Leo believes that all the new cleaners are fitting in quite well, based on the reports he got from the supervisors.*

Interviewer Are they fitting in well into the job.

Leo All the new ones have fit in exceptionally well.

Interviewer In what way are they fitting in

Leo It's just that the people they work with are the sort of people who welcome new colleagues. They fit in very well. I have had reports from their supervisors to say that the training is going on nice and steady, and everybody has got their areas to do and that's it really. You know they're just doing what they should do.

*Kate believes that the new cleaner placed under her is fitting in very well in her job and with other cleaners. Retrospect account of her behaviour towards other cleaners and towards her job are used to make sense of fulfilment of this obligation.*

...She (Patience) is keeping up perfectly. If she has any problems, she will come down and ask me. If I can't sort it out, I would ring my manager and he will sort it out. But she is doing fine at the moment. Everything is fine.

How is she getting along with other cleaners?

Other cleaners? Well she is very chatty, very talkative. She doesn't sit back you know, when she comes in the morning she says hello to everybody. She wasn't well yesterday. She was poorly and had to go home. But she is back in today, bright and early and ready to go. She is fine. Yah.

*Sophia is also believed to be meeting her obligation towards the employer in terms of fitting well with other people at work.*

Claudia So far yes, she (Sophia) is doing very well. She is fitting in very well with other people. She is getting on with people. Infact she comes to

work earlier than she should be. But I would rather know where they are and then they can go home early, but don't tell my boss that. (I giggle a bit) And I don't have any problems.

### **1.1.1.2 Training**

*As employees are obligated to take on training to learn new skills that they did not have at entry, all are believed to be meeting this obligation. According to Leo, training takes place from the first day of employment. It is considered as on-going process as it extends for the duration of the cleaners' tenure with the college. So far, Leo believes that the cleaners have agreed to under go training.*

Interviewer You also mentioned that they should be willing to take on new training. Have they done that, and what training have they done?

Leo Training is on-going right from day one. "This is your area, these are your cleaning equipment, these are your cleaning products, and these are the health and safety rules and regulations. Training is right from day one. And that would go on and on until they finish MVQs. And after twelve months we go back to the beginning with everybody, and we just start again just to keep people to speed. It never stops...The supervisors have been training them right from day one. All of them are doing what's expected.

### **1.1.1.3 Protect the image of organisation**

*So far agents believe that the cleaners have not done anything that can be regarded as harmful to the reputation of the college. Retrospect account of how they are protecting the image of the college seen as the agent interpret fulfilment of this obligation.*

*Fulfilment is understood in terms of the cleaners putting on appropriate clothing and not doing anything to compromise the reputation of the college.*

Interviewer Okay, you also mentioned that they are supposed to protect the image of the organisation. Do you think they have done that so far. I know it may be too early to judge, but have they done that so far.

Leo Oh yes, they do. They have got tabaas and pull on shirts they are supposed to wear. So that's what they wearing. They don't bring the college into dispute at the moment.

*Fulfilment of this obligation is understood by Kate in terms of Patience keeping her work area clean. Since nobody in the library has complained to her about the new cleaner's quality of work, Kate believes that the cleaner is meeting her obligation.*

Interviewer In our previous interview you also mentioned that cleaner are supposed to protect the image of the organisation. Do you think they have done that so far.

Kate Oh yes, she has. I mean she's in the library, the area that she works. If there would have been any problems, the library would have got straight on to me. You know what I mean, and they would've let me know if she didn't do the job right. Like if she'd not emptied some bins, they would have rang down and said, 'is the cleaner in because she hasn't emptied bins' or whatever. As far as I know, she is doing very well.

#### **1.1.1.4 Prioritisation of Duties**

*The new cleaner working under Kate is believed to be performing urgent work and prioritising it as she should. Kate makes a recollection of how the cleaner prioritised her work to cover urgent areas when she was feeling poorly. Cleaning toilets, emptying bins and vacuuming areas which needed cleaning on a daily basis where all done before the cleaner could go home.*

Interviewer You mentioned that they are obligated to be flexible in their work and should do priority work first. Has she done this so far?

Kate Yes, she's done that. I mean, the other day when she came in, and she wasn't feeling well, she said to me 'I'll go up and do my area.' And when she came back she said to me 'I've done my toilets'. It's the first thing to be done when you go up in the morning, its getting toilets done. She said 'I've done my toilets. I've emptied the bins.' And there is an area up there, its a ceiling and its always keep coming down, dropping down on the floor. It needs to be vacuumed every day. So basically she had done nearly all the basic things she needed to do before she went home. And I went up and checked around. And like I said all the bins had been emptied, the toilets were clean, so as far as I was concerned they were fine.

#### **1.1.1.5 Cover Provision**

*Two agents believe that their cleaners are fulfilling their obligation regarding covering up for other cleaners who went away on holiday.*

*Within the four weeks of organisational entry, Sophia is believed to have covered up for someone who was on holiday.*

Interviewer One other obligation you mentioned was that she (new cleaner) is expected to cover up for other cleaners when they are away from work. Has she had the chance to do so?

Claudia Yes, she is doing that at the moment, because at the moment I'm three down. She works in Appleton. I am three down in Appleton. One lady has gone away on holiday... and Sophia is covering one of those areas as well as her own area. What surprised me is that she can buff. I didn't teach her to buff, but she can do it. She made my job easier because she can already do it.

*Although her new cleaner has not done any cover during this period, two other cleaners who have been with the organisation longer were covering up for someone on holiday. The 'older' cleaners fulfilled their obligation to provide cover when required to do so.*

Interviewer How are the cleaners doing in terms of covering up for other cleaners.

Kate Yes I have a polish girl Adriana; I have Chinese; I have another polish lady Chrismal. She works for me but she is at the nursery. She has to come in here to pick the keys up. She works at the nursery, and she also works at the building in the morning. Adriana at the



moment is covering the nursery with the other polish lady. I have a cleaner from west India. He is on holiday at the moment. He's been away a long time and we don't know what's wrong with him. He said family problems so, Adriana is covering his work at the moment.

#### **1.1.1.6 Health and safety**

*Sophia is believed to be fulfilling her obligation in observing the health and safety regulations. A comparison is made between her and the 'older timers' in with regard to doing what's right. While she's believed to display the safety signs as is required, the 'old timers' are believed not to be doing so.*

Claudia I have been through the health and safety regulations with them. So far she (new cleaner) is doing very well. Sometimes even when I call the 'old timers', people who spent years here, you need to keep reminding them because they forget. When buffing or vacuuming, they don't realise they still have to keep a safety sign out. She is doing very well because she is remembering to do it all. I think they forget when they get too comfortable in their job or when they have been here a few years. They just need a kick in the backside to remind them, if you know what I mean.

#### **1.1.2 Transactional contracts**

*The following transactional contracts were fulfilled by employees.*

##### **1.1.2.1 Time keeping**

*One of the agents stated that her new cleaner start work on time everyday and is sometimes early. The cleaner's fulfilment of the obligation is further compared to another cleaner's poor time keeping, who even after numerous reprimands continues to disappoint.*

Claudia Yes she has been keeping good time. While the other one (other Sophie) has been coming late regularly, and no matter how many times I tell her to come on time, she continues to do it, and takes a day off which is usually a Friday. And irrespective of the number of times Les has caught her in town. She is alright for a couple of weeks but she goes back to her old ways. But whereas this new girl Sophie, the new Chinese girl, she is very lovely. You would like her too. She is in ten, fifteen minutes before time. Sometimes she doesn't leave until ten minutes after time. You know, we only ask them to work three hours, but she is very willing and would do everything you ask her to do.

##### **1.1.2.2 Contractual duties performance**

*All new employees are believed to fulfil their contractual duties of cleaning.*

Interviewer How about the new employees, do you think they are keeping their

- Leo end of the bargain?  
Well, the new employees who started this week, I have got to say yes because they are coming when they are suppose to come, they are intergrading best as they can with their colleagues. And they are doing what they are expected to be doing. They keep their area clean.
- Interviewer So far, do you think Patience is meeting her obligations towards the organisation?
- Kate Yes. She is doing a wonderful job and knows a bit about cleaning. She is a friendly enough person. The other day she asked if she could take some dishcloths home to wash. I told her she can't take them home but can do them here using the chemicals here. She didn't know. She is not using a lot of equipment, but uses a hover. I will train the cleaners in June when we have 'clean down'. That's when we teach them everything about cleaning. However, she is doing brilliantly.

## ***1.2 Fulfilled Employer obligations***

Several employer obligations were fulfilled.

*Summary:*

*Fulfilled employer' obligations subcategory draws our attention to how the employer fulfilled its obligations towards the employees the first few weeks of organisational entry. A total of three obligations owed by the employer were reported fulfilled.*

*Why the subcategory is important:*

*The category shows the psychological contract's dynamic nature in terms of how the obligations were fulfilled during this period.*

### **1.2.1 Relational contracts**

*The employer fulfilled the following during this period:- support, equal treatment, feedback and pay.*

#### **1.2.1.1 Support**

*Two of the agents believe that the employer is fulfilling its obligations towards the cleaners. They both give a retrospect account on how an event was amicably handled where one of the new cleaners was offered emotional support and allowed to go home because she was not well.*

- Kate Well she fell sick yesterday and she came in and did all her work, and then she came down and said to me 'I'm sick', and she said she wasn't feeling good so I told her she could go home. Then I rang my manager and I said that I didn't know what to put down on the time sheet, whether to put it down as sick and all, and my manager just said 'Well she's actually came in to work, just put down that she went home sick because she's been in and cleaned.' But then I let her go home because she wasn't feeling well. And she is back in again

- today, and she is fine.
- Interviewer Okay, you mentioned that the employer has an obligation to provide these cleaners with any support?
- Leo Again, it's all about how we run the induction with the staff when they start. It's to do with at the beginning. It's really from day one. They are told that if they have any problems they need come to us and say I need to see the supervisor. I have had no reports from the supervisors to say that they've got any problems at all.
- Interviewer What sort of problems have you had to deal with in the last four weeks?
- Leo Yes, Patience had to go back yesterday ill, and she is on annual leave today. We sent her home early. So will know if she is okay. But when she comes back tomorrow she will be ... not interviewed, it's the wrong word, but she will be talked to by the supervisor 'Are you okay? Have you gone over what you had? Is it all alright?' That's really how it goes. It's just like a back to work interview. It's not a formality. It's just the general like 'are you alright today, tell me is it better now' just to make sure they are okay, you know. And if there is anything it would come up during that discussion.

#### **1.2.1.2 Equal treatment**

*The employer is also believed to be treating all the cleaners equally. Claudia gives an example on how the organisation strives to be fair when the cleaner who are mostly made up of migrant labour, are allowed week days when they visit their home countries.*

Interviewer How about equal treatment...

Claudia Yes it has. We do treat everybody the same. Just like the holidays, everybody gets the same. We do have a special dispensations say when someone's mother is taken seriously ill and they are in Australia, then I and management can use our discretion and extend their holiday, which is companionate leave. Because 90% of my cleaners are from out of the country, we have to give them all the same. We can't let one go for six weeks. We have to be fair, and personnel makes sure that they are fair.

#### **1.2.1.3 Feedback**

*The agents reported providing cleaners with constructive feedback on their performance.*

### **1.2.2 Transactional contracts**

*One transactional contract was fulfilled.*

#### **1.2.2.1 Pay**

*Fulfilment of the employer obligations to the cleaners is understood as provision timely pay by Kate.*

Interviewer Do you think the organisation is fulfilling its obligations towards her?

Kate Yes. She gets paid on time.

## **2 Breach**

*Only one obligation was breached during the time period where one employee extended his leave without permission from the employer.*

### **2.1 Extended Leave without permission**

*During the first four weeks organisational entry, the agents reported one case where an employee let the organisation down by taking more days than she was allowed in one holiday. Employees are expected to report back when their leave end.*

Interviewer One other obligation you mentioned was that cleaners are expected to cover up for other cleaners when they are away from work....

Claudia ... I am three down in Bubbletop. One lady has gone away on holiday. We have had a lot of problems with the Polish. They seem to think..., well they don't ask, they demand that they have an extended holiday. It's just like 'Well I have twelve days plus I want another month.' We can't cover all that time. Everybody has Sundays, it's just fair. And because this girl couldn't have six weeks plus holidays, which we couldn't cover, she just left. We just leave it at that. No notches no nothing. She should be here. She let us down. So I have three areas not covered, and Sophie is covering one of those areas as well as her own area.

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### **Template 3**

*Summary:*

*Breach of the psychological contract was experienced during this time interval. As a result the agents reported few fulfilled employee obligations. Two employee obligations emerged as fulfilled and eight obligations as breached.*

#### **Fulfilled obligations**

*Two obligations were fulfilled by the cleaners during this time interval, namely performance of contractual duties (transactional) and adhering to health and safety regulations (relational contract).*

#### **1.1 Employee obligations**

##### **2.1.1 Relational obligations**

###### **2.1.1.1 Health and safety adherence**

*Adherence to health and safety regulations was also reported as fulfilled by one of the new employees. One of the agents made a recollection of how this was met. The cleaner is assumed to be putting out safety signs when mopping the floor and removing them when the floor is dry.*

Interviewer Has Patience met her obligations to the organisation in health and safety matters?

Kate ... She does all the things she should do. She puts her signs up and stuff, you know when she's moped the floor the sign is up there. She has moved it when it's dry. She has done stuff like that, so all I can say is that she is doing very well.

## 2.1.2 Transactional obligations

### 2.1.2.1 Contractual duties

*Contractual duties of cleaning were met by the new cleaners during the time period.*

*To fulfil the obligation, a retrospect account of the events interpreted to mean fulfilment was elaborated by one of the agents. Kate was impressed with the quality of work that Patience is put out. The agent believed that Patience was meeting her obligations because the area allocated for her to clean was always clean.*

Interviewer Has Patience met her obligations to the organisation.

Kate She has been very good with the cleaning. I can't fault her work on what she is doing. Everything is so clean up there, it's unbelievable. She is really good at cleaning, and staff like that. She leaves little notes everywhere for herself, so she knows what she is doing. She comes down when she needs or has run out of things, or she needs things to replace. This morning, she's just come down for some more tablets, a new mop, and some new clothes. So she knows what she is doing.

Interviewer Has she done anything that surpassed your expectations of her.

Kate No, not really. She has just done ... I mean its like, she probably might do in these next few weeks, when we coming to do this big clean down now. I would probably see how she goes with that. I mean like I said at the minute, her cleaning is very good. I have been around, I have checked it. I can't fault any areas. Everywhere is lovely and clean...

*Leo believed that the new cleaners were fulfilling their obligation towards the employer in terms of cleaning. To interpret this, Leo believed that since the supervisors had not raised any concerns about any specific cleaner, which they always did when cleaners neglected their duties, they must be performing to the satisfaction of their supervisors.*

Interviewer Have they done anything to surpass your expectations of them?

Leo Eh, again the ones that you are interviewing, no they just fit in very well with what they are supposed to be doing. It's all a big learning curve at the moment. And I will get feedback about those cleaners when I go see their supervisors, when I go do their review. And then I will get feedback from their supervisors saying there are where they need to be... Its just as it should be. They come in on time. They have done their work to the supervisor's expectations. I can only say that because the supervisors haven't come to me complaining about those specific cleaners. And that's really the only time they get mentioned to me. I have certainly visited Patience, just to see how she is. In fact I think I have been to see the other two. Amm they are too many I can't remember them all. Everybody is fine at the moment.

## **1.2 Employer obligations**

### **1.2.1 Relational**

Two relational obligations were fulfilled namely support and training.

#### **1.2.1.1 Support**

Kate            It's like I said to Patience, if you have any problems, I mean I'm only her supervisor. If she has problems she should come to me and talk to me about them, which she has to.  
.. if they are finding it hard on their area, when they can't get something done, they only have to come down and see me and I'll go straight down and give them a hand.

#### **1.2.1.2 Training**

Training of cleaners is done on continues basis to keep the standards to acceptable levels.

Leo            So we re-train and re-train. There are procedures that we put in place. We take them around their area, we produce tick sheets so that when they have been to office D15, I emptied the bin, I vacuumed, I dusted etc. like I say we have all this procedure, if we need it.

### **1.2.2 Transactional obligations**

One transactional obligation, pay, was also fulfilled.

#### **1.2.2.1 Pay**

Leo            The organisation is meeting its obligations. We are doing everything we should be doing, which is paying them and making sure they are happy within the college.

## **2 Breached Employee Obligations**

*The cleaners (both new and old) were reported as having breach a couple of their obligations owed to the employer, about eight in total.*

### **2.1 Sick leave abuse**

*One of the new cleaners was reported as taking too many day off as sick since she started work eleven weeks ago. Although the cleaner's work is regarded as excellent, Kate can't help but notice that within the short period that the cleaner has worked for the college, she missed a couple work days where she phoned in as being sick and sometimes as boyfriend problems, which Kate interprets as unreasonable.*

Kate            She (Patience) has taken quite a bit time off sickness and things like that which I have had to tell my boss on the phone this morning to go up and have a quite word with her.... And some of the time that she has had as day off was because she was having a split with her boyfriend. if she is ringing up and putting down sick, they are gonna class it as being off sick if she has all this time off...That's not fair on other cleaners.

## **2.2 Poor Performance of Contractual duties**

*Breach was also experienced when one of the old cleaners performed below accepted levels. Kate is unhappy with the fact that although Yan has been with the employer for a period of two years and was taught how to do his job, he was not performing work as expected. Kate compared him to one of the cleaner, who although was is her first cleaning job as she suspected is the case for Yan, was performing to acceptable levels.*

Interviewer Have of the old cleaners fell shot of your expectations of them in the past two months.

Kath Well I have had a few problems with Yan. He doesn't keep up proper time and I have had to constantly talk to him about this. I have to constantly go up and check his area and say 'this hasn't been done.' And he has worked here now for nearly two years...I mean the other Polish lady, she is pretty good. She said she had not cleaned before neither, but she is pretty good at her area. She knows how to use machinery. She has been shown and she knows how to use is. So she is quite good. Its just a few problems I have had with Yan at the moment. That's all.

## **2.3 Late at work**

*Two agents believe that their cleaners have failed to meet their obligation to start work on time. Perpetual lateness seems to be the order of the day.*

*Claudia believes that one of the old cleaners is a perpetual late comer although she lives not far from her place of work. Claudia states that the cleaners work hour are 7:00 to 10:00, but she starts work late most of the time, regardless of the numerous reprimands made to her. She believes that the cleaner is not fulfilling her obligation to start work on time.*

Interviewer Do you get cleaners who regularly come late to work.

Claudia Sophia the other Chinese girl, she has been here for twelve months. We still haven't given her a full time contract because she can't keep time. She doesn't start until seven, and yet this morning she came wondering in at about quarter past. I try always to get her in on time.

*A couple Kate's cleaners (including the new one) have also failed to meet their obligation to start work on time. The agent (Kate) stated that when some cleaners start work late, it is not fair on those who start work on time.*

Interviewer Has anyone disappointed you or the college in the last three months by not turning up for work?

Kate Yes. And I have had a word with a few of them who came like five past or ten past seven. I have had to say to them they're meant to be here and working at seven. That was last week. Its unfair because the rest of the cleaners are getting here on time. And its just a couple of them who keep coming in it might be five past seven. The other cleaners are here like ten to. I mean I get to work at about ten to seven.

## **2.4 Health and safety**

*Incidences which posed a health and safety hazard where reported during this time interval.*

*Although cleaners are expected to carry some of their equipment up the stairs due to a shortage of storage rooms on each floor, Kate believes breach occurred as some cleaners continue to use the stairs and refuse to use the lift to carry items to their floor. An example is given about one specific cleaner who rather than use a hover on her floor, prefers to go get one from another floor and carry it up and down the stairs despite being warned not to.*

Interviewer Are cleaners expected to carry cleaning equipment up and down the stairs.

Kate Yes they do carry them. Like the mop, bucket and some hover. We do have lifts, but a lot of staff sometimes don't want to use the lift. They would rather carry them. And what we are short, we don't have enough cleaning rooms. That's why they have to come down and get stuff from the main cleaning room area. Most of them have a cleaning room on their corridor, so they can keep the hover and everything at hand. But there are odd few cleaners that don't have a cleaning room. So they have to carry the hover up the stairs. I can't say who, but really she doesn't have to carry one because there is a hover down that end. it belongs to another cleaner. But she prefers not to use it because it belongs to another cleaner. So she comes all the way down to get a hover and carries it up the stairs herself. She doesn't have to do that, but that's what she prefers to do so. I mean I have said to her 'use the other hover' but she doesn't want to.

Interviewer Will that be viewed as breaching the health and safety regulations.

Kate Yes. I do say that's for lifting and things like that, that's why it's easier to use the lift. If she used the lift up to a certain level, instead of carrying it up the stairs. She doesn't do it. She just won't do it, so I've tried to get it through to her, and she goes 'no no I'm fine, I'm okay.

## **2.5 Racial Discrimination**

*A case of racial discrimination emerged where the Polish refuse to work with other nationalities when requested to do so. Claudia reiterated that the college is a multi-cultural organisation where employees are suppose to integrate and work together. To make sense of this breach, the agent made a comparison between the Chinese and one Russian lady whom she considered as non problematic, and the Polish whom she believed want to work on their own.*

Interviewer Okay for the past two months, how has your relationship with the cleaners been? Have you had any cases of say ...

Claudia Yes we do have problems. Because it's a multicultural college, with multi-cultural staff, I find that I don't have problems with the Chinese at all. We have got so many Polish, I have got eight now. I had nine, but one has left. I had put Sophie with a polish lady. But she said 'no, I



- do not work with the Chinese.’ I told her that she would work with whoever I put her to work with. Where its multi-cultural you all meant to work together. And this was the same as the Polish I put with Megan. Megan is a lovely lady, middle age, very pleasant, easy going. ‘I don’t want to work with Pakistanis’. The Polish want to work together in one group and just speak one language. Barbie, the gang master, she is the one who can speak English the best. She is like the spoke’s woman. She says the Polish are being picked on because they should be allowed to work together. And that they should be allowed to do it as they want...Everybody works together, but when you get a large group of them coming in together, and demanding, that’s what’s gets me.
- Interviewer Okay you have a larger group of Polish nationals compared to other nationalities.
- Claudia Yes. Until a few years ago when this started coming in, we have had these problems demanding their rights, demanding that they work together. Everybody came from somewhere. I mean one Russian lady, she would run around, she was seeking asylum. She got asylum. We didn’t have problems with her. Everybody accepted her and we all worked together. But they (Polish) don’t want other people working with them. That’s wrong.

## **2.6 Unlawful Break Taking**

*Not only was congregating at the entrance of central stores seen as a health hazard, but Claudia believed it was unlawful since employee are not allowed to take breaks. Claudia underscores that union rules state that employees should take a break after working four continuous hours, but the cleaners only work a three hours shift.*

- Claudia ... They are not allowed to take break or something, but I allow them to have a cup of tea. The union rule states that they can only have a break after four hours. I say to them ‘if you want to have a cup of tea, just take it up with you but don’t get caught.’

## **2.7 Refusal to Provide Cover**

*A case where one cleaner refused to cover for another cleaner emerged during time period. Claudia explains that while his area was covered during the six weeks leave that the cleaner was away in India, he refused to provide cover another employee.*

- Interviewer Have you had problems of cleaners refusing to cover up for others lately.
- Claudia Yes. And the person doesn’t work here (Bubbletop), but in another building. Someone went to India for six weeks, we gave him extended leave because of the train problem. They have to travel once they get to the Indian continent. And when he came back, someone else went on holiday that week on a Tuesday. He was asked to cover, and he said ‘I don’t see why I should cover for other people’. Other people had covered for him for six weeks. These are the problems we get. We get one or two who don’t want to cover, but it says in the contract that they have to cover.

### 3 Violation

*One incident of violation occurred.*

#### 3.1 Absconding:

*While the cleaner was allowed two weeks leave on her trip to Poland, she did not return to duty when she was expected which resulted in termination of the employment contract after six months of absence.*

Claudia        Yeah, we get a lot of that on Fridays and Mondays. I have one lady who went to Poland. I talked to Les and he said give her two weeks holidays if she asked to go. Two weeks compassionate leave. She never ever came back. I talked to her grand her daughter and she said 'she's fine she's fine'. I said is she coming back. She said no. Because they are in Poland you can't replacing them. We've got to wait until they arrive before you say that. In the end I was asked to go to disciplinary without her. Our big boss, he came and Les was talking. And there was paperwork which we had to complete because she had been away more than six months. Andrew turn around and said suck her. It wasn't a case of getting rid of her. It was a case of getting a replacement.

*One agent experienced five absences in one week where five cleaners (old) stayed away from work during this period without leave. They sent a word through other people that were not coming to work which Leo finds unacceptable.*

Les                ... I've had five within a week who did exactly the same thing. Sending notice with somebody else saying she is not coming to work tomorrow for whatever reason like they've gone back to France, China, or India or they have gone back to Poland. I get very disappointed when this happens because we spend time interviewing, training them, encouraging them to do what they do getting on an English course and looking after them like I look after my all my staff I hope. Yes, it's disappointing when they leave. But unfortunately there is nothing we can do about that.

