

The relationship between psychological contract, job satisfaction, organisation
citizenship behaviour and turnover intention

By
Ajay Kumar Pal
(218166435)

Submitted in partial fulfilment of the requirements for the degree

MASTER OF BUSINESS ADMINISTRATION
In the Faculty of Business and Economic Sciences at the Nelson Mandela
Metropolitan University

SUPERVISOR: Prof Mohamed Saheed Bayat

DATE: DECEMBER 2018

DECLARATION BY CANDIDATE

NAME: Ajay Kumar Pal


STUDENT NUMBER: 218162435

QUALIFICATION: MBA

TITLE OF PROJECT: The relationship between Psychologic
contract, job satisfaction, organisation
citizenship behaviour and turnover intention.

DECLARATION:

In accordance with Rule G5.6.3, I hereby declare that the above-mentioned treatise/ dissertation/ thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

SIGNATURE: 

DATE: 30/11/2018

ACKNOWLEDGEMENTS

To my wife, Jyoti, thank you for being the most remarkable person in my life. You are justifiably my biggest support and I appreciate all the love, motivation and support that you provided me during the completion of my Masters. I love you with all my heart and soul. To my children Tanish and Garvit, thank you for understanding me when I was busy with my studies whilst you needed my attention. I love you.

To my research supervisor, Prof Bayat, thank you for the guidance and encouragement that you have given me during this study.

To Dr Jan Du Plessis, thank you for the direction and assistance provided in terms of the statistics and data analyses for this research study.

I am very grateful to Cipla Medpro, for allowing me to carry out my survey at your factory, and to all the respondents for taking out the time to respond. Thank you.

ABSTRACT

Psychological contracts, which are made up of employees' beliefs about the reciprocal obligations between them and their organisation, lie at the foundation of employment relationships (Rousseau, 1989; Schein, 1965). Yet many trends, such as restructuring, downsizing, increased reliance, pressure on cost and high competition, have a profound impact on employees and organisations, leading to an impact on psychological contracts. These trends increasingly make it unclear what the employee and organisation owe each other.

The intention of this study is to the relationship between, psychological contract, job satisfaction, organisation citizenship behaviour, and turnover intention in the factory workers of a pharmaceutical manufacturing company based in the Durban area of South Africa. This research made use of quantitative research methods in order to conduct this study using a cross sectional design. A composite questionnaire was used to gather the necessary data for the study using a sample of 63 employees, which constitute 26% of work force working in the factory of a pharmaceutical company, represented by the different departments that operate in the factory setup.

The quantitative findings indicate that all three of the measurement scales were reliable due to Cronbach's alpha coefficient exceeding 0.60. Out of the three dependent variables, psychological contract is found to be highly correlated to job satisfaction.

The findings of the study revealed that psychological contract has a positive medium correlation with job satisfaction, and that psychological contract has a medium negative correlation with turnover intention, while it has negligible correlation with organisation citizenship behaviour for the samples.

The findings of this research study contribute to the literature available in terms of the construct of psychological contract, job satisfaction, organisation citizenship behaviour and turnover intention. Consequently, the results from this study provided the management of this company with important information on psychological contract and its relationship with work-related behaviours.

Table of Contents

DECLARATION	1
ACKNOWLEDGEMENTS.....	2
ABSTRACT	3
ABBREVIATIONS.....	8
CHAPTER-1: SCOPE OF STUDY.....	9
1.0 INTRODUCTION:	9
1.1 PROBLEM STATEMENT	10
1.2 THE RESEARCH QUESTIONS	13
1.3 THE RESEARCH OBJECTIVE	13
1.3.1 RESEARCH DESIGN OBJECTIVES	14
1.4 THE HYPOTHESIS.....	14
<i>Figure 1: The Hypothesised relationship</i>	<i>15</i>
1.5 METHODOLOGY OF STUDY	15
1.5.1 THE RESEARCH PARADIGM.....	15
1.5.2 BASIC ASSUMPTION OF METHODOLOGICAL PARADIGMS:	16
1.5.3 SAMPLING DESIGN	17
1.6.4 SURVEY METHOD	18
1.6 ETHICAL CONSIDERATION.....	18
1.7 MEASURING INSTRUMENT	19
1.7.1 PSYCHOLOGICAL CONTRACT FULFILMENT.....	19
1.7.2 JOB SATISFACTION.....	19
1.7.3 TURNOVER INTENTION	20
1.7.4 ORGANISATION CITIZENSHIP BEHAVIOUR (OCB)	20
1.8 DATA ANALYSIS	21
1.9 TERMINOLOGY	21
1.9.1 PSYCHOLOGICAL CONTRACT	21
1.9.2 JOB SATISFACTION.....	22
1.9.3 ORGANISATION CITIZENSHIP BEHAVIOUR.....	22
1.9.4 TURNOVER INTENTION	22
1.10 SIGNIFICANCE OF STUDY.....	23
1.11 LIMITATION OF STUDY.....	23
1.12 STRUCTURE OF STUDY	23
CHAPTER 2: LITERATURE REVIEW	25

2.1 INTRODUCTION:	25
2.2 LITERATURE SEARCHING PROCESS	25
2.3 PHARMACEUTICAL MANUFACTURING IN SOUTH AFRICA	26
2.4 PSYCHOLOGICAL CONTRACT	26
<i>Figure 2.1: Forms of psychological contract fulfilment (Lee et al., 2011, p. 2014)</i>	29
2.5 JOB SATISFACTION AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT	33
2.6 ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT	35
2.7 TURNOVER INTENTION AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT	41
<i>FIGURE 2.2: The hypothesised relationship</i>	45
2.8 CHAPTER SUMMARY	45
CHAPTER-3: METHODOLOGY OF STUDY	47
3.1 INTRODUCTION	47
3.2. THE RESEARCH PARADIGM	47
<i>Table 3.1 Approaches within the two main paradigms</i>	48
<i>Table 3.2: Comparison between quantitative and qualitative research</i>	51
3.3 POPULATION AND SAMPLING DESIGN	52
3.3.1 POPULATION	53
3.3.2 SAMPLING DESIGN	53
<i>Probability sampling:</i>	54
<i>Non-Probability Sample:</i>	54
3.3.3 SAMPLE SIZE	55
3.3.4. DATA COLLECTION	55
<i>FIGURE 3.1: Overview of data collection method for a positivist Study</i>	56
3.4. RESEARCH INSTRUMENT	57
3.4.1 PSYCHOLOGICAL CONTRACT FULFILMENT:.....	57
3.4.2 JOB SATISFACTION:.....	57
3.4.3 OCB:	58
3.4.3 TURNOVER INTENTION:	58
3.4.4. PILOT STUDY.....	59
3.5. CONCLUSION	60
CHAPTER -4 EMPIRICAL RESULTS	61
4.0 INTRODUCTION:	61
4.1 DESCRIPTIVE STATISTICS ON THE DEMOGRAPHIC INFORMATION OF THE SAMPLE	61
4.1.1 RESPONSE RATE OF TARGET SAMPLE:	61
4.1.2 THE DEMOGRAPHIC PROFILE	61
<i>Table 4.1: Demographic composition of the sample: Gender</i>	62
<i>Figure 4.1: Demographic composition of the sample: Gender</i>	62
<i>Table 4.2: Demographic composition of the sample: Age</i>	63

Figure 4.2: Demographic composition of the sample: Age.....	63
Table 4.3: Demographic composition of the sample: Qualification	64
Figure 4.3: Demographic composition of the sample: Qualification	64
Table 4.4: Demographic composition of the sample: Work experience	65
Figure 4.4: Demographic composition of the sample: Work experience.....	66
Table 4.5: Demographic composition of the sample: Job Levels.....	66
Figure 4.5: Demographic composition of the sample: Job levels	67
Table 4.6: Demographic composition of the sample: Division	68
Figure 4.6: Demographic composition of the sample: Division.....	68
4.3. RELIABILITY AND VALIDITY OF THE RESEARCH INSTRUMENT	68
4.3.1. RELIABILITY	69
Table 4.9: Cronbach's alpha of the job satisfaction	70
Table 4.10: Cronbach's alpha of the Organisation citizenship behaviour.....	70
Table 4.11: Cronbach's alpha of Turnover intention.....	71
Table 4.12: Cronbach's alpha of Psychological contract fulfilment.....	71
4.3.2 VALIDITY	72
4.5 .ETHICAL CONSIDERATIONS	73
4.6. CONCLUSION	73
CHAPTER-5: DESCRIPTIVE STATISTICS AND ANALYSIS.....	75
5.1 INTRODUCTION	75
5.2 PSYCHOLOGICAL CONTRACT.....	75
Table 5.1: Descriptive statistics of psychological contract	75
5.3 JOB SATISFACTION.....	76
Table 5.2: Descriptive statistics of job satisfaction	76
5.4 ORGANISATION CITIZENSHIP BEHAVIOUR	77
Table 5.3: Descriptive statistics of Organisation citizenship behaviour.....	77
5.5 TURNOVER INTENTION.....	77
Table 5.4: Descriptive statistics of turnover intention.....	77
5.6 INFERENCE STATISTICS.....	78
5.6.1 RESULTS OF THE CORRELATION ANALYSIS.....	78
Table 5.5: Correlation coefficient interpretation	78
Table 5.6: Relationship among variables	79
5.6.2 REGRESSION ANALYSIS	79
5.6.2.1 Simple regression analysis	80
Table 5.7: Regression analysis for dependent variable: job satisfaction.....	81
Table 5.8: Regression analysis for dependent variable: Organisation citizenship behaviour	82
Table 5.9: Regression analysis for dependent variable: Turnover intention.....	83
Table 5.10: Multiple regression analysis for dependent variable job satisfaction, organisation citizenship behaviour and turnover intention.....	84

<i>The figure 5.11 summarises the stepwise regression results as well correlation and regression coefficients per variable.</i>	<i>85</i>
5.7 CHAPTER SUMMARY	85
CHAPTER – 6: DISCUSSION CONCLUSION AND RECOMMENDATION.....	87
6.1 INTRODUCTION	87
6.2 DISCUSSION.....	87
<i>Table 6.1: Achievement of secondary research objectives</i>	<i>88</i>
6.3 CONCLUSION	88
6.4 RECOMMENDATION	89
6.5 LIMITATIONS OF THE STUDY	89
6.6 FUTURE RESEARCH	90
BIBLIOGRAPHY	92
ANNEXURES- I: QUESTIONNAIRE	113
ANNEXURES-II : ETHICS CLEARANCE FORM.....	117
ANNEXURES-III : TURN IT IN REPORT	119
ANNEXURES-IV : LANGUAGE PROOF CERTIFICATE	120

ABBREVIATIONS

Human Resource Management	HRM
Kwa Zulu Natal	KZN
Michigan Organisational Assessment Scale	MOAS
Organisation Citizenship Behaviour	OCB
Organisation Citizenship Level Scale	OCLS
Psychological Contract	PC
Human Resource	HR
Safety Health Environment Risk and Quality	SHERQ

CHAPTER-1: SCOPE OF STUDY

1.0 INTRODUCTION:

Organisational challenges include competitiveness in a continuously changing business world: the changing landscape of working class where new age millennials understand and expect organisation culture in an altogether different form in comparison to their older counterparts; continuously evolving HRM and leadership practices; and globalisation where mergers and acquisitions are no longer complicated, but very much a norm for sustainable growth and progress. All these situations contribute to psychological contract formation and the impact of its violations are well researched by many researchers. The changes put immense pressure on factories, which are at the back end of business operations and are the primary source for improving efficiency and performance along with a working class, which is aspiring to improve living conditions for themselves and their families. The most important resource in a factory operation is its people, which drive output performance and efficiency to make the organisation competitive, hence dependency on people to drive efficiency and performance is substantial.

A psychological contract is an exchange agreement which a person holds between himself or herself and another party (Argyris, 1960; Levinson, Price, Mundl & Solley, 1962; Rousseau, 1989, p. 121-139; Schein, 1965). These agreements are between an organisation and its employees they are unwritten and implicit and are termed as psychological contract. Violation or non-fulfilment of a psychological contract may have deterring impact and may lead to organisation outcomes which are undesirable such as lower organisational commitment, lower trust towards the employer, and a possibility that the employee will leave the organisation (Rousseau, 1995). There are many studies which have explored the processes which are used by employees to repair the relationship with the employer (Bankins, 2015, p. 1071-1095; Conway & Briner, 2002, p. 287-302; Tomprou, Maria, Rousseau, Hansen, 2015, p. 561-581). High level of breach of such contracts leads to employees quitting their job (Clinton & Guest, 2014, p. 200-207).

To maintain high performance and efficiency, organisations constantly need to focus on employee job satisfaction, organisation citizenship behaviour and turnover intention. Even though current human resource management systems have evolved over a period of time and a lot of research has been done in the area, we still find it challenging to keep work related behaviour positive.

Much research has been done to understand the impact of psychological contract violation on job satisfaction, Organisation Citizenship Behaviour (OCB) and turnover intention. In an empirical study done by Anggraeni, Dwiatmadja and Yuniawan (2017, p.1-9), in which they analysed the effect of psychological contract on OCB and commitment, it showed a positive relationship between psychological contract and OCB.

Psychological contract theory has been in existence for a long time and much has been researched on psychological contract and its impact on the violation or fulfilment of employees. However it is still not established which one of the three work related behaviours: job satisfaction, OCB or turnover intention, are most affected by psychological contract fulfilment in factory employees of the South African pharmaceutical manufacturing industry. It is important for management to know this relationship in order to roll out appropriate policy and management tools to improve work related behaviour.

1.1 PROBLEM STATEMENT

When an employee joins an organisation, a written contract is signed between the employee and the organisation. The contract includes what the employee is going to do, in which area he/she is going to work, and what the employee will receive in exchange of his/her contribution. These written contracts are called employment contracts. However, when these contracts are unwritten, and many times mutually perceived by both parties or one of them, they are termed as psychological contracts. Similar to legal contracts, in a psychological contract employees expect things in return for their contribution from the organisation. Employees perceive these beliefs and expectations automatically.

Management's problem is keeping the factory performance high in the tough competitive environment, wherein there is a consistent demand of high performance from the employees. In order to improve the overall performance, there is a need to analyse how the psychological contract fulfilment correlates to work related behaviours such as job satisfaction, OCB and turnover intention and analyse the relationship.

This problem is of greater importance with millennials - they are very demanding and with ever evolving human resource practices and leadership, specifically where factors like length of experience can lead to higher possibility of psychological contract and its violation or fulfilment, it is very important to understand the relationship between psychological contracts and other characteristics which help business to perform. Psychological contracts are perpetual if the perceptions emerge, then they mostly remain and evolve over time, they are based on perceived promises. These unmet psychological contracts can influence business performances, and the employees will leave the factory due to unmet needs resulting in lack of skilled employees in the factory which directly impacts output from the plant and leads to poor business performance due to not able to meet sales demand and poor quality of work.

Management tools like performance appraisals, which are common in successful organisations and help in improving organisation performance and fairness, can be used to illustrate this point (Esu & Inyang, 2009, p. 98-105; Roberts, 2003, p. 89-98; Rubin, 2011; Scott & Einstein, 2001, p.107-116). The more the employees perceive that the system is fair, the higher will be their satisfaction level. In the case of the appraisal system, the higher the employees perceive fairness in the system, the higher they report levels of trust and satisfaction with the appraisal system (Gabris & Ihrke, 2000, p.20, 41-53; Hedge & Teachout, 2000, p. 22-24; Masterson, Lewis, Goldman, & Taylor, 2000, p. 738-748; Roberts & Pavlak, 1996, p. 379-408). Poizat (2006) argues that employee motivation, commitment, organisational citizenship, self-efficacy and employees' motivations are the cornerstone of employee engagement. He found that management plays a vital role in fostering engaged employees.

A need for managers to foster employee engagement cannot be overlooked, as this will ensure that employees productivity increases in firms. (Hofstede, 1980, p. 15-41;

Bolden & Kirk, 2009, p.69-86) propose that the differences found in employee motivation, which has been seen as one of the constructs for employee engagement, management styles and organisational structures of companies, can be attributed to different national cultures. Hofstede outlines power distance, uncertainty avoidance, individualism/collectivism and masculinity/femininity as elements that could be used in determining appropriate management and leadership styles that would foster employee engagement.

It is important that the problem of employees who are disengaged due to violation of psychological contract in firms, is resolved, as engaged employees will result in employees committed to work, higher performance, job satisfaction and lower turnover for the companies (Coetzee, Schreuder, Tladinyane, 2014, p. 1-12). According to the reports, the results of employee engagement, are customer satisfaction and retention, increased profits and sustainability of firms. Slåtten and Mehmetoglu (2011, p. 88-107) support this view as they state that employee engagement leads to innovative behaviour that will ensure that the firm remains relevant to its customers.

No specific research has been found which has tested the impact of psychological contracts on job satisfaction, employee commitment, and OCB and turnover intention under one research, however various research has been done to test this with individual work related behaviour . There is a lack of information on what the influence of psychological contracts have on job satisfaction, commitment, and OCB and turnover intention when tested together in employees of pharmaceutical manufacturing factory based in South Africa.

This study intends to investigate the link between psychological contract, job satisfaction, OCB and turnover intention, and intends to identify which of the three is highly correlated to psychological contract. Proposed solutions are provided to understand the relationship between psychological contract, job satisfaction, OCB and turnover with regard to employees of pharmaceutical manufacturing factory in South Africa. Research will reveal the most influencing parameter due to psychological contracts which will allow organisations to prepare solutions to manage psychological contracts in order to improve work related behaviour.

1.2 THE RESEARCH QUESTIONS

The questions that this study will seek to answer are as follows:

1. What is psychological contract theory and what are the factors that influence psychological contracts?
2. What is job satisfaction and what are the factors influencing job satisfaction?
3. What is OCB and what are the factors influencing OCB?
4. What are turnover intentions and what are the factors influencing turnover intentions?
5. What is the relationship between the psychological contract and job satisfaction, organisation citizenship behaviour and turnover intention?

1.3 THE RESEARCH OBJECTIVE

The primary objective of the study is to investigate the relationship between psychological contract, job satisfaction, OCB and turnover intention in the employees of a pharmaceutical manufacturing company in South Africa.

To achieve the above-mentioned primary objective, the following secondary objectives were formulated:

- (i) To undertake an in depth theoretical investigation into psychological contract;
- (ii) To construct a hypothetical model and to hypothesise the relationships between the dimensions of psychological contract, job satisfaction, organisation citizenship behaviour and turnover intention;
- (iii) To empirically test the influence of the selected independent variable psychological contract on job satisfaction, OCB and turnover intention (dependent variable) on the employees of a pharmaceutical manufacturing factory in Durban, South Africa;

To propose recommendations, based on the empirical results of this study and to indicate which dependent variable is highly correlated to psychological contract.

1.3.1 Research Design Objectives

The research will focus to achieve the primary objective and in order to achieve it below secondary objectives are developed:

1. Conduct a secondary literature review on psychological contract, job satisfaction, OCB and turnover intention;
2. Construct a questionnaire for each variable to collection of empirical data, including demographical profiles of participants;
3. Distribute the questionnaires to approximately 100 staff members of the pharmaceutical factory through an online medium;
4. Analyse the data using STATISTICA and Excel software applications;
5. Interpret results from the statistical analysis and draw conclusions;
6. Based on the outcome of research provide recommendations to the factory management.

1.4 THE HYPOTHESIS

The following hypotheses were investigated in this study:

H1: There is a significant relationship between job satisfaction and psychological contract;

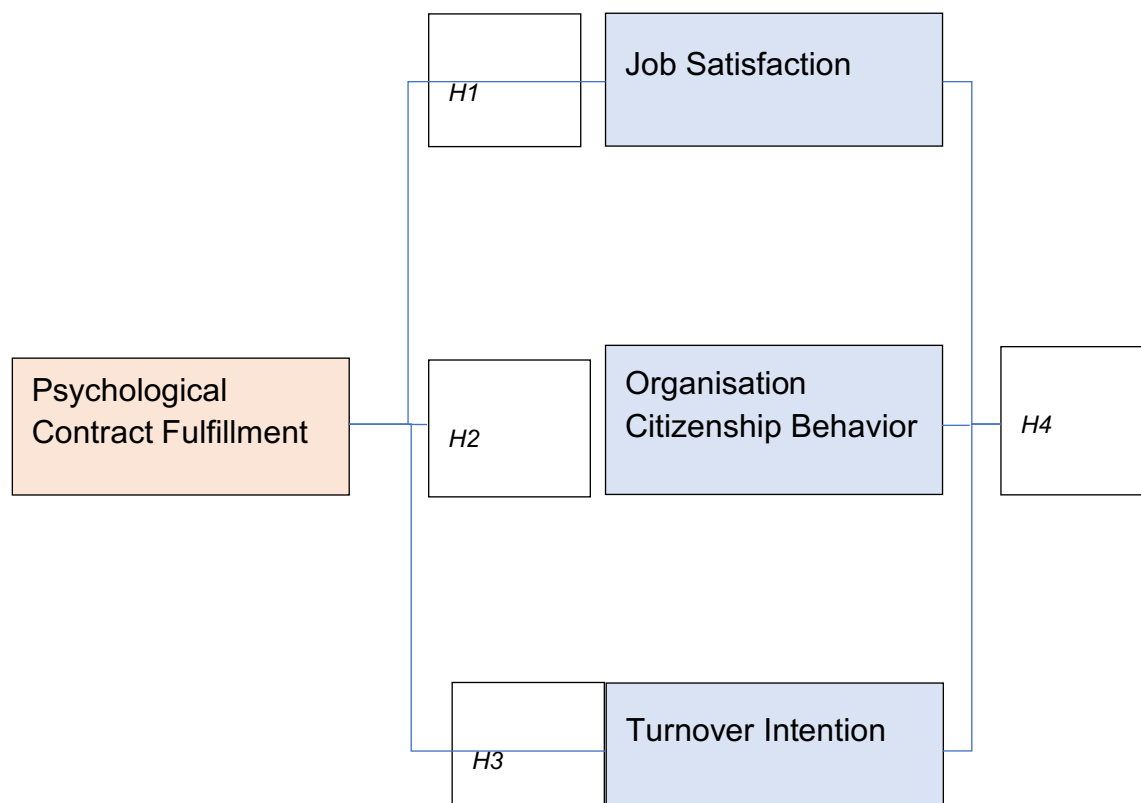
H2: There is a significant relationship between OCB and psychological contract;

H3: There is a significant relationship between turnover intention and psychological contract;

H4: There is a significant relationship between organisation citizenship behaviour, job satisfaction and turnover Intention;

The relationships mentioned above are graphically depicted in Figure 1.1.