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### Template 4

*This marks week sixteen since the new cleaners joined the college. Further incidents of breach of the psychological contract took place. Both fulfilled and unmet obligations emerged during the period under investigation.*

#### ***Fulfilled obligations***

*Only three fulfilled obligations emerged. Sense making is observed as the agents interpret how the obligations were met.*

#### ***1.1 Employee obligations***

##### ***1.1.1 Relational Contract***

*One relational contract was reported as fulfilled.*

### **1.1.1.1 Providing cover**

*The cleaners were reported as meeting their obligations in terms of covering up for other cleaners.*

Kate ... if I said to them can you cover up so and so for the next couple of days and they would say I have done it two days, now somebody else is gonna do it. It depend you know. But they don't really make a big business about it. They might say something and fair enough I'll go. Since I started this new rota thing, I go to everybody if anybody's off. Or depending if one or two people are off, I break it down. And what I try to do is, depending on their areas that the person if off. I would try to keep it to an area where somebody is, say somebody were working on this end and somebody was off at that end, I'll get a cleaner at that end to cover that instead of making cleaners walk all the way about. I'd try to get them so that they are near their own areas as well. You know what I mean. They are all pretty good. They will cover. Nobody complains, you know what I mean.

### **1.1.2 Transactional contracts**

*Two transactional contracts were fulfilled.*

#### **1.1.2.1 Performance of Contractual duties**

*The agents stated that the cleaners were reported as meeting their obligations on their contractual duties of cleaning. New cleaners were reported as performing their duties well.*

Leo They are fine. They are absolutely fine. The guy is fine. He is absolutely fine. He comes to work on time. He turns up to work. He does his work and is as good as anybody else now.... Sophia is the same.... Patience has had a few days off sick. But then again she is doing what she is supposed to be doing. She has run in. 'I've got whatever it might have been. I've got a bad leg, I've hurt my arm, I've had a cold.' She's followed procedure. And she is doing her work alright. So it's fine. I did raise it with her. She has had a bit of time off. She needs to be careful because she is in her three months probation period. If you don't get through it then you are gonna be out of a job. That generally pulls them around if they want to stop. All the cleaners who are new are doing their work perfectly.

Interviewer How is Yan doing?

Kate The Chinese lad. He is the one I was having problems with before. And like I said, since I've talked to him, he has pulled his weight up with shampooing. I think that's because Patience has said to him a few times, when he was telling her to do something, she would say no you do it. It's your area, I'm just helping you.

Interviewer How is Patience doing now?

Kate She is very helpful Patience. If she has got nothing to do, she won't just sit up there. Once she is done, she comes down. She will say to me 'Kath, there aren't anything I can do up there, because I can't get the carpets done because the painters are in. She came down this morning and all

she's done is wipe the toilets. But she actually couldn't do the floors because they are pulling the ceiling down. So once they are finished in there, she will be back in there probably tomorrow or the next day and it will be a lot of mess to clean. But she will do it. And she has been really good. She would come down and say is there anywhere else you want me to help. And if anybody needs help I would send here down to help them up. She has been good.

Claudia I mean she (Sophia) was a good cleaner when she came. She had already cleaned somewhere else. She is a perfect time keeper. She doesn't come in late. She doesn't leave early. She has never been off sick. I can't see anything wrong with her. And she has only taken three day's holiday. I can't really say anything about her. And I've told her that if there are any problems she should come to me. Because she is with Barbie , Barbie doesn't like the Chinese. I've had to tell Barbie that during clean down you work together. And she said she can do it on her own. And I said she can't. You work together. It's much easier if two people do it than one. It's quite a big room. You've got these tables, chairs, floors and walls. Two of you, you can do it a lot quicker. And I said to her any problems and she would never say anything wrong about anybody. I said I can stop it if there are any problems. If you have any problems just tell me. And she goes 'no.' I don't know, maybe I have a soft spot for the Chinese. They are so nice and polite. They won't say a word wrong about you.

Interviewer So she is meeting all her obligations towards the organisation.

Claudia Yes.

### **1.1.2.2 Time keeping (reported to work on time)**

*The cleaners were reported as keeping their time well. They started work on time.*

*Leo states that Robert start work on time and always turns up when expected.*

Leo He comes to work on time. He turns up to work. He does his work and is as good as anybody else now... He is keeping time. He is turning up when he should. He is doing what he is supposed to be doing. And I cant ask for more, can I.

*Claudia explains that Sophia is good in keeping her time as she starts work on time and does not leave work earlier than she is expected. To interpret good time keeping, Claudia states further than Sophia is always turns up for duty every time she is expected since she has never called in sick since she commenced duty.*

Interviewer How is she doing (Sophia)?

Claudia I mean she was a good cleaner when she came. She had already cleaned somewhere else. She is a perfect time keeper. She doesn't come in late. She doesn't leave early. She has never been off sick. I can't see anything wrong with her. And she has only taken a day's holiday. I can't really say anything about her.

Interviewer Is she meeting all her obligations towards the organisation?

Claudia Yes.

## **1.2 Employer obligation**

### **1.2.1 Relational**

The category consists of one fulfilled employer obligation.

#### **1.2.1.1 Support**

Claudia        And I've told her (Sophia) that if there are any problems she should come to me. Because she is with Barbie , Barbie doesn't like the Chinese. I've had to tell Barbie that during clean down you work together. And she said she can do it on her own. And I said she can't. You work together. It's much easier if two people do it than one. It's quite a big room. You've got these tables, chairs, floors and walls. Two of you, you can do it a lot quicker. And I said to her (Sophia) any problems and she would never say anything wrong about anybody. I said I can stop it if there are any problems. If you have any problems just tell me. And she goes. I don't know, maybe I have a soft spot for the Chinese. They are so nice and polite. They won't say a word wrong about you.

## **2 Breach**

*A number of obligations were reported breached violated during the period, which included theft, leaving work before time, sick leave abuse, lazing about, and breach of health and safety regulation.*

### **2.1 Leaving work early**

*Breach was experienced where some cleaners left work earlier than they should. A retrospect account of events where the cleaners left work earlier than 'knock off' time recalled by Claudia which were interpreted as breach of the psychological contract by the cleaners. While on her holiday, Claudia came across her cleaners in town during working hours despite talking to them about what is expected of them regarding time keeping.*

Claudia        Yes. The contracts are only three hours. When I came out of the bank at quarter to ten, as I sat there one of my cleaners was standing by the road waiting for someone. She must have left half an hour to get there by quarter to ten. Yet she wrote she signed out at ten....While I still sat there another one was coming strutting past me with her shopping. I said 'hello Megan.' When I came in I saw they signed out at ten but they must have left at half past nine or earlier. Megan might have left earlier because she had done her shopping in town.

### **2.2 Time sheets misconduct**

*The agents reported cases of time sheet misconduct which emerged during this time period as one of the obligations that the cleaners failed to meet. Retrospect account of how the cleaners would record wrong start and finish times on their worksheet.*

*While on holiday, Claudia saw some of her cleaners in town when they should have been at work. When examining their time sheets after her return, the records showed that they signed out at ten.*

Claudia Yes we do have that. And once I know they are doing it, I have to go and watch what time they come in put it in my diary and then check what time they put on the time sheet because Leo said its fraud. They would come in late and they would go out early and put seven ten seven ten. Like I said, they did that when I was on holiday. I saw them in town when they should be at work. We should be able to trust them.

### **2.3 Sick leave abuse**

*One of the agents reported cases where the cleaners abused sick leave privileges. A recollection is made by Claudia where some of the cleaners call in sick so they could travel to Poland for a long weekend.*

Claudia We have a lot of that (sick leave abuse) on Fridays and Mondays. I have cases of the Polish young girls. I could never understand it until an older Pole dropped me in it. They would come in on a Thursday, and they would take it in turns calling in sick on a Friday. And it turned out that they leave from Ramotswa on cheap flights to Poland. So they were finishing here at ten o'clock in the morning and going straight to the airport and have a long weekend holiday in Poland with their parents and stuff. They came back on a Monday morning. And it wasn't until one of the older ones said when I looked for Granata. I said 'have you seen Granata.' And she said 'gone gone gone yesterday. See ooh (emulating an aeroplane).' And they all take it in turns.

### **2.4 Marking time (lazing about)**

*Kate makes a recollection of two cases where one cleaner spent time on the phone instead of working with another cleaner as directed, and where the same cleaner at a different time did nothing for almost three hours. Kate regards such acts as unfair on other cleaners who perform their duties as expected of them*

Kate (1)  
He has been on his phone for twenty minutes walking up and down, and he was suppose to be up there helping Patience hover. It's not fair that the other cleaners are working their behinds off, and someone is just walking up and down laughing and joking with somebody else on the phone.

(2)  
I said 'what have you been doing then for two and a half hours.' You came to work at seven and you have done no work. You stayed there doing what because you haven't done anything because the only thing left to do up at the minute is to do the carpets. So obviously you didn't do that.

### **2.5 Health and safety**

*All three agents indicated that some of the health and safety rules where not observed. During this time period three incidents of breach of health and safety regulations were reported breached.*

### **2.5.1 Unacceptable cleaning products**

*While cleaners are aware that they are not suppose to use any products that are not issued by the college, Claudia believes that breach took place when some cleaners tried to sneak in cleaning detergents from outside the college.*

Interviewer Have you experienced breach regarding health and safety regulations lately.

Claudia We do have cases were individuals tried to sneak in bleach, powerful cleaners from outside, two weeks ago. Therefore we've had to go and check the slosh room and take them off them. And give them a warning. You know don't do it again.

Interviewer Why do they bring them in.

Claudia Well they seem to think that because they have got 'domestos' bleach, we've only got bleach tablets, they think it works better. That 'domestos' works better. Bleach tablets work exactly the same as 'domestos.' But if they spill it, the bleach tablets don't ruin the clothes. If you spill bleach domestos, you ruin the clothes and then put a claim in for them.

Interviewer ... Did they request for domestos to be provided.

Claudia They have asked but it's no no. The college won't because in the past somebody put in a claim because it spilled on their clothes. That's why we only use bleach tablets.

### **2.5.2 Scrubbing Machine**

*Kate states that although cleaners usually observe the health and safety rules, she realised that one of the machines was not properly cleaned after use.*

Interviewer ... Has there been any breach of health and safety regulations by the cleaners. Like if anyone has not adhered to proper health and safety.

Kate No. Everybody is doing what they are supposed to be doing with health and safety. I haven't had any problems with that even during the clean down we're doing at the minute. If you go down the corridors and stuff peoples moping, you will see that the first thing they put out is the wet sign and stuff like that. They also check the machines. Obviously they haven't done this one (machine), and I don't know how long that has been like that, you know. But I will have another word with all the cleaners today when they come down. But it's like one of the cleaners this morning had been helping strip the floor. As soon as he is finished with the machine, he takes its head off, takes its plate off, wipes his wire down which he should do because of the water and all the wire is damp. He has to make sure its clean and everything.

### **2.5.3 Improper use of cleaning cloths**

*As a health and safety rule, cleaners are expected to use the correct colour coded cloths for cleaning. Leo made a recollection of events where some cleaners used the wrong cloths on wrong places.*

Les We have a colour code system for our cleaning, which happens to be red cloth for using in dirty areas e.g. the toilets. Blue for using on ceramics. Yellow for doing offices. We have had cleaners using the wrong cloth on the wrong place.

Interviewer Would you consider that a small offence.  
Les It's a major disciplinary ...a major breakdown in health and safety and discipline, which will carry a warning letter from my senior manager. And if it continues after retraining, it will eventually go to the director.

#### **2.5.4 Providing cover**

*One of the cleaners was reported as refusing to cover for other cleaners. Claudia states that Barbara refused to cover for other cleaners. Instead of vacuuming the computer room as instructed, she refused and cleaned a different room.*

Claudia ... And I'm down on four, and the students are coming in next week. But finishing's has been going on in the computer, I asked Barbie to go there. And she said she didn't see why she should have to. Anyway, after a long argument on why they should have to do it for the Asians and that they shouldn't, I said look you're all going there and you are gonna do it. I tell you to do it and you will do it. So she went this morning, I said you will have to go back down again today Barbie because Megan is off and there is nobody else who can bonnet buff. Only you. She said alright. I came back two hours later and she was buffing a lab that didn't need doing. I said why haven't you gone down. I said you have to go down now before I put you on report.

#### **2.5.5 Racial discrimination**

*Claudia believes that some of her cleaners racially discriminate against other cleaners. The agent interprets this from the cleaner's refusal to cover other cleaners as is an obligation on all cleaners. Claudia stated that Barbara would have provided cover if the area in question was one designated to a Polish like herself.*

Claudia ...We have had two this week (racial discrimination). Again it's the Polish ones. They, I'm sorry to say this, but they are very very racist. They will not work with other people. They want to work on their own. ...And its just because ...had it been Polish people down there she would have gone. They just want to speak their own language and work together. Because it wasn't an English person but an Asian, she didn't want to go.

Interviewer How do you feel when this happens?

Claudia I get really really angry because Ramotswa is multi culture. If they want to come and work over here, they've got to accept that. They've got to accept that they can't come into a job and start dictating terms. If I ask them to work with somebody they will work with them.

### **3 Violation**

*One incident of contract violation occurred.*

#### **3.1 Theft**

*The agents reported a case of theft that occurred in the previous week, where one of the cleaners stole another cleaner's hand bag, which resulted in the cleaner's suspected pending investigation.*



*Leo believes that the cleaner violated the trust the college bestowed on the cleaner when she took something that did not belong to her. According to Leo, it's not a question of what the cleaner stole, but what she is capable of.*

Les All I can say is that one cleaner stole something else of another person, and now that person is now on suspension, and an investigation through the director. It's out of my hands. This happened Thursday last week.

Interviewer How does the college feel when that happens.

Les From the management side, personally you feel very let down that somebody that you had taken on and trusted and then they go and steal something. It's not just what they have stolen. It's potentially what they could steal.

Kate: ...other than that cleaners are very good when they find anything they bring it down to the curator, its handed in at the main box. I mean David one of the cleaners a while back found a ring and handed it in to the curator... its same with money or anything. If a cleaner finds it whether its in offices they put it on the desk.

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## Template 5

*This first order level category marks 25 weeks after organisational entry. It consists of changes in obligations in terms of fulfilled obligations, unfulfilled obligations and exceeded expectations. The category looks at both employer and employee fulfilled obligations, unfulfilled employee obligations and exceeded expectations as viewed by the agents.*

### ***Fulfilled obligations***

*The subcategory consists of obligations, both employer's and employees', which were fulfilled from week seventeen to week 25(inclusive) of organisational entry.*

#### ***1.2 Employee obligations***

*Only one obligation owed by the cleaners emerged as fulfilled.*

##### ***1.2.1 Transactional***

###### ***1.2.1.1 Performance of Contractual duties***

*Two agents reported that most of the cleaners are meeting their contractual obligations in cleaning. However there are a few others who need constant reminder on how they should do their work.*

Interviewer The first question that I would like to ask you today is that in the past four weeks, have your cleaners met their obligations to the college.

Kate Yeah, a lot of them have. There is say maybe one or two who don't, you know. You still need to keep at the back of them because there is a

few bits that they missing. You got to keep on them, you know what I mean. But some of them I think just think ‘oh I know what I’m doing, I know what I’m doing and I’ll do it.’ And when I go around their areas, there’s been areas left out. So to me they have not followed the job spec, you know what I mean. Just maybe wiping down, the dusting, something like that but they haven’t done it. You have got to pull them up on it and you know, make sure that they get it done. But some of the cleaners they do. They might not follow the job spec but they cover every particular area. So I could go round other floors, and like I could probably go around an area and think ‘well it’s been wiped.’ But they might not actually have done it the day they were suppose to do it, but it has been done. You know what I mean. It all gets done. Whereas I can go round on an area in a full week and find that something hasn’t been done that should have been done. You know what I mean. So some of them are okay and some of them still need a little bit of work. ...But like I said, some of them just think, how can I put it, like the main job is just probably going in, vacuum the floor, empty the bin, and then if it looks clean just clean. But they don’t do the rest of it like the windows, probably wiping the desk. They just looking at the bin and the floor and think if that looks tidy then the room look tidy, you know. And these are the things I am having to pull them up on. Because they only think of emptying the bin and hovering the floor. There is more to it. So you’ve just got to keep on their back a little bit, that’s all.

- Interviewer The first question that I would like to ask you today is how your cleaners are doing.
- Claudia Not bad. Not bad at all. Not too bad at time keeping. All the cleaning areas, they are all very good.
- Claudia Okay. Are they meeting their obligations towards the college.  
Some of them. Most of them yeah. There is no problem there. If they don’t then I pull them in.
- Interviewer Has any cleaner exceeded your expectations in any way.
- Claudia I don’t know because I expect high standards all the time. Perhaps it’s not fair on me and not fair on them when things go wrong. But I’m going to say Mavis on this end here. We have had a cleaner here before and she ... but Mavis has made those floors beautifully. But you can’t call that outstanding. I don’t know how she’s done it. She got rid of the stains and they look lovely now. But it’s what I expect.

## **1.2 Employer Obligations**

*Only one relational obligation owed by the employer emerged as fulfilled.*

### **1.2.1 Relational**

#### **1.2.1.1 Support**

*The employer is believed to have fulfilled its obligation to its cleaners through the provision of support. Claudia states that the college will not terminate anybody’s work contract easily without giving them a fair chance to defend themselves. The agent*

*illustrates that the college listens to it's employees' problems and provides counselling where necessary.*

Interviewer Do you think the organisation is meeting its obligations towards these cleaners.

Claudia Yes I do. In fact, this college is one of the fairest employers to work for. They bend over backwards to accommodate you. They do. They don't suck easily. They are very fair with them. In fact if anybody has got problems they listen. If they need counselling they get it. They are always there to listen and are ready to help.

## **2 Breach**

*Breach of the psychological contract by Yan continued during this time period.*

### **2.2 Unsatisfactory Performance/slacking**

*One of the agents recalls how one cleaner in particular has failed to meet his obligations in terms of cleaning his area well. Kate makes a retrospect account of how the cleaner, Yan, is failing to perform his duties to the required standards. Although his area is regarded as easy to clean, Kate compares it to another cleaner's area which she regards as not so easy to clean, but the lady continuously keeps it clean.*

Interviewer Has anyone failed to fulfilled their obligations towards the college.

Kath ... His area only consists of dusting and wiping, you know, and vacuuming and emptying bins. He has no mopping to do, He has no machinery to use. Yan he has got an easy area and he can't keep on top of it. It annoys me. If he don't like the job then its time for him to find something else. I won't say he would be missed, you know what I mean.

### **2.3 Sick leave abuse**

*Patience (new cleaner who left work the previous day) was reported as taking too many time offs from work. Kate regarded this as unfair to other cleaners who had to cover her area from time to time*

Kate Patience I can't fault here, she was a good cleaner. The only problem I've had with Patience was the time off. And that's something I can't I can't deal with that. I don't like the fact that we have to work for people that's having a lot off and still getting paid for it. It's not right. But it's just annoying that she was having so much time off. And what was getting me was the fact that she kept coming to me asking if she could have some extra hours. And I was thinking to myself 'what do you want extra hours for because you not even coming in to work the three hours that you've already got. So when I mentioned to Les to have extra hours, he turned round and said no chance because she can't come in and work the three hours that she's already suppose to be working. So he just said 'no there are no extra hours for her.'

### **2.4 Turning up late for work**

*Time keeping obligation emerged as breached by one of the new cleaners. Claudia makes a retrospect account of how Sophia showed at work one hour late and never*

*phoned in. Claudia regards this as being unfair to other cleaners who already spent time cleaning her area as well as their as it was thought she would not make it to work.*

Interviewer ... Okay, what about Sophia, the one who joined end of April.

Claudia She is still her. Her time keeping leaves much to be desired. At first she was very good at time keeping, but now she keeps blobbing, having days off sick and coming in at 7:00 instead of 6:00. I just spoke to her this morning about time keeping because it means if she doesn't ring in, if she doesn't come in and doesn't ring in, then I could find other people to cover for her. Then she comes wondering in when other people are already working on her floor. And it's not fair on them because they have their own job to do but they are already doing hers. But the Chinese are heavy at gambling. The casino. That's why we have a lot of them blobbing on a Friday because they go to the casino on a Thursday, and then you get a lot of them ringing in and saying they're not well.

## **2.5 Absenteeism**

*Two cases of absenteeism emerged where some cleaners failed to show up at work.*

*Showing up for work when expected is considered as one of the obligations that cleaners owe the college. Kate recalled an incidence where Yan misses a day's work and did not inform the college that would not be able to report to work that morning.*

Kate ... Yan didn't come in to work on Monday. I got no phone call from him. He came in on Tuesday morning and he didn't even say 'oh I wasn't in or didn't ring.' Until I asked him. 'Oh my friends came over and we were drinking till three in the morning.' 'Oh so you didn't fancy ringing and letting me know that you weren't coming in then?' But it's annoying that he can't even be bothered to ring up and say that they are not coming in.

*Another cleaner is reported to have been away from duty without applying for leave. Word got the supervisor from other cleaners that she had left for Poland.*

Claudia ... On the whole, they very good. They are very good at cleaners. It's only the holidays and the absenteeism that's the problem with the Polish people. I've got one that isn't in this week. She has taken a holiday, so she has nothing left. She told the others that she was going to Poland it's the anniversary of her mother and father's death. But she hadn't come and booked it. She hasn't asked for compassionate leave or anything. She's just gone. She'll be put down as absent, and she will be spoken to when she comes back. Because she can't do this ... we can't cover when they do this.

Interviewer ...she just left without telling you or applying for leave?

Cathy Well she told them for a week. She will be put on disciplinary because she cant ... you have got to obey the rules. The College has a procedure. You have to go through that procedure. If you don't, it puts all of us in a mess.

### **3 Violation of the contract**

*The employment contract of the cleaner who stole another cleaner's bag was terminated.*

**Leo** ...We had to let go of the cleaner who stole a bag ...

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## Appendix H: Lecturers Templates: Ramotswa University

### Template 1

#### 1 Background information

Case study A is a tertiary education institution in Europe that has been offering educational courses for more than a decade. The university prides itself with consistent ranking as one of the best universities in Europe with a student population of over ten thousand from different nationalities, religions and faiths. The university employs over three thousand staff. It consists of a variety of schools offering both undergraduate and postgraduate courses: e.g.

- School of computing, informatics and media
- School of engineering, design and technology
- School of Economics, e.t.c

The School of Economics prides itself as one of the leading fulltime school in Europe. It has a presumed reputation of producing the best MBA students with better job prospects made possible through established links to industry and business with accreditations to a number of bodies. Its programmes are considered in the high ranking of the Financial Times in Europe and the rest of the world. The school has a reputation of a large proportion of academic staff of international origins. It has a multi cultural student body. It also has links with other universities around the world for exchange programmes.

#### 1.2 Information on lecturers

Leone: Is a final year PhD student who has been offered a lectureship position in Ramotswa University. He is a first time full time lecturer whose work goals are centred on research and publication. He worked part time as an assistant lecturer for one year before taking up this post. He would like to research, publish and be respected as a researcher. His choice on current employer is based on the institution's good reputation whose MBA programme is one of the best in the world.

Daniel: Is employed as a lecturer who worked as a lecturer before at a different tertiary institution. He sees himself more of a researcher than a teacher. He produced a lot a research outputs in his previous employment. He has published a number of articles in highly rated journals.

Naledi: Has been in academia for more than ten years. She joined her employer after her previous post was rendered redundant. She sees herself as a researcher first and foremost and would like to attain professorship. She is well published in a number of academic journals. She enjoys her work in this university.

Zeze: Is a lecturer in her twenties. She completed her PhD in 2005 and worked as a temporary lecturer in one of the universities in Europe for a year before joining current employer. She likes teaching but prefers conducting research activities. She chose the university because she perceives the School of Economics as a high ranking school which focuses on research.

Mary: Is a final year PhD student in her twenties employed as a lecturer in Ramotswa University. She worked as a research assistant and a research fellow for a research team in one of the universities in the country. She likes research and sees herself working for current employer for many more years to come because she likes the job.

Pedro: Is a lecture in his thirties who previously worked for his current employer as a researcher. He was offered a new employment contract as a lecturer when his old contract expired. He is very disgruntled and feels let down by the employer on a number of issues (these will follow later during the chapter).

Michael: Is also in his thirties and has been a university lecturer for the past five years at different universities. He joined the current employer because he perceives it has a good reputation. He also joined the employer because he was hired as a senior lecturer which he saw as a promotion from a lectureship position which he held at his previous job.

Lizzie: Is a young lecturer with a master's degree. She loves teaching and hates research. She views research as 'a bit of a pressure' which she wishes she didn't have to partake. She considers herself a 'teacher' which is something that she has always wanted to do since she was a young girl. She is the only lecturer who has never been employed at university level. She is a new entrant in academia who loves her job and considers herself very luck to be working for this university.

## **2 Who employees have a psychological contract with**

### **University**

Apart from Naledi and Pedro, all lecturers stated that they have a psychological contract with the employer.

Zeze: ...if you work for the university you work for the whole university...

Daniel: Obviously the employer because I have well specified responsibilities as in duties specified in my written contract. And obviously there are some implied some sort of implied understanding that there are some aspects of my work which should be performed as well.

Naledi: The university is too big, so it doesn't have a psychic. So how could you have a psychological contract with something so big and powerful. It doesn't have a psychic...

Pedro: With Ramotswa ... No. I think I had the psychological contract with my previous boss, who is the colleagues who just left. So in terms of the psychological contract, I have great amount of commitment and respect working beyond the contract.... But now, over the last few months, even though I started yesterday, for the last few months I have sort of being negotiating different things, my work load for example, and teaching, my research money that I brought in. and everything has been a big struggle. So my work load, my overworked load ... I am teaching eight different modules when I am suppose to be teaching four. I have brought a lot of

money which they are now taking as overheads. I was promised things such as a new office three years ago, I'm still here. Emm, a whole platter of things which makes it a struggle. Getting a pin board, as you can see there is a little posted note to my wall saying the pin board goes here. I have put that up many many weeks ago. It's a struggle to actually make them part with any money to actually buy anything or interest anything. In that sense, there is actually zero psychological contract. There is zero chance of me working beyond my contract. And there is actually a feeling of animosity and distrust.... Do I owe the University any obligations. Obviously yes, that's why there is always expectations one way or the other which is what the employment contract is. But when there is no give on one side. So yeah there are obligations I have legal contractual obligations to teach. There is a work load model which says what I'm suppose to teach. So that's my obligation. And every single job I ever had, I have had a psychological contract and I have worked well beyond the contracts. And I have probably put massive amounts beyond what is required of me. But now, yes I have an obligation and to be honest, that's all I am gonna do. And nothing more because I don't see them as fulfilling their obligations to me.

### **Academia**

A psychological contract with academia was experienced by Naledi.

Naledi: ... I owe loyalty to my employer, and they owe loyalty to me. And I go in and do my contract with them, written contract that states what I have to do. And I will do above and beyond the contract but its not because of the organization. Its because of the profession of academia, and its because of the people I meet and work with.

### **School of Economics**

Zeze: ...Economics school however is much closer to where I am so they have more influence and my work conditions and the kind of thing such as my location and my grade or whatever else...

### **Boss:**

Zeze: . ...My immediate group, my boss TD and FA, you know those two people I mean, they will have quite a large impact on what I do. Probably even larger than anything because they are going to be my point of negotiation, they are the intermediary between me and the university. If I want to negotiate anything with the university such as promotions or something else I have to go through them. If I want to start a new module or whatever, within the economics school, I have to go through them. So they are my points on the ladder...

### **Colleagues & Students**

All eight lecturers felt they had a psychological contract with colleagues and students.

Zeze: ...Yeah and my colleagues as well, they are the ones who make the work environment.

Zeze: ....And students too. These are the people I work with immediately.



Daniel: ...Of course I have quite a few obligations towards students and to colleagues generally rather than to a specific group...

### **3 Initial obligations**

*This category introduces us to all the obligations that the employees believe they owe the organisation and those that the organisation owes them, pre entry.*

*Why it is important:*

*The category is important as it highlights pre entry obligations which are likely to change over time as employees are socialised into the organisation.*

#### **3.2 Employee obligations**

*The category consists of all obligations owed by the employees. This subcategory differentiates obligations owed to the employer from those that the employees owe the employer at organisational entry. Also highlighted is how the employees make sense of each obligation.*

##### **3.2.1 Transactional**

*These involve highly specific exchanges, of narrow scope, which take place over a specified period. The terms and conditions of transactional contracts are likely to be publicly available (eg through a written contract) and concerned fundamentally with an economic transaction (e.g. amount of pay for specified level of performance). Negotiation of transactional contracts is likely to be explicit and require formal agreement by both parties.' Conway and Briner (2005).*

###### **3.2.1.1 Teaching**

*The interviewees believe that one of their obligations include teaching the students. Teaching students is understood in a number of ways by the lecturers which include preparing for their lectures, making teaching sessions interesting to students, preparing them for life after school, practical application of concepts etc.*

*Mary believes that she is obligated to prepare well for her lectures and tutorials; and get them excited about her topic. To make sense of this obligation, she states that students are generally not enthusiastic about her topic which she believes will pose a challenge, but believes she will find a way to achieve this.*

Mary ... And more specifically, as an obligation to have a well prepared materials, and to be well prepared for lectures, to be well prepared for tutorials, and to do my best to really get them excited and engaged in the topic that I'm teaching. How successful I'm gonna be, I don't know. I mean, unfortunately I teach Macro Economics, which students never find exciting. So that's probably the biggest challenge. Macro Economics is a little bit different. I think students find Micro Economics is more interesting. And I think its really difficult to make students excited about Macro Economics. But it can be done I think. I just have to find out how.

*Leone believes that he is obligated to offer students relevant and modern knowledge through lectures, tutorials or information sources.*

Interviewer What obligations do you think you owe your students.

Leone ...Pastoral side I don't know that bit very wells so there isn't much I can really comment on. In terms of the teaching I would say my obligations are to give them I think a relevant, contemporary and up to date and interesting input. That might be through lectures or that might be through tutorials, and it might be giving them sources of information. You know what I mean, like say blackboard saying 'check this web link out. It's interesting and important'.

*Lizzie also believes that she has formal obligations to her students to make sure that her material is relevant to the course she.*

Interviewer Okay the students what obligations do you believe you owe them.

Lizzie Quite a lot actually. I feel a lot of obligations on my shoulders to my students. I have an obligation to make sure they pass the course. That I teach them the content that is relevant to the course. That they enjoy the course. That they do the work outside the lecture. That I encourage them to think about work rather than sit there bored. I have a lot of obligations to my students but I enjoy carrying them out because that's my job. And I love to do that.

Interviewer Which do you identify most with, teaching or research.

Lizzie Definitely teaching. I am a teacher. I've always been a teacher. Ever since I was four years old I wanted to teach. So with research, even though I have to do it as part of the job, I could take it or leave it. I'm not too bothered about it. I know I have to do it. So it is a bit of a pressure, but it's the teaching that I love. And a 100% dedication is put into teaching.

*Lizzie believes that she is obligated to plan and teach all her sessions.*

Interviewer Could you please tell me what these obligations are that you owe the department.

Lizzie I have to make sure that I teach every session that I am given. And that I have an obligation to tell him if I can't make any teaching sessions. Well I have been told literally just to plan lessons. So I think Ramotswa expect me to have some knowledge of teaching, which I do. I have taught A-level before.

*As an obligation to his students, Michael believes that he is has an obligation to ensure that students learn something from his course, and make create a learning environment they expect from him.*

Interviewer The students, what obligations do you think you owe them.

Michael They came here to study. My obligation is to teach them. And to do my best to make sure that they get something out of the module I teach. And again, students need to be treated with respect. And they need to know their boarders. yeah I mean, the whole thing is to give them a learning experience that they are expecting of that person.

*Leone believes that he has an obligation to teach his students and to keep them happy.*

Leone ... If you want more specific stuff, that would be to keep my lectures updated, to keep the students kind of happy, not to cause a lot of people grief in my group. Yeah, I think that's would mean doing my job properly.

*Mary believes that teaching is one of her obligations towards her employer. She feels that she is obligated to do a good job in her teaching role, which is influenced by past experience when she encountered poor quality teaching.*

Interviewer Could you tell me what these obligations are that you have towards the department.

Mary ... obviously do the teaching and doing a good job in teaching as well. I think my obligations goes both to the staff of the department and to the students as well. So, I think just to do the job well.

Interviewer What did tell you at the interview.

Mary Well, maybe. Maybe because I guess that is things that they, I mean I suppose they tell you what they are looking for. So they tell you, you know, that they want somebody who will stay research active, they tell you they want somebody who has got some teaching experience, who is willing to develop as a university teacher as well as a researcher. But I wonder if for me those obligations come more from having worked in a higher education institution. You know I have already been a researcher and a little bit involved in teaching. And also, maybe because I have already seen it done quite badly. I mean I have seen lecturers going in very unprepared. I have seen, you know have done it myself when I had been teaching for somebody else and I have had tutorials handout given to me just a little bit before and saying can you we haven't got enough tutors to do this. So and so is sick could you do this for me. Instead of gone in and prepared. That's not something that I enjoy doing. So I wonder if those obligations were already created in my head even before I read the job specification. They may have been reinforced by what I read, but I think they were already in my heard.

*Michael believes that not only does he have an obligation to teach his students, he has to work hard to please them and make sessions interesting.*

Interviewer Do your job in terms of?

Michael Research, teaching, admin...

Interviewer Will you teach both under and post graduates?

Michael I will only be teaching the postgraduates. I'm always teaching the postgraduates, I don't know why. The whole of my career really, I've been teaching post graduates.

Interviewer Okay. Could you please tell me what these obligations are that you believe you owe the School of Economics?

Michael Eh, I think I have to earn my salary. So, I will have to work hard as a senior lecturer to satisfy our students and also to satisfy colleagues. And be nice and gentle with everybody.

Interviewer How many courses are you going to be teaching?

Michael This term only one. Next term I will be teaching two and will be involved in more courses.

*Zeze believes that she is obligated to prepare students for professional life. Believes that she owes it to her students to provide them with useful knowledge to train them as professionals, such as teach them presentation skills or professional writing. She believes that even though she does not expect every student can acquire the skills, it is worth an effort for the few who might benefit. This is what seems reasonable to her.*

Zeze And obligation number two, is actually to provide them with some kind of

useful knowledge that they can develop as people. They can develop as people, as professionals, as students. They can acquire some kind of skills. That they can hopefully by the end of my modules they learn something new. Maybe they learnt presentations, they can write a bit better, learn to think a bit more critically about the world, they receive some kind of new ideas that they are excited about. Those type of things. And yes I don't expect that every single student in my class would .....but I will try to do that. Actually there will be one or two people for whom it will make a difference. And I think its worth striving for the sake of those three people sitting in your course even if its out of a hundred people.

*Leone believes that for students to function in the workplace, he owes it to his them to teach them how to apply concepts learnt in class to the real work. This is what makes sense to him.*

Interviewer What obligations do you think you owe?

Leone And yeah, I mean that's appropriate as well from teaching. I do like to ...this might sound silly but, try to get them to understand the practical application of what they are doing. And how that will function in the work place. And the sort of think they will need to think about. I think that's important, to try show them how it will be applied. Or how it could be applied.

*While he considers this a challenge, Leone believes that he has an obligation to ensure that he engages students while teaching through effective communication.*

Leone .... you have got to make sure you're communicating effectively with them as well. So, you don't stand up for an hour lecturing and go off, whether they are listening or not. I think you have got to get them to engage, which can be a real problem at times especially with some of the younger students. Yeah, that's a nightmare, so, ammm, that's what I think they can expect.

*Pedro believes that he has an obligation not only to teach his students, but to make is sessions interesting. In formulating this obligation, Pedro makes a recollection on his experience with students who he believes have different learning styles. He feels that as a lecturer it is his responsibility to make his lectures interesting to students.*

Pedro ...I taught in Letlhakane, I taught at Ramotswa while I was doing my research, I taught here on a number of courses on human resources. And I can't fault any of the students. Even the ones who were a pain in the butt. There are actually really nice students. And I suppose as a teacher, as somebody who is teaching, it's my responsibility to teach them. People don't learn the same way. I mean, just because somebody learns this and finds this interesting doesn't mean somebody else is gonna find it interesting. As a teacher, its your responsibility to make it interesting for them. Even if they are not particularly interested in the specific topic. So I try and make things as interesting as possible for students and fingers crossed, to date I think, all the students have enjoyed it. Even if they didn't enjoy the course I think they have enjoyed the way I teach and the different things I do. But yeah you do have an obligation to students. They have come to learn. You have an obligation to teach them to the best of your abilities.

*Believes that she is expected to teach her module in a respectable manner.*

Zeze My obligations toward them (head of department) are to fulfil their expectations that I imagine they have of me. The expectation I think they have of me is to be responsible in my job. I suppose we can subdivide them into several parts. Part number one is teaching....

*Pedro believes that he has an obligation towards to teach students. Retrospect account of the work load model which states what he is expected to teach is made.*

Pedro Do I owe the University any obligations? Obviously yes, that's why there are always expectations one way or the other which is what the employment contract is. But when there is no give on one side. So yeah there are obligations I have legal contractual obligations to teach. There is a work load model which says what I'm supposed to teach. So that's my obligation. And every single job I ever had, I have had a psychological contract and I have worked well beyond the contracts. And I have probably put massive amounts beyond what is required of me. But now, yes I have an obligation and to teach. And nothing more because I don't see them as fulfilling their obligations to me.

*Daniel believes that as part of a teaching team, he has an obligation to teach.*

Daniel Obviously the implied contracts would include ... being a part of a teaching team for teaching and improving modules, pastoral and supervisory care for students, which are not particularly set out in so many words...and having obviously reasonably well defined expectations about what I'm supposed to do. How I'm supposed to perform, and what I'm supposed to do and things like that and sort of cover reasonable degree of understanding of the task involved so that you can actually do it in relation to some well defined criteria rather than some hope of achieving excellence or doing the best in whatever

*Naledi believes that she has a contractual obligation not only teach but to ensure that her lectures are supported by knowledge. To her, this includes giving students constructive feedback in their work and tutorials.*

Naledi And so my obligations are contractual obligations obviously like to turn up on time for lecturers, to ensure the lectures are well thought through and well written, supported by knowledge, and to give feedback that is constructive and supportive to their work and tutorials.

### **3.2.2 Relational contracts**

*'Relational obligations are broader, open ended, and subjectively understood by the parties to the exchange.' They are concerned with the exchange of personal, value-based, as well as economic recourses. Relational contracts are characterised by trust and belief in good faith and fairness and involve exchanges with longer-term time frames such as the exchange of employee commitment for job security. Negotiation of relational contracts is much more likely to be implicit, occurring through the ongoing evolution of the relationship between the employer and the employee...' Conway and Briner (2005).*

### 3.2.2.1 Student supervision

*Student supervision is also considered as part of the obligations towards the employer.*

Daniel ...I think again the way it works is that all these tasks I would call as routine tasks which are essential like MSc or MBA students supervisions, and marking stuff..

Mary Obviously I will be required to do a bit of admin work like marking or attending meetings. Things like that.

Naledi I have PhD students. I will continue to supervise them.

### 3.2.2.2 Module development

*Three interviewees have been charged with the task to develop their teaching modules.*

*Pedro states that as the course director, he has an obligation to develop course modules.*

Pedro Yeah, I am the course coordinator. So I am the director of two courses. So I will be developing those courses more specifically. The other ones somebody else will be the course coordinator ...

*As a module leader, Michael also believes that he is obligated to develop his course module.*

Interviewer Do you have any obligations with regard to research, module development

Michael Yes. Module development. I am leading modules. I am the leader for three modules.

Naledi I will develop my module

*Daniel believes that he is obligated to take in module development because they are expected of him.*

Daniel Obviously the implied contracts would be things like expectations that I take part in module development, teaching and improving modules. These are the things that are not necessarily set out in so many words but they are expected.

### 3.2.2.3 Administrative work

*Undertaking administrative work is understood as one of the obligations owed the employer which is not necessarily stated in one's employment contract. Pre entry, four employees believed that they were obligated to design teaching modules for their course. Other administrative roles were also highlighted as quality guarantor, attending meetings*

#### 3.2.2.3.1 Meetings

*Employees are also obligated to attend meetings. Zeze believes that she is obligated to do her share of paper work and attend meeting.*

Interviewer Okay, lets look at these groups one at a time. Let's take your immediate supervisor, what sort of obligations do you owe him.

Zeze ... and administration work, attending meetings, do the paper work so nobody chases me around the university. Nobody has to contact TD in order to find me. So such kind of communication things. And that the

paper work is filled and students are happy

*Leone believes that he is obligated to perform his share of administration work, such as membership to university committees, instead of letting one individual do all the work.*

Leone           And on a more practical level, probably doing your fair share of administration. If you need to be on a committee so that one person doesn't end up being on all the committees. Then be on a committee. Do you know what I mean. It's that sort of thing really.

Mary           Obviously I will be required to do a bit of admin work marking or attending meetings. Things like that.

### **3.2.2.3.2       Quality guarantor**

*Has been assigned a quality guarantor which he believes its one of his obligations towards the university. Also he has to undertake general administrative staff such as supervising masters students and marking students' work.*

Interviewer   After these four months in Ramotswa, are there any new obligations?

Daniel           ... Obviously quality control guarantor. This is part of the expected roles for all people. I mean I have no issues with that. I can understand the dynamic context of the need overseas of collaboration plus most universities need to recruit aggressively. So you need to have these contacts everywhere, otherwise you cannot actually maintain your position in a competitive market for recruiting university students. So, I understand all this. You have to do quality control. It's not a standard part of the university's job descriptions elsewhere. It's an anomaly. ... I think again the way it works is that all these tasks are I would call as routine tasks which are essentially like MSc or MBA supervisions. And marking stuff. They are quite routine and quite standardised. Essentially they are more critical.

### **3.2.2.4       Research and Publications**

*The interviewees believe that they are obligated to conduct research and put out publications. All interviewees believe that they have an obligation to conduct research related activities.*

*Zeze believes that she is obligated to undertake research and publish not only by herself but through collaboration with colleagues throughout the world. This is what is plausible to her. She believes that it's very important to develop a network of people to work on this with.*

Zeze           ... Research activities that I am active in research, that I regularly publish, that I collaborate with my colleagues. I think that's its very important that I keep contacts. That I go to conferences, that I develop my research network throughout the world, not just in Ramotswa. These types of things.

*In constructing this obligation, Leone believes that he is obligated to conduct research and develop research links with the business community. He believes that conducting research is part of his job to the university. To make sense of this, Leone states that he*

*does not want to do many hours of teaching since teaching the same materials every year is not challenging enough.*

Leone ... I do research. What I wouldn't want to do or what would be pointless for me is to join an institution that was getting me to do 20 or 30 hours of teaching every week, because to me that wouldn't be rewarding necessarily. Because I think teaching would quickly standardize. So, I want to be able to do some interesting research as well as a bit of teaching.

*Daniel feels that he has an implicit contract towards the school to publish papers and take part in research activities which he believes would also enhance the profile of the School of Economics. He states further that since he has been working in academia, he knows how things operate.*

Daniel ...for instance research is more in the direction of enhancing the profile of the school and giving a degree of visibility to the sort of research that I do. These sorts of things obviously are part of what is assumed rather than expressed out explicitly.

*Retrospect account of a promise made during the interview and selection phase are made to interpret Lizzie's research obligation. She states that she promised to put out research in twelve months.*

Lizzie ... And I have to make sure that I put some research out in these twelve months. I showed them a lot of plans for future research, and I think that was the main thing that impressed them.

*To make sense of the obligation, Naledi makes a recollection of what the university would expect from her, which is to publish and make positive contribution to the reputation of the university.*

Naledi The university will want me to become a very active member of the research staff who gets publications and who helps the university develop the School of Economics especially to maintain and further develop its reputation. So that's impossible for academic staff to do without very good library facilities and resources.

*As a PhD student and lecturer at the same time, Mary believes that she has an obligation to conduct research, which at the moment is her PhD thesis.*

Mary I think just to do the job that I've been given to do well. So, I mean that includes continuing to do my research... that I will have some support as a new employee because I am young and I don't have much experience. I have only been teaching for just over a year here since I completed my PhD... Because of this point it's been difficult for me to go out and write great articles of my own, for example. I will do it, but I expect some input from MDF, from people who might have a wealth of knowledge on that type of things...

*Michael believes that he is obligated to undertake research. The obligation emanates from the support the university gives its academic staff.*

Michael Research, teaching, admin.... Research is something that I enjoy and university does encourage it. And things like research, they have to pay for the research otherwise I will not be given time to do research. It's



something that the university encourages. There is no obligation that you have to produce articles by that time.

*Pedro states that apart from writing academic articles and books, he derives pleasure in writing about things that impact on people's lives. The interviewee mentioned that his ambition lies in writing. As someone who has worked as a researcher for the past three and a half months, Pedro's obligation is grounded in identity construction.*

Pedro ... I don't just like writing articles and books. You know academic articles and academic books. I like writing things that actually have an impact now instead of ... because when you write an article, you write and write and then correct it and then it gets sent off to the editors. The editors mark it and make it some changes. And then it gets to referees and the referees they send it back and they say make changes. So from the time you write to the time its in print, it could be two years. It can take two years to get into a journal. But a lot of stuff I've been doing ... for example, what I find more satisfying are things like these (*pulls up documents*). I mean I have been doing a lot of work in communities. These are some of the things I have written.... And literally thousands of these have been distributes you know, across the country. The government have got copies of these. All the community groups in Ramotswa across the district have got copies of these. And it has had a real impact. I mean people have changed their policies. People have changed the way they act because of these documents. I like academia because it gives you time and flexibility. But I suppose my ambition and my future lies in writing, not necessarily teaching....I mean there are certain things that go without saying. Effectively this is my first year as a lecturer. Irrespective of the fact that I have some experience in teaching from Letlhakane...

*His obligation originates from past experience with previous employer.*

Michael I mean based on my experience at Gaborone University...we are assessed on the quality of teaching and things like that, and to perform well in research. So, I think for an academic you need to be good in both teaching and research...

### ***Balance between allowances***

*Maintaining a balance between the three allowances is seen as very important. Daniel expects the university to maintain a proper balance between teaching and research.*

*Daniel sees himself as a researcher first and a teacher second.*

Daniel ...I see myself more as a researcher person...

Interviewer How do you expect the university to help you achieve these?

Daniel ...I think it's a question of finding the right balance between teaching and research.

*Leone expects the university to provide him with opportunities to undertake research. in constructing this expectation, the self efficacy plays a role as is reflected by how he would like to be perceived other people.*

Leone Work goals are publish, research and be respected as a researcher, like in my field. I want to get a good reputation for doing good work.

Interviewer How do you expect Ramotswa University to help you achieve these goals?

Leone I think if it provides me with an opportunity to do research ... you know

balance teaching and research.

*Mary expects the university to grant her enough time to permit her to carry out research. This is driven by her desire to achieve her goals of successfully complete her PhD and to progress up the lecture scale.*

Mary So the short term main goal, which is all consuming really, is finishing the PhD. But that in a way, in my head though, I've separated that from work. So in terms of work my goals for this coming year are really to develop more as a teacher, and so you know, its important for me to get as much out of post graduate certificate as I can and to learn as much as possible. This year is about finishing the PhD and gaining confidence in teaching in higher education really. And then more long term goals. You know I don't see myself hanging around on the lecturer scale for ever. You know, I think once I have got the PhD out of the way, and my first year under the belt, I will probably starting getting more active and I will be looking out what I need to do to get to senior lecturer.

Interviewer Okay. How do you expect Ramotswa University to help you achieve these goals?

Mary I think its continuing to make the research time available, which I see no reason why that would change...

### **3.2.2.5 Reputation**

*Zeze believes that she is obligated to enhance the reputation of the School of Economics by behaving well and participating in activities that may enhance this image.*

Zeze These types of things are ...my general standing within the university is that I basically behave myself. I do my work in a professional manner, so that they don't have to be embarrassed. So, that kind of stuff. And also that I work on behalf of the Economics School as a whole. Perhaps that I promote it in some way, for the interest of the economics school. It doesn't mean that I am going to be some kind of Ramotswa Economics Centre slave. You know what I'm saying. It's so fantastic there is nothing wrong with that but nobody can ever be (laughs) *'the best management school in the world so apply'*! Nothing like that. But basically to look after the interests of the school as a whole. For example if there are opportunities coming up for exchange programmes, to know that I take them.

*Leone also believes that he has an obligation to enhance the image of the school. He feels that reputation is very important for the type of business that the university is in.*

Leone I represent the school well, and make sure it has a decent reputation, locally or more further a field depending on where I am. But also I think that's the nature of business we are in isn't it. It's about reputation. So you make sure you promote and re-enforce the reputation as you go.

### **3.2.2.6 Training and Professional development**

*The interviewees felt that they have an obligation to attend training and complete training on the Post Graduate Certificate in Education which the university offered new staff. Of the eight new employees, six believe that they are expected to attend the course.*

*One of these also believes that she has an obligation to study for a PhD which she promised the panel.*

*Lizzie made a promise to the interview panel that she would enrol for Doctor of Philosophy (PhD) study programme in three years. She believes that since she got the job after making her promises, she is obligated to study for the PhD.*

Lizzie I did promise that at the interview. So I will have to do one. I promised that I would start it in the next three years. But I hope it would be sooner than that. But because I did promise it at interview, and then I got the job, that means that I have to do that now.... PhD was one of the requirements. I don't have it, so I told them I will do it.

*New employees are also expected to attend the PGCE programmes. Lizzie believes that is obligated to attend the PGCE programme, since it is a requirement on all lecturers new to teaching at university. She views the course as becoming useful later on in terms of progression to higher posts. The obligation emanates from what she believes is a requirement from the university.*

Lizzie And hopefully it should help with promotion in the future

*Pedro, Mary, Zeze and Leone are also supposed to attend the PGCE course because he is expected to.*

Pedro I have been teaching for many years. I taught at Letlhakane for years. I didn't actually have to undertake it while I was at Letlhakane. Because I've been teaching at Ramotswa for a certain number of hours, I was gonna do it. It's a very basic certificate. But yes I was supposed to do that as part of the process of a new start. I was to do the certificate. But the course has already started. It's something that I have to do next year.

Leone I need to finish that course before I come of probation, but I hate that course to be honest. If I didn't need it for probation I wouldn't do it. It is a completely waste of time. I have a fairly good understanding of what they cover. I've got friends here who obviously talked about it. In theory it might be useful but I think in practice probably not that helpful.

### **3.2.2.7 Loyalty**

*Mary and Naledi owe loyalty towards the employer.*

Mary But by being part of the Ramotswa macro economics team, whether or not Ramotswa is successful partly depends on me. But the success or failure will also reflect on me. So in a way, its not pure loyalty to the department, It's also kind of ambition and by being loyal to the department and working hard for the department and also working hard for myself in a way.