Figure 1: The Hypothesised relationship



1.5 METHODOLOGY OF STUDY

1.5.1 The research paradigm

“A Paradigm is a framework that guides how the research should be conducted based on people’s philosophies and their assumptions about the world and the nature of knowledge” and “methodology is an approach to the process of research encompassing a body of methods” Collins and Hussey (2014).

Quantitative research is objective in nature, they primarily rely on the statistical evaluation of collected numerical data, which is extensively used in research. The big advantage of this method is that it is expected to demonstrate internal validity of the findings Frey (2018, p. 1349-1352). One of the important criteria is that the researcher is outside the topic under research Collis and Hussey (2014). This research method fall under the broad heading of descriptive research. This type of research corresponds to identifying the characteristic of an observed phenomenon, or exploring correlations between two or more entries. it uses large sample of data to test hypothesis. Quantitative research methods fall under the broad heading of descriptive research. This type of research corresponds to identifying the characteristics of an observed phenomenon or exploring correlations between two or more entities. Quantitative research is unbiased and results can be generalised to larger population. The basic assumption of quantitative research is that reliability and validity can be objectively measured.

Qualitative research, according to Collis and Hussey (2014), is more subjective and humanistic as the researcher interacts with what is being researched. Qualitative research uses small samples and generates theories. It is biased, and the results obtained from the qualitative research cannot be generalised to a wider population. Qualitative research is informal and uses qualitative words. The basic assumption of qualitative research design is that reliability can be tested through verification. Validity of the qualitative research design is high.

1.5.2 Basic assumption of methodological paradigms:

Ontological assumption:

For this study the researcher has chosen positivism as research tradition due to the fact the psychological contract is a well-researched theory and it is a reality in today's business environment

Epistemological assumption:

The researcher is external to the research and knowledge will come from objective evidence and statistical outcome, from previous research, individually and jointly the relationship between some of the variables has been tested.

Axiological assumption:

The researcher in this study is unbiased and independent of the phenomenon under study.

Rhetorical assumption:

Each of the important elements will be defined and the research is written in passive voice.

Methodological assumption:

The process of research is deductive, which will be carried out to identify correlation between psychological contracts and job satisfaction, organisation citizenship behaviour and turnover intention, and accuracy will be tested through validity and reliability.

Based on all the above criteria, the researcher chose a quantitative method, which is also known as positivistic study as the research looks into statistical association between psychological contract, job satisfaction, organisational behaviour and turnover intention.

1.5.3 Sampling design

Sampling design is described as a subset of the population that is selected as representation of entire population to draw conclusion for the entire population Collis and Hussey (2014). The authors discuss two types of sampling: probability sampling and non-probability sampling. The researcher in this study has used non-probability sampling, particularly convenience sampling. Convenience sampling was utilised, as the researcher chose whomsoever he could find, to fill in the questionnaire due to the amount of time allocated to the study.

The respondents were drawn from employees working in a pharmaceutical factory located in Durban. Based on the premise that five respondents per item are conventionally required when conducting multi-variant statistical analysis, a sample size of 63 respondents was selected.

1.6.4 Survey method

A survey is defined by Groves et al. (2004): “A survey is a systematic method for gathering information from entities for the purpose of constructing quantitative descriptors of the attribute for large population of which the entities are members” (p.2). In the era of high cost for the other mode of survey (mail, telephonic and field force based manual surveys) online surveys are cheap and fast and also easy to do follow-ups. (Toepoel, 2017).

The survey link will be distributed as a hyperlink in an email which is sent to potential respondents. The big advantage of this method is that data is processed directly into data storage, which eliminates the possibility of transcription errors, and they are cheap. But it does have its disadvantages: it can be useful only for a population which has access to emails, and the researcher cannot be entirely sure that the person responds to the survey request.

For the purpose of this research, an online survey method is used. The survey tool is provided by QuestionPro and administered by the Nelson Mandela University student account through website www.questionpro.com. The survey was distributed to all the participants who have access to an email address at the factory.

1.6 ETHICAL CONSIDERATION

Ethical principles in survey research are applied to protect individual participant(s). Informed consent is designed to protect survey participants' rights to voluntary participation and confidentiality. Participation in survey research is fully voluntary and the respondents control the disclosure of information about themselves. No incentives were offered to the participants in this survey and care was taken that the vulnerable population was not used in the survey. As the survey was based on employees from a pharmaceutical manufacturing factory, the necessary approval was obtained from management prior to the distribution of the survey. This study is subjected to Form E, which is the ethical clearance process of the Nelson Mandela University (Refer to annexure-2) and the necessary approvals are obtained prior to the study.

1.7 MEASURING INSTRUMENT

1.7.1 Psychological contract fulfilment

The psychological contract fulfilment was measured using seven specific items and was similar to the measurement which was previously used by Rousseau and Robinson (Robinson, 1995, p. 289-298; 1996, p.574-599; Robinson & Rousseau, 1994, p. 245-259). The scale assesses the fulfilment of psychological contract, and to what extent the promises and commitment of different aspect of work are kept by organisation (for example job security, opportunities for promotion). Participants were given questions to provide a response using a seven point scale, which ranged from 1 to 7, with 1 being strongly disagree and 7 as strongly agree.

The second scale consists of four global items, which assess the extent employees perceive that the organisation has fulfilled their promises. Response in the form of how strongly responded agree to each one of them is recorded. The study was measured using a scale adopted from Conway, Neil and Briner (2002, p. 287-302). The measure assessed the general perceptions of psychological contract fulfilment. A sample item includes. "In general, the organisation has kept its promises to me about what I will get from them."

1.7.2 Job satisfaction

Job satisfaction generally depicts the outlook one has towards their job, its also an attitude and feeling that people have about their work. Favourable and positive feelings indicate job satisfaction. For the purposes of this study job satisfaction is measured using a three item Michigan Organizational Assessment Scale (MOAS), the scale was developed by Cammann, Fichman, Jenkins and Klesh (1979). The measure was chosen for its brevity in comparison to many other multi-item instruments. One reason for selecting this scale was also on the fact that this scale is consists of only three items whereas other popular job satisfaction scales are generally much longer. Also, it is a face-valid measure of the affective component of job satisfaction and is a global measure. Example items are "All in all I am satisfied with my job", and in general, "I don't like my job".

1.7.3 Turnover intention

This is also referred to as an intention to quit one's job. It is the extent to which an employee plans to quit the current organisation (Kim, Price, Mueller, Watson, 1996, p. 947-976). The five item scale, adopted from Kuvaas (2006, p. 504-522), is based on prior measures by Khatri, Fern and Budhwar (2001, p. 54-74). Sample items include "I will probably look for a new job in the next year" and "I may quit my present job next year".

1.7.4 Organisation Citizenship Behaviour (OCB)

Organisation citizenship behaviour at work is measured using different instruments by researchers. The majority of the instruments are derived from Organ's five dimensional model of organisation citizenship behaviour, which is designed to assess the following dimensions in employees: 1) Courtesy, 2) Civic virtue, 3) Sportsmanship, 4) Altruism, and 5) Conscientiousness (Organ, 1988).

The Organisational Citizenship Level Scale (OCLS) was developed by Dolmas in 2003 and adopted by Altuntas (2010, p.186-194) to measure the frequency in which professional nurses demonstrated organisational citizenship behaviour and tested for its validity and reliability in this profession. The internal consistency reliabilities for each dimension ranged from Cronbach Alpha coefficients being between 0.70 and 0.85.

The OCLS has five dimensions and it includes 24 items (altruism, civic nature, sportsmanship, conscientiousness, courtesy and civic nature). The responses were recorded on a 7 point Likert scale (1 being strongly disagree and 7 being strongly agree), The scale was assessed based on the mean scores of the dimensions, and scores higher than the average score indicated high levels of organisational citizenship behaviour. Control variables such as gender, age and education were included. These variables have been identified as possible confounds for psychological contract and job outcomes (Bal, de Lange, Jansen, & van der Velde, 2008; Turnley et al., 2003, p. 187-206) for this study 5 out of 24 items will be chosen one from each dimension.

1.8 DATA ANALYSIS

The data was analysed using Excel and STATISTICA computer software program. Elements that were tested in data analysis were validity, reliability and quantitative data analysis. Construct validity was used to measure if the instrument measured what it was supposed to measure. Both exploratory and confirmatory data analyses were utilised in order to be able to report on descriptive and empirical statistics.

Three aspects of statistical association were measured:

- 1) Statistical association and modelling-regression analysis
- 2) Strength of statistical association
- 3) Generalisation to the whole population

1.9 TERMINOLOGY

The following concepts need clarification in this study:

1.9.1 Psychological contract

The term psychological contract was first used formally by Levinson, Price, Munden, Mandl and Solley (1962) in their book *Men, Management and Mental Health*, where it was defined as “a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware but which nonetheless govern their relationship to each other”. Though the principal was discussed by many previously Menninger (1958), March and Simon (1958), Argyris (1960), most of them defined psychological contract as exchange between two parties. Rousseau (1989, p. 121-139) defined psychological contract as an “individual’s self-belief regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party” (p.123).

1.9.2 Job satisfaction

Job satisfaction represents the affective reactions of employees towards their jobs (Parasuraman & Simmers 2001) or employees' positive feeling towards their jobs. A comprehensive definition of job satisfaction given by Locke (1969) includes individuals' cognitive, affective and evaluative reactions towards their jobs.

Job satisfaction may be regarded as an incentive for an employee to continue to carry out assigned tasks, thus contributing to organisational effectiveness (Ali & Ahmed, 2009, p. 186-194).

1.9.3 Organisation Citizenship Behaviour

According to Organ (1988, p.4), OCB is defined as "a behavior that is discretionary, not directly or explicitly recognized by formal reward system and that in aggregate promotes the effective functioning of an organization". Reciprocity is fundamental to OCB, "gesture and goodwill" exchanges between organisation and employees and between supervisor and subordinates specifically when a particular action warrant reciprocity (Hopkins, 2002,p.1-5). Researchers have classified OCB into two main type, the first category in which the behavior is directed toward maintaining social exchange balance between employee and organisation and the second category is the behavior which is directed toward the individual (Lee & Allen, 2002, p. 131-142; Williams & Anderson, 199, p. 601-617)

1.9.4 Turnover intention

Tett & Meyer, 1993 defined turnover intention as " a conscious and deliberate willingness to leave the organisation". Voluntary turnover generally occurs when the decision to leave the organisation is at the discretion of employee, and it can also be the probability that the employee will leave the organisation (Nzukuma & Bussin, 2011). It is different from involuntary turnovers which are due to layoffs, forced resignations, and firings which are mainly controlled by organisations . According to human capital theory, while some voluntary turnover can be functional, it generally has a negative influence on workforce performance (Joseph, Ang, & Slaughter, 2006). First, voluntary turnover depletes the organisation specific human capital accumulated by an employee. Second, turnover eliminates the organisation's return on its

investment from a productive employee. Third, high turnover can disrupt the organisation's operations.

1.10 SIGNIFICANCE OF STUDY

The study is aimed at establishing a correlation between psychological contract and work-related behaviours like job satisfaction, organisation citizenship behaviour and turnover intention in a pharmaceutical manufacturing factory situated in Durban KwaZulu-Natal , a province of South Africa. The study will contribute to the field of psychological contract and provide information for the organisation to make policies to improve psychological contract considering its correlations with work-related behaviour.

1.11 LIMITATION OF STUDY

Another limitation was the small size of sample and limited population cover, the study was conducted in one factory of pharmaceutical manufacturing based in South Africa which makes it difficult to generalise the study for all the pharmaceutical manufacturing factories in South Africa.

1.12 STRUCTURE OF STUDY

Outlining the research is essential for the purpose of making the topic manageable. The boundaries and context within which the research is conducted is important for the researcher as it helps to focus the study in an attempt to achieve specific research objectives. It also assists the researcher in understanding the main problem and relevant sub-problems that are required to reduce any uncertainty about the study.

Study has six chapters that follow the outline discussed below:

Chapter 1 introduces the scope of the study, which deals with the problem statement, research questions, objectives, hypothesis, methodology of the study and terminology.

Chapter 2 discusses employee engagement as an independent variable in the form of a literature review, its antecedents, measurements and the influence of values such as selflessness, communalism, cooperativeness, collectivism, individualism, competitiveness and materialism. Chapter 2 also presents a hypothesised model based on the theoretical framework.

Chapter 3 discusses the methodology of the study, which seeks to clarify how the sample is drawn, measurements that are utilised, demographic and empirical results.

Chapter 4 concentrates on empirical data results and validity and reliability of data.

Chapter 5 concentrates on data analysis and interpretation of descriptive findings.

Chapter 6 discusses the conclusions arrived at in the study, limitations and recommendations of the researcher.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION:

In the previous chapter the researcher briefly covered psychological contracts and the impact of Psychological Contract breach along with problems business faces in times of tough economic challenges and changing perceived expectations. The research problem was presented, along with clearly defined research question and objectives. A hypothesised model was created to study the relationship between the dependent and independent variables, and an overview was given on the methodology of research.

The aim of this chapter is to define how the literature research is done, what are the different means used to find out literature on the topic or with related topics, followed by an overview of the pharmaceutical industry in South Africa, since this research is being conducted on factory workers within a pharmaceutical company in South Africa. What follows is a detailed literature review on the variables that are illustrated in the conceptual model, namely psychological contract, job satisfaction, OCB and turnover intention with the emphasis on previously done research on the relationship of psychological contract and job satisfaction, organisation citizenship behaviour and turnover intention. In the methodology of the literature review, first a detailed review is done on psychological contracts and the aspects related to it, such as type of contracts, and breach and violation. The second part of the literature review analyses literature which has carried out research of such relationships like the relationship between psychological contract and job satisfaction, similarly two other independent variables include relationship with psychological contract.

2.2 LITERATURE SEARCHING PROCESS

To search literature related to the topic of discussion, a structured method is adopted. Firstly a search strategy is prepared, which is comprised of key headings that need to be searched and details which search methods will be used.

As a part of the search strategy, a list of key search items is compiled, such as psychological contract; job satisfaction; organisation citizenship behaviour; turnover intention; relationship between psychological contract and job satisfaction; relationship

between psychological contract and OCB; and relationship between psychological contract and turnover intention.

Articles from reputed journals were searched using Ebscohost, which is a gateway to a multi-disciplinary and subject-specific database of journal citation reports, which objectively allows the researcher to critically evaluate leading journals of the world, with quantifiable, statistical information based on citation date. Several other databases were used including SAe Publications, which is a base of South African journals, and Google Scholars

2.3 PHARMACEUTICAL MANUFACTURING IN SOUTH AFRICA

The global pharmaceutical market is worth \$300 billion a year. The South African pharmaceutical sector is the largest in the African continent and is ranked 5th in terms of per capita expense on pharmaceuticals. It was valued at approximately R45 Billion in 2015. Private sector accounted for 4 percent of the market and the public sector accounted for 16 percent of the market. Approximately 276 companies are licensed by Department of Health (DoH) and Medicine Control Council to import, manufacture, distribute or export pharmaceuticals Department of trade and industry (2017).

Pharmaceutical manufacturing is dominated by companies like Aspen Pharmacare, Adcock Ingram, Cipla, Sanofi. Pharmaceutical companies provide employment to approximately 9500 people.

The research is carried out on pharmaceutical factory employees of a leading pharmaceutical company, which consists of many functions like manufacturing, packaging, warehouse, supply chain, quality control, quality assurance, engineering, SHERQ, HR and finance. The employees working at the factory are structurally divided into three broad categories: senior management, middle management and associates. The individuals in factory come with varying qualification backgrounds from below Matric to Master's degree level and from chemistry graduates to pharmacists and engineers.

2.4 PSYCHOLOGICAL CONTRACT

Employment relationships increasingly use psychological contracts as an explanatory framework for understanding employment relationships. Psychological contract

research is generally categorised into two broad phases: Rousseau period and pre-Rousseau period. This is primarily created by the widely cited article by Roehling (1997, p.204-217) in which he argued that the article by Rousseau (1989) reconceptualised the psychological contract from previous publication and marked the “transition from early developments to recent developments in the psychological contract literature” (p.213).

Psychological contract was first discussed by Menninger (1958) in his book *Theory of Psychoanalytic Technique*. Below is an excerpt from the book expressing the concept:

“In any engagement between two individuals in which a transaction occurs, there is an exchange, a giving and a gain of something by both parties with a consequent meeting of the needs in a reciprocal way, mutual way. When this balance is not achieved, either because one does not need what the other has to offer or because one does not give what the other needs or because there is a feeling on the part of one that the exchange is not a fair one, the contract tends to break up prematurely” (Menninger, 1958, p.21)

The term psychological contract was formally used for the first time in a book titled *Men, Management, and Mental Health*. It was defined as “a series of mutual expectations of which the parties to the relationship may not themselves be dimly aware of but which nonetheless govern their relationship to each other” (Levinson et al., 1962, p. 21).

The pre-Rousseau period has two important empirical research points relevant to this research. One was done by Kotter (1973, p. 91-99) whereby the study demonstrated that the alignment of the expectations of an organisation and their employees leads to greater job satisfaction, productivity and reduced turnover. The second study was done by Portwood and Miller (1976, p.109-113) which indicated that job satisfaction and employee work behaviour were positively correlated.

In the pre-Rousseau period, lots of inconsistencies were observed in the definition of psychological contract. For example some of them define it as an exchange relationship between the employee and their organisation. March and Simon (1958), Kotter (1973, p. 91-99) and Argyris (1960) proposed that the psychological contract developed on the basis of interaction between foremen and the employee.

Denise M. Rousseau has made the biggest impact on the theory by far and she played an instrumental role in the renaissance of psychological contract. It started in 1989 when she wrote an article in the *Employee Responsibilities and Rights Journal*. The article brought back scholarly interest in psychological contract research. The article gave a conceptual difference in transactional and relational contracts and differentiated psychological and implied contracts in an organisation.

Rousseau (1989) defined psychological contract as “an individual’s belief regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party” (p.123). Initial work was very much focused on keeping the employee at the centre, though it also spoke about reciprocity.

When an employee joins an organisation, a written contract is signed between the employee and the organisation. The contract includes what the employee is going to do, in which area he/she is going to work, and what the employee will receive in exchange of his/her contribution. These written contracts are referred to as employment contracts. However, when the contracts are unwritten and they are perceived as an obligation between employee and employer or vice versa, they are termed as psychological contracts. Similar to legal contracts, in psychological contracts, employees and employers expect things in return for their contribution. These perceptions, beliefs and expectations are formed automatically.

Pre 1997 breach and violation are used interchangeably. Morrison and Robinson outlined various conditions which may contribute to various perceptions which lead to psychological contract breach. These models helped in differentiating the two concepts breach and violation (Coyle-Shapiro & Parzefall, 2008, p. 17-34).

The research by Rousseau and Morrison and Robinson was primarily done from an employee focus point of view. Guest (1998, 2004) has brought inclusion of employer perspective. Guest and Conway (2002, p. 22-38) defined the psychological contract as the “perception of both parties to the employment relationship” (p. 22). Organisations cannot be blamed for psychological contract violation as it cannot be considered as a single party. The employers in context of psychological contract: the recruiter, or the supervisor, or top management.

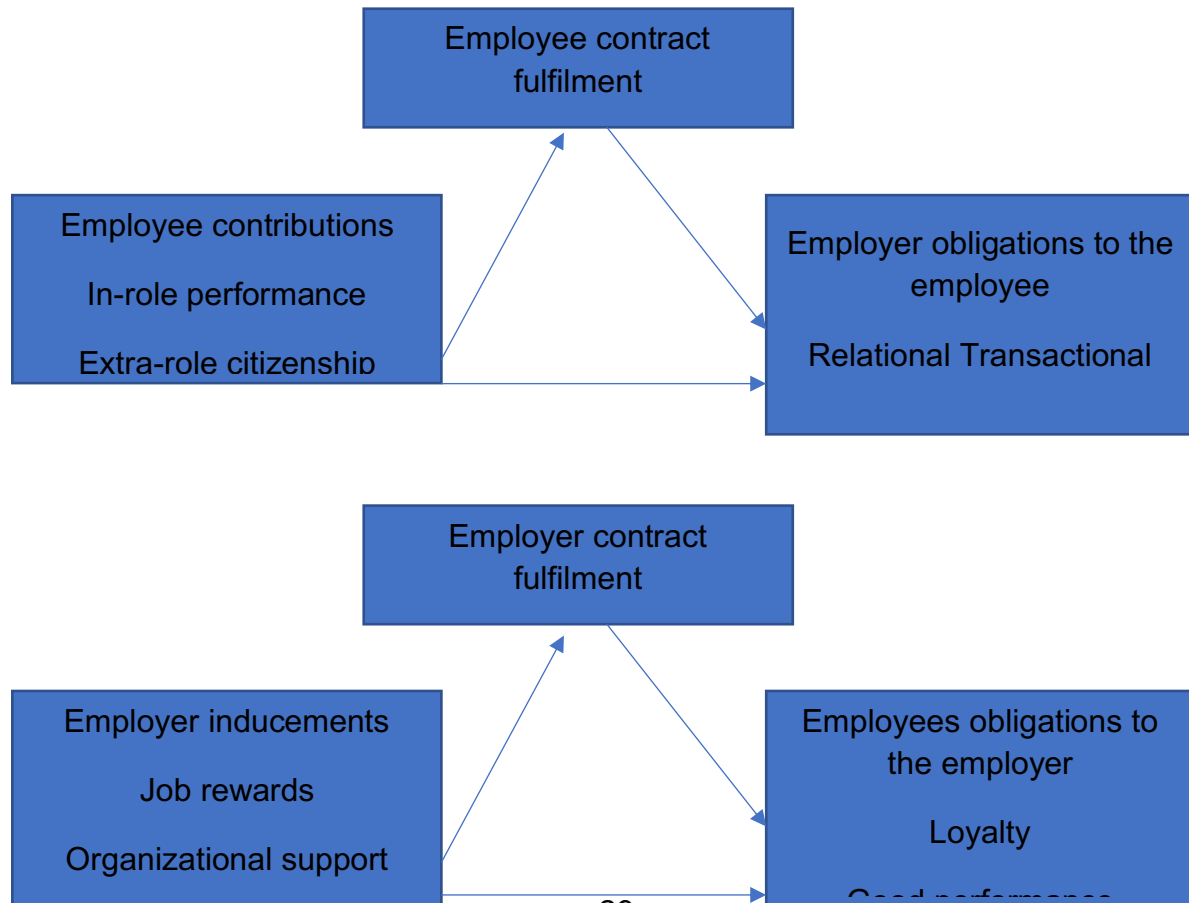
As per Rousseau (2001, p. 511-541), the psychological contract is formed by an individual’s cognitive perception of the relationship between employee and

organisation. Psychological contract formation happens at different stages which include pre-employment experience, recruitment practices, early socialisation and later experience.