Naledi: I owe loyalty to my employer, and they owe loyalty to me.

### 3.3 Obligations owed by Employer

The sub category consists of all obligations owed by the employer. This subcategory differentiates obligations owed to the employees from those that the employees owe the employer at organisational entry. Also highlighted is how the employees make sense of each obligation. A total of five obligations emerged as what is owed to the employees.

#### 3.3.1 Relational contracts

'Relational obligations are broader, open ended, and subjectively understood by the parties to the exchange.' They are concerned with the exchange of personal, value-based, as well as economic recourses. Relational contracts are characterised by trust and belief in good faith and fairness and involve exchanges with longer-term time frames such as the exchange of employee commitment for job security. Negotiation of relational contracts is much more likely to be implicit, occurring through the ongoing evolution of the relationship between the employer and the employee...' Conway and Briner (2005).

##### 3.3.1.1 Research Allowance

Amongst the obligations that the employees believe are owed to them include research allowance which the new employees believe are entitled to.

As a new employee of the university academic staff, Lizzie believes that she must be given time to undertake research, by ensuring that she is not overwhelmed with too much teaching. She believes that it's the head of department's role to ensure that she gets that.

- Lizzie He (head of department) has to make sure that I don't have too much teaching to do. He has to make sure that I have free time to do research...
- Interviewer And where do these obligations come from.
- Lizzie They are not actually written down in a contract which is interesting. I just assume that he is there for my protection and he assumes that I will do all my teaching

Mary also believes that the employer is obligated to give her a manageable teaching load if she is to undertake research.

- Mary ... Also make the teaching load manageable so that I can also do research. I suppose their obligation is not to burden me with so much teaching that I cant do research.

She (Zeze) believes that the employer is obligated to ensure that he gets time to do research. She believes that research allowance was discussed during her interview, and also when she visited Ramotswa University after being offered the job, which is twenty percent of her work. Since research time was discussed, Zeze believes that the employer has an obligation to make it possible for her to do research.

- Zeze Well, at this time during the conversation I think I have about 20% for my research. Something like that. If I do my do my teaching very quickly, after I develop my modules, I know that my first year is going to be particularly difficult because I have to develop all my modules I will be teaching. After that work is done, I will have a bit of easier time

basically. And at that time I will be able to increase my research, but I don't expect to have a huge amount of research time in proportion to the other duties like teaching. I think it's about 20%. I think that's what I was told during the interviews.

*Pedro believes that the university offered him forty percent out of his block of block as research allowance while Daniel and Leone are not aware of their percentage but nevertheless expect the allowance.*

Pedro           The way it works is you get an allowance, so out of your whole block of teaching, your whole block of work, you get an allowance for research. and because I have done a lot of research and that my speciality is research, and I have published a lot over the past few years. I have published books, articles and white papers, government reports. The university has given me a large block of research allowance. So basically they are saying 40% of my work can be research.

Daniel           ...That they allow me time and space to research to develop myself... ...I think it's a question of finding the right balance between teaching and research.

Leone           I think if it provides me with an opportunity to do research ... you know balance teaching and research.

### **3.3.1.2 Teaching allowance**

*Employees also believe that the employer is obligated to give them a teaching allowance as new employees. That is, to undertake few classes.*

Lizzie           He has to make sure that I don't have too much teaching to do. He (head of department) has to make sure that I have free time to do research...

Mary           Also make the teaching load manageable so that I can also do research. I suppose their obligation is not to burden me with so much teaching that I cant do research.

Pedro           You are given probation allowance were they reduce your work load.

### **3.3.1.3 Administrative allowance**

*Administration allowance is another allowance employees believe are entitled to. its purpose, as teaching allowance, is to reduce new employees' workload to facilitate research related activities.*

Pedro           And as a full time first lecturer, you are given certain allowances....You will be given administration allowance where you don't have to manage courses. You don't have to be the course coordinator...

### **3.3.1.4 Training**

*This category looks at training and professional development as owed by the employer.*

*Believes that the university is obligated to assign him a mentor to nature and improve his skills, and also to give him time to undertake research and university training programmes to upgrade his skills.*

Daniel ... Advice and mentoring. And some things which are not part of the contract but a lot of it is instated is...again you have to understand it in the context of the academic discipline rather than the academy .....perhaps. Colleagues take lot of their time and they mentor younger people. And in a sense it's a process where by you develop as a professional. It's very hard to put down exactly what is expected, but again, a lot of it is basically dependant on personal dynamics and actually it's more sort of supervisor supervisee role rather than ...not precisely that because it's not a directive. It's more in the manner of nurturing. You upgrade their skills. So yeah. ... that they allow me time and space and research to develop myself skills particularly specialized tactical skills in such things as computing, to attend training programmes to enhance my skills.

*Mary believes that the employer is obligated to offer her training in areas she might need for her professional development, which she believes is implied by the employment contract.*

Mary ... And also I think to provide training in the areas I feel like I really need it. But I suppose there is also an obligation in me to identify that and ask for that and ask for that training if I think I need it. So I think it works both ways.

*Zeze believes that the university is obligated to offer her support as a young lecture in terms of research and teaching, which she expects to get from the head of department and also from colleagues.*

Zeze Some training, some formal training on how teaching is done in Ramotswa, demonstration things. Any kind of courses on publishing and grant writing, and such king of things.

### **3.3.1.5 Library resources**

*As library resources are a crucial part of lecturer's life, employees feel the university has an obligation to provide an adequately resource library. Naledi believes that since the university would expects her to be undertake research and make publications, and enhance the its reputation, so expects the university to provide a well resourced library.*

Naledi ... oh yeah that is really really important. The University will want me to become a very active member of the research staff who gets publications, RA returnable, who helps the University develop, the School of Economics especially to maintain and further develop its reputation. So that's impossible for academic staff to do without very good library facilities and resources.

*As a heavy library user, Zeze believes that the since Ramotswa University is relatively smaller than previous Orapa University, she expects to find a small but relatively resourced library.*

Zeze ...So I am a heavy library user. And I don't know what Ramotswa library is gonna be like. I know Ramotswa if a small university and perhaps it doesn't have the resources that are as much as the Orapa University one's. So I suppose I expect the library to be a bit smaller...

### 3.3.1.6 Office Facilities

*This subcategory covers the interviewees' beliefs regarding office and office facilities owed to them by the employer.*

Leone            Its sort of contract stuff like the hard stuff. ..give me a decent enough office to let me carry out my work properly.

Naledi            Okay because I am an academic I expect my own office. I need an office of my own in order to have discussions with my students. I do most of my thinking and my reading at home. So I don't need an office space for that but I do need quite and privacy in order to do the job.

Pedro            ...I was promised things such as a new office three years ago, ...a pin board, as you can see there is a little posted note to my wall saying the pin board goes here.

Mary             I think a number of things in a way to provide office space in which I can do the job, and facilities like computers and things so that I can do my job.

### 3.3.1.7 Computer

*Computers are amongst obligations owed lecturers.*

Mary             I think a number of things in a way to provide office space in which I can do the job, and facilities like computers and things so that I can do my job.

Naledi            And I know they are going to provide me with a laptop and an office. I hope it's a new one and not a second hand one (laptop).

Zeze             I expect to have...actually they wrote me an email recently asking me what kind of computer I want. You know desktop or laptop. And I said desktop.

So yeah, I know that I am gonna have like a tiny tiny office there, like half the size of this room. And yes, so I just expect to have my own office, more of a private space. Actually that very important to me. I know they should provide an office you should use by yourself without sharing with anyone. I also expect some facilities like a printer or something.

Michael          Things like office and printer.

### 3.3.1.8 Conference funds

*Naledi believes that the university is obligated to offer her support in terms of sponsoring her to attend conferences.*

Naledi            ... But there is a conference budget which I find that that's one thing I really value, the ability to go to conferences.

### 3.3.1.9 Bin board

Pedro I was promised things such as a new office ... a pin board

## 4 Breach

*Breach occurs when one party in the employment relationship perceive the other to have failed to meet promised obligations (Robinson and Rousseau 1994). This failure to carry out promised obligations can be expected to result in the erosion of the affected party's beliefs in the reciprocal obligations of the two parties (Robinson et al 1994; Conway and Briner 2005; Robinson and Morrison 2000; Millward and Brewerton 2000). In comparison to breach, psychological contract violation is described as the extreme emotional reactions that may accompany breach. This distinction is clarified further by Conway and Briner (2005) as follows 'breaches are perceived discrepancies between what has been promised and what is delivered, whereas violation is the emotional reaction that may also be experienced when such discrepancies are perceived'. Evidence of psychological breach emerged during organisational entry. Not only has this resulted in arousing feelings of animosity, but has bred distrust towards the employer. Pedro believes that the university violated six of its obligations towards him.*

### 4.2 Teaching Allowance

*Pedro believes that the university violated its end of the bargain towards him. He states that instead of teaching four modules, he is teaching eight. He believes that he is overworked, which he should not be as a new lecturer.*

Pedro But now, over the last few months, even though I started yesterday, for the last few months I have sort of being negotiating different things. My work load for example. Teaching has been a big struggle. I am teaching eight different modules when I am suppose to be teaching four. So I mean, what has happened is that most of my teaching is in the second semester as well. So literally I will be teaching every single day. All day every day more or less in the second semester. So which means I won't have time to write my lectures. I will have to write my lectures in this semester.

### 4.3 Research Allowance

*Pedro believes that the university was obligated to offer him 40% of his work to do research, but has violated this because he is teaching many fragmented courses which use up part of his research allotment. This has evoked feelings of animosity.*

Pedro ...But then, because they have given me so much teaching and so many different courses to teach, so it's very fragmented teaching which sort of increases the transaction cost of teaching. It has actually eaten into my 40%. So they say you have got 40% but in reality I haven't. So basically I can't do research the second semester because I will be teaching everyday. I can't do research now because I have one course and I can't go away and I have to write my lectures. So basically the only time I can do my research is next summer. So I've got to wait until next summer before I can actually get any research done.



#### **4.4 Administration Allowance**

*Pedro also believes that the university is violating its contract towards him by making him direct two courses which he believes new lecturers are exempted from.*

Pedro ... And as a full time first lecturer, you are given certain allowances. You will be given administration allowance where you don't have to manage courses. You don't have to be the course coordinator. You're not given eight different modules. You're given three modules where you will be working closely with the course director. But I think because they assumed that because I have a lot more experience than a typical first year lecturer, then they just ignored all that. So effectively, I shouldn't be directing courses. I am directing two courses and teaching on a lot of courses. And I have this research allowance which isn't being respected.

#### **4.5 Research money**

*Another thing that Pedro is discontent with is that the university will not grant him his research money which he brought in.*

Interviewer Okay, in your opinion, who do you think you have a psychological contract with?

Pedro ...I have brought a lot of money which they are now taking as overheads... There is the fact that there is distrust that they won't allow us some money that I've brought in, the fact that they won't allow me to have it. The money that I bring in say from last year is the money that I will use this year for my research. So then as I am researching this year, I will bring in more money which will be for my research next year. I brought in a lot of money last year, and there is almost this feeling that it's not gonna come to me. I won't have it. That's another thing. You know it's just the whole raft of things that have led to me feeling like I suppose the psychological contract ... in terms of the psychological contract, it's very badly managed. The bureaucracy and the managers who manage the academics don't know the first thing about managing people. ... The people who decide where the money goes, who decide whether you get time off, who decide if you can go do your research. When you request something, they just have a standard reply. There is no compromise, there is no give or take, there is no oh you can have this but you will have to do that. There is just no. They just argue, they just argue for argument's sake.

#### **4.6 Office and office equipment**

*Pedro is displeased that not only has the university failed to provide the office promised three years ago, but seem to be incapable to provide something as simple as a pin board.*

Pedro ...I was promised things such as a new office three years ago, I'm still here. Emm, a whole platter of things which makes it a struggle. Absolutely everything. Getting a pin board, as you can see there is a little posted note to my wall saying the pin board goes here. I have put that up many many weeks ago. It's a struggle to actually make them part with any money to actually buy anything or interest anything. In that sense, there is actually zero psychological contract. There is zero chance of me working beyond my contract. And there is actually a feeling of animosity

and distrust.

...So yeah there are obligations I have legal contractual obligations to teach. There is a work load model which says what I'm supposed to teach. So that's my obligation. And every single job I ever had, I have had a psychological contract and I have worked well beyond the contracts. And I have probably put massive amounts beyond what is required of me. But now, yes I have an obligation and to be honest, that's all I am gonna do. And nothing more because I don't see them as fulfilling their obligations to me.

#### **4.7 Redundancy Entitlement**

*Pedro believes that the university deceived him when they started his new contract one month early before the old one terminated to avoid paying him redundancy entitlement.*

Pedro My research contract was due to end next month. What they did was they started my new contract now, which is one month early. But what that actually does is that it means that I am ineligible for redundancy payment. So what they did was they started my contract four weeks early. If I had gone all the way to the end of my contract, and then started the teaching on the first of October, then they would have had to pay me redundancy pay for my last contract, and then start this contract. They made me start four weeks early so that they didn't have to pay me redundancy. Redundancy would have been about £1500, so in that way they didn't have to pay me.

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### **5.0 Origins of the contract**

#### **5.1 Institutional expectations**

*Institutional expectations inform the dynamics of the psychological contract. Employee obligations are formulated on what the employees believe the employer expect from them.*

Naledi The University will want me to become a very active member of the research staff who gets publications...

Mary They tell you that they want somebody who will stay research active, somebody who has got some teaching experience, who is willing to develop as a university teacher as well as a researcher.

Michael It's something that the university encourages...

Zeze I imagine they expect me to first of all, be responsible in the way I teach my present modules and handle them so students don't complain.'

Pedro There is a work load model which says what I'm supposed to teach. So that's my obligation...

Daniel Obviously the implied contracts would be things like expectations that I take part in module development, teaching and improving modules.

These are the things that are not necessarily set out in so many words but they are expected.

## 5.2 Reputation

Zeze            The University has a well established reputation... and looking at the internet on the types of research I can do. So I think it does gonna be a good place for me, for myself, just for my progression and professional development.

## 5.3 Employment contract

Interviewer    Okay. Where do these obligations emanate from.  
Mary            I don't know. Part of it is in the actual employment contract itself. And there are things that are in my employment contract about professional development and things but, it's not as specific as set teaching hours and that kind of thing.

## 5.4 Past experiences

*Past experience and knowledge of academia inform the dynamics of the psychological contract. Sense was made based on interviewees past experiences in the profession of academia as illustrative of the quotes below.*

Daniel:            Although this is a new job I am starting, I have been working in academia for eight years, so I know how it works.

Mary            ...having worked in a higher education institution you know I have already been a researcher and a little bit involved in teaching.

Zeze            My experience tells me that ...

Zeze            Well, we spoke during the interview. Usually its kind of, the people who interview you ask questions from you and you get to ask questions from them. And yeah like, we discussed things like research time...

## 5.5 Interviews

*Obligations also originated from interviews and from learning from others.*

Zeze            Well, we spoke during the interview. Usually its kind of, the people who interview you ask questions from you and you get to ask questions from them. And yeah like, we discussed things like research time...

## 5.6 Work model

Mary            Part of that is the university work model that has got parts of that in. and part of it I don't think its any kind of legal obligations. I don't think it comes from legal norms or legal rules or anything. I think it's almost like

if you want the employment relationship to work and work well, and then those things have to be in place. And then it will work.

## **5.7 Social interactions**

Zeze            At least from what I know from meeting people ....And thinks like that.

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### **Template 2**

*This template highlights obligations which took in the first 4-6 weeks of organisational entry. The dynamic nature of the psychological contract can be traced as obligations are fulfilled, new obligations emerge and a psychological contract violation are observed. Also drawn to our attention is the sense making processes involved as the interviewees interpret these changes.*

#### ***Fulfilled Obligations***

*The subcategory looks at both employer and employee obligations fulfilled during the time period, beginning with employee obligations.*

#### **1.1 Employee obligations**

*Six employee obligations were fulfilled, namely: teaching, research related activities, administrative work, modules were developed, post graduate students are supervised and the reputation of the organisation is being maintained.*

#### **1.1.1 Transactional obligation**

##### **1.1.1.1 Teaching**

*This consists of interviewees beliefs on how they fulfilled their teaching obligations to the employer. The interviewees believe that they are fulfilling their teaching obligation to their employer. Retrospect accounts of events are used by the interviewees to make sense of fulfilled obligations. A bond between lecturers and students seem to have developed resulting in a change of the transition of a relational abstract (teaching) to be relational and interpersonal basis.*

*While she has taught one course at the moment, Mary believes that she is fulfilling her obligations in teaching. She states that she since the tutorials are starting the following week, she will teach both lectures and tutorials. To interpret fulfilment of this obligation, Mary makes a recollection of past events as well as future events to justify her case.*

Mary            Yes. I started this week, undergraduates. I have so far taught one lecture, which was yesterday morning. So I have done that. I am going to go along to first year Micro economics lecture, which will be given by somebody else, but I am part of that team. So I think it's useful for me to go and meet the students and things. And then next week the tutorial

starts as well. Then I will be teaching both lecturers and tutorials.

*Daniel feels that he is fulfilling his obligations to the employer by teaching his modules as well as coordinating colleagues to get the materials for the module sorted out.*

Interviewer In the past weeks how do you think you met your obligations to the School of Economics.

Daniel ...I am involved in different modules that I am teaching on and coordinating people to get those materials sorted. Those sorts of things.

Interviewer What obligations have you met so far?

Daniel I went for summer school in July. I did teach there as well. I was student for a while. I taught a few sessions

*Pedro states that he has resigned from his post, which was brought by the fact that he believes that the employer failed to keep its end of the bargain towards him. Regardless of his current position, Pedro believes that he is meeting his legal obligation to the employer.*

Interviewer Have you met your obligations to the university?

Pedro Yes. The legal obligations yes. I am teaching my sessions. I told you last time, which is all I'm gonna do. I am not working beyond my legal contract. Why should I? It's pointless.

Interviewer Yeah. In the last interview, you mentioned that you do not have a psychological contract with the university, but just the legal contractual obligations. Has this changed?

Pedro Emm. Yes, but for the worst. So still no psychological contract with the university. Still no psychological contract. The slight development is I subsequently resigned.

Interviewer You are resigning.

Pedro Yeah.

Interviewer Oh.

Pedro I'm still here I can talk to you in the next meeting.

Interviewer When are you leaving?

Pedro Well, I handed in my notice two weeks ago. But I have got three months notice period. So that runs until the end of December. Until December.

Interviewer Was that bad.

Pedro People keep asking me that because some of the things are quite small. But when there are so many small little things that they say they are gonna do, and then they don't, or they don't find any resolution. They don't have any outcome, they don't conclude anything. So when they say they might do something and then they don't do anything, and it drags on and on and on, and lots of things will build up. And it builds up into one big problem. And if they are still not listening, then there is nothing else you can do, but leave.

*Leone believes that he has met his obligations to the university by conducting teaching sessions.*

Interviewer ...You have worked here for six weeks now as a lecturer, so in what ways have you fulfilled your psychological contract towards the school.

Leone I have been active in my teaching. So I think I ... I've been to one or two university events. I think I am doing the right sort of things.

*Michael has also resumed teaching, and he believes that he is fulfilling his teaching obligation to the employer and is making an effort to give students a good learning experience.*

Michael Yes I think so. I think I am doing the best I can to give the students the best learning experience. I am still working on my research pushing it forward. Oh yes, I think I am very much on it. I am teaching one course this term

*Zeze feels she has resumed teaching, she is fulfilling her obligation to the employer in terms of teaching although her teaching load is low. However, she states that she has conducted some seminars.*

Zeze ...I am doing some seminars for courses this semester and second semester so it's actually not a enormous amount of teaching. The teaching load is very low. But overall yah, I think I am doing some seminars, giving feedback to the students and showing up on time. Everybody seems happy.

Interviewer Okay, you're taking only one course this semester.

Zeze I have three seminar groups. So, and they meet every two weeks. So it's kind like its two hours seminars one week and one hour seminar, two hour seminar on different week. It's not really too much amount of work.

## **1.1.2 Relational**

### **1.1.2.1 Teaching**

*Three employees experienced a shift of the teaching obligation to personal involvement and relationships. After joining the organisation and meeting students and developed stronger bonds with them, they feel closer to them. Teaching is no longer just a job to them. it transformed from an abstract obligation to personal involvement and relationships making it relational.*

*Lizzie feels that her obligations towards the students have increased since she started teaching. She states that she now feels obligated to be friendly to students and good to the students because of the friendly relationship that has develop between her and them.*

Lizzie I think I have got an obligation to be nice to them because I have established some really good friendships with them. If I was to turn up looking really depressed, that wouldn't be fair on them, you know. They turn up and deserve to see a happy lecturer who is very friendly. And I think I now have an extra obligation of being friendly back. But I can't help it, I have to be because they are just lovely. So it doesn't take any effort on my part to be nice. But I do feel that that is a new extra side to it that I have to be nice to them as well.

Interviewer And where does this come from.

Lizzie Its just that they are lovely. They talk to me and I talk to them. Maybe its because I'm young as well and they can relate to me better. Maybe they see me as a big sister, I don't know. But I feel that because we get on so well, I have an obligation to respect them and keep on this good communication. I don't want to spoil it, I want it to stay the same. So it's nice though.

*Naledi believes that she is fulfilling her obligations to the employer since she is teaching two modules. She illustrates further that she just completed a teaching session a few minutes back.*

Naledi I am teaching two modules. Well I am currently doing one big masters module and I am tutoring and I give two lectures on a large first year undergraduate module, which I have never done before. So I gave one lecture about over twenty ago to undergraduates.

Interviewer So, its how many hours of teaching per week.

Naledi You know I don't know! So two four ... I'm doing six hours this week and some weeks it would be seven. And some weeks its fours of direct contact.

Naledi Yes. I think it's even more important here. The first year students you find that at least a third of them are from local Ramotswa ethic minority population. Probably the first generation that's going to university. Which ... I was the first generation to go to university in my family. So I feel, if anything a stronger obligation in order to not to deter them from study. To hopefully stimulate them and for them to be able to develop and achieve what they are capable in. So it's a stronger sense of responsibility.

### **1.1.2.2 Research and publications**

*The interviewees also believe that they are fulfilling their obligations in terms of research and publications. Retrospect account of past events are illustrated to make sense of how they have achieved their obligation to undertake research and make publications.*

*Michael states that he as fulfilled his obligation to the university since he has submitted one paper for publication and working on others.*

Interviewer ... do you think you are fulfilling your obligations?

Michael Yes I think so. I think I am doing the best I can to give the students the best learning experience. I am still working on my research pushing it forward. Oh yes, I think I am very much on it. I am teaching one course this term

Interviewer Have you done anything towards research sine the time you have been here?

Michael Oh yah. Most of my time is spent on research. I have submitted one paper. So yes. I still have so many papers on the pipe line with other colleagues. I have to clear my table to try and get new colleagues to work with. I am actually still focusing on things I have in the pipe line. I would love to work with people who are here, but because I am still doing this, I done have time for it.

*Daniel also believes that he is fulfilling his obligation since he submitted a paper submitted a paper for publishing three weeks back, which he was working on from previous employment.*

Daniel You can't publish in seven weeks, and nobody can publish in seven weeks. You would be lucky to even get a response during that time.

Interviewer This could be research or publications on work that has been on-going for some time. I just want to find out if you think you are fulfilling your research and publication obligation towards the university.

Daniel I have submitted a paper ... I've made a submission. I submitted a paper actually about two three weeks ago.

*Zeze also feels that she is meeting her research obligations. She states that she is working on paper she has been working on from previous employment and has a new project on the pipeline.*

Interviewer What about research, have you done research for the time that you have been here.

Zeze Yes. Yah. I am continuing to work on my paper, the one that's been submitted to JOS. Hopefully that version is going to be okay for them. I'm not sure. But I have been talking to my mentor and on a new research project on corporate and social responsibility and things she is doing. So, I have been reading some things on the subject and I am going to have a chance this summer to collect some data in Portuguese and hopefully we can create a project by then. So I can go out and do something else. I am much more interested in this actually than publishing stuff for my PhD.

*Leone believes that he is also fulfilling his obligations to the employer. He states that he is working on securing funding on research projects that he intends to undertake with a colleague. He further explains that he is working on his PhD research to complete it.*

Leone ..I have started on a new research proposal with a colleague from Letlhakane University so we're gonna try and bring in research funding on that... Well, I think the last weeks have been fairly untypical of in that I spent a week overseas doing the recruitment. I was over there travelling and stuff. I was also doing some of my own PhD proof reading. And I came back and focused a lot on my thesis just to get it finished. I've done a bit of teaching but I had done most of the prep for that. Probably about sixty percent of my time has been spent with research on one way or the other, either finishing my thesis or working on this new proposal with the chap at Letlhakane. Probably about sixty percent of my time is research at the moment. I'm happy with that

*Mary declares that she too is fulfilling her obligations towards the employer in terms of research. She explains that most of her research is directed at her PhD, and has managed to forge research links with other colleagues to undertake a project together. Given all that, she believes that she is fulfilling her research obligation.*

Interviewer In the time that you have been here how much work have you done towards research?

Mary Emm, I have done quite a bit because the first thing to say is that I have to finish my PhD. So the majority of my research time at the minute is focused on finishing the PhD. But I also have been setting the ball rolling to do other things. I have a research application, where I am waiting for the finance department to give me the forms back so I can submit it. I have been talking to colleagues and some people at the equality and diversity unit of Ramotswa University about possibly doing a project linked to them. And so, I think I said in the last meeting that doing research is something quite important to me as well. And I think so far relatively successful at keeping it from taking over bearing in mind that the priority is to finish my PhD

Interviewer For this period would you say that you are meeting your obligations ...



Mary Yes. I am.

### 1.1.2.3 Student supervision

Daniel ...I basically deal with some administrative matters. I supervise students who are writing their dissertations...

### 1.1.2.4 Module development:

*Modules were developed during this period. Mary believes that she is fulfilling her obligation towards the employer. To make sense of this, she recalls that she developed her module in time and submitted it to the administrator to print and distribute to students, which she promised to do. She states that she spend long days working on the module to get it out on time. In interpreting this obligation, Mary is driven by the self efficacy motive which is the need to perceive oneself as efficient and competent in her work.*

Mary I have actually. Macro Economics was the main module that I had to prepare and I did. The first lecture has been taught. And yeah, I got the materials prepared and pretty much on time. Certainly they went to the administrator to be printed on time. They were distributed to the students on time. And I have prepared the first six weeks of lectures and tutorials. I'm not doing too badly. I don't feel stressed about it yet. ... So I still very much feel like I'm sort of under an obligation to do a good job. And to me that means like getting the materials being done on time. It was quite a push. You know I did work two or three very long days. But it was important to me to get them to the administrator on time because if I don't do that then it makes her job much more difficult. So I think it about doing a good job and doing what you say you are going to do. Because if you say you are going to do something and then don't do it, it impacts on everybody around you because then somebody has to pick the pieces. And that's not really fair.

Interviewer Okay. Would you say you are definitely meeting this obligation?

Mary I think so, yes.

*Daniel also believes that he is fulfilling his obligation to the employer through supervision of students undertaking dissertations and developing two modules. He highlights that while he had to develop one of the modules from the beginning, he updated the other module working on the material he received from his mentor.*

Daniel I am in the process of developing modules. One of them I had to develop from scratch. The other one my mentor he actually handed all this material, which of course was hugely helpful. It sort of reduces my preparation time by at least half, by having access to his material. I have been reviewing a lot of materials of formers competitive handbook. So I have to basically finalise some of the tutorials materials, but obviously lecture slides I haven't done them all.

### 1.1.2.5 Reputation

*Zeze feels that she is fulfilling her obligation to not bring disrepute to the employer. She states that she has not done anything that could be seen as improper.*

Zeze           ...Yah, I mean so far yes. Certainly, I am not running around being too familiar with students, or embarrassing any lecturers. I think its going to be great here. I know it's a bit messy here but it's not that bad or anything.

### **1.1.2.6 Loyalty**

*Mary feels that she has developed a stronger sense of wanting to do a good job and a stronger sense of loyalty to both the organisation and colleagues. She believes that the success or failure of her department partly would partly reflect on her, therefore she feels a stronger obligation to perform well.*

Mary           In every job that I have ever worked, whether it's a secretary or whether that was doing bar work or telesales work as a students. I have always felt loyalty to the employer, and that strong sense of wanting to do a good job that I'm in. It's a mixture of loyalty to the job, and wanting to do a good job. And then that sort of translates into loyalty to the immediate employer. So up here, the department. And I think the loyalty to the department gets stronger as I know people because then it's not just an abstract employer, or abstract department. Its then people. So the loyalty Is then to the people, rather than the department as an institution within the university. I don't know why. I think its just one of those things that you know, I'm here. I'm part of a team. I want to do a good job for me.

## **1.2      Obligations owed by employer**

*This category consists of all the obligations that the interviewees believe the employer owes them. Six employer obligations were fulfilled.*

### **1.2.1   Relational obligations**

#### **1.2.1.1 Training**

*Retrospect account of past events are used by the interviewees to make sense of how the employer is fulfilling its obligation towards them in the terms of training. PGCE course has started. Employees are sceptical about the amount of time regarding the programme and some about its usefulness. Mary feels that the employer is fulfilling its obligation towards her to help her develop professionally. She recalls that the department has given her an opportunity to attend a variety of courses run by the university. She also states that she is attending the post graduate certificate in higher education practice, which she regards as a good opportunity to learn about teaching at higher education and handling students.*

Mary           Yes. ... I have to complete the post graduate certificate in higher education practice. I think it's a good opportunity to learn more about teaching in higher education. And it's an opportunity to learn about how you can do a better job to the students. Most of what I have done so far in higher education is being focused on research. So I really welcome the opportunity to learn more about teaching. So I think that's one thing that the department as a whole has given me. Because they have given me the opportunity to go on that and learn more about it. They have also given me plenty of time and opportunities to go on other courses. So I want to

do the training for being a harassment contact within the school economics. I want to do that, and as part of that I want to do the quality and diversity course, and a counselling course that are run by the university. And I asked my head of department and he said yeah, just as long as it doesn't clash with teaching I can go. So yah, I think it's an overall supportive environment....I think they've got an obligation to help me develop professionally. And part of that professional development is going on courses.

*Zeze also believes that the employer is meeting its obligation towards him since she is attending the post graduate certificate in higher education practice (PGCE).*

Interviewer In terms of training, you did mention that the school of economics is obligated to provide formal training. Have you received any so far?

Zeze Yes .. Now we have to go through this post graduate certificate in higher education thing. It's gonna go for a year and a half. Every Wednesday we have to go to central campus and have like two and a half hours of training session. And have to do a bit of homework and projects and so on. And of course it takes, the sessions are only two and a half hours, but by the time you go there and back, it's half a day event. So yeah we have to do something like that, and but basically that is training in teaching.

*Lizzie believes that the employer is fulfilling its obligations towards her through training. A retrospect account of the sessions she has attended is used to interpret fulfilment. However, given the amount of work that she has to put in, she believes that the time could be spent on something else such as planning her session.*

Interviewer How about the graduate course.

Lizzie Oh, it's okay. We are put in a big group. And we work very well together. We have to work by ourselves, and last week we arranged a meeting. All of us with no staff. And I was very impressed and proud to see how much work we had done on our own. So that encouraging progress. But I feel that it takes out a lot of my time which can be better spent planning lessons. But I have to do it. So I don't complain about it. I just go and I finish the work.

Interviewer You just go because you are required to attend it.

Lizzie Yes.

Interviewer I have come across some people who are not so sure if they like it.

Lizzie Yes there is a lot of people who complain about it. But I tell them that you are a lecturer, so you have to be a good lecturer. You know.

*Zeze is also disgruntled about the PGDE programme that she is expected to attend. Would rather spend time doing research which she considers is more important than teaching.*

Zeze ...And yah, I find it quite useful but again many kind of grumble and say we say we'd rather do research. The reason why we grumble is of course we all know that teaching doesn't count for anything. And ... I mean yes of course the university administration and deans and everybody else say 'yeah yeah yeah, teaching is very important and so on. We promote on the basis of teaching yeah yeah.' You may think its research and that's what you should be focusing on, it's the basis on which we gonna be promoted. That's the basis that I am gonna be judged if I go anyway else

outside this university. So that's the only thing. So yes although those courses are nice and entertaining but you can't help think at the back of your head that this time can actually be used for something else.

### **1.2.1.2 Research allowance**

*Since she was promised 20 % research allowance, Zeze believes that the employer has kept its promise. A recollection is made by Zeze regarding her teaching load for the two semesters which includes marking students' work, which nevertheless she regards as very reasonable. She deduces that she is probably getting a higher percentage than was promised.*

Interviewer In our previous interview you mentioned that you were allocated 20% for research and publication. Has the university kept its promise?

Zeze I think so particularly the teaching load seems to be quite very reasonable to start with. And I have some semesters this semester, a full module this semester and some seminars next semester, and basically that's it. To me it's quite reasonable. I mean it's going to be a big module, about two hundred people in it. But never the less, you know it's just one. So it's okay. It's gonna be a lot of marking but it's not such a huge deal. And there is going to be dissertation marking. So overall it seems very reasonable. I think I will definitely get this 20%. I think probably even more. But we will see. People around me are getting twenty dissertations to mark. I am quite lucky right now. I don't have much at this point yet.

### **1.2.1.3 Teaching allowance**

The employer fulfilled its teaching allowance obligation to the following employees.

*Mary believes that the employer is giving her a manageable work load which facilitates research. She feels that employer got the balance right between her teaching load and time allocation to do research. She therefore feels that the employer is fulfilling its obligation.*

Interviewer In our previous interview you mentioned that the department has an obligation to give you a manageable workload, especially that you are still doing your PhD. Has this been met.

Mary Yes, I think so. Well any stress that there is is stress that I put on myself. You know, I like the work load that I have been given and the way it has been balanced with teaching, research, PhD and the time for the postgraduate certificate are just perfect, really. I think they got the balance right. To give me the teaching experience that I want without swamping me completely. So I think they have really done a good job on that. yeah, the only time I ever get stressed about anything or I decide on my own because I have so much to do, is when I've decided I wanted to do stuff that actually is probably above and beyond the call of duty.

*Lizzie mentioned that she has a very heavy teaching load, as she teaching from Monday to Thursday every week. Despite her workload, she feels that the employer is fulfilling its obligations towards her since she is free on Fridays which creates time to carry out research. She feels that this is reasonable.*

Interviewer You also mentioned that one of the obligations owed to you by the department is to ensure that you have time to do research. So I am

wondering if you feel this is being fulfilled given your workload.

Lizzie Well he (head of department) has made sure that Fridays always stay teaching free. He has made sure of that. And even when there were problems with the subject which I teach, there was an issue as to whether teaching would have to spill over into Friday. And he jumped in and said ‘No, Lisa should have Friday free’. And he made sure that it stayed like that. I was really pleased by that. That was nice.

*Naledi also believes that the employer is meeting its obligation. To make sense of this, she compares her workload to that of her colleagues, which she consider similar. She feels that although she has no time to carry out research and writing in the first semester, she has plenty of time to do that in the second semester. This is what is fair and reasonable to her.*

Naledi There is a workload model in Ramotswa which distributes all the teaching for all staff and the Dean has his own personal duties as well. So I am finding that very fair. So I have been given a workload that is similar to other colleagues, and it seems a very fair workload. This is my busy teaching term. After this term I have more time to do research and writing. So

*Michael believes that his teaching load allows him time to conduct research in the second semester. Michael states that he expected Ramotswa university to be a teaching institution, but is pleased to find that contrary to what he was told by colleagues before taking up the post, he has plenty of time to carry out research irrespective of his workload. Retrospect account of his conversation with colleagues (previous employment) are used to interpret this. A comparison is made between what he was told and what he experienced during encounter.*

Interviewer ... It could be with regard to students, colleagues, the university were you found something better than you expected.

Michael Well I think so. I mean before I came here, some colleagues had spoken about Ramotswa as a teaching institution. But seeing my workload, well being involved in four modules and stuff, its huge work. But its not as bad as many people think. I mean that thanks to the colleagues who distribute teaching. They actually know the relationship between modules and make them like similar modules. Like I lecture similar kinds of modules which is very beneficial. So particularly for this term, you know what people say about Ramotswa is not right. *So I am quite happy because I'd thought that probably this year I won't able to do anything in my research. In fact I have plenty of time to do my research.*

#### **1.2.1.4 Office Facilities and computers**

*This sub category looks at the facilities that the interviewees believe the employer owe them which include office and computers.*

*To interpret how the employer is fulfilling its obligations towards her in terms of provision of office facilities, Mary retrospectively states that employer has supplied her with a computer and the necessary software she needs for her research, such as qualitative software analysis package. She further states that she also got the spell check in Portuguese that she requested.*

Interviewer You mentioned that the department has an obligation to provide space in which you can do your job and the facilities like computers...

Mary Obviously first of all that's the computer, and it's just not the computer. It's a word processor and also I do rely on email quite a lot because in the research things and also linked to my PhD, I work with people that are certainly not in Ramotswa but they're not necessarily in the Ramotswa. So I rely on email, good email connection for communication to do research. So, that was the first thing that wasn't a problem. That was set up for me. That was actually set up for me even before I actually started here. So, also for my research I need qualitative software analysis package. So I needed that, and that was provided for me. That was no problem at all. And the other thing that I use quite a lot in presenting of research is Microsoft publisher which I know not all universities give as standard. But actually I asked for it and I was told it was standard and on order for all the PCs as well. So that's sort of the computer side...

Interviewer Did you get the spell check in Portuguese that you required?

Mary Yes I did. They told me that I was going to get it. And then they forgot to put it on. So when I phoned up, to ask, it took about 24 hour. I think they came the next morning and did it. So I did.

*Zeze also believes that the employer is meeting its obligations towards her. She states that even if the office is small, she doesn't mind because she has a private space to do her work. She is also please with the computer and printer allocated to her.*

Zeze Everything is very good. The printer works the computer works, the stuff on line works, the office is smaller than the one I used to have at Orapa but I don't care how much. I have my own private place to sit. The book space is big, it's a reasonable size. ... I mean the campus facilities are quite good. The campus has projector screens and everything else. Lots of classrooms in central campus have these really fancy boards. You know, computerised boards, you can write on with computer markers or whatever. To me the stuff is, you know, lots of things are on blackboard are very fancy IT things and so on. I am not quite sure how much of these I'm gonna make of that. It's a challenge to integrate that kind of technology with good content. But we will see.

*Naledi believes that employer has fulfilled its obligation by supplying her with a laptop.*

Interviewer ... And the laptop, you expected to be given a laptop.

Naledi Yes. Nice laptop.

Interviewer Does it have the software you need?

Naledi Yes, everything. All that is fine.

*Mary believes that the employer has also fulfilled its obligations towards her (not only has the department provided an office, but office furniture. She compares her status to the misfortunes of some of her colleagues who had difficulties in acquiring office space and shelves for their course materials.*

Mary ... Then things like the filling cabinet book shelves, just somewhere to keep my stuff in relatively sort of way. So that's quite important. I don't think that always happens. You know I have colleagues who have gone through the university and have had a lot more difficulty getting office space, and then when they've got office space to get nowhere where they

can actually put their material. I think I have been quite lucky in that not only have they met the obligation to give me a desk and a computer and stuff, but actually I have my own office. I don't have to share it with anyone. I have got quite a lot of space. The only thing that isn't here still, it's a big notice board. I didn't realise how useful that is until I didn't have one.

*Lizzie also believes that the university has fulfilled its obligation by providing her with an office. In interpreting this, she makes a comparison between her office which is en suite to other lecturers' offices which are not.*

Lizzie It's a fabulous place to be. I don't know why someone would want to leave this. Well I will say that because my office is great. Not a lot of lecturers have an en-suite in their office. In fact it exceeded my expectations in general because it's such a nice environment than most places. And here with being in individual hotel rooms, it's such a nice family atmosphere and that's really exceeded my expectations. I never thought when I applied for lectureship jobs that I would get something like this. ... I didn't expect to get a free laptop, which I did. So it's been, all my expectations have been met if not a little bit more, I would say. So I've been really happy.... Every morning when I come in, I know I am much happier than a lot of other people. And that doesn't go away. Some people might start taking it for granted after a few months, but I never would.

*Mary is astonished by the efficiency of the administration in the school, particularly the research support unit, in comparison to previous employment*

Mary ... Well one thing that completely amazed me was the speed and efficiency of the administration. Now people who have been here a lot longer might say it's not quick and it's not efficient, but compared to where I came from it certainly is. And actually how good the research support unit are, I was very kind of cynical about having the research support unit and they submit your research application for you and then I thought this is never gonna work. But then I thought, you know I will give it a try. So I sent a draft application and within, I think it was the next day, I had a response and they had proof read the application and made suggestions for a couple of changes. And I thought that was very very good. That was extremely positive...

## **2 New obligation from new role**

*A new role emerged for Leone during the period – involved in the recruitment of students from Botswana.*

*To make sense of how he is fulfilled his obligations towards the employer, Leone recalls that since he resumed his duty, he has been involved in student recruitment where he travelled to Botswana to talk to prospective students about Ramotswa School of Economics.*

Interviewer ... You have worked here for six weeks now as a lecturer, so in what ways have you fulfilled your psychological contract towards the school.

Leone ... I have been involved in the recruitment for the school.

Interviewer Leone The recruitment you mentioned earlier is that for staff or students.  
The recruitment is for students. So I went to Botswana. They had graduate fairs for people looking MAs or masters courses like MBAs. There are two different fairs. We also have office of in a couple of major cities, so as a graduate of here myself, I went over and spoke to them about the best important competition in school I've won, an event with them. Give them an opportunity to come and gather information about Ramotswa School of Economics... I was trying to establish that. It was a bit of network over there.

### 3 Breach

*Breach was experienced in the first few weeks of entry.*

#### 3.1.1 Library resources

*Although Zeze did not expect the university library (main library) to be as well resourced as that of her previous employer, she states that she finds it very disappointing. The library has limited holdings in journals that she needs. She finds the economics library in particular to be academically insufficient.*

Zeze ... The library is the only thing I find totally dismal. I think I'm quite spoilt. I mean the library in Orapa is a fantastic institution. Its huge, it's got millions of books in it on all sorts of subjects. The online resources and journals and also Economics School is superb. You can pretty much get the journal you want for back issues going back to 70's or what ever. And up until the most recent ones. Here I am finding, I am quite struggling with the online resources journals because the library doesn't have holdings in the journals I need. They have limited holdings and all the journals I need and so on. The economics library itself I find it insufficient academically. I mean I was looking for books on corporate and social responsibility there, and pretty much suffered. So it's kind of a struggle for me. The library is small and it is not as academic as I had hoped it would be. But I've got my score card; my library card in Orapa still works. Because I have access I can, because my library card still works it means I can still use computers there. I could sit there and download stuff, bring it here and read it here.

Interviewer Zeze The library, do you find it disappointing.  
Yes. Well I kind of expected, it's a bit worse that I thought it would be. Yes it is a bit of a disappointment, but you know, you can't have everything in life. So its okay

*Naledi also believes that the library is poorly resourced.*

Naledi ... It's only the library that is not as good as at Letlhakane. So I will probably be buying more books rather than using the library.

Interviewer Okay, so you checked out the library.

Naledi Yeah.

Interviewer Is it quite disappointing?

Naledi Yes.

Interviewer So in terms of the resources?

Naledi The library resources aren't as good, but the lecture theatre resources are brilliant. Its state of the art. I saw the lecture resources I said whao! They're really good.



## 4 Violation

*Pedro made it clear that none of his issues with the university have been addressed to date. Earlier on in the first interview, Pedro expressed that the university was not giving him the 40% research allowance that was promised to him. He was also not getting his teaching and administrative allowance that he as supposed to get as a new lecturer. On top of that, he was not given his research money which he brought in from previous research; he was not given an office that was promised to him three years ago, and he felt that the university cheated him on his redundancy entitlement. He feels resentful towards the employer, which resulted in him handing in his resignation.*

Interviewer This office that you are occupying right now, was it allocated to you while you were still a research assistant.

Pedro Yes, but it I was previously sharing it, even though its tiny weenie. I was sharing it with another researcher. So another researcher who ... literally it was one desk here and a tiny desk here. This is another thing, in terms of the psychological contract. We were promised separate offices years ago, so that never transpired... I was supposed to get a new office when I started the lecturing post. But again that never transpired either. ... They say you can have one and then three years later or how ever long later, you still don't have one. Its all 'we're working on it, we working on it.' They are still working on the pin board. If they can't get you a pin board in one month, I'm sure they can't get you and office in ten years.

### Summary of template 2

*A number of temporal changes occurred after entry into the organisation during this period. A new obligation emerged as one employee acquired a new role; obligations were exceeded in terms of office and research funding application; breach of the contract took place as in inadequacy of the library resources: and violation occurred following breach at time 1 where Pedro tendered in his resignation. Teaching became relational to some and loyalty shifted from the employer to colleagues and students for Mary. That is, a shift in abstract obligations is observed.*

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### **Template 3**

*A number of temporal changes were observed during this period. The obligations were fulfilled, breached, renegotiated, and new ones emerged.*

## **3 Fulfilled Obligations**

*Seven obligations have been fulfilled (employee and employer obligations).*

### **1.1 Employee obligations**

*Employees fulfilled the following obligations: teaching, student supervision, research and development, covered for colleagues and attended meetings.*

#### **1.1.1 Transactional obligations**

*Teaching obligation was also fulfilled this period.*

### **1.1.1.1 Teaching**

*The obligation was fulfilled by all lecturers. In some cases it grew stronger for some as it transformed from transactional to relational due as lecturers got to know students better. Fulfilling the obligation is not just about meeting obligations on one's job description.*

Interviewer In what ways have fulfilled your psychological contract to the university.  
Michael Well I think I have fulfilled the aspect so far. You know, my teaching is going well. I mean, I think I've done my job as properly as possible. Yeah I think I am contributing to the teaching particularly for new MSc, and students are happy with me.

Zeze I think I'm doing very well in terms of teaching, the students seem to be happy; and when they ask for help they know that I am available; I set meetings with them and they came and see me about their assignments and so on. So that's not a problem. They all seem to be reasonably content with what's happening. So I think my obligations there are right.

### **1.1.1 Relational**

*Relational based obligations were also fulfilled. Teaching turned relational for Mary as she developed personal relationships with students.*

#### **1.1.1.1 Teaching**

*The obligation to teach students was fulfilled.*

Lizzie I think with teaching the students I am meeting them very well... because I am very friendly towards them and I have made that effort since day one. They can now ask me all kinds of questions and not feel silly because I made an effort from the first day to really open up to them. And it works very well.

Naledi By teaching, by doing research...Its more apparent of Fridays with teaching the masters students, where we the team of four of us, we regularly meet to discuss how things are going, how we can improve things, what is written in the module that we would like to change because we didn't write it ourselves. So we constantly examine what goes on. And I think the students seem relatively satisfied, and we have had verbal feedback from some of them. So in general the module is generating a lot of discussion. And I enjoy teaching. Its not that I do teaching because I have to. I actually enjoy it. There are far less privileged students, especially undergraduates. And it's a privilege and a responsibility to teach them.

Mary The longer you know people in a way the loyalty that you feel towards them, or the obligations kind of get a bit stronger because you don't just feel those obligations on a professional level, but the more you get to people, it adds a personal element. So you feel like you personally don't want to let those people down. And I think partly that also creeps into the teaching. Because the first few sessions you just see faces of students, but then slowly you start leaning names, and you know you get a feel for

students and you get more information. You start understanding what their future plans are, what their career aspirations are. And then it suddenly hits you that you know if I really really do my job badly and as a result of that they all fail employments behaviour. Then all of those career aspirations actually are gone for a lot of them. So it adds that additional personal kind of touch to it, which doesn't change the obligation, I suppose it makes me feel it slightly more. You know, but actually, I do have a responsibility to do a good job here because if I don't, then potentially I'm messing with people's lives. That sounds quite dramatic but its unlikely that one bad tutorial will affect somebody that much. But if I was consistently teaching very badly, it could. So, I don't think it changed obligations, it just adds a personal dimension to them.

### **1.1.1.2 Student supervision**

*Student supervision from another university continued for Naledi.*

Naledi Because I've got quite a few PhD students and I am still supervising masters' students from Letlhakane, so I'm still in a bit of a transition between Letlhakane and Ramotswa I suppose... I am supervising new PhD students, to bring on next generation of academics.

### **1.1.1.3 Cover provision**

*Zeze is covered for another lecturer during her absence.*

Zeze .... Percy asked me to do a lecture for her when she was away. I think it was okay. It went well. I did it. I mean I do feel that I wasn't pressured into doing it or anything, but I do feel we do it to help each other. You know, there will be a time when I will need to go away and somebody can substitute for me in one of my lectures. So it took me quite a bit of time to prepare for it. I mean I changed the slides so I could talk about something that was close to me and so on. But yeah I think it went well and I think the students understood everything and so on. So I was kind of happy with that.

### **1.1.1.4 Research**

*Employees participated in research related activities where some successfully published articles, or are co-writing books with others. Lizzie's obligation towards research activities reduced in importance during this time period while obligation to teach became more important.*

Lizzie I haven't done any research actually but they don't know that... I can't do both lecturing and research at the same time, so I am kind of putting research on the sideline at the moment.

Interviewer Is that because you have a lot of teaching to do.

Lizzie Well I do, I do. I mean I taught eight hours yesterday. Thursday is the worse day. And I much more enjoy that over research....I still do have that obligation, but to me personally it's not as important as my obligations to my students. I put them first. So even if its still there as an obligation, it has decreased in importance to me.

Michael       Yah. I have been working on papers which I started before. And I revised some papers for some journals. I am doing the research that I would like to do. I am contributing to the research for the department. And my publications are very good for them. I am doing well in terms of research.

Naledi        By teaching, by doing research. I just got a paper, it appeared in the journal yesterday. So there are series of papers coming up for publication, a series of papers for review. Developing knowledge in the field. I am co-writing a book that's to be submitted by the 31<sup>st</sup> of December. And it's very difficult to get the time to work on it. I seem to be writing lectures constantly. Because I've got quite a few PhD students and I am still supervising masters' students from Letlhakane, so I'm still in a bit of a transition between Letlhakane and Ramotswa I suppose.

#### **1.1.1.5 Meeting**

Michael        Not much so far. I'm probably going to attend a meeting on behalf of my colleagues next week. I do a lot of personal tutoring and module leading.