Conway and Briner (2005), defined psychological contract fulfilment as the degree to which an employer believes his or her organisation has fulfilled the obligation of the employee, whereas violation is typically considered as the discrepancy between the employee's perception on the promises made to him or her and what was delivered by the employer (Morrison & Robinson, 1997; Turnley & Feldman, 1999, p. 187-206; Grimmer & Oddy, 2007, p.153-174).

Fulfilment of the psychological contract is increasingly considered as a criteria for measuring its performance (Lee, Liu, Rousseau, Hui & Chen, 2011, p. 201-226). From the employee's perspective, it takes two forms: perceived employer fulfilment and perceived employee fulfilment (see Figure 2.1)

Figure 2.1: Forms of psychological contract fulfilment (Lee et al., 2011, p. 2014)



Second, breach emphasises negative aspects of the contract, while fulfilment focused on positive aspects.

As these contracts are perceived in the form of obligation, specifically from employees towards their organisation and being not written, they create negative work related behaviours if not met. The challenge has become bigger as there is no written agreement. Many authors have defined the psychological contract as the perception a person holds about an exchange agreement between himself or herself and another party (Argyris, 1960; Levinson, et al., 1962; Rousseau, 1989, pp. 121-139; Schein, 1965). Rousseau (1995, pp. 289-298) termed these unwritten implicit agreements between the employees and their organisation as 'psychological contract'.

Organisations keep evolving over a period of time and incorporate practices and systems which can lead to unmet psychological contracts. (Wei, Ma, Zhang, Showail, Jiao, Wang, 2015, p. 679-701) shared, that there is huge pressure on business to remain competitive and with increasing pressure on headcount reduction, compounded by economic downtime, leads to different responses from employee and these organisational decisions influence perceived psychological contract breach and employee commitment. All such practices can trigger psychological contract breach, and affect work related attitudes (Johnson & O'Leary- Kelley, 2003, p. 627-647)

Many researchers have confirmed on existence of psychological contracts during the time of tough economic instability and competition, employment relationships are perceived differently and interpreted for different behaviours (Rousseau, 2010, p. 191-220).

Psychological contract are influenced by many factors other than organisation practices. For example, they may be driven by how different sexes perceive working conditions Jianakoplos and Bernasek (1998, p. 620-630) and Sandberg (2013) shared that gender plays a critical role in psychological contract formation. Males and females interpret and respond to the same working conditions differently. There is much research done to study violation of psychological contracts and these have shown that violation, which is also referred as breach, has many undesirable results such as lower organisation commitment, lower trust toward employers and the propensity to leave the organisation (Robinson & Rousseau, 1994, p. 245-259).

As it is perceived, obligations consistency is always a challenge. Many studies have attempted to research the consequence of psychological contract breach, however consistency of breach is not observed very consistently. In the assessments tried by Rousseau and Tijoriwala (1998, p. 679-695) and another study was performed by Zhao, Wayne, Glibkowski, Bravo, they conducted meta-analysis to understand the influence of psychological contracts on eight different work related outcomes, however they concluded that affect mediates the effect of breach (2007, pp. 647-680).

It is important to understand the impact of psychological breach on work related outcomes so that adequate action can be taken. Employment relationship was always in the limelight for human resource professionals and scholars, and they mostly tried to link it through psychological contracts (Guest & Conway, 2002, p. 335-358). If employees experience psychological contract fulfilment, they experience increased job satisfaction, intend to stay, and trust in the organisation (Dabos & Rousseau, 2013, p. 485-510). Human resource practices and social cues can also lead to employees experiencing psychological contracts which create the unwritten expectation by the employee and in turn the employer (Cooper & Sparrow 2003; McDermott, Conway, Rousseau, Flood, 2013, p. 289-370; Rousseau & Greller, 1994, p. 385-401).

It is evident that the breaches of psychological contracts have a significant impact on work related outcomes. Psychological contract breach has an impact on behaviours and attitudes at the work place, which impact job satisfaction, organisation citizenship behaviour, and intention to stay (Raja et al., 2004, p. 350-367; Bordia, Restubog, Tang, 2008; Coyle-Shapiro, 2002, p. 927-946; George, 2013). Multi-generation work forces respond differently to psychological contracts and react differently to breach of psychological contracts. Younger generations are more motivated by social atmosphere while older generations may be more motivated by fair policy, career development and job content (Lub, Bal, Blommer, Schalk, 2016, p. 653-680).

HRM (Human Resource Management) practices are considered as solutions or actions by organisations to manage psychological contracts, however in many instances organisation performance is mediated by the psychological contract. Considering HRM

practices as obligations of the organisation towards employees, they are perceived as inducement (Suazo, 2003; Uen, Chen and Yen, 2009, p. 215-223) and HRM practices shape psychological contracts (Agarwal & Bhargava, 2013, p. 13-26).

The type of HRM practice, such as in the form of training or number of incentives, directs psychological contracts to be relational or transactional in nature. HRM practices are related to psychological contracts which affect employees' behaviour and attitudes, and finally the organisation's performance.

Management needed to keep the factory performing in the tough competitive environment wherein there is a consistent demand of high performance, need to analysis factors which can influence employee satisfaction, commitment, OCB and turnover intention. This problem is of great importance with millennials, as they are very demanding hence it is very important to understand the relationship between psychological contracts and other characteristics which help business perform.

The research on factory employees is also of importance due to length of experience factory workers have, which can lead to a higher possibility of psychological contract and possibly impact on their job satisfaction and commitment.

Breach of psychological contract influences an employee's behaviour and attitude, and impacts on job satisfaction (Ahemed, et, al., 2016, Payne, Culbertson, Lopez, Boswell & Barger, 2015, p. 41-60).

Work engagement is a universally emotional state which is generally associated with the personal and behavioural states (Schaufeli & Bakker, 2010, p. 10-24). Many studies indicate that the realisation of a psychological contract leads to better work engagement (Bal, Kooji & Jong, 2013, p. 545-572; Zhao, et, al. 2007, p. 647-680). The sense of belonging and entrepreneurship greatly associated with psychological contract also enhances work engagement (Gawke, Gorgievski, & Bakker, 2017, p. 88-100).

A big portion of employee engagement falls out of the formal contract and can be analysed using the psychological contract. In return of the job setting and compensation offered to employees to their satisfaction and expectation, organisations

expect employees to have a constructive attitude (Cropanzano & Mitchell, 2005, p. 874-900). These expectations create motivation toward psychological contracts. Due to tougher economic conditions and ever rising competition, organisations fail to understand which aspect of employee engagement to act on first or they simply don't fulfil these as the contracts are not formally written. Many times these are wrongly perceived and lead to psychological contract breach (Balogun, Esan, Ezeugwu, 2016). Breach is a "perceived discrepancy between employee's expectation and derived from the psychological contract and actual experience" (Solinger, Hofmans, Bal & Jansen, 2016, p. 495-514).

2.5 JOB SATISFACTION AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT

Job satisfaction is defined in many ways. Given below are some of the definitions given by researchers. An initial definition was offered by Ivancevich & Donnelly (1968, p. 172-177), which is the "the favorable viewpoint of the worker toward the work role he presently occupies." Carroll and Blumen (1973) defined it as "evaluation of one's job and the employing company as contributing suitability to the attainment of one's personal objective". Kalleberg. (1977, p. 124-143) empirically tested the relationship between job satisfaction and work value and job rewards, and it was concluded that work value has significant impact on job satisfaction.

"It is an attitude toward a job" Brief (1998). Job satisfaction is an affective reaction to one's job, resulting from the employee's comparison to the actual outcome versus desired outcome (Cranny, Smith, & Stone, 1992). Job satisfaction is "a positive (or negative) evaluative judgement one makes about one's job or job situation" (Weiss, 2002, p. 173-194).

Beam (2006, p. 165-185) reported that workers feel more satisfied if their personal goals are linked to 'the organisations values, culture and goals.

Job satisfaction is one of the most researched topics and it remains critical for managers as they try to keep workers motivated in today's highly competitive world. With so much research available, organisations adopt best practices to make sure

employees remain highly motivated right from HRM practices to leadership education for leaders, yet organisations struggle to improve job satisfaction.

Schalkwyk & Rothmann (2010) in their study to evaluate the impact of demographic variables like job levels, qualification, gender, age qualification on job satisfaction in a chemical factory in South Africa, confirmed that there are two consistent factors which are extrinsic and intrinsic job satisfaction is related. The study confirmed that language, is a demographic variable which predicts extrinsic job satisfaction and intrinsic job satisfaction, was predicted extensible by age and the qualification levels of employees. Traut, Larsen, and Feimer, (2000, p. 343-351) in their study about job satisfaction, indicated that the most satisfied employees are those who are newer to the organisation or in earliest year of service.

Porter said that employees perceive job satisfaction as a degree to which job needs are fulfilled (Porter, 1962). It can be “a positive (or negative) evaluative judgment one makes about one’s job or job situation” (Weiss 2002, p. 175). Job satisfaction is achieved by the cognitive reaction of employees to their job (Locke 1969; Organ and Near 1985, p. 241-253; Judge and Ilies 2004; Rich et al. 2010). It is a combination of what the employee feels and what he or she thinks about various aspects of their job. When employees are satisfied they feel that their organisation have met the obligation towards them. Rayton and Yalabik(2014).

Extrinsic and intrinsic rewards have a positive relationship with job satisfaction. Fulfilment of the psychological contract in the employees, leads them to develop reciprocating implicit obligation, which is likely to increase job satisfaction and organisation commitment (Blau, 1964). An empirical study demonstrates that job satisfaction occurs when the employee feels that his/her employer is meeting his/her expectations and job needs (Locke, 1976; Weiss, 2002). The greater perception of fulfilment in psychological contract from employer, the greater the employee’s response in terms of job satisfaction and organisation commitment (McInnis, Mayer & Fedmean, 2009, p.165-180; Robinson, 1996; Turnley & Feldman, 2000, p. 25-42).

Job satisfaction is an indicator of employee well-being. The majority of an employee's waking time (two thirds) is spent in the workplace thus job satisfaction has a major impact on an employee's overall wellbeing. Job satisfaction is significant predictor of well-being and is an acknowledged construct linked to the work related well-being of employees (Brough & O'Driscoll, 2005; Doef & Maes, 1999, p. 84-114; Ilies & Schwind 2007; Rathi & Rastogi, 2008, p. 47-57).

Job satisfaction is a representation of employees reactions towards their job (Parasuraman & Simmers, 2001, p. 551-568) or employees' positive feeling towards their jobs. A comprehensive definition of job satisfaction given by Locke (1969) includes " individuals' cognitive, affective and evaluative reactions towards their jobs" Psychological contract breach has a profound impact on job related attitudes and behaviour (Zhao, Wayne, Glibkowski & Bravo, 2007, p. 647-680; Bal, de Lange, Jansen & van der Velde, 2008, p. 143-158).

2.6 ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT

Smith, Organ and Near (1983) first introduced the concept of OCB empirically. It is defined as employee behaviour and the employees' personal desire to work beyond what is expected of the organisation in terms of job description (William & Anderson, 1991, p. 601-617; Shahin, Shabani Naftchali & Khazaei, 2014, p. 290-307; Organ, 1997, p. 85-97).

OCB is displayed by an employee when he/she goes above and beyond the call of duty, if we consider in contractual terms beyond the job description which is signed effectively to perform the job adequately to achieve organisational goals (Organ, 1997, p. 85-97). This concept was reconceptualised by (Van Dyne, Graham & Dienesch, 1994, p. 765-802) as civic citizenship.

As per Podsakoff, Mackenzie, Paine and Bachrach (2000, p. 513-563) there are nine dimensions forming OCB: cooperative attitude, tolerance toward uncomfortable work place, constructive organisation, responsibility, effort to develop positive organisation, helping at work, loyalty to organisation, good self-enhancement of a positive deed, and loyalty to organisation.

Organ (1988, p. 547-557) again defined it as a self-driven, voluntary behaviour of an individual which is not a part of his or her formal job description; it does not follow process of acknowledgement and formal reward system, but leads to affect the overall performance of the organisation.

The definition of talent in the current organisation is very much linked to OCB and it is assumed that key talent displays OCB in their working and also it is important that they remain updated to make sure that the organisation remains successful. Hui, Lee and Rousseau (2004) state that OCB is highly related to relational contracts.

Transactional psychological contracts have minimal effect on OCB as they only get affected if mediated by instrumental belief. In the event of an employee believing that the employer will be able to meet their expectations and focus on a long term orientation relationship, they will carry on with extra role behaviour (Kiazad et al., 2014, p. 535-556; Panaccio et al., 2015. P. 657-675). Anggraeni et al. (2017) state that the better the employee's perception about the psychological contract, the bigger the OCB.

OCB can be classified into two types: One which is intended to benefit the organisation and second which is to benefit specific individuals. An example of behaviour which impacts organisations are above average work attendance, not taking longer work breaks, while examples for behaviour which impacts individuals includes assisting others, and helping colleagues with work load (William and Anderson, 1991, p. 604-617). Robinson and Morrison (1995) suggested that OCB is doing more than what is written in a job description. It is strongly related to psychological contract fulfilment or breach due to it being perceived obligation from employer as a reciprocation of OCB.

This may mean that employees have to perform above and beyond what is required of them. Contextual performance, discretionary behaviours and OCBs have become a necessity in the workplace these days and will continue to do so for a number of reasons. According to Borman and Motowidlo (1997) some of these reasons are that global competition continues to increase the effort levels required of employees to produce the best products and deliver the best service. Further to this, employee adaptability and willingness to exhibit extra exertion is crucial during times of downsizing. Finally, customer service is increasingly emphasised, particularly because

customers can usually buy equivalent products for comparable prices at similar establishments. Employees need to utilise their OCBs to set themselves and their organisations apart from other organisations.

Organ (1988) highlighted that the significance of OCBs lies in their ability to improve organisational efficiency and effectiveness. Not surprisingly, OCB has gained increased importance over the past three decades with many researchers and authors publishing in this area (Organ, 1988, 1997; Van Dyne, Graham & Dienesch, 1994; Podsakoff et al., 2009). With OCB's steady climb to prominence, there has however been some confusion regarding the nature of the construct. For this reason, it is necessary to critically examine OCB so as to gain a holistic understanding perceived psychological breach will be positively related to intention to quit and organisation citizenship behaviour (Phuong, 2016, p. 329-246) According to Bateman and Organ (1983, p. 587-595), organisation citizenship behaviour is made up of altruism, courtesy, conscientiousness, sportsmanship and civic virtue.

Altruism is a voluntary support and aid offered to others in the department It can be as simple as providing someone a hand to lift up weight or as complex to solve a problem for a teammate, which may need long hours and effort.

Conscientiousness refers to utilisation of work-time efficiently, promptness in attendance and obedience to rules. This is considered as one of the behaviours in where the employee goes that extra mile which is beyond his work role.

Sportsmanship is a behaviour which is displayed by dealing with problems at work without complaining and finding faults in the organisation. Further it also look into how the employee deals with some inconveniences and does he or she protest or criticize the organisation for the reason. This is relatively important in the organisational setting, as unnecessary complaints and fault finding can take up a great deal of a supervisor's time.

Notifying parties related to decisions which can affect them in advance is considered under courtesy behaviour, considerations and politeness is also a part of its definition

Involving in issue which can affect organisation, showing concern for the organisations and actively involving in political progression for an organisation falls under civic virtue (Organ, 1988).

Brief and Motowidlo (1986, p. 710-725) researched a similar kind of work behaviour in organisational settings called pro-social behaviour. They defined it broadly as behaviour performed by a member of an organisation directed towards an individual, group or the organisation with whom he or she interacts while carrying out his or her organisational role and performed with the purpose of benefitting the individual, group or organisation toward which it is directed.

Borman and Motowidlo, discussed contextual performance which they defined as behaviours that do not maintain the technical core of the organisation, but rather support its broader organisational, social and psychological environment in which the technical core must function. These behaviours are not considered to be part of task performance, which refers to the actual job they are employed to do rather, it refers to enhancing task performance (1997, p. 99-109). They further itemised five categories of contextual performance which sound similar to the categories of OCB.

These comprise of the following:

1. Volunteering for tasks that are outside an employee's prescribed job description.
2. Displaying diligence, eagerness, and application when considered necessary to finalise essential task requirements.
3. Providing assistance to others when required.
4. Adhering to rules and prescribed procedures, even when it is inopportune or tiresome.
5. Candidly advocating and protecting the organisation's objectives.

Organ (1988; 1997) suggests that the most noticeable difference between OCB and prosocial organisational behaviour is that the latter can either be in-role or extra-role, whereas OCB by explanation is extra-role. Further to this, the definition does not imply that prosocial behaviour be non-rewarded (Organ, 1997). Although prosocial organisational behaviour is constructive towards individuals, it may sometimes be at the cost of organisational efficiency and effectiveness (Brief & Motowidlo, 1986). Borman and Motowidlo (1997) give the example that an employee may help a colleague with a personal problem, but by doing so may not succeed in achieving a critical deadline; therefore having a negative impact on the organisation.

OCB can be classified into two types determined by whom the behaviour were intended for (Williams and Anderson, 1991):

The first category is organisational citizenship behaviour-individuals (OCBI). In this category the behavioural balance is creates for other individuals and benefits them. Courtesy is considered as a part of the OCBI. An example of such behaviour includes representing a colleague in a meeting in his absence.

The second category is where the behaviour is directed towards the whole organisation, organisational citizenship behaviour-organisational (OCBO). The benefit of these behaviours is intended for organisation, while some of these behaviours are sportsmanship and civic virtue. An examples of such behaviour is to finish a task which is important for the organisation by working extra hours.

While these behaviours are based on the direct target of OCB (i.e. the individual or the organisation), it should be noted that if an individual is targeted with this behaviour so that it directly benefits the individual, it may also indirectly benefit the organisation and vice versa (Williams & Anderson, 1991). For example, if one assists a colleague who has been absent from work to complete a report before the imminent deadline, then one is directly helping the colleague but at the same time, the organisation benefits as its deadlines are being met.

Further to this there is the argument that some individuals may vary in their view of whether they see these behaviours as discretionary or not Graham (199, p. 249-270), it is also recognised that one of the criticisms of Organ's definition was the specification of behaviour being "extra-role". He overcame this by conceptualising OCB as a broad range of behaviours.

In responding to the critics, Organ (1997) indicated that since he originally defined OCB, jobs have changed in many ways and continue to change. Downsizing, the global economic recession, greater use of teams, virtual organisations and the like, all hint towards the myriad of changes which have taken place in the workplace. He suggested that as jobs have evolved so have the job descriptions defining their tasks, responsibilities and roles. Where these were formalised in the past and clearly defined, they have since become more abstract and universal. Without a clear definition of one's role and expectations of that role, there is greater difficulty in clarifying what is outside of that role.

Perception influences views of behaviours, because what may be considered an extra-role behaviour to one individual may be deemed an in-role to another. The type of job one does may also affect what is considered to be in-role or extra-role role behaviour. However, it is clear that there needs to be a distinction at some stage, because not all behaviours at work form part of task performance. OCB cannot exist in a workplace where every helpful deed performed is referred to as part of the job (Organ, 1997). Another issue tackled in his paper on cleaning up the OCB construct was that of rewards. Although the original definition did not exclude rewards as an outcome for behaviour to qualify as an OCB, it was only required that the behaviour was not contractually guaranteed by the organisation's formal reward system.

Nevertheless, there is evidence that supervisors do consider contextual performance in their overall performance ratings, approximately as highly as task performance (Borman & Motowidlo, 1997; Podsakoff et al., 2009). This implies that OCBs do influence performance ratings, even though not implicitly, which are likely to influence reward.

Research suggests that some forms of OCB may be just as likely as in-role performance to lead to a financial reward (MacKenzie, Podsakoff & Fetter, 1999, p. 123-150; Podsakoff & MacKenzie, 1994). Becton, Giles and Schraeder (2008) further make a case for the potential consequences, both positive and negative, of including OCB in a formal appraisal and reward system. In empirical research it is demonstrated that psychological contract breach is negatively related to an organisation's citizenship behaviour (Hui, Lee, & Rousseau 2004).

2.7 TURNOVER INTENTION AND ITS RELATIONSHIP TO PSYCHOLOGICAL CONTRACT

In the psychological contract literature review we have seen that Rousseau divided it into two parts, transactional and relational psychological contract. Transactional contract is based on economic exchange, where in employee in exchange of their service, expect returns like overtime, performance based rewards and training etc. Relationship based on social emotion exchange, reflects that employees exchange working long term, loyal and willing to accept internal work adjustments for long term job security.

Employee attrition is a problematic area for management specifically in pharmaceuticals where the normal training process is six months. Lost human assets disrupt the production process at the factory and it is also a costly process considering that the new employees have to go through the recruitment process, training, and need to be brought up to date Taplin & Winterton (2007,p.5-18). This is more challenging in the current times of high competition and tight labour market with a shortage of skills (Roodt & Kotze, 2005, p. 48-55; Truss, Mankin & Kelliher, 2012).

Most of the literature distinguishes between turnover intention and actual turnover. According to Preenen, De Pater, Van Vianen and Keijzer (2011, p. 308-344) actual turnover refers to "departure from an organization despite having the opportunity to remain". While turnover intention is defined as "an employee's personal choice or decision to leave an organization voluntarily to seek a more favourable or fulfilling

position elsewhere” (Kovner & Brewer, Fatehi, Jun, 2014, p.64-71; Sjoberg & Sverke, 2000, p. 247-252).

Turnover intention is determinant of turnover rate (Ahmad & Rainyee, 2014, p.74-81) and they are related to many individual and organisation factors, Mendes & Stander, 2011, p. 123-150). As per Holtom et al., (2008, p.231-274) turnover intention is the best predictor of actual turn-over, and it is the last stage before departure

Literature on psychological contracts has evidence indicating that perception of breach can trigger a feeling of violation, which can lead to an individual decision to terminate his or her relationship with the employer in order to bring an end to unpleasant working conditions (Ovis et al. 2008).

Positive correlation is established between breach of psychological contract and turnover intention (Tumley & Feldmen, 2000, p. 25-52).

Wherein other researchers such as Wei Feng (2004,p. 541-561), pointed out that breach of psychological contract will impact employees’ exit and voice loyalty, which shows that there is a negative relationship between psychological contract and turnover intention. Employees leave organisations to escape negative work atmospheres, career goals, and better opportunities.