Zeze            ..I have attended meetings. I showed up and participated in discussions. Yeah, I think its going well.

### **1.2 Employer obligations**

#### **1.2.1 Relational**

##### **1.2.1.1 Research funding**

Mary           Well in terms of actually putting an application together and getting the various signatures you need to get and getting finance to do the deal with the form and sign the form. Where I was before that would have taken several meetings and running around different offices and harassing people over signatures. But here is just sending a couple of emails, and for as long you do it well in advance, they send you back the stuff in plenty of time and its just not a big issue.

## **2 New obligations**

*One obligation emerged during this time period where Zeze is expected to develop teaching modules..*

#### **2.1.1.1 Module development**

*This emerged as a new obligation for Zeze. Before entry she was not expected to develop any teaching modules which changed during this time period.*

Zeze            I have to write a module for next semester. I need to finish a couple of papers that are really pressing. But I am trying to write a good module outline for next semester so they can trust me with the students... It's not a completely new module but it needs to be rewritten. I mean I am going to rewrite it so it fits more with what I want to say. And I think the course structure changed.

### 3 Breach

*Two incidents of breach occurred where the undergraduate office failed to pass on tutees information to Mary, and disappointments about the PGCE were reported by Zeze. The programme takes a large proportion of her time. She is also displeased that her reflexive capabilities are being scrutinised.*

#### 3.1 Tutees information

Interviewer Anything that disappointed you.

Mary But i wish the undergraduate office had told me, and then I could have made contact with the students because that was last week. That's almost half way through the first semester and you know students who were coming new into year two may as well have needed some support or information by then, and it would have been nice to send them an email right at the beginning and say 'I'm here if you need anything.'

#### 3.2 PGCE disgruntlement

Zeze I mean basically preparing for them is a day's work on my part, which is a bit more than I am prepared to put into this. I feel that we are constantly being assessed on how we develop our own reflexive capabilities and our learning process. And that's the point that really makes me angry because I feel that its not my work that is assessed but its me. They are coming a bit close. I don't want my learning activities being assessed. I don't want my learning process being assessed. It's a bit too much for me. I am here selling my labour, I am not selling my soul to that extent. I don't want my reflective capabilities being assessed. However, that's just a university programme that is being imposed on us from above. And I just feel that, you know, its us who are doing the university a favour in a sense because we are engaged in university policy, but it is absolutely not good for us immediately, and this is a bit too much. They are asking too much.

Interviewer Do you think the university is letting you down?

Zeze I feel the whole system that we work in. It started with government, the government who wants forty percent of young people to go to universities. The university has to do the scores to get funding from wherever. I think that's how it works. And the university also is interested in increasing a lot of undergraduate students because it brings in money. So they kind of have to do this. I also think we have to do this to be accredited by something too.

#### 3.3 Class disruption

*Daniel is displeased with continuous class disruption by his students.*

Daniel I do find it almost un-chattered grounds to deal with pupils... I would much rather prefer not to have to deal with this issue at all.... but I have to confront out of a degree of fairness to other students who're obviously disrupted by a few students. As long as its isolated or doesn't comes to something negative, I suppose....I've had a few words with students. I find that it works actually it does work when you fall down on them. Obviously they fall in line. It recurs, it keeps on recurring so It has to be

dealt with. But I think the natural response the reaction of a lot of people is to shy away from unpleasantness basically. But obviously that's not an option.

#### **4 Re negotiation of the contract**

*The psychological contract was negotiated following Pedro's resignation to address issues which were violated by the employer, e.g. teaching allowance, research money.*

##### **4.1 Teaching allowance**

Interviewer Has the university made you any offer to keep you.

Pedro Yes. Yes, they have.

So yes they did said 'look, all the stuff that you asked for six months ago,' they say 'yeah you can have it all. You can have both the money that you wanted, which was mine anyway from my research. We can get rid of one of these courses' because I was teaching seven courses basically. 'We'll get rid of one of your courses for you. We'll do this.' So yeah they did which is what I was asking for six months ago. To be honest its not what I expected six months ago. That wasn't my problem. If they had come back and said you can have half the money and we'll get rid of half the course, then I would have accepted that because it shows some compromise and it would have shown some communication. But because it dragged on and on and on and on with no outcome. So my issue was that there was never an outcome. And because there was never an outcome, I just had enough, you see. But I was telling my mind that I was leaving, and there was no amount of fire fighting management you can do to rectify the broken psychological contract. Its takes years to construct and a very short period to tear down I think. ...

##### **4.2 Research money**

Pedro ...If they had come back and said you can have half the money and we'll get rid of half the course, then I would have accepted that because it shows some compromise and it would have shown some communication. But because it dragged on and on and on and on with no outcome. Its was the fragmentedness of the course so it wasn't actually the number of hours of teaching. It was the fact that I was teaching across so many different courses, very very diverse range of courses. It's a lot of extra work. So my issue was that there was never an outcome. And because there was never an outcome, I just had enough, you see. ...But I was telling my mind that I was leaving, and there was no amount of fire fighting management you can do to rectify the broken psychological contract. Its takes years to construct and a very short period to tear down I think.

#### **Summary of template 3**

*A couple of changes took place at time 3. Obligations were fulfilled. Teaching obligation turned relational for Mary. A shift in the importance of research related activities was experienced by Lizzie who felt the obligation's importance reducing. A new obligation emerged for Zeze to design teaching module for the following semester.*

*Breach was experienced. Pedro experienced a renegotiation of the psychological contract as the employer tried to dissuade him from resigning.*

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## **Template 4**

*Sixteen weeks into employment, more breaches were reported where one lecturer reported being left out of departmental discussions, another lecturer experiences misconduct from students in his class, dissatisfaction with the PGCE programme continued and renegotiation of the psychological contract continued.*

### **3.1 Fulfilled Obligations**

*A number of obligations were fulfilled including teaching, research related activities, module development and student supervisions.*

#### **1.1 Employee obligations**

##### **1.1.1 Transactional**

*Teaching was conducted during the period.*

###### **1.1.1.1 Teaching**

*The obligation was fulfilled as some employees completed their teaching for the semester. Other teaching related activities were undertaken such as marking dissertations and developing teaching modules*

Daniel ... Obviously teaching wise, I think its going alright. I cant think of any great mismatch really.

Leone ... Otherwise I try to make sure that my preparation is thorough. You know that I can anticipate some of the questions the students might have. I try and support the lectures or sessions with some interesting stuff I find and stick the link up the blackboard. I think the high standard that I like. But for me personally I think I have been spread a bit thin. I think I should start to learn the ropes a bit more. I make sure that the fundamentals have been done. I make sure nobody suffers unduly on that.

##### **1.1.2 Relational**

*A couple of obligations were fulfilled during the time periods.*

###### **1.1.2.1 Teaching**

Lizzie ... Well, I assessed them like I said I would. I delivered all the lectures like I said I would. And I have tried to really make the sessions as interesting as possible. They all really enjoyed them. And I have tried to make it as fun as possible because I teach such a boring subject, and I think it's my duty to engage them as part of my job. And I think that I did. I got a lot of good feedback. This is a card from one of the students, and it reads 'Thank you for being a great tutor. Wish you all the best in

- this world.’ So ... that’s really sweet and I think that shows that I have met my obligations, at least with one or two students. So feedback like that shows me that I have met my obligations.
- Interviewer They enjoy the sessions.
- Lizzie Yes they are. They tell me every time I see them. And that feedback is really positive for a lecturer to have.
- Interviewer Do they engage in discussions?
- Lizzie Yeah. Absolutely. And they always put their hand up, sometimes they just shout out. And they always do the work because they are interested.
- Mary Well, I think the teaching is going fine. I’ve had good sessions and bad sessions. But I think overall, I feel like I am doing an alright job. I suppose we will find out when the exams are finished and the assignments are finished. But generally the student feedback that I have got is fairly positive. I mean students don’t say all that much directly, but I have a sense that they know what I am trying to do in the tutorials, they understand my lectures. Attendance is not brilliant, but it’s no worse than it is in the other subjects. So all that indicates to me that when it comes to the students I think I’m doing a pretty good job.

### 1.1.2.2 Student supervision

- Daniel I supervise a few masters dissertation already, yeah. So I have done that. I have accessed them as well in fact, last week I finished. I supervised a few MA’s over the summer. I am supervising a couple of MBA students’ dissertations.

### 1.1.2.3 Research activities

*Research related activities were conducted by some of the lecturers. For one of the lecturers (Lizzie), the obligation increased in importance during the time period. Lizzie has not undertaken any research related activity as the moment.*

- Lizzie I am feeling an increase in the obligation to do research. It’s the one thing about the job I would change. I don’t like research.
- Interviewer About research, are you suppose to put out one within twelve months as you promised.
- Lizzie Yeah. I have technically got into that to put something out. Everyone else in the department has already published a lot and it’s on the website I was on the other day. And my page was just blank. They haven’t even put my one article on the website. And I thought oh no everybody else has done it except me. And that’s why you start to panic a bit. My teaching might be amazing but in this job it’s not the teaching, it’s the research that counts. And that’s where I’m falling shot.
- Leone ... We are involved in a process about generating a research proposal and sending it to the research councils. We got very useful constructive feedback. They really liked the idea. There questions were ‘is this really deliverable, can you achieve that.’ given that that’s some of the big things that the economic and research council (ERS) looks for, we thought that



rather than just submit the proposal with those potential doubts, in their mind, we could go do some pilot study work in one area to sort of prove that well to start to check the things that the framework and ideas were relevant and achievable. But also we thought they might strengthen our proposal, if in the proposal we could talk about how we already tested out the methodology, started to test out some ideas and also the size of the proposal kind of grew a bit. So we ask for a bit more money, which is why we thought the pilot study was important...We are making some progress.

Daniel ...I have got outputs from my previous projects which I have to review and work on.

#### **1.1.2.4 Module development**

Mary Well the good thing about most of my modules is that they are linked. Like Macro Economics runs for the whole year. So while yes I'm developing for semester two, I am not developing a whole new module, which is good. So I am doing that. I am also developing I think its three or four lectures for Macro economics because they are in my research expertise, so it makes sense for me to deliver those lectures. So, I am doing this in semester two. And we have got a new foundation of Macro economics module that starts in semester two. But that is very similar to the first part of the Macro economics module that we do. So I am expected to do that.

Leone ...there has been a significant component of time generating new case studies and tutorials, restructuring the course and writing new lectures in some ways. You might have more classes or repackage some of the materials in a sense to make them more appropriate and accessible to the different levels. Although I have not created new courses, I have been involved in the creation of new courses which has had workload implications for me.

## **2 Breach**

*Three breaches were reported: Lizzie is not included in departmental discussions, continues displeasure about PGCE and class disruptions.*

### **2.1 Departmental discussions**

Lizzie I don't feel like I am not put into emails as often as I would like to be. And I think they have an obligation towards me as a member of staff to make sure I am included in all the discussions that take place about the courses, and I am still not. So that's one area where they still fall down because I am not seen as an equal member of staff yet. I'm still new, I'm still learning everything. So I wish I would be included a bit more.

### **2.2 PGCE disgruntlement**

Mary But this particular module I think it's badly managed and badly organised. ... it takes up a lot of time. I feel a little let down by the

university on that note because if they are going to provide this course, then I think there is an obligation on them to make it workable. At the moment it's not workable.

### **2.3 Class disruption**

Daniel But because of the large numbers, of the large student numbers, you have to essentially digress a bit from your main role in that sense that you have to spend time maintaining discipline or just neglect and not deal with it. Disruptions in parts, and this is something that most people do. I do have to face up to especially here. And I think that would probably be positive for those people who are affected by it, but for the majority of students would obviously benefit and prefer their tutors and lecturers to confront disruption. I do, which I am quite happy to do. But obviously like that the ones who get picked on, they are not very happy about it. So But they are themselves to blame, I mean I don't loose sleep over it. But if they are talking or being disruptive I just throw them out of my class....I don't want disruption in class and I will not tolerate this type of thing. But having said that I don't want to go after them and reprimand them and have notes put in their personal files. That's excessive.

### **3 Renegotiation of the contract**

*The negotiation continued. Pedro was encouraged to take time off work to reconsider his decision.*

Pedro What they did was they said why don't you take off January and February as a thinking period. So just hold the decision until March or April. So we kind of postponed it a little bit.

#### Summary of Template 4

A shift was observed as research related activities increased in importance for one of the lecturers. This shows fluctuations in importance from time to time of the obligation to the concerned employee as influenced by a variety of factors. It increased as she realised that research is more importance to teaching in academia. Breach took place. So did the renegotiation of the contract

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### **Template 5**

*Twenty weeks since entry, a couple of obligations were fulfilled during the period, three new obligations emerged, and three incidents of breach occurred. One of the interesting observations is the joint activity of an inducement where a reward is viewed as a cost. The development of new obligations is a result of lecturers taking on new roles during this time period.*

#### ***Fulfilled Obligations***

Four obligations were fulfilled during this period.

##### ***1.1 Employee obligations***

Teaching continued.

### 1.1.1 Transactional

#### 1.1.1.1 Teaching

*Employee fulfilled their teaching obligations. For some lecturer, the teaching load increased but decreased for others. The load has increased for Michael and Zeze, which they expected. The load decreased for Lizzie as will be highlighted later.*

- Interviewer But it's more compared to last semester?  
Michael Yes, a lot more. It's quite hard to find time basically.  
Interviewer Do you feel let down.  
Michael A bit disappointed. But I expected it, so that's fine.  
Interviewer How many hour of teaching do you do per week.  
Michael I do two for six weeks into five hours, and then for six weeks I do three hours. So on average its four hours per week. It is not so much if you look at it in terms of number of hours, but its three different modules. So you have to prepare lectures and tutorials for each of them, and that takes a lot of time.
- Zeze I was involved in, for about half a day, those are block module for MBAs, That just finished. It was this week, and I was involved for in a lecturing workshop for half a day. Other than that I still have my MA module, do tutorials and also MA tutorials for that. I am involved in three modules, the ones I'm teaching fully; and two I'm just doing the tutorials.
- Interviewer What do you think of the workload model  
Zeze It's very heavy, but it's expected because my teaching load last semester was very light. So I preferred most of my teaching to be concentrated in one semester so that I can spend some time doing research basically.

### 1.1.2 Relational

*Joint activity of an inducement is observed in the case of Lizzie where more time to conduct research is considered as a cost.*

#### 1.1.2.1 Teaching

*The obligation was fulfilled by lecturers as shown by the following quotes. A reduction in Lizzie's teaching load brings about disappointments because she prefers teaching to research.*

- Mary I think I have done a relatively good job overall. It's been nice coz I think probably in the last four weeks, obviously there has been student feedback form, but we don't get to see them. Obviously we collect them and they are anonymous. But generally what students have said, it's been quite positive. So that was quite nice because otherwise through the semester you don't really get any feedback. You get an idea of whether the students are really bored or whether they find it interesting. But you don't really get the opportunity to ask them. So in the last teaching session I had all the students and I sort of said 'you know what, did you find it useful and what did you find useful.' And that was quite nice. And I think the students found it quite nice as well because I don't think that normally people ask them. ... Well hopefully I have continued to do a

relatively good job in teaching. But obviously its coming close to assessment exam time, so I have done a revision session. I think they found it useful. But again it's just doing the teaching, doing the good job. Much is the same really.

Lizzie I take one every Tuesdays, and that's it. So very little teaching. It dropped dramatically actually. About seventy percent of it has disappeared. So I have very little teaching this year, which some of the stuff I have been complaining about.

Interviewer Are you disappointed.

Lizzie I am yes.

Interviewer What does this mean to you in terms of research.

Lizzie It means I have to do more research. That's why I have been given the extra time because I haven't put anything out yet. I have to use this spare time now to try and put something together.

Interviewer You don't like research very much, do you.

Lizzie No I love teaching. I hate research. So I am quite upset. I'm not pleased about the fact that I have to do research. I know that its part of the job, but its like a deadline hanging over and it makes me really uncomfortable because I hate research. Everyone else in the department loves research. I'm the only one who doesn't like it. But it's the pressure that I don't like. I certainly like research in my area, but the fact that I've got a deadline to push towards, that changes it. You know, it makes it more of an uncomfortable experience. So I am not happy about that. But I know it's something I have to do.

Naledi ...Also end of term teaching and doing marking and everything. ... I just found some students who are really really nice and it's a privilege to teach them. So yeah it goes beyond the delivery of knowledge to delivering knowledge in a comfortable inter subjective relationship in a way. That's what its feeling like at the moment.

### **1.1.2.2 Student supervision**

Naledi I am still supervising my PhD students in Letlhakane. I have to spend two days with them a month.

### **1.1.2.3 Research activities**

*Lecturers have been involved in research related activities such as submitting articles for publishing, abstracts for conference, published materials and undertaking research projects.*

Michael I mean it's hard to say. I mean our area is not like engineering where they publish weekly. I mean, I feel that I'm working enough on my obligations, but in a few months you can't really know if you are actually getting there or not. Because even now, although I am working on these even now I haven't started anything new yet. So I am, still working on those. In my area even if you have one publication a year, that's very good. So I think I already have two which came back in. One will come maybe this year or next year. Two accepted ones. And still like I revise two which I submitted. At least one of them will be accepted this year. So

yeah. I think I am meeting my obligations.

Zeze ...I submitted an abstract for a conference and did kind of things. I did homework for my post graduate teaching certificate training and these kinds of stuff. I'm writing this paper like crazy, I sent an abstract for a conference a couple of weeks ago. So, that's it.

Interviewer When did you attend the conference?

Zeze I attended in December exactly, so that was good.

Pedro I have a number of high profile research project that I've been working on, which is good for the university image and the profile of Ramotswa. They didn't see that last year. When they should give some time over summer because they'll be no teaching. I can do research project and start writing different number of papers. So effectively I will still be working on a research capacity as well as teaching ...

Daniel ...I mean I've been working on a couple of papers. I have been working on those. But obviously I have not produced any final papers yet, which I will soon. So, it ongoing.

Interviewer Could you please tell me how you have achieved your obligations in terms of teaching, research, students, administration and colleagues?

Naledi Right, on Monday this week I sent a manuscript book to Theo. I wrote it with two colleagues, and I took the job to bring it together because I can do that quite quickly. So I was responsible for bringing everybody's writings and formatting it to make sure that it all sounded like one book. Like written by one person not three people. And so I sent that out on Monday. Tuesday, I had also been working on a paper with colleagues that had to go to a special edition by today. I sent that on Tuesday evening. I had my first ever paper published in November. And that's a four star journal. It's a big boost. I have also heard that Juliet and I have a paper that's been accepted and will be published. I have got a paper also coming out..., and then I've got another paper coming up with two other colleagues.... So it's been busy. And we've sent out abstracts to a conference .....

## **1.2 Employer obligations**

*One employer obligation was reported fulfilled. Funds for a project were provided.*

### **1.2.1.1 Funding**

Mary I have done my research a little bit at least. Obviously I am still continuing to work on my PhD, although that's with my supervisor. I am waiting for comments and stuff like that. but I have actually just last week found out that we got funding for our project to start next term, and I have done a little bit of preparation and planning and I have to meet people from human resources here at Ramotswa University and stuff to discuss exactly what we are going to do and things. So yah I have done a little

bit... It's the quality and diversity unit. It's the project I've talk about before. And the human recourse department is actually going to fund it.

## **2 New obligations**

*Three new obligations emerged during the time period: coordinate overseas module, develop teaching module and moderation of courses.*

### **2.1 Moderate modules**

*Lizzie is expected to moderate two courses.*

Lizzie ... Moderate the taught as well as the micro economics. So I have to read exams from two economics subjects now. It's not a teaching responsibility which is a shame. But it's certainly an administrative responsibility that's really important. So I have to moderate two lots of course work rather than one.

### **2.2 Develop new module**

*Zeze developed her module for MA students.*

Interviewer Between the interviews, in what ways have you met your obligations towards your students.

Zeze But I created a module; the outline of my semester I think it's very good. It included both practical work and quite a lot of academic rigour. So hopefully it's going to be a very good module for international strategy for the MA students. I spent a lot of time working on this. I need to start putting things on blackboard actually because ...

### **2.3 Coordinate overseas module**

*Coordinating a module for overseas market.*

Interviewer And administration, how ...

Michael I'm not really doing much apart from being the module coordinator for the financial management undergraduates for South Africa and Namibia. I am a module leader also for also four modules as well. I have requested to do directorship for some, but everybody is in position and there are no positions available.

## **3 BREACH**

*Three incidents of breach continued during the time period.*

### **3.1 PGCE**

*Breach regarding PGCE, class disruptions and exclusion from departmental discussion is on-going. Lizzie feels she is not leaning anything from the course. She believes she is not treated like an equal in her department.*

Lizzie ... But I haven't learnt anything on the course which I'm quite annoyed about. I was expecting to be taught how to lecturer really well, and I haven't gone anywhere near that. So I'm gonna be complaining about that actually when they ask for feedback. I think it's a waste of time, especially for me who's done it before. So that hasn't been a good

experience. I have attended as I promised. It goes on until December, so I've have got another year left. Well, it's a burden that I really don't need. And other members of staff who haven't a PGCE aren't getting a PGCE out of it either. So it's a bit of a waste of time.

Interviewer

Do you regard this as a burden?

Lizzie

It is definitely a burden because I think Wednesdays could be better spent than doing an assignment on e-learning when economics teachers don't use e-learning as part of their teaching.

Interviewer

When you took up the post were you aware of this postgraduate certificate in teaching course.

Zeze

... But I was not aware that it was going to be a year and a half affair that was going to take so much of my time. I mean seriously I hate this thing. I absolutely loathe it. I feel that it is completely useless and its taking up I mean its taking 20% of my time. Again I feel like it's something that we do for the university, and the university needs but does absolutely nothing for us.

### **3.2 Departmental discussions**

*Lizzie is still not included in the discussions.*

Interviewer

Okay. In the previous meeting you mentioned that you were not always included in email discussions on courses. Has this changed?

Lizzie

Hopefully as the years go on and the staff get to know me as an equal rather than a trainee, as some of them still call me, then hopefully it should improve. I think that's quite a shame actually that I'm still not considered an equal. So maybe that's why I'm not included a lot because they all see me more as a trainee than an actual lecturer. So maybe that will change next year when I've been here for a second year, and a new member of staff comes in. I may be seen more of an equal then. But I think that's quite a shame actually that I'm still not considered an equal. So I don't think there is anything I can do about it really. I think time is gonna fix that

Interviewer

Do you think the same applies to other new lecturers who just joined or do you think its only ...

Lizzie

I believe that if I was older, if I was their age they would've seen me as a lecturer from day one. But because I'm younger and I have just come out of university, they see me as a trainee. Which technically is fair enough they have more experience than me, but my job title is still the same as their. I am not an assistant. So I don't think there is anything I can do about it really. I think time is gonna fix that.

Interviewer

Have you voiced it out?

Lizzie

No I don't think I could really because I would look like I was throwing my wrath a little so to speak. I don't think it would look good. I suppose its something that I just have to accept. Its just emails and this. So it's kind of trivial compared to what it could be. So maybe I should just leave it for now.

Interviewer

Do you think its trivial?

Lizzie

Well, it could be worse. But it does annoy me. It does. I think it's a bit unfair.

### 3.3 *Class disruption continues.*

Daniel        I don't expect to deliver disciplinary issues continuously. And I do not see myself staying on for a very long time if this type of thing becomes more serious. I cannot stand this kind of nonsense basically. I don't see my role as that of a policeman. ... So that's the main issue. I am not prepared to waste my time doing this continuously. It has been declining I'm informed, But they are saying it sort of picked two years ago and its again going down because of the very strict policy that they have put in place. It's just a waste of time. Students shouldn't be in class in my view. They should be excluded entirely.

#### Summary of template 5

*Three incidents of breach extended to this time period. Three new obligations emerged where lecturers acquired additional roles. Joint activity was observed as Lizzie views a reward as a cost.*

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## Appendix I - Administrators' Template: Ramotswa University

### Template 1

#### 1 Background information

Case study A is a tertiary education institution in Europe that has been offering educational courses for more than a decade. The university prides itself with consistent ranking as one of the best universities in Europe with a student population of over ten thousand from different nationalities, faiths. The university employs over three thousand staff. It consists of a variety of schools offering both undergraduate and postgraduate courses: e.g.

- School of computing, informatics and media
- School of engineering, design and technology
- School of management, e.t.c

The School of Economics prides itself as one of the leading fulltime school in Europe. It has a presumed reputation of producing the best students with better job prospects made possible through established links to industry and business with accreditations to a number of bodies. Its programmes are considered in the high ranking of the Financial Times in Europe and the rest of the world. The school has a reputation of a large proportion of academic staff of international origins. Its' student body is also multi cultural. It also has links with other universities around the world for exchange programmes.

#### 1.2 *Biographic information:*

**Kenny:** He is a twenty four year old who worked as a Team Administrator for current employer in a different school and different campus. Kenny is a part time university student whose main goal is to continue his studies and graduate with honours. He would like to be appreciated and to be viewed as a 'worthy' employee of the university. He carries a permanent employment contract and perceives a bright future working for current employer and enjoys his work.

**Patisa:** Patisa has a degree in journalism. He is employed as an Assistant Recruitment Officer on an eighteen months employment contract. He wishes to change jobs and is currently searching for employment in journalism, but was not successful during the time of the study. He is in current employment for money only which he hopes to leave as soon as he finds another job.

**Pamela:** Left previous employment because of 'lack of job security' which she believes current employer offers. She is employed as an Assistant Recruitment Officer on a twenty four months employment contract which she hopes will be renewed when it matures because she enjoys her work. She would like the work for current employer for more years to come and wishes to progress up the corporate ladder in current employment.

Obligations at organisational entry were to determine initial employee and employer obligations, which are expected to change during tenure. Before entry into the

organisation, obligations and promises were developed between parties in the employment relationship.

## **2 PC With who?**

*All employees have multiple psychological contracts with: the employer, students/applicants and colleagues.*

Kenny I say employer, but truly it's my manager, who is not actually my employer. My employer is the University of Ramotswa. But I think the reason why I owe the obligations to the employer is because at the end of the day they held...They have shown faith in me in terms of offering me the position. So I should at least show them that I mean repay them for their faith and show them that they made the right decision...  
... But also, there is a more intangible obligation and the relationship between the employer and myself. Particularly maybe more so with my direct management and you know line managers...colleagues and students... the post involves working heavily with post graduate students at the school of management in terms of helping them and also making them aware of the types of career related workshops and career related moves

Patisa Probably with the university as general, but probably more with the staff member with whom I'm working with as a team. The links between me and the staff in the team, they are gonna be stronger than the links with the university as a whole. Because they are the people you deal with on a day to day basis.... To the students obviously, to help them

Pamela With the employer.... With other employees I would say yes because of the way we communicate with one another... and students.

## **3 Initial obligations**

*This section covers anticipatory obligations owed by the employer and those owed by the employees (from the employees' perspectives). This category is relevant since post entry obligations will be compared against these by employees.*

### **3.1 Employees obligations**

*Employees obligations towards the employer are to provide a good customer service to clients; to maintain and enhance the image of the organisation; to achieve the goals set by the university; to work outside the normal work hours; commitment to job roles; to adhere to university code of staff conduct; and to perform duties beyond the job description.*

#### **3.1.1 Transactional contracts**

*Consists of three transactional contracts namely: performance of duties and commitment.*

### **3.1.1.1 Perform duties**

*Employees feel obligated to perform contractual duties which for Patisa and Pamela include responding to applicants queries and providing applicants with any information they need. In Kenny's case, this includes performing any duties in the office would be required of him post entry.*

### **3.1.1.2 Commitment**

*To make sense of his obligation, Patisa he stated that he did not owe the employer any loyalty, but was obligated to be committed to his roles since the employer pay him to perform his duties.*

Patisa            No, I don't think that I am employed as much as to, although I signed an eighteen months contract, that if I wanted to leave, my release is only four weeks to give, I don't feel loyalty towards the fact that I have to stay for eighteen months. If for some reason I wanted to leave, I wouldn't feel that I have to be loyal in terms of, as long as I served the terms of the agreement, the four weeks to leave, in terms of that I don't feel any particular loyalty towards the university, no. But commitment yes. They pay me, so I will turn up for work and do what I am paid to do.

### **3.1.1.3 Duties beyond Job Description**

*All employees felt that they owed it to the employer to perform duties beyond their job description when requested. Patisa stated that he willing to undertake such tasks provided that he could do them and if his effort was appreciated. To perform any duties outside his job description, he would expect something in return for that.*

Patisa            The job is quite flexible that there are lots of different tasks and if somebody asked me to do something, I don't think have a problem. It's rarely that I would say no to doing something. As long as it doesn't, you know, as long as it's something that I feel I can't do or have been trained to do. As long as it's something I can do then I will be happy to do it. I am quite flexible. ... If it helps the team then it's a good thing. But there are also some things to be said that if you are not getting rewarded for it or if you are not getting anything out of it, then doing things beyond your job description is not particularly a rewarding thing and can force some bad feelings. ...but if you go beyond your job duty, if you go outside the requirements of your job spec, or you do something specific to help promote the university or whatever, I would expect a bonus or some sort of reward you know just to ensure the university recognises what you do because they cant expect you to do that kind of thing for free, coz then its free publicity isn't it.

## **3.1.2 Relational contracts**

*It consists of five relational obligations.*

### **3.1.2.1 Perform duties beyond job description**

*In contract to Patisa, for Kenny and Pamela, duties beyond job description emerge as relational elements of their work. Kenny stated that he was willing to undertake jobs beyond his job description provided that there was an explanation on why he should do them. To Pamela, performing duties beyond her job description is viewed as an*

*obligation if it works towards bringing up the number of students who enrol in the university. She views it as something that she does not mind to do.*

Pamela ... duties beyond job description ...yes, because you still working for the university to do ... if its not in your job role, but you are still helping the university to increase students. So, I have done a few things you know like photocopying, filling you know. So that's fine.

Kenny Ell I mean, I think I am normally quite flexible in that I am willing to undertake duties that are not included in my job description provided that they can provide that there is a legitimate reason. And that there is need for this and that it's not unnecessary or it's not inappropriate. I am a fairly committed individual and fairly loyal provided that I receive the job satisfaction and everything I expected the job to be. I would not have made the decision myself if I wasn't totally sure. Once I accept the job the commitment is there. You have to be committed. However you can never know what the future holds, so that's something that I can only answer for now. In two years time, who knows.

### **3.1.2.2 Commitment**

*All three employees believed that they were obligated to show commitment in their work, which was formulated on what they felt was reasonable.*

*Kenny believed that he had an obligation to be committed in his job. To make sense of his commitment, Kenny stated that he is willing to undertake duties that are not included in his job description, when necessary. He reasoned that when someone takes up a job, one has to be committed. This is what makes sense to him.*

Interviewer Okay, what other obligations do you think you owe the employer.

Kenny Ell I mean, I think I am normally quite flexible in that I am willing to undertake duties that are not included in my job description provided that they can provide that there is a legitimate reason. And that there is need for this and that it's not unnecessary or it's not inappropriate. I am a fairly committed individual and fairly loyal provided that I receive the job satisfaction and everything I expected the job to be. I would not have made the decision myself if I wasn't totally sure. Once I accept the job the commitment is there. You have to be committed. However you can never know what the future holds, so that's something that I can only answer for now. In two years time, who knows.

*Although Pamela also believed that she owes the university her commitment, she believed that it would grow stronger over time through her tenure in the university.*

Pamela ....Commitment.... I think somewhere along the line, the longer I work here. Because I have been here a couple of days, but the longer you work here you will be more committed to your role, and to achieving good results.

### **3.1.2.3 Reputation**

*The employees believed that they have an obligation to maintain the good reputation of the university, which was also established on what seemed plausible*

*to each employee. Patisa believed that he was obligated to uphold the reputation of the university. He felt that since the university offered him the job, he had to reciprocate by promoting the values of the university, even if he may not necessarily share the same values. It made sense to him that if he worked towards promoting the university values, more students would enrol in the university because of its good reputation.*

Patisa ... Maintaining the university reputation, presenting a good image of Ramotswa University to the outside population both to students and people who want to come and visit. And just working hard to maintain the reputation of Ramotswa as a whole the university.

Interviewer Why do you think you owe these to your employer?

Patisa Because that's the trust invested in me when they employed me. They are certainly unwritten guidelines that I need to follow, and by employing me that's something that I need to do to repay them by doing what I feel I should be doing without being told that I have to do it. ... That you would try to promote, even if you don't necessarily share the same values, even if you don't agree with them or whether they are not your values. By taking a contract of employment with an employer, you kind of take on their values and try and put them forward to whoever you are dealing with. It's just kind of an unwritten condition of your job that you will uphold the standards of the employer you working for.

*Kenny believed that he was obligated to uphold the good reputation of the university because as part of the office staff, he would be representing the university in any action he took, both locally and internationally. In that respect, it made sense to him that he had an obligation to maintain the employer's reputation.*

Kenny I have an obligation to ... I am obliged upon my employer to represent the university in the best way as possible. A lot of them if they are doing an MBA for their career change, and then I would actually help them. So once they have completed their MBA they can go on and find a job whether it be in this country or back at home. So which ever country they wish.

And also the university has a big reputation in employment. In fact it is one of the best universities for employment in the rest of the country. So again that reputation has to be fulfilled. Again in this particular post, I am obliged to maintain, not only maintain the university towards approach to liaising and working with students, but also to maintain the university's reputation in being one of the best universities in employment.

Pamela Yes. Obviously I have to work towards that. The reputation of the employer means a lot to its employee. I have to maintain that reputation or improve it if possible. So, yes.

#### **3.1.2.4 Working outside the normal work hours**

*Working outside the normal work hours emerged as one of the obligations owed the employer. Kenny believed that he was obliged to work outside his normal working*

*hours when required to do so. Retrospect account of events during the interview and selection stages were made to highlight how he promised to be flexible with his hours. He also makes a recollection of the job requirements on the job advertisement, that the candidate the university was looking for was someone flexible with his hours.*

Kenny ... Before I applied for this position, on the advert and during the interview I also emphasised that I would be flexible I can be flexible with my working hours. And that I would be willing to meet additional requirements. I.e. work on weekend, and probably stay behind a couple of hours should it be necessary. And not many people could do because people could use excuses. And that's something your contract may state. It doesn't say you have to do this many hours every week and stamped. It's basically flexible. It's like a mutual unstated obligation that you have. And that also would be marked against your performance in terms of your commitment.

### **3.1.2.5 Equal treatment**

*Equal treatment of other people (both colleagues and students) in terms of not discriminating against them emerged as one of the obligations owed the employer centred on the desire for a good work environment and equal of same (equal treatment) from the employer and colleagues.*

Pamela You could go to prison for discriminating against people

Kenny: There are a lot of legal obligations in terms of legislation. i.e. the disability discrimination act and racial discrimination. But also again from a moral perspective, I also expect myself to uphold myself in the best manner or the best way possible to ensure that I have a successful working relationship with my colleagues.

Patisa We all know it's morally wrong to discriminate against people...

#### **Section Summary:**

Plausibility played a role in the formulating these obligations. Employees interpreted them on what made sense to them, which highlights the subjective nature of the psychological contract. Also, while some the employee obligations owed to the employers are similar (main the reputation of the university, conduct duties beyond job descriptions, commitment to work role), how each employee formulated them differs.

### **3.2 Obligations Owed by the University**

*Before entry, the employees believed that they were owe a couple of obligations, which include Employee benefits; Flexible work pattern; Professional development and training; Job security; Recognition awards; and Support to continue formal study. These highlight anticipatory obligations.*

### 3.2.1 Relational contract

*Seven relational obligations were included in this category.*

#### 3.2.1.1 Training

*Training was regarded by all three employees as one of the obligations that the employer owed them. Patisa stated that it makes sense to train someone when they are employed to familiarise them with the system. Kenny and Pamela believed that the employer was obligated to offer them training on the university student data base. For Kenny, this was explicitly stated during the interview and selection stage. Both Pamela and Patisa indicated that they were already receiving the training.*

Patisa: ...Just training on the data base. Training with regard to talking to students and stuff, what information we give them. You know, getting help with that as well.

*Kenny believes that since the interview panel inquired about his studies and how much time he needed every week to attend to his studies, a promise was implied that the university would allow him to continue with his studies. He reiterated that he would expect them to uphold the promise and give him time to attend classes. Kenny considered self development as a major issue and the first step to achieving greater heights later on in life. The obligation was driven by the desire to self enhance his education status.*

Interviewer And what obligations do you think the employer has towards you.

Kenny ... and that they help me in my development also. In terms of improving me as a person as well as an employee.

Interviewer Would that be in terms of some sort of training?

Kenny I am currently studying part time. I have completed the first two years. So that's something that they are aware of. And they have already ...as they are aware of it and they have offered me the post, you know, they have no problem with it. And that's a big big issue for me, staff development, and progression and development.

Interviewer And progression, would that be in terms of promotion.

Kenny Possibly yes. But I am more worried about development first. And then possibly if the opportunity arises, then I have full faith of ability, then I can apply for a job ..I am more concerned about the development stuff and training so that if an opportunity in future does arrive whether it's a promotion or progression, then I am in a position where I feel I am confident to go for it.

Interviewer Was this discussed during the interview?

Kenny Yes. Yes it was mentioned in the interview. It was clear in my application form that I am currently doing this course and that I have got one year left. So that they know that I would have to take out some time off during the week to complete the course. And they actually enquired in the interview how much time are you actually taking out at the moment. So that is a clear indication to me that they are aware of this and they were actually asking questions as to how much time. So it is something that I would expect them to uphold.

### 3.2.1.2 Support

*Another obligation is to receive support from colleagues (academic and none academic) and to create a conducive work environment.*

Pamela ...Just to give us advice if we need it. If I ask for help like if a students wanted to come and arrange an interview to look around the building or talk about the cost and stuff. And if they want to talk to a lecturer, then hopefully they can provide us with help and support and provide that student with information.

Kenny: To uphold myself in the best manner or the best way possible to ensure that I have a successful working relationship with my colleagues. And obviously in order for that relationship to grow, both parties have to give as well as take.

### 3.2.1.3 Flexible work patterns

*The employees stated that the university is obligated to provide a flexible work pattern in terms of hour of work. In each case plausibility and retrospect account of events are used in the formulation and interpretation of the obligation. Patisa believed that the university must allow him to do his hours the way he wants as long as he covered all his hours within the week.*

Interviewer You also mentioned that the university is obligated to be flexible when dealing with you. But you did not explain what this flexibility refers to. Do you mind elaborating on this?

Patisa Emm, most of my times my working hours are I have to do 37 ¼ hours a week I think. But in terms of flexibility, the time in which I do those hours should be down to me. And if I want to leave at 16:50, there shouldn't be a problem with me leaving at 16:50, as long as I do my hours within the week. And if I want holiday, short notice or I want time off, assuming that there is cover available, there is be no reason why the university shouldn't give me that kind of cover.

*A recollection was made regarding the interview and selection process, from which Kenny constructs this obligation. He believed that since the interview panel asked him if he was willing to be flexible with his time they were obligated to offer him flexible hours particularly that as a student, he would be attending classes. This obligation could have been reinforced by the fact that Kenny believed the panel made a promise to him that he would be allowed to continue with his studies while in the employ of the university. This is Kenny's understanding of flexible work patterns, which is in contract to Patisa and Pamela.*

Kenny ...flexible hours of work that comes with the job actually. As I said, the interview panel asked me if I was willing to be flexible with my time. I said I was. That means I can work outside the normal working hours. Also, I will need tome off to attend classes. So they have to be flexible with the hour of work.

*Similar to Patisa, Pamela believed that the employer was obligated to offer her flexible work hours as long as she worked all her hours.*



Pamela ... My hours are nine to five, but sometimes I might come to work a bit late or early. That should not be a problem as long as I can make up for time lost. If I leave work early because there was so much to do, I should be able to compensate for my time. It's fifty fifty. That's the way I see it.

#### **3.2.1.4 Job security**

*The employees felt that the employer was obligated to make their jobs secure. To Pamela and Patisa, who are both on fixed term contract, job security was understood in terms of being given an opportunity to complete their job contracts, which is eighteen months for Patisa and two years for Pamela. Kenny's formulation of the obligations also stemmed from his offer of a permanent work contract. In interpreting this obligation, Kenny made a comparison between his old jobs with the new position, where the old job did not offer security as it was a temporary post. He made an emphasis that his decision to accept the new post was based on the security that he believes comes with the job. As Patisa is on an eighteen months contract and is in the wrong job (carries a degree in journalism), he places less emphasis on job security*

Patisa They have an obligation to make my job secure until I stay eighteen months. Beyond the eighteen months, they don't have the responsibility to offer me a job... Besides, i don't see myself staying her that long, so it's not a big thing for me.

#### **3.2.1.5 Leave (annual leave and sick leave)**

*Kenny believed that the university was obligated to ensure that he received employee benefits he is entitled to. He believed that as an employee of the organisation he was entitled to such benefits as it is a required by government policy. This is what he feels is reasonable and thus makes sense to him.*

Interviewer And what obligations do you think the employer owe you.

Kenny The university has good benefits. I think they are obliged to make sure that I receive the benefits that I am entitled to at the university.

Interviewer Can you give me an example

Kenny Leave entitlement. Any benefit that I am entitled to by virtue of being their employee.

Interviewer Okay, where do these obligations emanate from.

Kenny I think all the obligations that I have mentioned they obviously come from different sources. The bound obligations, the contractual obligations are more so to do with government policies as well as law legal requirements, The bound requirements of the employer and employee. The law requirements, i.e. sick pay, annual leave entitlement, discrimination act. Things like that on my contract that I am obliged to do in terms of I am obliged to do this not to do that, that's part of my contract.

#### **3.2.1.6 Equal treatment**

*Employees expect to be treated equally and also feel obligated to treat other people as such.*

Kenny: The same. I think in terms of the legal side of things I am obliged to have a fair say. To have equality. If I believe that I have not been treated equally, in any way by my colleagues, I would actually step forward and make it clear to my employer or to my manager.

Pamela: That I treat everybody as an individual and also as equal. Everybody is different you can't treat everybody the same in terms of ...some people cant speak English. English is not their first language etc. Certain adaptation has to come into play...

Patisa: Just to treat me like an equal. To accept that we are all working towards the same goal basically, which is to ensure students have a good learning experience and to uphold the reputation of Ramotswa.

### **3.2.1.7 Office and computers**

Are some of the obligations owed by the employer as per employees.

#### Section Summary:

*Of the obligations, training, flexible work patterns and job security emerged as the common obligation to all employees. The employees believed that the university had an obligation to train them on the student data base. While all employees believed that the employer is obligated to offer them flexible work hours, their sense making of the obligation is different. Patisa and Pamela believed that the employer was obligated to let them start and finish work outside contractual hours as long as they worked all their contractual hours, Kenny's construction of the obligation emanated from a implicit promise made during interview and selection when the interview panel implied that he would be allowed to attend his degree formal classes while working for the university. Job security to Kenny, Pamela and Kenny is understood in terms of the job contracts offered to them, which for Kenny is Permanent contract and eighteen months and two years for Patisa and Pamela respectively. In formulating these obligations, plausibility as well as retrospect accounts of past events were used to make sense of what the employees believe was owed to them. Identity construction also played a role in the formulation of formal studies progression. Kenny felt very strongly about continuing his studies. He believed that the employer owed him time off work to attend his classes which emanated from the desire to self enhance his academic status.*

## **4 Origins of the contract**

*The category consists of origins of the contract.*

### **4.1 Past experiences**

*Experiences from past employment and knowledge of the profession give structure to the contents of the psychological contract. For instance:*

Pamela I have had that experience myself and I have seen it happen to people....

Steven I know how things work ....

**4.2 Interview**

Kenny Yes it was mentioned in the interview.

**4.3 On equal opportunity policy**

*Consist of obligations originating from the equal opportunity policy.*

Kenny So that’s something that comes into again, legal legislation perspective whereby if I believe any legislation or significant legal obligation is being overstepped in terms of sex gender race whatever, then I would make it clear. But at the same time, as I was saying, the moral values and obligations I also expect them from others to an extent. I understand that everybody is different and everybody has different beliefs and values.

Patisa I have had all that booklets about how to deal with stuff and equal opportunities, terms of when you can leave and sick pay and all that.

**4.4 Employment Contract**

Kenny It’s what is written on my job description which coincides with the contract to an extent because obviously the contract expects me to carry out the duties of the post. And the duties of the post are my job description.

Patisa it’s what you take from the... sort of what you take from when you read the contract

**4.5 Advertisement**

*The advert mentioned that the employer was looking for someone who could work flexible hours.*

Kenny on the advert

Summary of Anticipatory Obligation

*At entry the Employees obligations towards the employer are providing a good customer service to clients; maintaining or enhancing the image of the organisation; achieving the goals set by the university; working outside the normal work hours; and conducting duties beyond the job description. In return, the employees believe that they are owe six obligations, which are employee benefits; flexible work pattern; formal studies progression; training; Job security; Recognition awards, office and computers.*

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**Template 2**

*The template consists of obligations at week 4 to 6 post entry into employment. This marks the second stage at which the contents the psychological contract were examined to determine the dynamic nature of the contract in the first few weeks of organisational entry. The psychological contract is an on going process through which obligations are*

constantly changing. At Time 2 (template 2), the changes in the psychological contract were observed.

A total of ten obligations were reported fulfilled during this time. Obligations fulfilled by the employee during the period include updating the student data base system, meeting student recruitment targets, assisting in induction delivery, providing students with information, commitment to work roles, and maintaining the reputation of the university. In return, the employer has fulfilled its obligation by offering them training on student data base system, etc. One incident of breach was recorded.

### **Fulfilled obligations**

#### **1.1 Employee Obligations towards the Employer**

The interviewees felt strongly about fulfilling their transactional obligations. While four obligations are of transactional nature (as part of formal contract), two are relational. Retrospect accounts of events were utilized to interpret fulfilment.

##### **1.1.1 Transactional contract**

Employees fulfilled their duties which include updating student data system files, providing applicants with information, etc.

###### **1.1.1.1 Updating Student Data Base Systems**

Kenny reported that he fulfilled his obligation towards the employer by updating student data base and creating a filing system that's easy to retrieve. Retrospect account is used to interpret how he fulfilled his obligations.

Kenny Well I mean I can say obviously that since I've started it was quite ... because the post is a newly developed post. The post did not exist before. So in that respect I can say that I have put a lot of systems into place and obviously made lots of progress in terms of picking up the work that was required. Ah but I think with the work that I have done so far, into putting systems into place and getting the work to a certain level, I think I have shown that I am capable enough to do the job. And obviously I'm sure the management, the employer the university will be pleased with the decision they have made to employ me, I hope.

Interviewer What sort of systems have you put in place?

Kenny I've put a few systems into place in terms of a ... the post requires a lot of administrative work in terms of collecting and keeping all the information on the data base up to date. So a lot of it has been putting ... updating the database, and creating easy to retrieve files... setting up good filing systems of all the paperwork. And obviously setting up other systems in and around the information on the database. I have also been making lots of lists duplicate record.

###### **1.1.1.2 Induction delivery**

To fulfil his obligations, Kenny made a retrospect account of events where he assisted his manager deliver the induction

Interviewer How are you meeting your obligations so far?

Kenny We delivered two induction sessions last week....it's been going out and delivering an induction, which some form of contact obviously....My job

actually is to make sure that every is in place; things are organised; dates; paperwork; everything is flawless; everything is smooth. That's my obviously the main responsibility of this position.

### **1.1.1.3 Information Provision**

*Both Pamela and Patisa believed they were meeting their obligations to the university by giving applicants the information they require from them, which is part of their job roles.*

Interviewer Would you say you are meeting your obligations?

Pamela Yes I do. I am doing what's needed of me in my job role as well to give students advice, correct information, help, sorting out any queries they have straight away. Like if they have any queries about their accommodation to forward them to the right department. You know, give them information so they could quickly solve the problem. So,

Patisa My job requires me to address applicants' queries by responding to emails and telephones. I have done that. I've also provided web links. I am helping them (students) once they apply. I'm doing my best to get applications in, to ensure they are able to come. And the ones that aren't coming, to help them you know ... explain to them why and hopefully helping them to be able to come.

### **1.1.2 Relational contracts**

*Two relational contracts emerged as fulfilled during the time period.*

#### **1.1.2.1 Maintaining the Reputation of the university**

*The employees believed they were meeting obligation to uphold the reputation of the university. Retrospect account of events is utilised by both Pamela and Patisa to interpret fulfilment. Pamela stated that she had been to open evenings and gave students the information the about the school of management. In Patisa's case, fulfilment of the obligation is understood in terms of professional handling of students on a daily basis.*

#### **1.1.2.2 Commitment to work roles**

*Another obligation that Pamela believed she fulfilled was showing commitment to her work roles which originates from performance of her duties.*

Pamela ...After eight weeks I am more committed now because I know what I'm doing and understand our goals and the objectives. So yes I am committed... I'm doing my work to the best of my abilities.

#### Section summary

*Six obligations were fulfilled within the first six weeks of organisational entry. Retrospective accounts of events were utilized to make sense of fulfilment. The dynamic nature of the obligations manifests in fulfilment of the contents of the psychological contract during organisational socialisation.*

## **1.2 Employer Obligations towards the employees**

*Four employer obligations were fulfilled by the employer during the first few weeks since entry.*

### **1.2.1 Relational**

#### **1.2.1.1 Training**

*All interviewees reported that the employer fulfilled its obligation to train them on aspects of their roles. To interpret fulfilment, Kenny made a recollection of the day he spent with the administrator who trained him on how to access different screens and how to carry out specific actions related to the post. Pamela also recalled remembered being trained on accessing student data bases, on how to talk to students and what information to give them. In Patisa's case, he stated that he received training through shadowing, where he was showed how to perform certain tasks on student data base and left then on his own to carry them out. Retrospect account of events on how the interviewees received training are used to make sense of the present.*

Kenny: I visited the office in the main campus during my first week during induction of the job, where I spend a day with the administrator for the whole of the main campus. She showed me then all about Saint. How to access screens. How I can carry out specific actions efficiently.

*Other obligations fulfilled include Support from the employer and colleagues, Job security, the provision of office space and computers. The employer fulfilled six obligations during the period under study.*

#### **1.2.1.2 Support**

*Staff offered support.*

Kenny She has been supportive so far. I mean any kind of queries, concerns or questions I have she seems to answer. And she seems to be the person I feel I can get along with as well.

Patisa I'm involved in staff workers group as well which is like a staff network support thing.

#### **1.2.1.3 Office**

Kenny It's a good little space for me to work.