In South African pharmaceutical manufacturing, skills are difficult to obtain and employee retention is considered to be critical as per Larson and Fukami (1985, p. 461-471). Ease of movement is perceived as a predictor for actual turnover. Intention to leave can be a strong predictor of actual turnover (Vandenberg & Nelson, 1999,p. 1313-1336).The work environment is getting highly competitive. Job losses are frequent due to tougher economic conditions and higher competition in business, which create a sense of insecurity. Employees perceive that their employer may not guarantee them ongoing employment and employees start to present themselves as more employable. Their loyalty toward their employer starts to diminish and they start to look for better opportunity (Benson, 2006, p. 173-192; De Cuyper & De Witte, 2008, p. 363-387).

Employees feel employability as a promise by the employer (Craig, Kimberly & Bouchikhi, 2002). The unwritten promise made by employer is referred to as content of psychological contract Rousseau (1995). There is a positive relationship between psychological contract fulfilment and turnover intention. If an organisation fulfils the psychological contract, employees will be more loyal to the organisation, employability will increase and turnover intention will be low. (De Cuyper, Van der Heijden & De Witt, 2011, p. 1486-1503). An enhanced desire to stay is experienced by employees who believe that they have a contract with the employer that can't be replicated by other organisations (Ng & Feldman, 2008).

While, many researchers have shown a positive relationship between psychological contract fulfilment and intention to leave, a study by Vaart, Linde, Beer & Cockeran. (2014, p. 32-44) states that the psychological contract does not have a moderating effect on perceived intention to leave and hence ease of employability will increase turnover intention of employees regardless of the nature of the relationship.

It is demonstrated by Vaart et al. (2014, p. 32-44) that even though the psychological contract does not directly impact turnover intention, the state of the psychological contract significantly predicts employees' well-being. This was also confirmed by previous findings by Pazefall and Hakanen (2010, p. 4-21).

Though psychological contract does not significantly impact turnover intention, due to its impact on well-being, it can significantly predict intention to leave (Page & Vella-Brodick, 2009, p. 441-458) and it is related to turnover intention.

HR practices which promote employee involvement and commitment will improve employees' well-being (Kalshoven and Boon, 2012).

Organisations can shape employees' psychological contracts in many ways by applying different practices. Some of them are by their human agents, such as managers, who can communicate messages to the employees, through policies and practices (especially HR policy and practices), and through employment contracts Conway and Briner (2009).

There are many climate factors, like the compensation employees receive, treatment by their direct managers and the way employees perceive their work (including leadership) which are the positive predictors of employees' intent to stay in an organisation (Erasmus et al., 2015, p. 33-63).

The turnover intention is generated when an employee feels discontent but have less chances to leave due to lack of opportunity to mere waiting for the right opportunity in this process of employee turnover, turnover intention is generated, generally this is the organisation in ability to meet psychological contract which is perceived by the employee Price, (2001, p. 600-624). These factors influence the individual's reaction and behaviour relating to the individual's characteristics and needs (person-situation; person-organisation) where good fit will to a large extent lead to satisfaction and poor fit will result in frustration (Ostroff & Schulte, 2007).

Many other empirical studies suggest a positive relationship between psychological contract breach and turnover intention (Raja, Johns, and Ntalianis, 2004, p. 350-367; Robinson 1996; Robinson & Morrison 1995; Lu, Shen & Zhao, 2015). If the individual believes in the positive impact of the relationship, it will lead to behaviours which are relationship-building and vice versa (Conway and Briner, 2009).

This study contributes to psychological contract theory in two ways. Firstly, this study provides information on the existence of psychological contract in pharmaceutical factory employees. Secondly, it will provide which of the three employee work related outcomes job satisfaction, organisation citizenship behaviour and turnover intention is highly influenced by psychological contract breach.

The following hypotheses were investigated in this study:

H1: There is a significant relationship between psychological contract and job satisfaction;

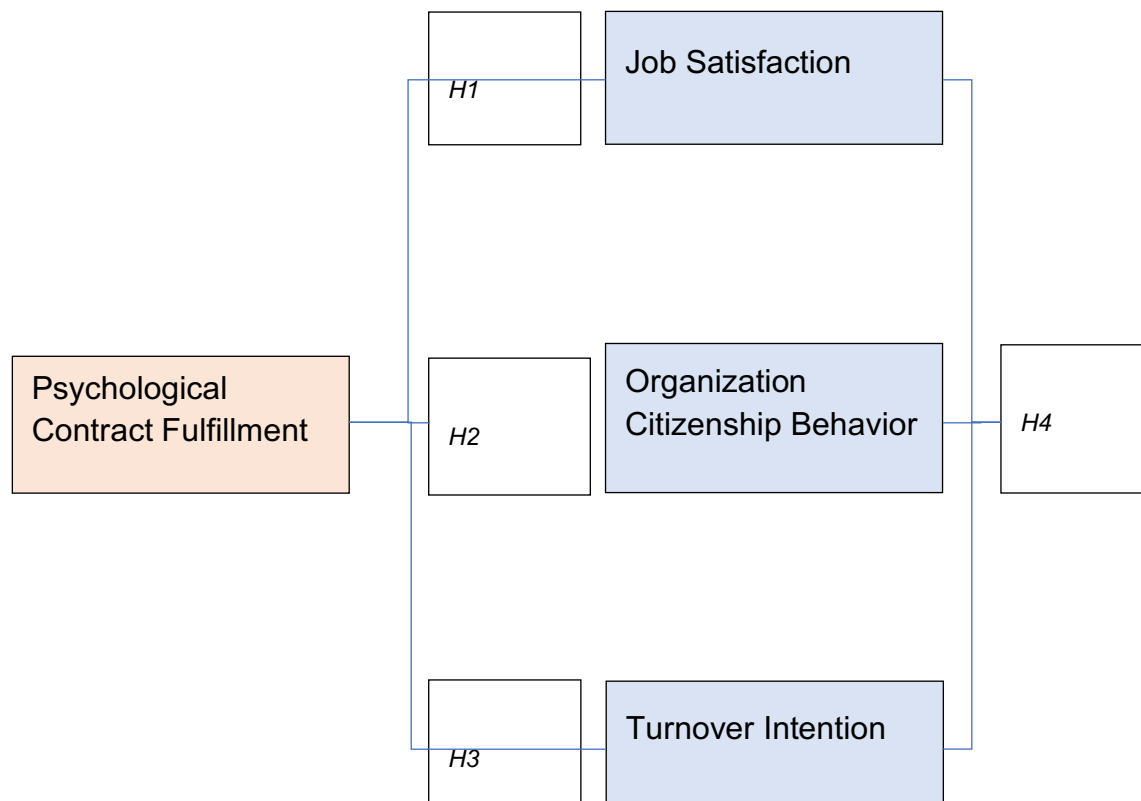
H2: There is a significant relationship between organisation citizenship behaviour and psychological contract;

H3: There is a significant relationship between turnover intention and psychological contract;

H4: There is a significant relationship between organisation citizenship behaviour, job satisfaction and turnover intention;

The above-mentioned relationships are graphically depicted in Figure 1.1.

FIGURE 2.2: The hypothesised relationship



2.8 CHAPTER SUMMARY

This chapter provides a comprehensive review of psychological contract, impact of psychological contract breach, and fulfilment. The review provides support that psychological breach or non-fulfilment of psychological contract leads to impact on work-related behaviour. The chapter also establishes the relationship between psychological contract and three work-related behaviours: job satisfaction, organisation citizenship behaviour, and turnover intention. Finally a hypothesised model is proposed along with a different hypothesis to establish the correlation between the independent variable psychological contract, and the dependent variables of job satisfaction, organisation citizenship behaviour and turnover intention. The

outcome will assist organisations in meeting challenges of understanding work-related behavioural challenges better, particularly in South African pharmaceutical factories operations. In the following chapter, a detailed discussion will be done on methodology utilisation for the study.

CHAPTER-3: METHODOLOGY OF STUDY

3.1 INTRODUCTION

Research design or methodology is mostly referred to as the “framework for the collection and analysis of data” (Bryman, 2012, p.46). Research is guided by a type of research methodology, which is dependent on research paradigms. Chapter 2 provides a comprehensive literature review on psychological contract and relationship of psychological contracts with job satisfaction, OCB and turnover intention. This chapter presents a research design adopted for the present study based on the element of research framework proposed by Collis and Hussey (2014).

3.2. THE RESEARCH PARADIGM

The definition to understand this topic's paradigm is that it is a “universally recognized scientific achievements that are for a time provide model problems and solutions to a community of practitioners” (Kuhn, 1962, p.8). Up to the 19th century, research was primarily focused on inanimate objects in the physical world. Scientists used systematic methods involving observation, experimentation, and they applied inductive knowledge to predict theories. The belief about the world and knowledge was based on positivism. It was developed by theorists such as Comte (1798 - 1857), Mill (1806 - 1873) and Durkheim (1857- 1917).

During the industrial age and times of capitalism, researchers started to focus on social phenomena. A phenomenon is an observed or apparent object, fact or occurrence based on a new theory that was proposed, which was the opposite of positivism and called interpretivism, which was based on the principles of idealism, a philosophy associated with Kant (1724-1804) and subsequently developed by Dilthey (1833-1911), Rickert (1863-1936) and Weber (1864-1920).

Positivism:

Positivism is based on the belief that reality is beyond anyone's control and is independent of us. The theories are discovered based on empirical research. Positive

information is the base of knowledge as this can be scientifically verified. Every rationally justified assertion can be mathematically or logically proven (Williman, 2011). In positivism, explanation is based on theories which permit the anticipation of phenomena, predicts the possibility of occurrence and therefore allowed to control them. Based on the assumption that social phenomenon can be measured, positivism is associated with quantitative methods of analysis. Which can be measured using statistical analyses of data collected.

Interpretivism:

Interpretivism is developed due to perceived inadequacies observed in the traditional research paradigm positivism, to meet the need of social scientists. Interpretivism is based on the belief that social reality is not very objective but rather it is very subjective due to high level of perceptions. A researcher cannot isolate himself or herself from the research because it impossible to separate what exists in the social world and what is in the mind of researcher (Smith, 1983; Creswell, 2014).

Interpretivism is focused on understanding the interpretive understanding of social phenomenon. It is considered to be any research where findings are not derived from statistical analysis of quantitative data (Corbin and Strauss, 2008).

Table 3.1 shows approaches within the two paradigms.

Table 3.1 Approaches within the two main paradigms

Positivism	Interpretivism
Quantitative	Qualitative
Objective	Subjective
Scientific	Humanist
Traditionalist	Phenomenological

There are certain underlying assumptions which define which type of research, positivism or interpretivism.

As per Creswell (1994) and Collis and Hussey (2014, p. 46-47) below are some differences in positivism and interpretivism on philosophical assumptions:

Ontological assumption:

In Positivism the researcher is external to the social reality and is very objective while in interpretivism, social reality is socially constructed and is subjective and realities are multiple.

Epistemological assumption:

It is what constitutes a valid knowledge. In positivism research the researcher is outside the phenomenon under study and knowledge is obtained from objective evidence about observable and measurable phenomenon, while in interpretivism the researcher very much interacts with the phenomenon under study and knowledge is obtained from subjective evidence from participants.

Axiological assumption:

Under positivism method, the researcher is outside the research and is independent from the phenomenon under study, hence the results are unbiased and value free. Under interpretivism, due to the fact that the researcher is very much part of research, it is then biased and value laden.

Rhetorical assumption:

The researcher uses passive voice, accepted quantitative words and set definition under positivism method, while under interpretivism, it is limited to a prior definition and the researcher mostly uses personal voice and accepted qualitative terms.

Methodological assumption:

In positivism method, validity and reliability ensures that the results are accurate and reliable. The researcher studies cause and effect and uses a static design where categories are identified in advance. Generalisation leads to predict, explanation and understanding. In this, the researcher uses a deductive approach. In interpretivism, the researcher uses an inductive approach where the researcher study a topic within a context and uses an emerging design, categories are identified, patterns and theories are developed for understanding.

Based on the above review, this study will be based on positivism paradigm using the quantitative research method due to the fact that psychological contract is an existing

theory and the researcher is going to analyse its correlation with other work related behaviours statistically.

Quantitative research techniques fall under the broad heading of descriptive research. This research is focused on identifying the characteristics of an observed phenomenon, or exploring correlations between two or more entities. Quantitative research is objective, the researcher is independent from what has been researched (Collis & Hussey, 2014). In quantitative research methodology large samples are used and hypothesis are tested. Due to the way it is conducted and being researcher outside the research topic it is considered to be unbiased and the results can be generalised to a wider population. The basic assumption of quantitative research is that reliability and validity can be objectively measured.

Qualitative research, according to Collis and Hussey (2014), is more subjective and humanistic as the researcher interacts with what is being researched. Qualitative research uses small samples and generates theories. It is biased, and the results obtained from the qualitative research cannot be generalised to a wider population. Qualitative research is informal and uses qualitative words. The basic assumption of qualitative research design is that reliability can be tested through verification. Validity of the qualitative research design is high.

Aliaga and Gunerson (2002) defined methods of quantitative research as “explaining phenomenon by collecting numerical data that are analysed using mathematically based method (in particular statistics)” wherein Kothari (2009) deliberated that it is the collection of quantitative data and this data is then put into a rigorous quantitative analysis that is done in a formal manner and can include experimental, inferential and simulation approaches to research. Collis and Hussey (2014) contend that with quantitative research, the researcher is outside from what is under researched. Large samples are used in quantitative research to test the hypotheses. Reliability for the quantitative research design is high. This is also highlighted in Krauss and Putra (2005) as they contend that positivistic approach preponderates in science and assumes that science measures facts of an independent nature about a single apprehensive reality.

Kothari (2009) meanwhile discusses qualitative research as a subjective assessment of opinions, behaviour and attitudes. Kothari (2009) argues that this situation leads to the researcher's impressions and insights surfacing. Collis and Hussey (2014) also agree that qualitative research is subjective and humanistic as the researcher interacts with what is being researched. The basic assumption of qualitative research design is that reliability can be tested through verification. Reliability for the qualitative research design is low.

Table 3.2: Comparison between quantitative and qualitative research

Aspect	Quantitative	Qualitative
Purpose	To test hypothesis and make predictions	To gain a deeper understanding of the topic and interpret social interactions
Sample size	Has a larger sample size	Has a smaller sample size
Strategy of enquiry	Experimental designs Non-experimental designs such as surveys	Narrative Phenomenology Ethnographies Grounded theory Case study
Instrument used	Predetermined instrument based Closed ended questions	Emerging methods Open ended questions Interview data Observation data, document data and audio-visual data
Type of analysis	Statistical analysis	Text and image analysis
Objectivity vs subjectivity	Objectivity is critical	Subjectivity is expected

Biases of the researcher	The biases of the researcher remain unknown to participants	The biases of the researcher may be known to participants
Generalisability of the findings	It has generalisable findings that can be applied to a wider population	It has specified findings that are less generalisable

Source : Donley and Grauerholz (2012)

3.3 POPULATION AND SAMPLING DESIGN

This section covers the sampling design of the study, which covers population from which the samples have been selected.

The respondents for this study have one commonality in that they are all employed by the same pharmaceutical manufacturing company within the manufacturing industry in South Africa. This organisation employs roughly 700 employees of which the majority 32 percent are directly involved in the manufacturing process to manufacture pharmaceutical products. The target population consists of current, permanent employees from different hierarchical levels and functions within the factory operation in the organisation.

Cross sectional design was used by many researchers, which required drawing up of large samples from the target population at a specific time was utilised by the researcher (Olsen & St. George, 2004). The study excluded all contract employees and fixed term contract employees due to the fact that they didn't have e-mail access and the internet.

The researcher aimed to obtain a sample of respondents with differing demographic characteristics in terms of age, gender, race and job level, length of service, divisional area and educational background. The final sample consists of 63 respondents (n=63) from a population of around 224 employees.

Probability sampling is generally used during quantitative research in order to allow for statistical inferences to be drawn (Sandelowski, 2000), however in the current study non-probability sampling was used. Non-probability sampling allows for the respondents to be selected, based on the personal judgement of the researcher and

not based on the chance of being selected. Inferential statistics are generally used to draw statistical inferences with the use of non-probability sampling (Malhotra, 2007), which was the case in the present study as presented in Chapter 4. Two forms of non-probability sampling were utilised during the sampling process namely, purposive and quota sampling. Purposive sampling is a selection method where the purpose of the research study and the researcher's knowledge of the population (all current, full-time and permanent employees of the automotive manufacturer) as well as the researcher's experience guided the process in order to obtain a sample as representative of the population as far as possible (Tansey, 2007). Quota sampling was used by means of ensuring that the sample selected possessed certain characteristics in proportion to the wider population. Such characteristics included the distribution of age, gender, race, divisional area and job level (Tansey, 2007). The respondents were therefore selected on the basis of the researcher's conscious decision to include them in the sample (Malhotra, 2007). This allowed for the researcher to have more control regarding the selection process of the respondents (Tansey, 2007).

3.3.1 Population

The population is referred to by Collis and Hussey (2014) as a body of people or collection of items that are under consideration for statistical purposes. Bless and Higson-Smith (2000) describe population as a set of components of the research's focus to which the obtained results can be generalised. The population of this study were all the employees working in a pharmaceutical manufacturing factory.

3.3.2 Sampling design

A sample is a small part that stands for the whole (Byrne, 2017).

Sampling is a share of a population or universe (Etikan, Musa, & Alkassim, 2016). It is a subset of the population which can be used to draw a conclusion about the population (Collis & Hussey, 2014). There are two sampling techniques that are discussed by Etikan et al. (2016), which are probability sampling and non-probability sampling.

Probability sampling:

Probability sampling is a technique that has a distinctive characteristic that ensures that every participant of the population has an equal chance of being selected (Etikan et al., 2016). The authors state that probability sampling uses a random selection system. Collis and Hussey (2014) discuss five types of probability sampling, such as simple random sampling, systematic sampling, stratified sampling, cluster sampling and multistage sampling.

Non-Probability Sample:

Contrary to the probability sample, Etikan et al. (2016) state that in non-probability sample, random selection is not important when selecting a sample from a predetermined population. The authors state that subjective methods are utilised to determine the elements that will be included in the sample, thus samples are gathered in a process that does not provide partakers in the population an equal chance of being included in the sample. Etikan et al. (2016) refer to this technique as cheaper and can be implemented quicker. Collis and Hussey (2014) discuss four types of non-probability sampling as follows:

- Convenience sampling, where the researcher chooses whomever he can find;
- Judgemental sampling, where members have to conform to predetermined criteria;
- Quota sampling where the researcher ensures the representation of the characteristics of the population; and
- Snowball sampling where a referral approached is used to reach respondents that are hard to find.

This study made use of convenience sampling due to the limited time and funds to conduct this research. Etikan et al. (2016) described convenience sampling as a method which covers members of target population that meets a practical criteria to choose samples like easy accessibility, availability, willingness to participate, and geographic proximity.

3.3.3 Sample size

The study was carried out in a pharmaceutical manufacturing factory in Durban which had 224 working staff. The factory aims to manufacture best in class pharmaceutical products. To produce the product there are five different departments which need to work together, namely manufacturing, packaging, administration, quality control, quality assurance, engineering and warehouse.

Based on the premise that five respondents per item are conventionally required when conducting multivariate statistical analysis, a sample size of 65 was aimed at for taking the length of the measuring instrument into consideration.

3.3.4. Data collection

In any study, data gathering and analysis is handled with utmost integrity and care to ensure reliability of the research process. The primary data collection method was used in this study. Primary data collection is done from an original source, like interviews, surveys and focus group Collis and Hussey (2014). This view is supported by Hox and Boeije (2005) as they suggest that primary data can be collected for a specific research problem at hand, using procedures that suit the research problem best. The authors highlight two forms of primary data collection methods, which may be through experiments, interview surveys, mail surveys, structured diary and web survey. This form is known as the quantitative method. Another method according to Hox and Boeije (2005) is through open-ended interviews, focus groups and unstructured diaries and this is known as the qualitative method.

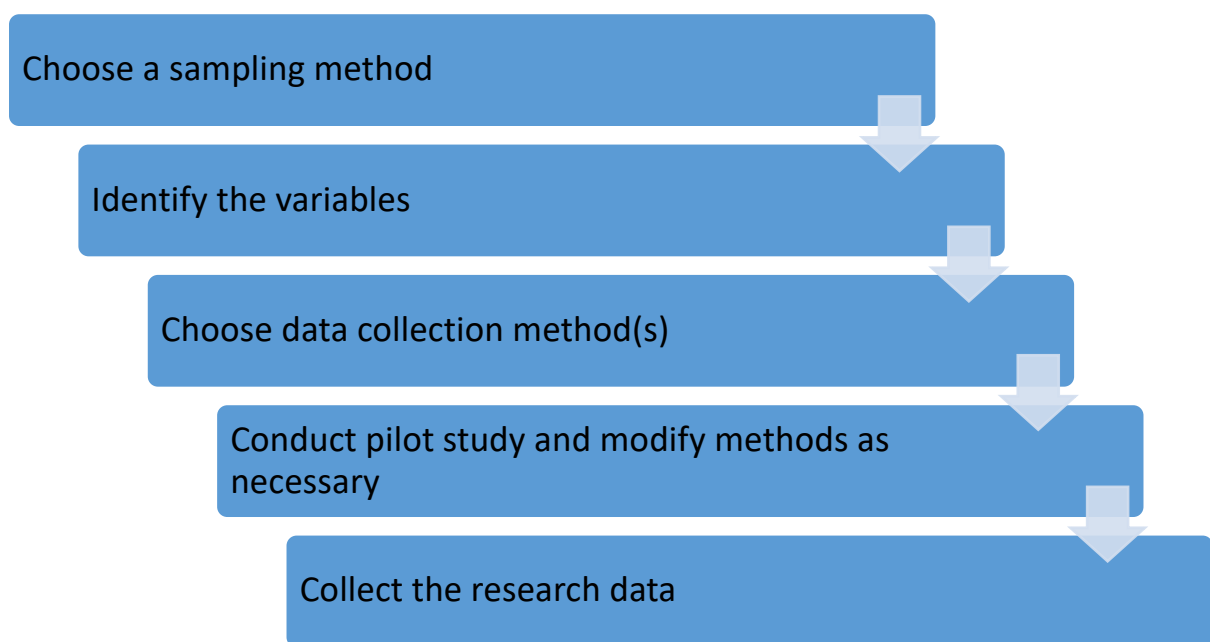
According to Collis and Hussey (2014), secondary data can be collected from existing source and these can be publications, databases and internal records. Secondary data can also be utilised as a process where the researcher makes use of information that has been collected earlier by other researchers or for any other purposes (Hox and Boeije, 2005).

This study is done using primary data The data was collected by means of a questionnaire which was sent to respondents using an online survey.

Before the study could take place, it was necessary to obtain permission from the organisation. The descriptive study took the form of a cross sectional survey design, where the sample was drawn from the population at one time by an online survey. To make sure that the electronic link was accessible from the external server, the link was tested in a pilot study where the survey was sent to ten participants in the organisation. The survey was sent to all 133 staff of the organisation by using the Question Pro web tool. Participation was completely voluntary, and participants could opt out at any stage of the survey.

The study used an overview that is projected in Figure 3.1 below as suggested by Collis and Hussey (2014)

FIGURE 3.1: Overview of data collection method for a positivist Study



Source: Collis and Hussey (2014)

The sampling method chosen in this study was discussed above as convenience sampling, which is part of the non-probability sampling. Variables that have been identified were those relating to psychological contract. The variables that were chosen seek to find a linkage between psychological contract, job satisfaction, organisation

citizenship behaviour and turnover intention. The data collection method was in a form of a questionnaire and a pilot study was conducted.

3.4. RESEARCH INSTRUMENT

3.4.1 Psychological contract fulfilment:

The psychological contract fulfilment was measured using seven specific items and was similar to the measurement which was previously used by Rousseau and Robinson (Robinson, 1995, p.289-298; 1996, p.574-599; Robinson & Rousseau, 1994, p. 245-259). The scale assesses the fulfilment of psychological contract, and to what extent the promises and commitment of different aspect of work are kept by organisation (for example job security, opportunities for promotion). Participants were given questions to provide a response using a seven point scale, which ranged from 1 to 7, with 1 being strongly disagree and 7 as strongly agree.

The second scale consists of four global items, which assess the extent employees perceive that the organisation have fulfilled their promises. Response in the form of how strongly responded agree to each one of them is recorded. The study was measured using a scale adopted from Conway and Briner (2002). The measure assessed the general perceptions of psychological contract fulfilment. A sample item includes. "In general, the organisation has kept its promises to me about what I will get from them."

3.4.2 Job satisfaction:

Job satisfaction reflects an emotional state that results from the assessment of various aspects of one work situation. Cammann, Fichman, Jenkins and Klesh (1979) developed a tool, Michigan Organisational Assessment Scale (MOAS) which is used to measure this variable using three items. The measure was chosen for its brevity compared to other multi-item job satisfaction instruments. This is a short scale which only measures three items in comparison to other popular job satisfaction scales which are fairly long. Furthermore, it is a face-valid measure of the affective component of

job satisfaction and is a global measure. Example items include: “All in all I am satisfied with my job”, and in general “I don’t like my job”.

3.4.3 OCB:

Organisation citizenship behaviour at work is measured using different instruments by researchers. The majority of the instruments are derived from Organ’s five dimensional model of organisation citizenship behaviour, which is designed to assess the following dimensions in employees: 1) Courtesy, 2) Civic virtue, 3) Sportsmanship, 4) Altruism, and 5) Conscientiousness (Organ, 1988).

The Organisational Citizenship Level Scale (OCLS) was used to measure the frequency with which professional nurses demonstrated organisational citizenship behaviour. Developed by Dolma in 2003, it was adapted to nursing by Altuntas (2010) and tested for its validity and reliability in this profession. The internal consistency reliabilities for each dimension ranged from Cronbach Alpha coefficient being between 0.70 and 0.85.

The OCLS have five dimensions and it include 24 items (altruism, civic nature, sportsmanship, conscientiousness, courtesy and civic nature) , the responses were recorded on 7 point Likert scale (1 being strongly disagree and 7 being strongly agree), The scale was assessed based on the mean scores of the dimensions, and scores higher than the average score indicated high levels of organisational citizenship behaviour. Control variables such as gender, age and education were included. These variables have been identified as possible confounds for psychological contract and job outcomes (Bal, de Lange, Jansen, & van der Velde, 2008; Turnley et al., 2003, p. 187-206) for this study 5 out of 24 items will be chosen one from each dimension.

3.4.3 Turnover intention:

It is also referred to as intention to quit and it is the extent to which an employee plans to quit the current organisation (Kim et.al., 1996). The five item scale is adopted from Kuvaas (2006), which in turn is based on prior measures (Khatri, Fern & Budhwar,

2001). Sample items include: “I will probably look for a new job in the next year” and “I may quit my present job next year”.

3.4.4. Pilot study

Calitz (2009) defines a pilot study as a mini version or a trial run of a full study and is designed to test the research instrument. This is also called a pre-testing by Poisat (2006), who indicates that it enables the researcher to determine how the questions are interpreted and understood by the respondents. Feedback received from this pre-testing is used to revise questions that are ambiguous and those that may lead to misinterpretation.

The advantages of a pilot study are explained as follows:

- It assists in testing the hypothesis and this may lead to a more precise hypothesis in the main study;
- It provides the researcher with ideas and clues that may not have been seen prior to a pilot study, thus enabling the researcher to get clearer findings in the main study;
- It enables the researcher to check the planned data collection instrument in order to make alterations should a need arise;
- It reduces the number of unanticipated problems due to chance that a researcher has to redesign parts of the study; and
- It assists the researcher to try a number of alternative measures in the study so as to achieve clearer results in the main study.

Woken (2013) further recommends that students who have less experience in research should consider a pilot study, which may be to a limited or few respondents as this may benefit the student.

For the purpose of this study, ten respondents were utilised using convenience sampling to respond to the questionnaire. The focus of the evaluation in this pilot study was on the clarity of the instructions and language, and ambiguity of the questions.

3.5. CONCLUSION

This chapter describes different research paradigms, the most suitable approach was positivistic for this study based on rationalisation of the research problem which investigated the relationship between psychological contract, job satisfaction, OCB and turnover intention. Positivistic approach was preferred because the relationship between the variable was tested by the means of statistical methods or techniques.

The data collection was done using an online survey to maintain anonymity because most of the respondent were computer literate and had an understanding about accessing and using internet. The sample was collected from pharmaceutical manufacturing factory base out of Durban area in KZN. A convenience sampling was used for the selection of samples from the population.

The research questionnaire was developed based on the hypothesis and hypothesised model presented in chapter -1, the questions were sourced from existing questionnaire to maintain validity and designed to measure the response on 7- point scale. The validity and reliability testing for the quantitative study was discussed in the chapter. The chapter also details research instrument used for each variable and details of previous references for the instrument.

This chapter also covers a pilot study performed on ten responded to understand clarity of the instructions and language, and ambiguity of the question, based on the response on changes are made to the questionnaire.

The next chapter will present and discuss the empirical findings of the study.

CHAPTER -4 EMPIRICAL RESULTS

4.0 INTRODUCTION:

In the previous chapter, we have discussed in detail the research methodology adopted to carry out this research. The instrument used for each construct and statistical method used and the empirical phase of this study.

This chapter documents the demographic profile, and the validity and reliability of the questionnaire is tested. The descriptive statistic, such as means, standard deviations and frequency distributions, are tabled to summarise the sample data.

4.1 DESCRIPTIVE STATISTICS ON THE DEMOGRAPHIC INFORMATION OF THE SAMPLE

4.1.1 Response rate of target sample:

The sample of this study includes the people working in a pharmaceutical manufacturing company located in the Durban area of KwaZul-Natal, South Africa. The sampling was convenience based and conducted using an electronic link to the questionnaire using QuestionPro software, accessed using the university account. The responses were collected electronically.

The data collection process was conducted over 2 months the questionnaire was administered by email to 143 employees, Total of 65 responses were received of which 63 were fit for use as two questions were without any answers, resulting in a response rate of 44%.

4.1.2 The demographic profile

This section of the results consists of the survey items that are related to the demographics of the participants, which are associated with age, gender, qualification, length of service and job level.

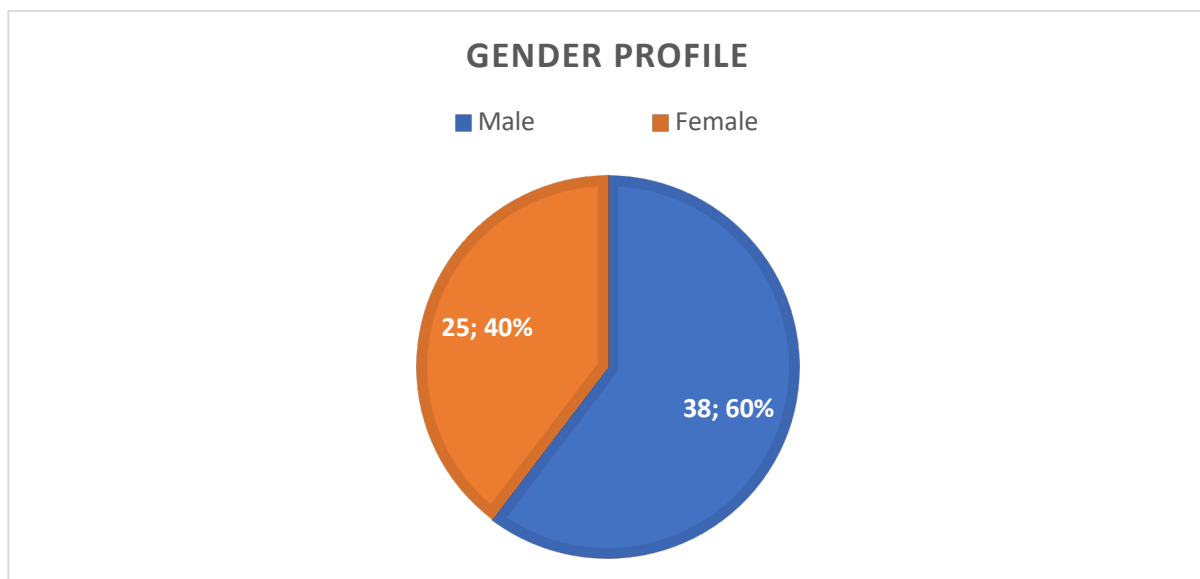
Of the 63 participants, the respondents reflected participants included 38 males and 25 females. Table 4.1 and figure 4.1 demonstrate the demographic composition of the study in terms of gender.

Table 4.1 shows that 60 percent of the respondents were male and 40 percent of respondents were females. Responses show that there were more males who responded to the study.

Table 4.1: Demographic composition of the sample: Gender

	Answer	Count
1.	Male	38
2.	Female	25
3.	Others	0
	Total	63

Figure 4.1: Demographic composition of the sample: Gender



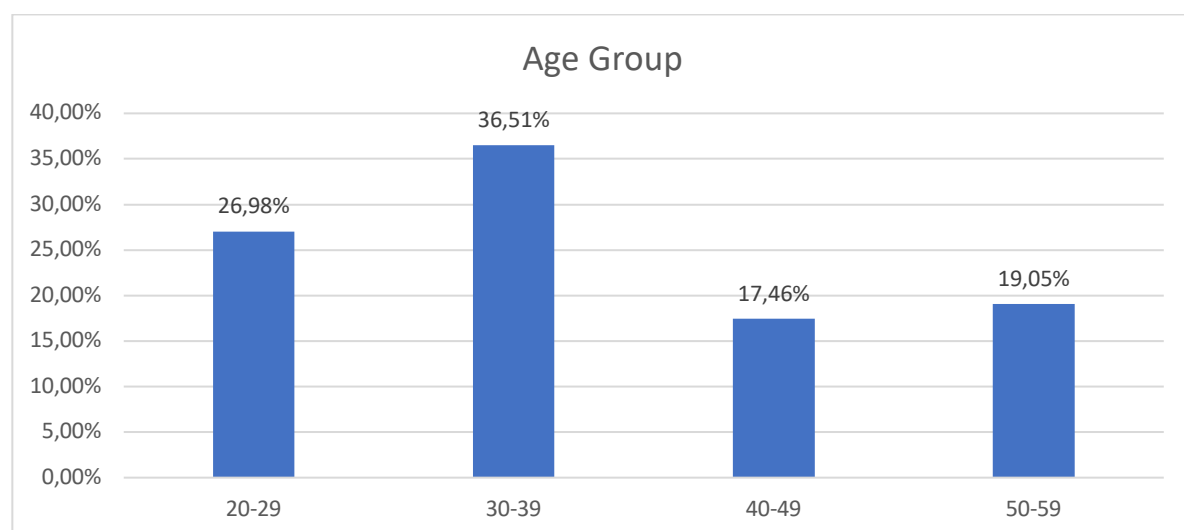
The age distribution of participants ranged from 20 years old to older than 59 years old. The illustration of age composition is presented in Table 4.2 and Figure 4.2. Table 4.2 illustrates that thirteen respondents were between the ages 20 to 29 years, 23 respondents were in the age group of 30 to 39 years, 11 respondents were between the ages of 40 to 49 years, and 12 respondents were between the ages of 50 to 59 years.

Figure 4.2 shows that 26.98 percent of the respondents were between the ages of 20 to 29 years whilst 36.51 percent were between the ages of 30 to 39 years and were the highest percentage of the age distribution. The ages between 40 to 49 years constituted 17.46 percent of the respondents, whilst 19.05 percent of the respondents were between 50 to 59 years. The concentration of employees in the age group 30 to 39 years and 40 to 49 years is indication of good experienced staff. Employees are also distributed across all ages, which provides the factory with an advantage of having mature employees who could impart knowledge to those employees that are starting employment.

Table 4.2: Demographic composition of the sample: Age

	Answer	Count
1.	20-29	17
2.	30-39	23
3.	40-49	11
4.	50-59	12
5.	60+	0
	Total	63

Figure 4.2: Demographic composition of the sample: Age



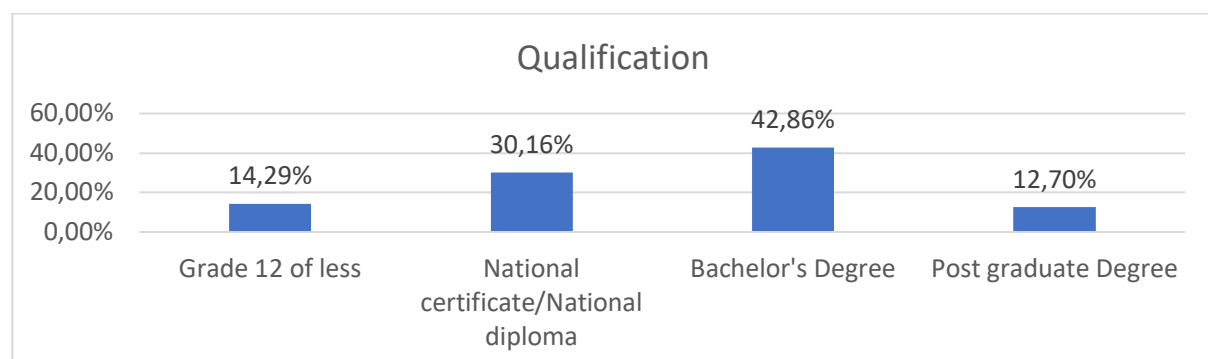
The educational qualifications of the respondents ranged from Matric to Master's degree level. Table 4.3 and Figure 4.3 illustrate the educational qualifications of the employees. Table 4.3 shows that there are nine respondents with Matric or less, 17 respondents have a National Diploma or National Certificate, 20 respondents have bachelor's degrees, and eight respondents have post graduate degrees.

The analysis of the data in Figure 4.3 indicates that 14.29 percent of the respondents had a Matric or less, whilst 30.16 percent had a National Diploma or National Certificate. The majority of respondents, which is 42.86 percent, had a Bachelor's degree, and 12.70 percent had a post graduate degree. This indicates reasonable levels of education amongst the respondents. The highest number of respondents had a junior/Bachelor's degree, which is an indication that there are more employees at the factory that have Bachelor's degrees. The results also indicate that there is a higher number of employees who have tertiary education, which can assist the factory employees to have technical skills for their jobs

Table 4.3: Demographic composition of the sample: Qualification

	Answer	Count
1.	Grade 12 or less (Matric)	9
2.	National Certificate/National Diploma	17
3.	Bachelor's Degree	20
4.	Post Graduate Degree	8
	Total	54

Figure 4.3: Demographic composition of the sample: Qualification



The respondents were required to indicate their length of service in years and this was in relation to the current employer. Table 4.4 and Figure 4.4 indicate the length of service for the respondents in the current employment. Table 4.4 depicts that there are 16 respondents who have less than five years in the current employment, 19 respondents have worked in the current employment for five to nine years, 27 respondents have worked in the current employment for ten to nineteen years and one respondent has worked in the current employment for more than twenty years.

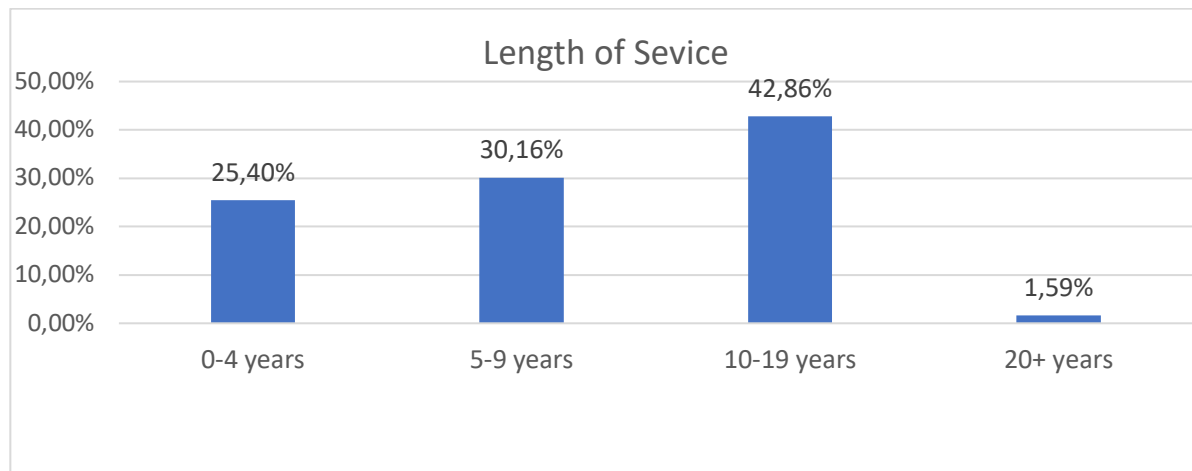
Figure 4.4 depicts that 25.40 percent of the respondents have spent less than five years in the organisation for which they work. 30.16 percent of respondents have worked in the current employment for five to nine years. The majority of respondents, 42.86 percent fall in category of ten to nineteen years, and 1.59 percent respondents have worked in the current employment for more than twenty plus years.

Figure 4.4 shows that the respondents have high levels of working experience, which has an advantage and a disadvantage for the factory. The major advantage is that these employees have a wealth of knowledge of the systems within the employment, thus they would be able to assist the factory in implementing their programmes efficiently. The disadvantage of this, however, is that change characterised the working environment. Employees with more experience have a high possibility of psychological fulfilment or non-fulfilment.

Table 4.4: Demographic composition of the sample: Work experience

	Answer	Count
1.	0 - 4 years	16
2.	5 - 9 years	19
3.	10 - 19 years	27
4.	20+ years	1
	Total	63

Figure 4.4: Demographic composition of the sample: Work experience



It was important that all job levels are considered at the factory level to evaluate the relationship between psychological contract, job satisfaction, organisation citizenship behaviour and turnover intention, hence respondents were asked to indicate their job levels.

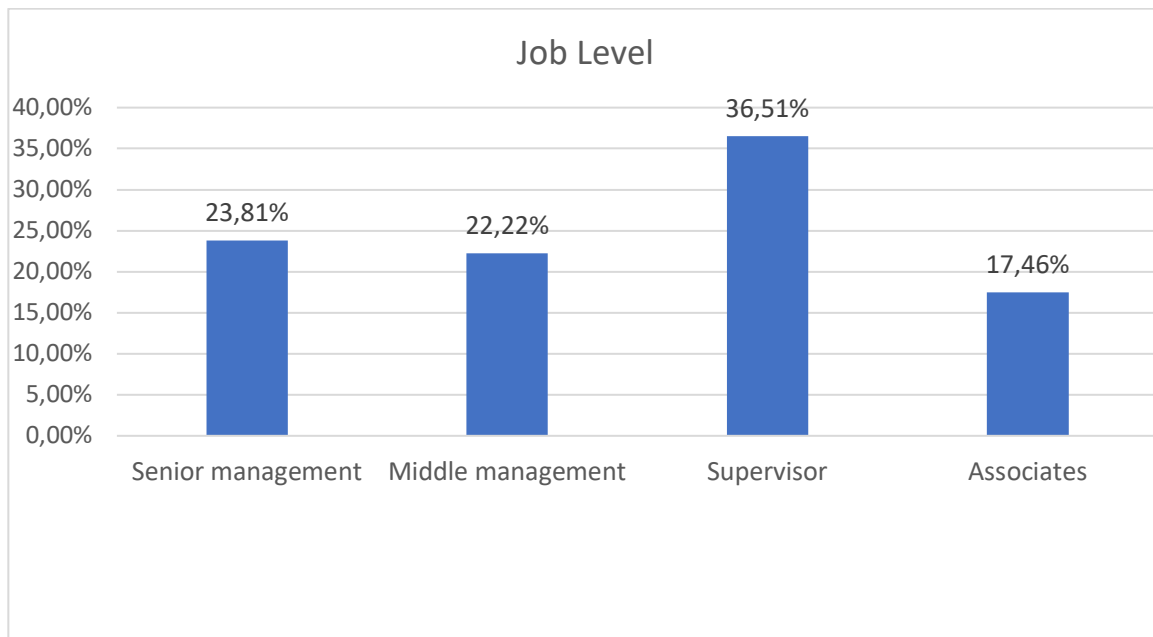
Table 4.5 and Figure 4.5 indicate the respondents' job levels. Table 4.5 indicates that 15 respondents are at a senior management level, 14 respondents are at a middle management level, 23 respondents are at a supervisory level, and 11 are at associate level.