Patisa I mean in my office its alright

Pamela Its quite small. There are four of us in one office..

#### **1.2.1.4 Computers**

*While Patisa appreciates the facilities provided by the employer, he plays down the employer's contributions.*

Patisa ... if you throw a nut to a monkey the monkey can get excited because monkeys like nuts ... but its also what's expected. Well here the facilities are good, but you wouldn't expect anything less than that. It's an institution. It's the university; it's got a wide reputation world wide from Russia to China. It's well known... Even here, this is a student common room, but there is computers, television, nice chairs, drink machines. Yeah, I think the university is providing correct facilities but that's no more than you would expect really. It's not doing anything out of the ordinary.

## **2 Breach**

*One incident was reported as failure on the part of the employer to meet it's obligation to Kenny.*

### **2.1 Parking Permit**

*An expectation that was breached during this period is in relation to the car park permit. Employees living outside two miles radius are not illegible to receive car permit which allows them to park on campus. Kenny stated that he was not issued a permit although he lives outside the two miles radius. He also believes that the restriction is also not necessary at the school of management since there is plenty of parking for everyone.*

Kenny The only facility so far I am displeased with is the car park, whereby what is happening is that a new system is coming into place now where they are going to reassess the car parking permit. If you live within two miles of the university, you will not be issues a car parking permit. Personally I think I live outside two miles, and this is a big issue. If I can't bring my car I would have to use other methods of travelling. Or I would have to park my car outside the campus. So in that respect I am disappointed. But I am not alone. There are other employees here who are in the same position. And I think the only reason why this new process has come into place is because with the ever reducing parking spaces available, the university feels that it has to take some action to try and reduce those who are allowed to park there so there's less congestion. But I think that on this campus there is no need. There is ample space so to try and reduce the number of staff who are allowed to park is unjustifiable. But maybe the university feel that it can't allow one school to get away with it and the rest of the university to not. But that is something that I am disappointed with so far.

### **Summary of template 2**

*A lot of obligations were fulfilled during this period. Only one incident of breach took place to mark a change to the psychological contract.*

### Template 3

*Template three consists of fulfilled, exceeded, breached and new obligations during the time period. Three employee obligations and five employer obligations were fulfilled. The temporal changes highlight the psychological contract as a process evolving over time.*

#### ***Fulfilled obligations***

##### ***1.1 Employees obligations towards the employer***

*Three employee obligations were fulfilled, namely performing one's duties, working outside normal working hours and maintaining the image of the organisation. Retrospect account events are used to determine fulfilment.*

##### **1.1.1 Relational contracts**

*Two relational contracts were fulfilled.*

##### **1.1.1.1 Uphold the Reputation**

*The obligation to uphold the reputation of the university was reported as fulfilled by Patisa. This was understood by Patisa in terms of the number of students enrolling in the university, which he found conceivable.*

Patisa ...I deal with students on a daily basis. So I'm sure I'm promoting the university's good reputation. So yeah, I feel that I am promoting and keeping the good name of the university. I'm doing quite well.

Interviewer How are you promoting the image?

Patisa We are getting quite a lot of people in. especially this week with students arriving. So yeah. The university is doing well.

##### **1.1.1.2 Working outside normal work hours**

*Kenny believed he fulfilled his obligation towards the employer by working outside his normal work hours, when he was requested to do so. He recalled an event where he worked on Saturday.*

Kenny ...I mean, I did work on a Saturday a few weeks ago. By bossed asked me could you work on Saturday for an event for the whole day. So if I am requested to come in on a Saturday occasionally, then I said fine. I was willing to meet the requirements of the job throughout. So I did offer. And what was very good in response was that the next week Monday she said you know, if you want to take one of your annual leave as time off because of that Saturday you can do so.

##### **1.1.2 Transactional contracts**

*One transactional obligation was fulfilled.*



### **1.1.2.1 Duty performance**

*All employees reported fulfilling their employment obligations to the employer during the period.*

Pamela ... That's my main role. It's to provide customer care. Students that come into the university, you know, who need help or questions answering. I think that's an everyday role. I think I'm still providing that. ... Giving students information about the course and so, that's part of the role as well.

### **1.1.2.2 Commitment**

Patisa ... But commitment doesn't necessarily extend to anything beyond that. Yeah. When I came to work I am committed. But when something else come up I will just say thank you very much and I will off. I am not coming up to my eighteen months. I know it's something that I signed but I only have to give one months notice and if I want to find another job I could go.

## **1.2 Employer obligations to the employees**

*Four employer obligations were fulfilled. In all cases, retrospect account of events are utilised to make sense of events.*

### **1.2.1 Transactional contract**

*Patisa reported receiving his pay, which to him is the employer's main obligation to him.*

#### **1.2.1.1 Salary**

*Salary emerged as one of the obligations that the employer met. Patisa stated that the employer fulfilled its obligation by paying him, which he considers as the main obligation for him.*

Patisa They pay me. It is the main obligation for me...

### **1.2.2 Relational obligations**

#### **1.2.2.1 Support**

*The employer was also reported to have fulfilled its obligations by providing employees with support. To Kenny, his interpretation of support is understood in terms of the employer giving him time off on Monday and Tuesday afternoons to attend his classes, which is driven by his desire to self enhance his academic status.*

Kenny Yes it is. I have been attending all my lectures since the start of my final year which started in September. My manager has given me time off on Monday afternoon and Tuesday mornings to go on and attend the lectures.

*In contrast Patisa fulfilment of the employer's obligations on support manifests itself in managerial and collegial support that helped him deal with the demands of his work. A recollection of events was made to emphasise that there was a good network of support.*

Patisa        There is a good network of support. If I need anything I can always ask them. There manager there is in regular contact. He is in the same office. He sends emails a couple of times per day. And again, if you have a problem you can go and see him. So yeah, I have a good network of support.

...If there's a problem I know I can speak to my manager and things like that. There is a good network of support. So yeah, I think we both keeping our ends of the bargain at the minute. I can't see a problem with that. Like I have said, if I need anything I can always ask them. They'd rather I ask them and did it right rather than do it wrong because obviously I'll have to redo it. They are not bothered if you do it wrong. The manager there is in regular contact. He is in the same office. He sends emails a couple of times per day. And again, if you have a problem you can go and see him. So yeah, I have a good network of support. They making sure I know what I am doing.

## **2 Breach**

*One incident was reported where the employer did not meet expectations. Kenny experienced a discrepancy between what he expected and actual events, when he was asked to update one of the tutor's blackboard, which he was displeased about. It makes sense to him that he can update the manager's blackboard, but not the tutor's.*

Kenny        The blackboard task, there has been an issue in that there is part of blackboard that I update which I would have expected to update for my manager. But then there is another tutor, who is the course leader for XXX. I have also managed to get her responsibility. So she said to me can you do mine as well, which I didn't quite like. I mean I'm not quite sure that was already planned or is something that just popped up at the time. Maybe an opportunity she saw, or an opportunity my manager saw, and there were some discussions. But that was something I was quite you know, out of the blue. I didn't know where this came from. However, I have managed to take it up on.

## **3 Emerging obligation – future support on training**

*A new expectation developed during the time period which also underlined the dynamic nature of expectations. The expectation was formulated based on the actions of the employer to offer Kenny support to further his studies while in its employ. Since the employer is fulfilling its obligation by granting the interviewee two afternoons off work to attend classes, an expectation was created that he be given the same support when he decides to upgrade his degree. It made sense to Kenny that since the employer offered him the support, it would continue with that if he decided to top up his degree.*

#### **4 Exceeded obligations**

##### **Day trip**

*The dynamic nature of expectations also emerged from an expectation that was exceeded. A day trip and a free meal were arranged for staff on a working day, which Patisa stated as exceeding his expectations.*

#### **5 Renegotiation of the psychological contract**

##### **Staff parking**

*While car parking was seen as breach of expectations early on at Template 2, Kenny made a follow up on the issue and was finally given the permit to park his car on campus.*

Kenny ... Also there was an issue in the last meeting about car parking. That's now been resolved. I'm not sure if it's been resolved from the school level. I think basically the law has been enforced. If you live within two miles of the campus you will not be given a parking permit. However at that time, I was pursuing a personal claim saying that I am no longer at the main campus. I'm now here. This is actually further away than two miles from my house. Now I have been issued with a parking permit. So all is fine now.

Interviewer Okay, so it's been sorted out.

Kenny Yes the parking has been sorted out. I mean parking permit it's a necessity. It's not something that you see as a benefit. It is something that you would expect. And the fact that it wasn't there obviously was a huge concern. I was thinking where am I going to park my car. I'm I going to have to take public transport. It undue stress. Whereas now it's been resolved. It's something out of the way.

##### Section summary:

*The time period highlights five temporal changes that took place. Obligations were fulfilled by both parties; breach occurred; one obligation was exceeded by the employer; a new obligation emerged; and the psychological contract was renegotiated.*

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#### **Template 4**

*During this time period the dynamic and on-going nature of the psychological contract was observed as obligations were fulfilled and commitment changed in intensity.*

##### ***Fulfilled obligations***

*Four employees obligations and one employer obligations were fulfilled.*

##### ***1.1 Employee obligations***

*Retrospect account of events were utilised by employees to make sense of obligations.*

## 1.1.1 Relational contracts

### 1.1.1.1 Working outside normal work hours

*The dynamic nature of the psychological contract was also observed through Kenny's fulfilment of his obligation to work outside normal work hours. The employee felt that he met the obligation by working on weekends and working late in the office when it was necessary to do so.*

### 1.1.1.2 Commitment

*All employees reported that they fulfilled their obligation towards the employer by showing commitment to their work roles. However, two of them (Pamela and Patisa) stated that the level of commitment changed. While Pamela's level of commitment to her job roles grew stronger the more she engaged in her work. Patisa on the other hand felt that his level of commitment grew weaker because his job satisfaction went down during this time period. Fulfilment and change in intensity of the obligation underscores the dynamic nature of the obligation.*

*Pamela believed that her commitment to her roles grew stronger over time. She stated that when she took up the post, she was half committed. The more she engaged in her work and started to appreciate her role more, her commitment to her work increased. She made a retrospect account of events such as open evenings and making her contributions as a team member to make sense fulfilment of her commitment obligation.*

Pamela Very committed, and now that the new semester started and stuff, it's made me more aware of my role in me wanting to complete the task and everything. And made me more committed to the actual work that I do. So, yeah.

Interviewer What have you done to demonstrate your commitment from last interview up to now?

Pamela Demonstrate my commitment. I would say going to open evenings, pre view events to show that I am willing to go outside the university to help and get more students interested in the university. So I think I have shown that loyalty and commitment there. Attending those preview events. Others are working within the team, helping within the team as well. Making sure when its busy all the back log is done and it's you know, completed and providing help when needed.

Interviewer Did you feel any commitment at the beginning when you assumed your role.

Pamela At the beginning of my job, not as much, I would say because it's just a new role and I had to get into it first to see what my roles were and the tasks involved. So, I would say I was half committed. And further down the line, you know, because I have been here so long, I think I have become more committed to the actual role. So, yeah.

Interviewer Okay, this commitment has grown stronger.

Pamela Yes. Stronger. It's grown stronger with time.

*Patisa believed he was less committed to his work role because his level of job satisfaction decreasing during this time period since there was less work at the office (student recruitment was completed and the semester was starting). He views this current employment as a temporary job until he finds a job in journalism, a profession he has a degree in.*

- Patisa            You know, the only loyalty is to turn up to work everyday. Sometimes I feel like I wanna come but if something else comes up I will leave. There is less work to do at the minute. There was a lot to do before the academic year. It's slow at the minute. We've just got to be aware of that. You have to find things to do and keep busy and stuff. But I mean, it just like your satisfaction come *down with your commitment*. And you start to ask yourself why I'm here.
- When I came to work I am committed. But when something else come up I will just say thank you very much and I will off. I am not coming up to my eighteen months. I know its something that I signed but I only have to give one months notice and if I want to find another job I could go.
- Interviewer    Okay. Are you still searching.
- Patisa            Yeah, I'm still searching everyday. I have quite a few applications and stuff, so.
- Interviewer    So you are serious about finding another job.
- Patisa            Yes. Definitely fingers crossed. I wanna do a job I am qualified to do when I finished my degree. I wanna do a job I have a degree in. I want to do that.

*Kenny also believed that he is committed to his roles. To make sense of this, he stated that he performed his job roles including working outside normal working hours.*

- Kenny            I think I have taken all responsibilities towards the role and above it. I have made myself available to any work outside the normal working hours and on weekends. So in terms of what they would have expected I delivered. And I think all obligations I could have had this far. I am very committed. I have done everything I've been asked.

### **1.1.1.3 Reputation**

*All employees felt they were upholding the image of the organisation. To make sense of fulfilment of the obligation, employees retrospectively retrieved incidents that explained how the obligation was fulfilled and on what seemed plausible to them. Pamela believed that she was upholding the reputation of the university, which she understood as providing a good quality service to students such as providing the students with information they required from her and treating them the same. In Kenny's case, he stated that although he had only been with the employer for a few weeks, he was meeting his obligations in maintaining the reputation of the university. To make sense of the obligation, Kenny retrospectively recalled assisting in the delivery of workshops and aiding students when they call at his office. To Patisa, fulfilment of the obligation was understood in terms projecting the university to anyone who requires information from him as the best university, which he believed he achieved. He further emphasised that as a team, they (himself and colleagues) have an obligation to preserve the values, ambitions and ideals of the employer, as well as maintaining its reputation. This is what seem plausible to him.*

### **1.1.2 Transactional contract**

*Only one transactional contract was fulfilled.*

### **1.1.2.1 Performance of duties**

*All three employees reported giving applicants and/or students the information they required from them as per their job description.*

Kenny            I think I have taken all responsibilities towards the role and above it. I have made myself available to any work outside the normal working hours and on weekends. So in terms of what they would have expected I delivered. And I think all obligations I could have had this far.

### **1.2      *Obligations owed by the employer***

*All three interviewees expressed that the employer was meeting its obligation through the provision of support. This demonstrates the evolving nature of the psychological contract.*

#### **1.2.1.1 Relational**

#### **1.2.1.2 Support**

*Kenny felt that the employer met its obligation to provide support him with his studies. Retrospect accounts of the morning and afternoon offs that the employer has continued to give each week to attend classes are used to interpret fulfilment of the obligation. To Pamela fulfilment of the obligations was understood as the employer's provision of role related training and necessary information she needed to do her job, both of which she believed she received. Patisa also reported fulfilment of the obligation, which to him emanated from the assistance he received from everyone in the office who helped him with the demands of his job.*

#### **Summary of Template 4**

*Four employees obligations towards the employer were fulfilled namely commitment towards job roles, performing contractual duties, maintaining the reputation of the university, and working outside normal work hours.. Of these obligations, commitment is believed to have either grown in strength or decreased in intensity showing a transformation to the obligation. The employer has met its obligations by providing employees with the support they need. In all cases, sense making is observed as employees make retrospect account of events to interpret fulfilment, increase and decrease in strength of obligations. The events highlighted the dynamic nature of the psychological contract.*

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### **Template 5**

*Week 20 changes are represented in this template. The template consists of employer and employee obligations that were fulfilled during this time period. No changes to the contract took place during the period.*

## ***Fulfilled obligations***

### ***1.1 Employee Obligations towards the employer***

*Four employees' obligations were fulfilled during this period, namely taking part in the preparation of XXX directory and XXX graduation dinner, working beyond work hours, upheld the employer's reputation, performed duties beyond the job description and commitment.*

#### **1.1.1 Transactional contracts**

*Three transactional contracts were fulfilled during this time period two of which are part of Kenny's duties.*

##### **1.1.1.1 Participated in graduation dinner preparation**

*As part of his formal responsibilities, Kenny retrospectively states that he fulfilled his obligation in the last four weeks by taking part in the preparation and delivery of the graduate dinner.*

Kenny ...I assisted in the delivery of the graduation dinner. And also required because it was a busy period, we delivered an graduate dinner at the start of December. I enjoyed that. I enjoyed that and also to see some of the past year students and see them when they celebrated their graduation.

##### **1.1.1.2 MBA directory**

*Another formal obligation fulfilled during the time period was the preparation of student directory, which Kenny believes he was involved in.*

Kenny ...And quite recently, it's been a busy period preparing students CV's for the directory, which is a booklet which we produce on annual basis which include the CVs or the details of all our MBA students are sent out to employers... my contract states that firstly the post which is my post requires me to assist in the delivery and organisation of graduation dinners. And also in preparation of administration of the directory. So obviously its part of my job description to contribute to the delivery of these two key areas of our career department.

##### **1.1.1.3 Commitment**

*Patisa believes that he has met his commitment obligations towards the employer. He states that he is has shown commitment through by performing the job to the best of his knowledge even though he does not like the job. A retrospect account of events such as doing the applications properly and analysing them are used to interpret fulfilment.*

Patisa I am committed to the job. When I'm here I do the work and I do it to the best of my abilities. I do feel that I am as competent in doing the job as anyone else in the office. Even though I don't enjoy it, I still try and put 100% effort in. I try and do it all to the best of my abilities.

### **1.1.2 Relational contracts**

*Only one relational contract emerged.*

#### **1.1.2.1 Work beyond normal work hours**

The obligation was reported as fulfilled once more during this time period. Kenny stated that he fulfilled his obligations towards the employer by working beyond his normal work hours to get his work done. To make sense of the obligation, he stated that compiling the directory and preparation of the graduation dinner necessitated him to put in more hours to complete the tasks.

#### Section summary

*The employees fulfilled their obligations through Participating in preparation of the graduation dinner, Involvement in preparation of the directory, Participation in Recruitment fares, and working beyond normal work hours during the period.*

### **1.2 Employer obligations towards the employees**

*Four obligations owed by the employer emerged, which include employer obligation to provide support, flexible work pattern, pay/salary.*

#### **1.2.1 Transactional contract**

*The employer fulfilled its pay obligation during the time period.*

##### **1.2.1.1 Salary**

*Pay was fulfilled during the time period, which is the main obligation for Patisa. Patisa stated that the employer paid his salary on time.*

Interviewer And are they meeting their obligations towards you.

Patisa Yeah, they pay me on time.

#### **1.2.2 Relational contract**

*Only two relational contracts emerged, both of which were fulfilled.*

##### **1.2.2.1 Support**

*The employer's obligation to provide employees with support was met during this time period. Kenny continues to receive support from the employer (manager) towards his studies. He was offered an afternoon off to work on his school assignments.*

*Kenny believed that the employer was fulfilling its obligation towards him by maintaining its support him on his studies. A recollection is made about an incident where the manager gave him an afternoon off to work on his assignment which was due the following day. This to Kenny is how the employer met its support obligation*



towards him.

Kenny ... I am not sure about the university, but my boss whom I classify as an aspect of my employer... the last four weeks have been quite stressful in that I'm also studying part time and I have to prepare my assignments for my modules. So it has been a stressful time to try and concentrate on my assignments also get be busy with work. I remember one day when I had an assignment the following day, it was during the second week of December, and I was really stressed out because I had to get the assignment done and I hadn't done a lot of research. So I told my employer that 'could I please take the afternoon off. I need this time to carry out some research and also work on my assignments in preparation for tomorrow.' That was seen as fine. I was given the time off. But I feel that's possibly the only thing that comes to mind when I look at how my employer has met its obligations. Obviously to allow a person sufficient time to carry out the development course. Also to support them in terms of assignments.

*To Patisa the employer fulfilled its obligations through provision of continual support network of colleagues that he believed he could always rely on for assistance whenever it was needed.*

Patisa ... And the support in knowing that when you don't know what to do there is always somebody who knows what to do and they are not going to be bothered if you ask them. So, on that kind of level. On that kind of support yeah, great great institution. Yeah I would say there is a good support network. It's been there. You know, everybody is quite kind and stuff. And if there are any problems that I am well aware of, I could go speak to somebody.

#### **1.2.2.2 Flexible work hours**

*The employer fulfilled its obligations in terms of flexibility in work hours. Patisa reported that felt that the offered flexible hours of work during this period. Patisa recalled that his request for a day off the following day and next Friday was approved, which he generated through time built up in the past by working longer hours.*

Patisa ... I mean I am having tomorrow off and I am in next week, and then the Friday I am having off as well. Amm because I have plans I have things to do, and its nice to know that I have got that flexibility and that doesn't come out of my holiday entitlement because it is time that I build up through being able to come in at flexible hours and work longer hours to build up my time. It certainly helps. You know, it's nice to have an extra day off. It certainly helps. You know it's nice to have an extra day off for what ever here and there. The past three to four weeks I have been doing more. But that was purely and simply to build up time for a day off. If I didn't have anything I wanted to take time off for, I would probably more often or not finish on time. I wouldn't s actually stay, but if there was something I wanted or look forward to

then yeah, definitely.

Summary of Template 5:

*Four employee obligations and three employer obligations were fulfilled during this time period. No changes were recorded this period.*

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**Template 6**

*Week twenty four marks the sixth stage at which the contents the psychological contract were investigated to determine the dynamic nature of the contract during organisational socialisation. The template consists of fulfilled obligations during the time period, exceeded obligations and new obligations.*

***Fulfilled obligations***

*Three obligations were fulfilled this period, one by the employer and two by the employees.*

***1.1 Employee obligations towards the employer***

*Interviewees believe reported three fulfilled obligations towards their employer, namely performing their duties and going an extra mile to held students by fast tracking of admission letters and handling queries on funding both of which are beyond the job description.*

***1.1.1 Transactional contracts***

*One transactional obligation fulfilled.*

***1.1.1.1 Performed duties***

*All employees fulfilled their obligations by performing their duties. Each of them retrospectively believes that they performed the duties which they have been hired to execute, which in Patisa and Pamela's case included processing application form and responding to applicants queries. In Kenny's case through performance of duties in the office.*

*Pamela believes that she fulfilled her obligation towards the employer by performing her duties and meeting applicants' expectations.*

Pamela        I met them by again completing all tasks and doing the job. And meeting students expectations. Well applicants, they are not students yet. By meeting applicants applications. Responding to emails, phones and anything else related to my work. I think I have met those.

*Patisa also believes that he has fulfilled his obligations by performing his duties.*

Pamela        I think just responding to you know, the tasks that I do and stuff. And making sure that I know what I'm doing by providing help whenever I

need it.

*He also believes that he is fulfilling his obligations by performing his duties.*

Kenny ... I am performing all my duties, every single duty. My manager is happy and that is all that matters.

### **1.1.2 Relational contract**

*One relational contract fulfilled.*

#### **1.1.2.1 Duties beyond job description**

*Pamela believes she is fulfilling her obligations by fast tracking admission letters to help students get them on time.*

Pamela Well beyond the job roles. I would say just going the extra mile like you know with students who are in a rush to get their acceptance offers. I have been to the department even though it's not my job. Once we have given them the offers, then we done with it. But to go the extra mile is like to make sure that the students are sent the letter as soon as possible. I have gone that extra mile to ring the main campus to make sure the letter is sent out as an urgent matter, because students want to apply for visa and stuff, so they need the letters. So I'd just ring other departments to say 'can you please send this as a matter of urgency as soon as possible.

*Another obligation fulfilled which Pamela believed fell outside her duty is helping students with queries regarding funding. To make sense of this, she recalled giving applicants details of sponsorships and website addresses to visit regarding funding, which is a task for finance department.*

Pamela ... And also finding out we get queries regarding funding. And so that's again not our responsibility. That's the student and finance department, and you know bank and staff. But what I would do is I send details, website details of sponsorship help for funding. So I would send that out to students and I transfer them to finance department or give them websites addresses and stuff so that I can help them with information about funding because we don't offer scholarships.

## **1.2 Employer obligations towards the employee**

*The employer fulfilled one relational contract.*

### **1.2.1.1 Relational contract**

*One relational contract was fulfilled.*

#### **1.2.1.2 Support**

*Pamela believed that the employer fulfilled its obligations towards her by continuing to support her. She asserts that the employer provided help and training whenever she needs it during this time period.*

Pamela And making sure that I know what I'm doing by providing help whenever I need it. So it's not like just leaving me to do my job and

that's it. The university has provided help and staff development training and stuff. Even within these four weeks, they are still continuing. Same improvements to help with my actual job itself.

## **2 Exceeded obligation**

### **Christmas dinner**

**Kenny:** And then last week, we had an away day for the whole school. Admin and academic we went to Molepolole. And that was also good because again I got a chance to meet and see more staff, got to know people, see more people, and speak to more people. Whereas before I was an outsider, now I feel more of an insider.

## **3 Emerging obligation**

### **To work harder**

*A new obligation emerged for Kenny to work harder at his role following his manager's appraisal on the quality of his work.*

**Kenny** ... a few statements when my manager made a statement during the away day actually to a few members of staff in front of me which kind of felt good. Because she said 'oh I have just been telling them what a wonderful job you've been doing', praising me. That's good to hear that ... appreciation is always good. Sometimes direct appreciation is good, but sometimes indirect appreciation is better. Or say hitting it in a different way is better than hitting it direct. And she did say it direct to me as well. So that was good. And then obviously behind a team meeting careers team meeting...  
.... But also on the other hand you know that expectations come with that, so I would probably be expected to produce the results on continual bases and possibly improve. So that's another aspect that you have to bear in mind.

### Summary of template 6

*Three obligations were fulfilled. A new obligation emerged from a fulfilled obligation. One obligation was exceeded as the university organised a Christmas party for staff in the whole school.*