Figure 4.5 depicts that the sample was a good mix of all levels at the factory, comprising of senior management representing 23.81 percent, middle management representing 22.22 percent, supervisory level indicating 36.51 percent, and associate level representing 17.46 percent

Table 4.5: Demographic composition of the sample: Job Levels

	Answer	Count
1.	Senior Management	15
2.	Middle Management	14
3.	Supervisor	23
4.	Associate	11
	Total	63

Figure 4.5: Demographic composition of the sample: Job levels



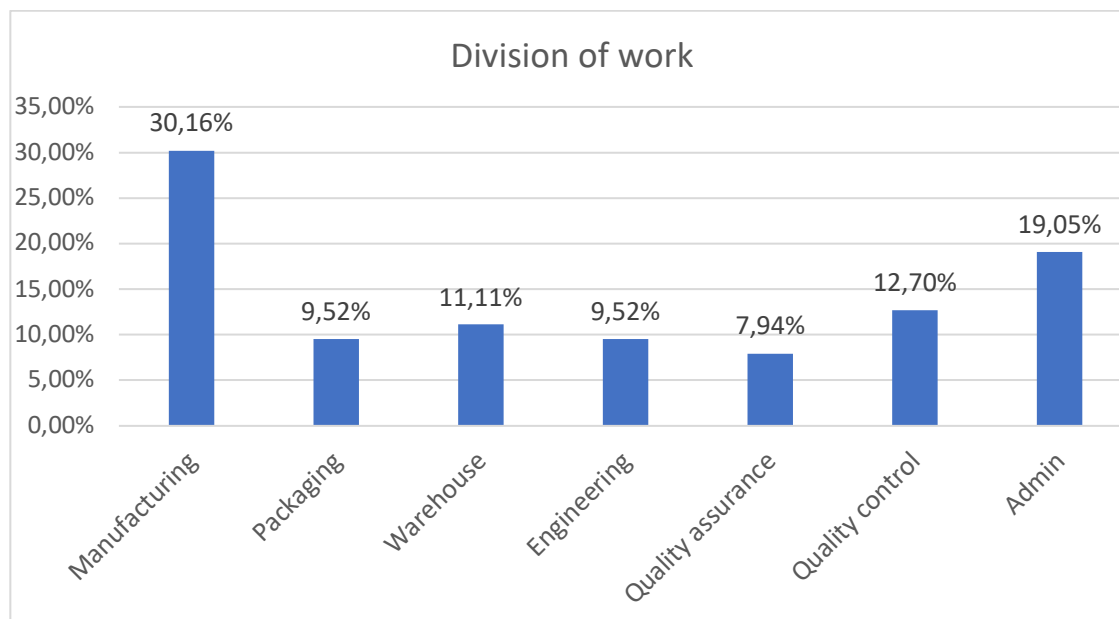
The factory has many functions which have different roles and responsibilities, and need to operate together to achieve desired results. Different functions require different level of competencies and across functional, hence it was important that all the functions have been represented in the evaluation.

The respondents were required to indicate their division in years and this was in relation to the current employer. Table 4.5 and Figure 4.5 indicate the division of the respondents in the current employment. Table 4.5 depicts that there are 19 respondents who represent the manufacturing division, six respondents who represent packaging division, seven respondents who represent warehouse, six respondents who represent engineering, five respondents who represent quality assurance, eight respondents who represent quality control, and 12 administrative team members. Figure 4.5 depicts that 30.16 percent of the respondents are from manufacturing, which makes it the biggest division among others, 9.52 percent of the respondents are from packaging, 11.11 percent from warehouse, 9.52 percent from engineering, 7.94 percent from quality assurance, 12.70 percent from quality control, and 19.05 percent of respondents are from administration division.

Table 4.6: Demographic composition of the sample: Division

	Answer	Count
1.	Manufacturing	19
2.	Packaging	6
3.	Warehouse	7
4.	Engineering	6
5.	Quality Assurance	5
6.	Quality Control	8
7.	Admin	12
	Total	63

Figure 4.6: Demographic composition of the sample: Division



4.3. RELIABILITY AND VALIDITY OF THE RESEARCH INSTRUMENT

The importance of an accurate measurement of research exploration is emphasised by Devos (2011) in their study. There are two important characteristics of a research

instrument that must be considered. Reliability and validity of the research is highly dependent on the appropriateness of measurement which is utilised to collect such data (Godfred, 2016). Reliability is related to the findings of a study and means the “repeatability” or “consistency” of the findings when the study is replicated (Collis & Hussey, 2014, p.52). Validity is the accuracy of the extent to which the collected data represents a true picture of what is being studied (Collis & Hussey, 2014, p.53). It is therefore important to examine the extent to which the instrument is likely to derive expected results.

4.3.1. Reliability

Reliability is explained by Weiner (2007) as a degree in which a measurement technique can be depended on to secure consistent results when its application is repeated. STATISTICA was used to correlate test items for the section of the questionnaire that measures independent variables and the dependent variable. To test reliability, Cronbach’s alpha was used.

Table 4.7 stipulates an interpretation index for the Cronbach’s alpha coefficients:

Table 4.7: Cronbach’s alpha coefficient index

CRONBACH’S ALPHA COEFFICIENT	INDEX
Unacceptable	<0.50
Acceptable	0.5-0.69
Good	0.7-0.79
Excellent	>0.80

Source: (Nunnally, 1978)

Cronbach alpha coefficient less than 0.5 is considered to be not acceptable, anything below 0.7 and above 0.5 is considered acceptable, while anything between 0.7 and 0.790 is good reliability. A measurement with a Cronbach’s alpha coefficient above 0.8 is regarded as an excellent reliable measurement. If a measuring instrument has a poor Cronbach’s alpha coefficient, the measuring scale that influences the coefficient negatively can be deleted to increase the overall coefficient of the independent variable (Collis & Hussey, 2014, p.276).

The Cronbach's alpha coefficient of each independent variable in this study was assessed and if the reliability was low, the measuring instrument items were deleted to increase the overall reliability of the variable. Table 4.8 documents the Cronbach's alpha coefficients of the variable job satisfaction.

Table 4.9: Cronbach's alpha of the job satisfaction

Code	Question	Alpha if deleted
JSQ1	All in all I am satisfied with my job	0.33
JSQ2 Rev	In general, I don't like my job	0.56
JSQ3	In general, I like working here	0.62
Cronbach's alpha		0.63

Table 4.9 contains Cronbach's alpha coefficient of the variable job satisfaction. A Cronbach's alpha coefficient between 0.5 and 0.69 is considered satisfactory, hence it is considered as reliable.

Table 4.10: Cronbach's alpha of the Organisation citizenship behaviour

Code	Question	Alpha if deleted
OCBQ1	I help others who have heavy workloads	0.00
OCBQ2	My attendance at work is above the norm	0.08
OCBQ3 Rev	I consume a lot of time complaining about trivial matters	0.04
OCBQ4	I take steps to try to prevent problems with other workers	0.16
OCBQ5	I read and keep up with my organisational announcements, notices etc.	0.00
Cronbach's alpha		-0.08

Table 4.10 shows that the Cronbach's alpha coefficient for the variable organisation citizenship behaviour was -0.08, which indicates that the measuring scale is unreliable.

Consequently, the question OCBQ2 and OCBQ4 was deleted, which led to improvement in Cronbach Apha to 0.22 which was still below the acceptable range of reliability. Consequently, OCBQ3 was deleted and Cronbach's alpha coefficient of 0.66 was achieved, indicating that the scale measuring this construct is reliable. According to the interpretation index, it is above 0.5 which is considered reliable. However for statistical evaluation all questions are considered.

Table 4.11: Cronbach's alpha of Turnover intention

Code	Question	Alpha if deleted
TIQ1	I will probably look for a new job in the next year.	0.88
TIQ2	I may quit my present job next year	0.89
TIQ3	I will likely actively look for a new job within the next three years.	0.89
TIQ4	I often think about quitting my present job.	0.89
TIQ5	I do not see much prospects for the future in this organisation	0.90
Cronbach's alpha		0.91

Table 4.11 shows that Cronbach alpha coefficient for variable turnover intention is 0.91 according to the interpretation index, it is >0.8 which is considered excellent reliability.

Table 4.12: Cronbach's alpha of Psychological contract fulfilment.

Code	Question	Alpha if deleted
PCQ1	Has the organisation fulfilled its promises or commitment to provide you with a reasonable secure job?	0.73
PCQ2	Has the organisation fulfilled its promises or commitment to provide you with fair pay for the work you do?	0.72

PCQ3	Has the organisation fulfilled its promises or commitment to provide you with a career?	0.73
PCQ4	Has the organisation fulfilled its promises or commitment to provide you with interesting work?	0.71
PCQ5	Has the organisation fulfilled its promises or commitment to ensure fair treatment by managers and supervisors?	0.69
PCQ6	Has the organisation fulfilled its promises or commitment to ensure equality of treatment?	0.69
PCQ7	Has the organisation fulfilled its promises or commitment to help you deal with problems you encounter outside work?	0.72
PCQ8	In general, this organisation has kept its promises to me about what I will get from them	0.71
PCQ9	Managers in this organisation have honoured the commitments they have made to me.	0.71
PCQ10	This organisation says it will do things for you and then never gets around to doing them.	0.83
PCQ11	I am often told I will receive things from this organisation that in the end never materialise.	0.84
Cronbach's alpha		0.76

4.3.2 Validity

Validity is the degree in which the measuring instrument succeeds in quantifying what it is designed to measure (Weiner, 2007). Zikmund et al. (2013) discuss external validity as the ability of the data to be generalised across persons, settings as well as time, and internal validity as the ability of the instrument to measure what it is professed to measure. Due to the fact that the sample size of this study was small given the size of the hypothesised model, an exploratory analysis could not be conducted. This study was therefore based on content validity. Content validity is a type of internal validity.

In this study, existing measuring instruments were used, and therefore only reliability and not the validity of the measuring instrument was assessed.

4.5 .ETHICAL CONSIDERATIONS

Ethics are moral principles that are acceptable to a wider group or community. The authors also describe ethical guidelines as a standard by which a researcher needs to evaluate his own conduct. Tseng (2010) describe it as code of conduct which are can be considered as guiding behaviour of researcher. To ensure ethical consideration is given to this study, with each questionnaire given, a letter on the topic of study with detailed of researcher and his supervisor. The respondent were informed if they want to verify the authenticity of research they can contact the research supervisor.

Respondent were advised that the survey is on voluntary participation and of respondent can withdraw form the survey at any given point of time.

The confidentiality and anonymity were guaranteed through utilisation of online survey platform, which makes it completely anonymous . The research topic and its methodology was evaluate for ethics conformance which was assessed using the ethics clearance process of Nelson Mandela University, based on the ethics guidance Form-E is used for ethics clearance process (see annexure 3).

4.6. CONCLUSION

This chapter studies empirical results from the data collected using 63 respondents. They were working in a pharmaceutical factory in the Durban area of the KwaZulu-Natal province, which was analysed using both the descriptive and inferential statistical methods.

The demographic profile of the sample was documented which revealed that the respondents were 60 percent male and 40 percent female, most of the respondents were between 20 to 39 years of age, respondents are represented from every function in factory, however the majority were from the manufacturing department (30.16 percent), and most of the respondents are working for more than ten years (42.86 percent).

Thereafter, the assessment results of the reliability of the measuring instrument were given. Based on these results, few questions from organisation citizenship behavior construct excluded from the correlation and regression analysis.

CHAPTER-5: DESCRIPTIVE STATISTICS AND ANALYSIS

5.1 INTRODUCTION

Descriptive statistics are calculated to describe the sample data collected using the measuring instrument. This section focuses on how the respondents answered the survey questions related to the construct of the research model. Descriptive statistics included the mean, standard deviation and frequency distributions. To carry out this research, the responses have been grouped using the seven point Likert scale (strongly disagree to strongly agree).

5.2 PSYCHOLOGICAL CONTRACT

The psychological contract construct contains eleven statements testing the respondent's psychological contract fulfilment. The results are documented in table 5.1.

Table 5.1: Descriptive statistics of psychological contract

Code	Question	Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree	Mean Value	Standard deviation
PCQ1	Has the organisation fulfilled its promises or commitment to provide you with a reasonable secure job?	3%	2%	-	2%	5%	47%	42%	6,11	1,26
PCQ2	Has the organisation fulfilled its promises or commitment to provide you with fair pay for the work you do ?	13%	11%	8%	2%	16%	31%	19%	4,66	2,09
PCQ3	Has the organisation fulfilled its promises or commitment to provide you with a career?	2%	3%	-	10%	15%	45%	26%	5,71	1,27
PCQ4	Has the organisation fulfilled its promises or commitment to provide you with interesting work?	3%	2%	-	3%	13%	42%	37%	5,95	1,30
PCQ5	Has the organisation fulfilled its promises or commitment to ensure fair treatment by managers and supervisors ?	8%	8%	3%	5%	15%	39%	23%	5,16	1,86
PCQ6	Has the organisation fulfilled its promises or commitment to ensure equality of treatment ?	11%	8%	6%	6%	15%	39%	15%	4,79	1,94
PCQ7	Has the organisation fulfilled its promises or commitment to help you deal with problems you encounter outside work?	5%	5%	8%	19%	24%	23%	16%	4,85	1,60
PCQ8	In general, this organisation has kept its promises to me about what I will get from them	2%	3%	5%	13%	21%	38%	19%	5,38	1,36
PCQ9	Managers in this organisation have honoured the commitments they have made to me.	2%	10%	3%	14%	19%	37%	16%	5,13	1,54
PCQ10	This organisation say it will do thing for you and then never gets around to doing them.	13%	38%	11%	21%	8%	6%	3%	3,05	1,58
PCQ11	I am often told I will receive things from this organisation that in the end never materialise.	21%	35%	6%	22%	5%	6%	5%	2,94	1,71
Variable score									4,88	1,59

Table 5.1 summarises the frequency distribution, mean value scores and standard deviation for each question measuring the psychological contract fulfilment behaviour of respondents.

Table 5.1 shows that 94 percent of the respondents agree that the organisation has fulfilled its promises to provide secure jobs (PCQ1) while on pay only 66 percent agree that the organisation has provided them fair pay (PCQ2), and 85 percent agree that the organisation has provided them with career development (PCQ3).

92 percent responded that the organisation has provided them with interesting work (PCQ4), while 76 percent agreed that managers and supervisors treat them fairly (PCQ5). 68 percent agree that the organisation treats them with equality (PCQ6), and 68 percent agree that the organisation supports them to deal with challenges outside the organisation (PCQ7). 71 percent agree that managers have honoured commitments made to the respondent (PCQ9) whereas only 16 percent respondents agree that the organisation has committed to something and has not delivered (PCQ10). Mean value of 4.88 indicate that most of the responded slightly agree that psychological contact does influence work related behaviour.

5.3 JOB SATISFACTION

Job satisfaction is considered as one of the critical behaviours.

Table 5.2: Descriptive statistics of job satisfaction

Code	Question	Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree	Mean Value	Standard deviation
JSQ1	All in all I am satisfied with my job	2%	3%	2%	5%	10%	51%	29%	5,84	1,26
JSQ2 Rev	In general, I don't like my job	41%	38%	11%	3%	5%	0%	2%	1,98	1,21
JSQ3	In general, I like working here	0%	0%	2%	6%	22%	38%	32%	5,92	0,96
Variable score									4,58	1,15

Table 5.2 documents the respondent's opinion on how satisfied are they in the job.

“All in all I am satisfied with my job”, returned a mean value of 5.84, while in general “I like working here” reported a mean score of 5.92. The majority of respondents (more than 90 percent) agreed that they are satisfied with their jobs. It can thus be argued, that the respondents are satisfied with the job that they are doing. Mean value of 4.58 indicate that most of the responded slightly agree that they are satisfied with the job.

5.4 ORGANISATION CITIZENSHIP BEHAVIOUR

Table 5.3: Descriptive statistics of Organisation citizenship behaviour

Code	Question	Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree	Mean Value	Standard deviation
OCBQ1	I help others who have heavy workloads	0%	2%	-	5%	13%	37%	44%	6,16	1,00
OCBQ2	My attendance at work is above the norm	2%	3%	-	10%	3%	41%	41%	5,98	1,32
OCBQ3 Rev	I consume a lot of time complaining about trivial matters	41%	24%	6%	5%	5%	8%	11%	2,76	2,14
OCBQ4	I take steps to try to prevent problems with other workers	2%	8%	2%	2%	11%	43%	33%	5,75	1,50
OCBQ5	I read and keep up with my organisational announcement, notices etc.	0%	0%	0%	3%	25%	41%	30%	5,98	0,83
Variable score									5,33	1,35

Though the Cronbach alpha of the initial construct was not in the satisfactory range and we have deleted questions to obtain the satisfactory range, for the purpose of this statistical evaluation, all the data question were used. 94 percent of respondents believe that they help others in need (OCBQ1) and 85 percent of respondents feel that their attendance is above the norm (OCBQ2). On the other side, only 24 percent agree that they consume a lot of time complaining about trivial matters (OCBQ3). 97 percent of respondents agree that they keep themselves up to date with organisation's announcements and notices (OCBQ5). Mean value of 5.33 indicate that most of the responded slightly agree that organisation citizenship behaviour exist in the organisation

5.5 TURNOVER INTENTION

Table 5.4: Descriptive statistics of turnover intention

Code	Question	Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree	Mean Value	Standard deviation
TIQ1	I will probably look for a new job in the next year.	32%	24%	5%	10%	13%	11%	6%	3,06	2,03
TIQ2	I may quit my present job next year	37%	25%	2%	16%	11%	8%	2%	2,70	1,79
TIQ3	I will likely actively look for a new job within the next three years.	22%	14%	3%	8%	10%	25%	17%	4,14	2,29
TIQ4	I often think about quitting my present job.	35%	27%	2%	11%	14%	8%	3%	2,79	1,88
TIQ5	I do not see much prospects for the future in this organisation	33%	22%	5%	10%	13%	11%	6%	3,05	2,04
Variable score									3,15	2,01

Table 5.4 documents employees' intentions to leave the organisation. 30 percent of respondents agree that probably they will look for a new job in the next year (TIQ1), while 21 percent agree that they may quit their job next year (TIQ2). 52% are actively

looking for a new job within the next three years (TIQ3). More than 30 percent of the respondents agree that they do not see any prospects for the future in this organisation (TIQ5). Mean value of 3.15 indicate that most of the responded slightly disagree that that they have turnover intention.

5.6 INFERENTIAL STATISTICS

5.6.1 Results of the correlation analysis

The variables in the theoretical framework do not exist in isolation as they influence each other. According to Collis & Hussey (2014, p.270), “correlation offers additional information about an association between two quantitative variables because it measures the direction and strength of any linear relationship between them”. These associations exist between all the dependent and independent variables. The Pearson correlation was conducted to determine and investigate the interrelationships among the independent variable and secondly, the relationship between the independent variable and the dependent variable.

The correlation coefficient ranges between $-1 < r > 1$ (Collis & Hussey, 2014, p 270). A negative result will indicate an inverse relationship, where the dependent variable increases as the independent variable decreases or vice versa. A positive result indicates a linear relationship, where both the independent and dependent variables increase or decrease together. The closer the results are to 1, the stronger the strength of the relationship. The interpretation of the correlation coefficient is put in Table 5.5.

Table 5.5: Correlation coefficient interpretation

Correlation Coefficient	Interpretation of relationship strength
$R < 0.39$	Weak correlation
$0.4 < r > 0.69$	Moderate correlation
$0.70 < r > 0.89$	Strong correlation
$R > 0.90$	Very high correlation

Source: Collis & Hussey (2014, p. 270)

The results of the correlation analysis are tabled in Table 5.6

Table 5.6: Relationship among variables

	Psychological Contract Fulfilment	Job Satisfaction	Organisation Citizenship Behaviour	Turnover Intention
Psychological Contract Fulfilment	-			
Job Satisfaction	0.504	-		
Organisation Citizenship Behaviour	0.156	0.451	-	
Turnover Intention	-0.420	-0.570	-0.236	-

Table 5.5 illustrates the relationship among the dependent and independent variable. According to the correlation interpretation table, the dependent variable job satisfaction reported a moderate positive correlation with psychological contract ($r = 0.504$), organisation citizenship behaviour reported a weak positive correlation with psychological contract ($r = 0.156$), while on the other hand, turnover intention reported a moderate negative correlation with psychological contract ($r = -0.420$). Furthermore, the inter-relationships between the dependent variable are moderate or weak correlations, and none of them are considered as strong or high correlations.

5.6.2 Regression analysis

While correlation describes the nature (strength and direction) of the relationship between the variables, regression explains the marginal rate of change in the dependent variable (y) for a unit change in the inter-related independent variable (x) (Wegner, 2016, p.357). According to Collis and Hussey (2014, p. 281), regression goes further than correlation “by giving an indication of the ability of an independent variable to predict an outcome in a dependent variable where there is a linear relationship between them”. In this study, both linear regression and multiple regression analysis are used to investigate the variable, which significantly explains the impact of psychological contract on work related behaviour.

A regression analysis computes a regression coefficient (beta) for each independent variable, which is the marginal rate of change in the dependent variable for a unit of change in the specific independent variable, considering the other independent variables are held constant (Wegner, 2016, p. 357). In addition, the coefficient determination (adjusted R^2) is computed, which “is the percentage of total variation in the dependant variable that can be collectively explained by all the independent variables in the model” (Wegner, 2016, p. 357).

The probability statistics (p-value) show that the results of the independent variable are significant if the p-value is less than 0.05 ($p < 0.05$) and that there is evidence to reject the null hypothesis. The null hypothesis states that the independent variable does not affect the dependent variable.

5.6.2.1 Simple regression analysis

While correlation analysis assumes no casual relationship between variables, regression analysis assumes that one variable is dependent upon another single independent variable.

The relationship between psychological contract fulfilment and job satisfaction, psychological contract fulfilment and organisation citizenship behaviour, and psychological contract fulfilment and turnover intention for the proposed sample is evaluated using simple regression analysis.

The correlation coefficient between psychological contract fulfilment and job satisfaction was observed as moderate positive correlation

Table 5.7: Regression analysis for dependent variable: job satisfaction

	Beta Coefficient (B)	Std. Error	B Coefficient (b)	Std. Error	t value	p-value
Intercept			3.9973	0.4343	9.2043	0.0000
Psychological Contract	0.5038	0.1106	0.3629	0.0797	4.5556	0.0000

	Value
Multiple R	0.5038
Multiple R ²	0.2539
Adjusted R ²	0.2416
F(3,59)	20.7539
p	0.0000
Std.Err. of Estimate	0.7688

Source: Author's own construct from statistical data

The unstandardised beta (B), represents the slope of the line between the independent and dependent variable. From Table 5.7, it is indicated that for every one unit increase in the independent variable psychological contract fulfilment, the dependent variable job satisfaction variable will increase by 0.5038 units. The standardised beta (b) value is 0.3629, which is the indicator of positive correlation between variables.

The adjusted R² value in Table 5.7 indicates that the variable psychological contract explains 24.16 percent of the variance in job satisfaction.

The correlation coefficient between psychological contract fulfilment and Organisation Citizenship Behaviour is a very weak correlation.

Table 5.8: Regression analysis for dependent variable: Organisation citizenship behaviour

	Beta Coefficient (B)	Std. Error	B (b)Coefficient	Std. Error	t value	p-value
Intercept			5.5307	0.4486	12.3297	0.0000
Psychological Contract	0.1564	0.1265	0.1018	0.0823	1.2366	0.2210

	Value
Multiple R	0.1564
Multiple R ²	0.0245
Adjusted R ²	0.0085
F(3,59)	1.5292
p	0.2210
Std.Err. of Estimate	0.7941

Source: Author's own construct from statistical data

The unstandardised beta (B) represents the slope of the line between the independent and dependent variable. From Table 5.8 it is indicated that for every one unit increase in the independent variable psychological contract fulfilment, the dependent variable job satisfaction variable will increase by 0.1564 units. The standardised beta (b) value is 0.1018, which is the indicator of positive correlation between variables.

The adjusted R² value in Table 5.7 indicates that the variable psychological contract explains 0.85% of the variance in organisation citizenship behaviour.

The correlation coefficient between psychological contract fulfilment and turnover intention is a moderate negative correlation.

Table 5.9: Regression analysis for dependent variable: Turnover intention

	Beta Coefficient (B)	Std. Error	B (b) Coefficient	Std. Error	t value	p-value
Intercept			6.3140	0.8990	7.0237	0.0000
Psychological Contract	(0.4197)	0.1162	(0.5956)	0.1649	(3.6115)	0.0006

	Value
Multiple R	0.4197
Multiple R ²	0.1762
Adjusted R ²	0.1626
F(3,59)	13.0428
p	0.0006
Std.Err. of Estimate	1.5914

Source: Author's own construct from statistical data

The unstandardized beta (B), represents the slope of the line between independent and depended variable. From the table 5.7 it is indicated that for every one unit increase in the independent variable psychological contract fulfilment, the dependent variable job satisfaction variable will increase by -0.4197 units. The standardised beta (b) value is -0.5956 is the indicator of positive correlation between variables.

The adjusted R² value in table 5.7 indicates that the variable psychological contract explains 16.26% of the variance in turnover intention.

Table 5.10: Multiple regression analysis for dependent variable job satisfaction, organisation citizenship behaviour and turnover intention

	Beta Coefficient (B)	Std. Error	B Coefficient (b)	Std. Error	t value	p-value
Intercept		0.431	2.977	1.462	2.036	0.046
Job Satisfaction	0.431	0.146	0.598	0.202	2.956	0.004
Organisation Citizenship Behaviour	-0.084	0.123	-0.128	0.190	-0.677	0.501
Turnover Intention	-0.194	0.134	-0.137	0.094	-1.447	0.153

	Value
Multiple R	0.534
Multiple R ²	0.285
Adjusted R ²	0.249
F(3,59)	7.857
p	0.000
Std.Err. of Estimate	1.062

Source: Authors own construct from statistical data

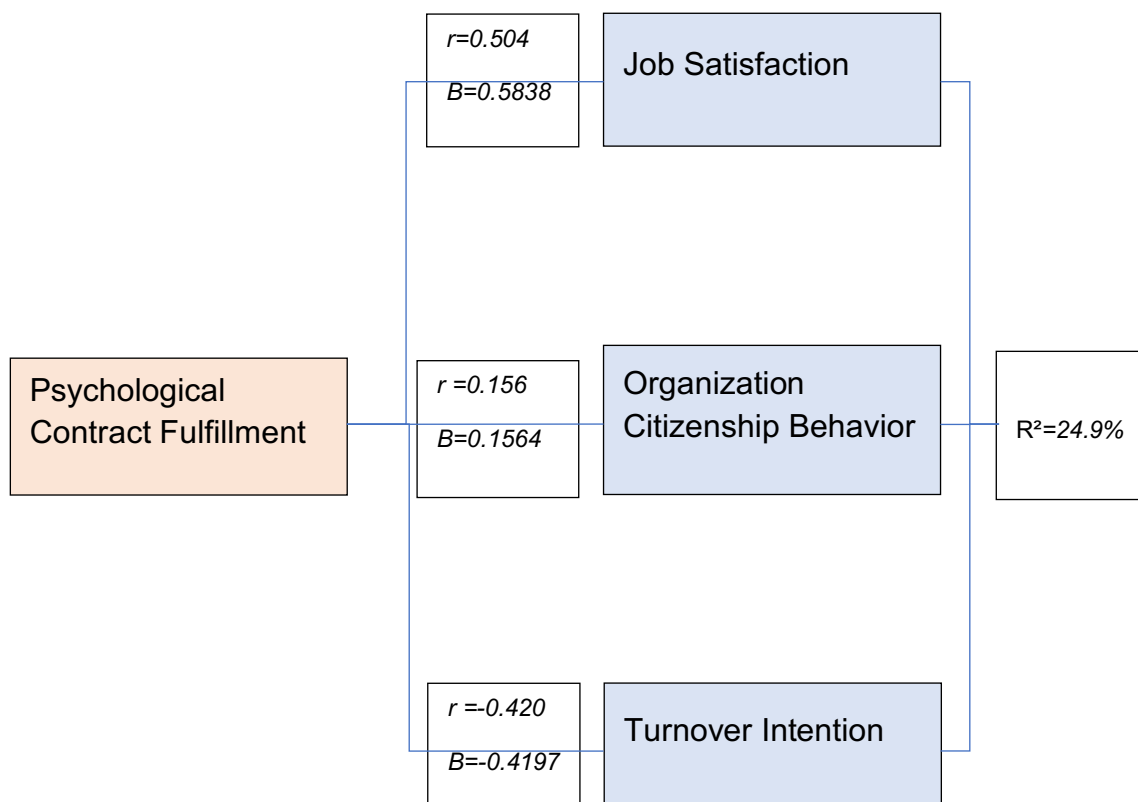
Table 5.10 shows the multiple regression analysis results of the theory of work related behaviour variables. The adjusted R² value of the model indicate that 25 percent of the variance in the behaviour may be explained by combination influence of job satisfaction, organisation citizenship behaviour and turnover intention. “The b- value tells us about the relationship, but it tells us more than this though. They also tell us to what degree each predictor affects the outcome if the effects of all other predictors are held constant” (Field, 2005, p. 192).

Among the three dependent variables, job satisfaction has a moderate positive relationship (b = 0.431), and it influences organisation citizenship behaviour and turnover intention negatively (b=-0.084) and b= 194).

In the multi-regression model, which contains the independent variable, only one variable, job satisfaction ($p=0.004$; $p<0.05$), is statistically significant.

The study applied theory of psychological contract to evaluate the relationship between psychological contract fulfilment on work related behaviour, including job satisfaction, organisation citizenship behaviour, and turnover intention.

The figure 5.11 summarises the stepwise regression results as well correlation and regression coefficients per variable.



5.7 CHAPTER SUMMARY

In this chapter, a descriptive analysis of variables is performed. By means of frequency distribution and descriptive statistics, the mean value and the standard deviation, the responses per variable were scrutinised.

The statistical measures revealed a moderate positive relationship correlation between the variable psychological contract and job satisfaction, whereas a moderate negative

correlation was observed between psychological contract and turnover intention, and a weak correlation was observed between psychological contract and organisation citizenship behavior. To further analyse these relationships, three linear regression analyses and one multiple regression analysis are performed.

The strongest relationship was observed among job satisfaction and psychological contract with Beta coefficient as 0.5838, followed by moderate negative relation between turnover intention with Beta coefficient as -0.4197, while negligible correlation was observed between psychological contract and organisation citizenship behavior. 25 percent of the behaviour may be explained by combination influence of job satisfaction, organisation citizenship behaviour and turnover intention.

Chapter 6 concludes this study and provides the conclusion and recommendations related to the relationship between psychological contract, job satisfaction, organisation citizenship behavior and turnover intention.

CHAPTER – 6: DISCUSSION CONCLUSION AND RECOMMENDATION

6.1 INTRODUCTION

Chapter 5 documents the profile of the sample and descriptive results of the empirical study. In addition, correlation and regression analyses were concluded to establish the relational influence of psychological contract on job satisfaction, organisation citizenship behavior and turnover intention. Based on correlation analysis and regression results, the relational influence of hypothesis is either rejected to accepted.

This chapter provides an overview of the study and indicated how the research objectives were achieved. The conclusions are reached based on the literature overview and empirical findings related to the psychological contract, job satisfaction, organisation citizenship behavior and turnover intention in a factory situated in the Durban area of the KwaZul-Natal province. The chapter also provides recommendations that are based on the findings of this research. In addition, the limitations of the study are discussed.

6.2 DISCUSSION

The following section will discuss the empirical results of this study. Firstly a brief overview will be provided on the secondary objective and which chapter covers them followed by overview of the outcome with respect to previous researches.

The primary objective of this study was to investigate the relationship between psychological contract, job satisfaction, OCB and turnover intention. A step by step approach was followed to attain the primary objective of this study. The primary objective is supported by secondary objectives. Table 6.1 summarises chapters where the secondary objective was attained.

Table 6.1: Achievement of secondary research objectives

SECONDARY OBJECTIVE	CHAPTER ADDRESSING OBJECTIVE
To undertake a detailed theoretical investigation into psychological contract, job satisfaction, organisation citizenship behaviour and turnover intention	Chapter 2
To construct a hypothetical model and to hypothesise the relationships between the dimensions of psychological contract, job satisfaction, organisation citizenship behaviour and turnover intention	Chapter 2
To empirically test the influence of the selected independent variable psychological contract on job satisfaction, OCB and turnover intention (dependent variable) on the employees of a pharmaceutical manufacturing factory in Durban South Africa	Chapter 4
To propose recommendations, based on the empirical results of this study and to indicate which dependent variable is highly correlated to psychological contract	Chapter 5

6.3 CONCLUSION

The following hypotheses were investigated in this study:

H1: There is a significant relationship between psychological contract and job satisfaction;

The dependent variable job satisfaction reported a moderate positive correlation with psychological contract.

H2: There is a significant relationship between organisation citizenship behaviour and psychological contract;

Organisation citizenship behaviour reported a weak positive correlation with psychological contract.

H3: There is a significant relationship between turnover intention and psychological contract;

Turnover intention reported a moderate negative correlation with psychological contract.

H4: There is a significant relationship between organisation citizenship behaviour, job satisfaction and turnover Intention.

6.4 RECOMMENDATION

Recommendations are presented based on main findings of this study.

1. The research showed that psychological contract fulfilment does impact work-related behaviour. Descriptive statistical evaluation mean value is higher for psychological contract, which is the indication that it is existing in the sampled employees.
2. The study also revealed that psychological contract fulfilment has a medium positive correlation with job satisfaction. Job satisfaction plays a critical role in driving high performance culture and hence it is recommended to introduce psychological contract management system at the factory.
3. Retaining talent and employees is critical, specifically in a South African context due to a shortage of critical skills. The research revealed that psychological contract has a medium negative correlation.
4. Organisation citizenship behaviour at the factory is not influenced by psychological contract and negligible correlation is observed between psychological contract and OCB
5. Based on the research and the influence of psychological contract on work related behaviour like job satisfaction and turnover intention, it is vital for factory management to implement psychological contract management.

6.5 LIMITATIONS OF THE STUDY

The findings must be interpreted against a back drop of the limitation of the study current research design is cross sectional and thus the survey measures were collected concurrently and thus only levels of association between variables could be tested. It also limits the extent to which cause and effect relationships can be inferred

form the findings. Lazarus (2003) explains that cross sectional research fails to provide adequate attention to individual differences and overstated the importance of sample or cohort differences. The use of questionnaires administered only once per participant limits a full and accurate description of what the individual was experiencing.

A qualitative component could have added more understanding in the research as it could have allowed for better understanding on emotional experience of respondents. The limitations of the study also include the sampling method (convenience sampling) that was used together with primary data from respondents. The participation in the study was voluntary and the respondents were given an assurance that the information provided was confidential and would be used solely for research purposes.

Another limitation was the small size of sample and limited population cover, the study was conducted in one factory of pharmaceutical manufacturing based in South Africa which makes it difficult to generalise the study for all the pharmaceutical manufacturing factories in South Africa. More studies need to be carried out to understand and determine pattern in relationship between the variables in South African context.

6.6 FUTURE RESEARCH

Findings from the present study possibly direct future research towards a longitudinal research design which could better suite in addressing the causal issues of the variables examined in the study. Since data is collected in a point in time it overlook change of contract over a period of time, As we know psychological contract is a dynamic concept of reciprocal exchange between two parties, the data collected from self report questionnaire reflects only static aspect of contract and overlook the change of the contract over a period of time due to renegotiations.

The study only focused on the pharmaceutical manufacturing professional in a single factory and therefore one cant generalize the findings of this study. Therefore, future studies need to investigate psychological contract relationships with job satisfaction,

OCB and turnover intention in other factories of pharmaceutical manufacturing in SA in order to generalize based on bigger research samples.

Future studies can also adopt a qualitative route to gain in depth understanding of psychological contract. Qualitative studies could provide a more comprehensive picture of social exchange relationship between the employee and employer. For instance, through a qualitative approach, the nature of the employee perception and experiences of and reactions to the psychological contract fulfillment, could be investigated.

BIBLIOGRAPHY

Agarwal, U. A., & Bhargava, S. (2013). Effects of psychological contract breach on organizational outcomes: Moderating role of tenure and educational levels. *Vikalpa*, 38(1), 13-26.

Ahmad, A., & Rainyee, R. A. (2014). Which is the better predictor of employee turnover intentions: Job satisfaction or organizational commitment? A literature review. *Business and Management*, 6(1), 74-81.

Ahmed, E., D'Netto, B., Chelliah, J., & Fein, E. (2016). Psychological contract breach: Consequences of unkept promises of permanent employment. *Contemporary Management Research*, 12(2).

Ali, R., & Ahmed, M. S. (2009). The impact of reward and recognition programs on employee's motivation and satisfaction: an empirical study. *International review of business research papers*, 5(4), 270-279.

Aliaga, M., & Gunderson, B. (2002). Interactive statistics. Virginia. *America: Pearson Education*.

Altuntas, S. & Baykai, U. (2010). Relationship between nurses' organizational trustlevels and their organizational citizenship behaviours. *Journal of nursing scholarship*. 42(2), 186 – 194.

Anggraeni, A. I., Dwiatmadja, C., & Yuniawan, A. (2017). The role of psychological contract on employee commitment and organisational citizenship behaviour: A study of Indonesian young entrepreneurs in management action. *SA Journal of Industrial Psychology*, 43(1), 1-9.

Argyris, C. (1960). *Understanding organizational behavior*.

- Bal, P. M., de Lange, A. H., Jansen, P. G. W., & van der Velde, M. E. G. (2008). Psychological contract breach and job attitudes. *Journal of Vocational Behavior*, 72, 143–158.
- Bal, P. M., Kooij, D. T., & De Jong, S. B. (2013). How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies. *Journal of Management Studies*, 50(4), 545-572.
- Balogun, A. G., Esan, F. O., Ezeugwu, C. R., & Orifa, E. I. (2016). Mediating effect of job satisfaction on psychological contract breach and workplace deviance among police personnel. *Practicum Psychologia*, 6(1).
- Bankins, Sarah. 2015. "A Process Perspective on Psychological Contract Change: Making Sense of, and Repairing Psychological Contract Breach and Violation through Employee Coping Actions." *Journal of Organizational Behavior*, 36 (8), 1071-1095.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), 587-595.
- Beam, R. A. (2006). Organizational goals and priorities and the job satisfaction of US. Journalists. *Journalism & Mass Communication Quarterly*, 83(1), 169-185.
- Becton, J. B., Giles, W. F., & Schraeder, M. (2008). Evaluating and rewarding OCBs. *Employee relations*, 30(5), 494.
- Benson, G. S. (2006). Employee development, commitment and intention to turnover: a test of 'employability' policies in action. *Human Resource Management Journal*, 16(2), 173-192.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.

Bless, C., & Higson-Smith, C. (2000). *Fundamentals of social research methods: An African perspective*. Cape Town: Juta.

Broadbent, DE (1958). *Perception and communication*.

Bolden, R., & Kirk, P. (2009). African leadership: Surfacing new understandings through leadership development. *International Journal of Cross Cultural Management*, 9(1), 69-86.

Bordia, P., Restubog, S. L. D., & Tang, R. L. (2008). When employees strike back: investigating mediating mechanisms between psychological contract breach and workplace deviance. *Journal of Applied Psychology*, 93(5), 1104.

Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.

Brief, A. P. (1998). *Attitudes in and around organizations* (Vol. 9). Sage.

Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of management Review*, 11(4), 710-725.

Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual review of psychology*, 53(1), 279-307.

Brough, P., & O'Driscoll, M. (2005). 23 Work–family conflict and stress. *Research companion to organizational health psychology*, 346.

Brough, P., O'driscoll, M. P., & Kalliath, T. J. (2005). The ability of 'family friendly' organizational resources to predict work–family conflict and job and family satisfaction. *Stress and Health: Journal of the International Society for the Investigation of Stress*, 21(4), 223-234.

Bryman, A. (2012). *Social Research Methods*. Oxford: Oxford University Press.

Byrne, D. (2017). *How music works*. Three Rivers Press.

Calitz, M. G. (2009). Pilot study. *A cultural sensitive therapeutic approach to enhance emotional intelligence in primary school children*.

Calitz, M.G. (2009). Pilot study. *University of South Africa*, 256–289.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. R. (1979). The Michigan Organizational Assessment Questionnaire. University of Michigan.

Carroll, B., & Blumen, M. W. (1973). *Job satisfaction: A review of the literature* (No. 3). ILR Press.

Clinton, M. E., & Guest, D. E. (2014). Psychological contract breach and voluntary turnover: Testing a multiple mediation model. *Journal of Occupational and Organizational Psychology*, 87(1), 200–207. <https://doi.org/10.1111/joop.12033>

Coetzee, M., Schreuder, D., & Tladinyane, R. (2014). Employees' work engagement and job commitment: The moderating role of career anchors. *SA Journal of Human Resource Management*, 12(1), 1–12.

Collis, J., & Hussey, R. (2014) *Business Research : A Practical Guide for Undergraduate and Postgraduate Students*. London: McMillan Publishers Limited.

Conway, N. and Briner, R.B. (2009). 'Fifty years of psychological contract research: what do we know and what are the main challenges?', in G.P. Hodgkinson and J.K. Ford (eds), *International Review of Industrial and Organizational Psychology*, Chichester: Wiley

Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work: A critical evaluation of theory and research*. Oxford: Oxford University Press.

Conway, Neil and Robert Briner. 2002. "A Daily Diary Study of Affective Responses to Psychological Contract Breach and Exceeded Promises." *Journal of Organizational Behavior*, 23 (3), 287-302

Cooper, C. L., & Sparrow, P. (2003). *Challenges facing the employment relationship*. London, UK: Butterworth-Heinemann.

Corbin, J., & Strauss, A. (2008). *Basics of qualitative research: Techniques and procedures for developing grounded theory*.

Coyle-Shapiro, J. (2002). A Psychological Contract Perspective on Organizational Citizenship Behaviour, *Journal of Organizational Behavior*, 23(8), 927-946.

Coyle-Shapiro, J. A., & Parzefall, M. (2008). Psychological contracts. *The SAGE handbook of organizational behavior*, 1, 17-34.

Craig, E., Kimberly, J., & Bouchikhi, H. (2002). Can loyalty be leased?.

Cranny, C. J., Smith, P. C., & Stone, E. F. (Eds.). (1992). *Job satisfaction: How people feel about their jobs and how it affects their performance*. Lexington Books.

Creswell, J. W. (2014). *A concise introduction to mixed methods research*. Sage Publications.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.

Cross, R., Nohria, N., & Parker, A. (2002). Six myths about informal networks. *MIT Sloan Management Review*, 43, 67–75.

Dabos, G. E., & Rousseau, D. M. (2004). Mutuality and reciprocity in the psychological contracts of employees and employers. *Journal of Applied Psychology*, 89, 52–72.

Dabos, G. E., & Rousseau, D. M. (2013). Psychological contracts and informal networks in organizations: the effects of social status and local ties. *Human Resource Management, 52*(4), 485-510.

De Cuyper, N., & De Witte, H. (2008). Volition and reasons for accepting temporary employment: Associations with attitudes, well-being, and behavioural intentions. *European Journal of Work and Organizational Psychology, 17*(3), 363-387.

De Cuyper, N., Van der Heijden, B. I., & De Witte, H. (2011). Associations between perceived employability, employee well-being, and its contribution to organizational success: a matter of psychological contracts?. *The International Journal of Human Resource Management, 22*(07), 1486-1503

Devos, T. (2011). Theoretical and Empirical Insights. *Attitudes and attitude change*.

DTI (2017). *Pharmaceutical and medical device sector*. Retrieved from https://www.thedti.gov.za/parliament/2017/Pharma_Sector.pdf on 16/08/2018

Erasmus, B. J., Grobler, A., & Van Niekerk, M. (2015). Employee retention in a higher education institution: An organisational development perspective. *Progressio, 37*(2), 33-63.

Esu, B. B., & Inyang, B. J. (2009). A case for performance management in the public sector in Nigeria. *International Journal of Business and Management, 4*(4), 98-105

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics, 5*(1), 1-4.

Frey, B. (2018). *The SAGE encyclopedia of educational research, measurement, and evaluation* (Vols. 1-4). Thousand Oaks,, CA: SAGE Publications, Inc. doi: 10.4135/9781506326139

Gabris, G. T., & Ihrke, D. M. (2000). Improving employee acceptance toward performance appraisal and merit pay systems: The role of leadership credibility. *Review of Public Personnel Administration*, 20, 41-53

Gawke, J. C., Gorgievski, M. J., & Bakker, A. B. (2017). Employee intrapreneurship and work engagement: a latent change score approach. *Journal of Vocational Behavior*, 100, 88-100

George, J. (2013). A Study on Factors Affecting Employees' Psychological Contract and its Impact on Employee Motivation in BHEL EDN, Bangalore.

Goldgrey, L. (2016). The road ahead. *Resource*, 15-16.

Graham, J. W. (1991). An essay on organizational citizenship behavior. *Employee Responsibilities and Rights Journal*, 4(4), 249-270.

Grimmer, M., & Oddy, M. (2007). Violation of the psychological contract: The mediating effect of relational versus transactional beliefs. *Australian Journal of Management*, 32(1), 153-174.

Groves R.M., Fowler F.J., Couper M.P., Lepkowski J.M., Singer E. and Tourangeau R. (2004) *Survey Methodology*, Hoboken: Wiley.

Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *The journal of industrial relations*, 44(3), 335-358.

Guest, D. E. (1998). Is the psychological contract worth taking seriously? *Journal of Organizational Behavior*, 19(S1), 649-664.

Guest, D. E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Applied Psychology*, 53(4), 541-555.

Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: An employer perspective. *Human Resource Management Journal*, 12, 22–38

Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: An employer perspective. *Human Resource Management Journal*, 335-358

Hedge, J. W., & Teachout, M. S. (2000). Exploring the concept of acceptability as a criterion for evaluating performance measures. *Group & Organization Management*, 25(1), 22-44.

Hofstede, G. (1980). Culture and organizations. *International Studies of Management & Organization*, 10(4), 15-41.

Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *The Academy of Management Annals*, 2(1), 231-274.

Hopkins, K. M. (2002). Organizational citizenship in social service agencies. *Administration in Social Work*, 26(2), 1–15.

Hox, J. J., & Boeijs, H. R. (2005). Data collection, primary versus secondary.

Hui, C., Lee, C., & Rousseau, D. M. (2004). Psychological contract and organizational citizenship behavior in China: Investigating generalizability and instrumentality. *Journal of Applied Psychology*, 89(2), 311.

Ilies, R., Schwind, K. M., Wagner, D. T., Johnson, M. D., DeRue, D. S., & Ilgen, D. R. (2007). When can employees have a family life? The effects of daily workload and affect on work-family conflict and social behaviors at home. *Journal of Applied Psychology*, 92(5), 1368.

Ivancevich, J. M., & Donnelly, J. H. (1968). JOB SATISFACTION RESEARCH-MANAGEABLE GUIDE FOR PRACTITIONERS. *Personnel Journal*, 47(3), 172-177.

Jianakoplos, N. A., & Bernasek, A. (1998). Are women more risk averse?. *Economic inquiry*, 36(4), 620-630.

Johnson, J. L., & O'Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24(5), 627-647.

Joseph, D., Ang, S., & Slaughter, S. (2006, April). Examining the role of general and firm-specific human capital in predicting IT professionals' turnover behaviors. In *Proceedings of the 2006 ACM SIGMIS CPR conference on computer personnel research: Forty four years of computer personnel research: achievements, challenges & the future* (pp. 120-122). ACM.

Judge, T. A., Piccolo, R. F., & Ilies, R. (2004). The forgotten ones? The validity of consideration and initiating structure in leadership research. *Journal of applied psychology*, 89(1), 36.

Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. *American sociological review*, 124-143.

Kalshoven, K., & Boon, C. T. (2012). Ethical leadership, employee well-being, and helping. *Journal of Personnel Psychology*.

Khatri, N., Fern, C. T., & Budhwar, P. S. (2001). Explaining employee turnover in an Asian context. *Human Resource Management Journal*, 11(1), 54-74.

Kiazad, K., Seibert, S. E., & Kraimer, M. L. (2014). Psychological contract breach and employee innovation: A conservation of resources perspective. *Journal of occupational and organizational psychology*, 87(3), 535-556.

Kim, S.-W., Price, J. L., Mueller, C. W., & Watson, T. W. (1996). The determinants of career intent among physicians at a US Air Force hospital. *Human Relations*, 49(7), 947-976.

Kothari, C. R. (2009). *An introduction to operational Research*. Vikas Publishing House Pvt Ltd.

Kotter, J. P. (1973). The psychological contract: Managing the joining-up process. *California Management Review*, 15(3), 91-99.

Kovner, C. T., Brewer, C. S., Fatehi, F., & Jun, J. (2014). What does nurse turnover rate mean and what is the rate?. *Policy, Politics, & Nursing Practice*, 15(3-4), 64-71.

Kuhn, T. (1962). IX. The Nature and Necessity of Scientific Revolutions.

Kuvaas, B. (2006). Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *The International Journal of Human Resource Management*, 17(3), 504-522.

Krauss, S. E., & Putra, U. (2005). Research Paradigms and Meaning Making : A Primer. *The Qualitative Report*, 10(4), 758–770.

Larson, E. W., & Fukami, C. V. (1985). Employee absenteeism: The role of ease of movement. *Academy of Management journal*, 28(2), 464-471.

Lazarus, R.S. (2003). Does the positive psychology movement have legs? *Psychological Inquiry*, 14 (2), 93 – 109.

Lee, C., Liu, J., Rousseau, D. M., Hui, C., & Chen, Z. X. (2011). Inducements, contributions, and fulfillment in new employee psychological contracts. *Human Resource Management*, 50(2), 201-226.

Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87(1), 131–142.

Levinson, H., Price, C. R., Munden, K. J., Mandl, H. J., & Solley, C. M. (1962). Men, management, and mental health.

Locke, E. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology*. Chicago, IL: Rand McNally.

Locke, E. A. (1969). What is job satisfaction?. *Organizational behavior and human performance*, 4(4), 309-336.

Lu, Y., Shen, Y., & Zhao, L. (2015). Linking psychological contract breach and employee outcomes in China: Does leader-member exchange make a difference? *Chinese Economy*, 48(4), 297–308.
<https://doi.org/10.1080/10971475.2015.1044856>

Lub, X. D., Bal, P. M., Blomme, R. J., & Schalk, R. (2016). One job, one deal...or not: do generations respond differently to psychological contract fulfillment? *International Journal of Human Resource Management*, 27(6), 653–680.
<https://doi.org/10.1080/09585192.2015.1035304>

MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1991). Organizational citizenship behavior and objective productivity as determinants of managerial evaluations of salespersons' performance. *Organizational behavior and human decision processes*, 50(1), 123-150.

Malhotra, N. K. (2007). Review of marketing research. In *Review of Marketing Research* (pp. v-v). Emerald Group Publishing Limited.

March, J. G., & Simon, H. A. (1958). *Organizations*. Oxford: Wiley

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management journal*, 43(4), 738-748.

McDermott, A. M., Conway, E., Rousseau, D. M., & Flood, P. C. (2013). Promoting effective psychological contracts through leadership: The missing link between HR strategy and performance. *Human Resource Management*, 52(2), 289-310.

McInnis, K. J., Meyer, J. P., & Feldman, S. (2009). Psychological contracts and their implications for commitment: A feature-based approach. *Journal of Vocational Behavior*, 74, 165–180.

Mendes, F., & Stander, M. W. (2011). Positive organisation: The role of leader behaviour in work engagement and retention. *SA Journal of Industrial Psychology*, 37(1), 1-13.

Menninger, K. (1958). *Theory of Psychoanalytic Technique*. New York Basic Books.

Morrison, E. W., & Robinson, S. L. (1997). When employees feel betrayed: A model of how psychological contract violation develops. *Academy of Management Review*, 22(1), 226-256.

Ng, T. W., & Feldman, D. C. (2008). The relationship of age to ten dimensions of job performance. *Journal of applied psychology*, 93(2), 392.

Ng, T., Feldman, D., Lam, S. (2010). Psychological contract breaches, organizational commitment, and innovation-related behaviors: A latent growth modeling approach. *Journal of Applied Psychology*. 95(4), 744-765.

Nzukuma, K. C., & Bussin, M. (2011). Job-hopping amongst African Black senior management in South Africa. *SA Journal of Human Resource Management*, 9(1), 1-12.

Olsen, C., & St George, D. M. M. (2004). Cross-sectional study design and data analysis. *College entrance examination board*, 26(03), 2006.

Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of management*, 14(4), 547-557.

Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human performance*, 10(2), 85-97.

Organ, D. W., & Near, J. P. (1985). Cognition vs affect in measures of job satisfaction. *International Journal of Psychology*, 20(2), 241-253.

Organ, D.W. (1988). Organizational citizenship behavior; The good soldier syndrome. Lexington, MA; Lexington Books.

Orvis, K. A., Dudley, N. M., & Cortina, J. M. (2008). Conscientiousness and reactions to psychological contract breach: A longitudinal field study. *Journal of Applied Psychology*, 93(5), 1183.

Ostroff, C., & Schulte, M. (2007). Multiple perspectives of fit across levels of analysis in organizations. *Perspectives on organizational fit*. Hillsdale, NJ: Erlbaum.

Page, K. M., & Vella-Brodrick, D. A. (2009). The 'what', 'why' and 'how' of employee well-being: A new model. *Social Indicators Research*, 90(3), 441-458.

Panaccio, A., Henderson, D. J., Liden, R. C., Wayne, S. J., & Cao, X. (2015). Toward an understanding of when and why servant leadership accounts for employee extra-role behaviors. *Journal of Business and Psychology*, 30(4), 657-675.

Parasuraman, S., & Simmers, C. A. (2001). Type of employment, work–family conflict and well-being: a comparative study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(5), 551-568.

Parzefall, M. R., & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties. *Journal of Managerial Psychology*, 25(1), 4-21.

Parzefall, M. R., & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties. *Journal of Managerial Psychology*, 25(1), 4-21.

Payne, S. C., Culbertson, S. S., Lopez, Y. P., Boswell, W. R., & Barger, E. J. (2015). Contract breach as a trigger for adjustment to the psychological contract during the first year of employment. *Journal of Occupational and Organizational Psychology*, 88(1), 41-60.

Phuong, T. H. (2016). The Moderating Impacts of Age and Locus of Breach-Outcomes Relationships: a Vietnam- Japan Comparative Study. *International Journal of Business and Society*, 17(2), 329–346.

Podsakoff, P. M., & MacKenzie, S. B. (1994). An examination of the psychometric properties and nomological validity of some revised and reduced substitutes for leadership scales. *Journal of Applied Psychology*, 79(5), 702.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of management*, 26(3), 513-563.

Poisat, P. (2006). A critical analysis of organisational strategies for employee engagement (Doctoral dissertation, Nelson Mandela Metropolitan University).

Porter, L. W. (1962). Job attitudes in management: I. Perceived deficiencies in need fulfillment as a function of job level. *Journal of applied Psychology*, 46(6), 375.

Portwood, J. D., & Miller, E. L. (1976). Evaluating the psychological contract: Its implications for employee job satisfaction and work behavior. *Academy of Management Proceedings*, 1976(1), 109-113.

Preenen, P. T., De Pater, I. E., Van Vianen, A. E., & Keijzer, L. (2011). Managing voluntary turnover through challenging assignments. *Group & Organization Management*, 36(3), 308-344.

Price, J.L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22(7), 600-624.

Raja, U., Johns, G., & Ntalianis, F. (2004). The impact of personality on psychological contracts. *Academy of Management journal*, 47(3), 350-367.

Ramaswami, S. N., & Singh, J. (2003). Antecedents and consequences of merit pay fairness for industrial salespeople. *Journal of Marketing*, 67,46–66

Rathi, N., & Rastogi, R. (2008). Job satisfaction and psychological well-being. *The Icfai University Journal of Organizational Behavior*, 7(4), 47-57.

Rayton, B. A., & Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 25(17), 2382-2400.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of management journal*, 53(3), 617-635.

Roberts, G. E. (2003). Employee performance appraisal system participation: A technique that works. *Public Personnel Management*, 32, 89-98.

Roberts, G. E., & Pavlak, T. (1996). Municipal government personnel professionals and performance appraisal: Is there a consensus on the characteristics of an effective appraisal system? *Public Personnel Management*, 25, 379-408

Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly*, 41, 574–599

Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior. *Journal of organizational behavior*, 16(3), 289-298.

Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of organizational behavior*, 15(3), 245-259.

Roehling, M. V. (1997). The origins and early development of the psychological contract construct. *Journal of Management History (Archive)*, 3(2), 204-217

Roodt, G., & Kotze, K. (2005). Factors that affect the retention of managerial and specialist staff: An exploratory study of an employee commitment model. *SA Journal of Human Resource Management*, 3(2), 48-55.

Rousseau, D. M. (1989). Psychological and implied contracts in organizations. *Employee responsibilities and rights journal*, 2(2), 121-139.

Rousseau, D. M. (1995). Psychological contracts in organizations: Understanding written and unwritten agreements. Thousand Oaks, CA: Sage.

Rousseau, D. M. (2001). Schema, promise, and mutuality: The building blocks of the psychological contract. *Journal of Occupational and Occupational Psychology*, 74, 511–541.

Rousseau, D. M. (2010). The individual-organization relationship: The psychological contract. In S. Zedeck (Ed.), *Handbook of industrial/organizational psychology*, Vol. 3: Maintaining, expanding, and contracting the organization (pp. 191–220). Washington, DC: American Psychological Association.

Rousseau, D. M., & Greller, M. M. (1994). Human resource practices: Administrative contract makers. *Human Resource Management*, 33, 385–401.

Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing psychological contracts: Issues, alternatives and measures. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 19(S1), 679-695

Rubin, E. V. (2011, June). Appraising performance appraisal systems in the federal government: A literature review, preliminary findings, and prospects for future

research. Paper presented at the Public Management Research Conference, Syracuse University, NY

Saboor, M. J., Malik, S., Pracha, A. T., Ahmed, W. S., & Malik, T. Effect of Psychological Contract Breach and Job Satisfaction on Work Engagement; A Case of Higher Education Institute of Pakistan.

Sandberg, S. (2013). *Lean in: Women, work, and the will to lead*. Random House

Sandelowski, M. (2000). Whatever happened to qualitative description?. *Research in nursing & health*, 23(4), 334-340.

Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, 10-24.

Schein, E. H. (1965). Organizational psychology.

Scott, S. G., & Einstein, W. O. (2001). Strategic performance appraisal in team-based organizations: One size does not fit all. *Academy of Management Executive*, 15, 107-116.

Shahin, A., Shabani Naftchali, J., & Khazaei Pool, J. (2014). Developing a model for the influence of perceived organizational climate on organizational citizenship behaviour and organizational performance based on balanced score card. *International Journal of Productivity and Performance Management*, 63(3), 290-307.

Singh SK (2007). Role of emotional intelligence in organisational learning: an empirical study. *Singapore Manage. Rev.*, 29: 55-74

Sjöberg, A., & Sverke, M. (2000). The interactive effect of job involvement and organizational commitment on job turnover revisited: A note on the mediating role of turnover intention. *Scandinavian Journal of Psychology*, 41(3), 247-252.

Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality: An International Journal*, 21(1), 88-107.

Smith, J. K. (1983). Quantitative versus qualitative research: An attempt to clarify the issue. *Educational researcher*, 12(3), 6-13.

Solinger, O. N., Hofmans, J., Bal, P. M., & Jansen, P. G. (2016). Bouncing back from psychological contract breach: How commitment recovers over time. *Journal of Organizational Behavior*, 37(4), 494-514.

Sparrow, P. R., & Cooper, C. L. (2003). The new employment relationship.

Suazo, M. M. (2003). *An examination of antecedents and consequences of psychological contract breach* (Doctoral dissertation, ProQuest Information & Learning).

Tansey, O. (2007). Process tracing and elite interviewing: a case for non-probability sampling. *PS: Political Science & Politics*, 40(4), 765-772.

Taplin, I. M., & Winterton, J. (2007). The importance of management style in labour retention. *International journal of sociology and social policy*, 27(1/2), 5-18.

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46, 259–293.

Toepoel, V. (2017). Online survey design. In Fielding, N., Lee, R., & Blank, G. *The SAGE Handbook of online research methods* (pp. 184-202). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473957992

Tomprou, Maria, Denise Rousseau, and Samantha Hansen. 2015. "The Psychological Contracts of Violation Victims: A Post-Violation Model." *Journal of Organizational Behavior*, 36 (4), 561-581.

- Traut, C. A., Larsen, R., & Feimer, S. H. (2000). Hanging on or fading out? Job satisfaction and the long-term worker. *Public Personnel Management, 29*(3), 343-351.
- Truss, C., Mankin, D., & Kelliher, C. (2012). *Strategic human resource management*. Oxford University Press.
- Tseng, C. 2010. *The retention of software development employees in the IT industry in Taiwan*. Doctorate of Business Administration Thesis. Southern Cross University.
- Turnley, W. H., & Feldman, D. C. (1999). A discrepancy model of psychological contract violations. *Human Resource Management Review, 9*(3), 367-386.
- Turnley, W. H., & Feldman, D. C. (2000). Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behavior, 21*, 25–42
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psycho- logical contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management, 29*, 187–206.
- Uen, J. F., Chien, M. S., & Yen, Y. F. (2009). The mediating effects of psychological contracts on the relationship between human resource systems and role behaviors: A multilevel analysis. *Journal of Business and Psychology, 24*(2), 215-223.
- Vaart, L., Linde, B., Beer, L., & Cockeran, M. (2014). Employee well-being, intention to leave and perceived employability: a psychological contract approach. *South African Journal of Economic and Management Sciences, 18*(1), 32-44.
- Van der Doef, M., & Maes, S. (1999). The job demand-control (-support) model and psychological well-being: a review of 20 years of empirical research. *Work & stress, 13*(2), 87-114.

Van Dyne, L., Graham, J. W., & Dienesch, R. M. (1994). Organizational citizenship behavior: Construct redefinition, measurement, and validation. *Academy of management Journal*, 37(4), 765-802.

Van Schalkwyk, S., Du Toit, D. H., Bothma, A. S., & Rothmann, S. (2010). Job insecurity, leadership empowerment behaviour, employee engagement and intention to leave in a petrochemical laboratory. *SA Journal of Human Resource Management*, 8(1), 7.

Vandenberg, R. J., & Nelson, J. B. (1999). Disaggregating the motives underlying turnover intentions: When do intentions predict turnover behavior?. *Human relations*, 52(10), 1313-1336.

Walliman, N. (2011). *Your research project: Designing and planning your work*. Sage Publications.

Wegner, T. (2016). *Applied business statistics: Methods and excel-based applications (4th editio)*. Cape Town, SA: Juta & Company Ltd.

Wei, F., & Si, S. (2013). Psychological contract breach, negative reciprocity, and abusive supervision: The mediated effect of organizational identification. *Management and Organization Review*, 9(3), 541-561.

Wei, X., Ma, L., Zhang, Z. X., Showail, S. J., Jiao, J., & Wang, X. (2015). Understanding psychological contract breach due to labour costs reduction: Contingent upon employee sex and managerial control. *Journal of Occupational and Organizational Psychology*, 88(4), 679-701.

Weiner, J. (2007). *Measurement: Reliability and validity measures*. John Hopkins Bloomberg, School of Public Health.

Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, 173–194

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601–617.

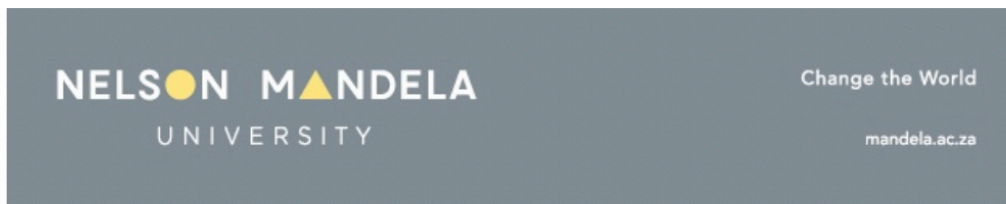
Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of management*, 17(3), 601-617.

Woken, M. D. (2013). Advantages of a pilot study. *Planning Research Papers* 7.

Zhao, H. A. O., Wayne, S. J., Glibkowski, B. C., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: a meta-analysis. *Personnel psychology*, 60(3), 647-680.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). *Business research methods*. Cengage Learning.

ANNEXURES- I: QUESTIONNAIRE



[Date]

Dear Respondent

I am studying towards my MBA (Master in Business Administration) degree at the Nelson Mandela University Business School. I am conducting research on the relationship between psychological contract and job satisfaction, organization citizenship behavior and turnover intention . I believe that my study will make an important contribution to field of psychological contract.

You are part of our selected sample of respondents whose views we seek on the above-mentioned matter. We would therefore appreciate it if you could answer a few questions. It should not take more than thirty minutes of your time and we want to thank you in advance for your co-operation.

There are no correct or incorrect answers. Please answer the questions as accurately as possible. For each statement, tick the number which best describes your experience or perception. For example, if you strongly agree with the statement, tick the number 7. If you strongly disagree with the statement, tick the number 1. **Tick only one answer for each statement and answer all questions please.** Please note also that your participation in this study is entirely voluntary and that you have the right to withdraw from the study at any stage. We also guarantee your anonymity and the confidentiality of information acquired by this questionnaire. Neither your name nor the name of your firm will be mentioned in the study.

Thank you very much.

Contact details: +27609768655

To verify the authenticity of the study, please contact Prof Sayeed Bayat at telephone number 0837861326 or e-mail address mbmsayeed@gmail.com

Nelson Mandela University Business School
Main Campus and Administrative Head Office:
2nd Avenue, Summerstrand, Port Elizabeth,
South Africa, 6001
Tel: +27 (0) 861 504 500 | business.school@mandela.ac.za

Satellite Support Office:
East London and Border Kei Office:
63 Devereux Avenue, Vincent, East London,
South Africa, 5247
Tel: +27 (0) 41 504 1300 | BSELReception@mandela.ac.za



www.leadersfortomorrow.co.za

Demographic	Tick box the appropriate block	X
-------------	--------------------------------	---

Division	Manufacturing	<input type="checkbox"/>
	Packaging	<input type="checkbox"/>
	Warehouse	<input type="checkbox"/>
	Engineering	<input type="checkbox"/>
	Quality assurance	<input type="checkbox"/>
	Quality control	<input type="checkbox"/>
	Admin	<input type="checkbox"/>

Job Level	Senior management	<input type="checkbox"/>
	Middle management	<input type="checkbox"/>
	Supervisor	<input type="checkbox"/>
	Associates	<input type="checkbox"/>

Length of service	0-4 years	<input type="checkbox"/>
	5-9 years	<input type="checkbox"/>
	10-19 years	<input type="checkbox"/>
	20+ years	<input type="checkbox"/>

Gender	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>

Age group	20-29	<input type="checkbox"/>
	30-39	<input type="checkbox"/>
	40-49	<input type="checkbox"/>
	50-59	<input type="checkbox"/>
	60+	<input type="checkbox"/>

Highest qualification	Grade 12 of less	<input type="checkbox"/>
	National certificate/National diploma	<input type="checkbox"/>
	Bachelor's Degree	<input type="checkbox"/>
	Post graduate Degree	<input type="checkbox"/>

Psychological contract	Has the organisation fulfilled its promises or commitment to...	Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
		1	2	3	4	5	6	7
provide you with a reasonable secure job	1	2	3	4	5	6	7
provide you with fair pay for the work you do	1	2	3	4	5	6	7
provide you with a career	1	2	3	4	5	6	7
provide you with interesting work	1	2	3	4	5	6	7
ensure fair treatment by managers and supervisors	1	2	3	4	5	6	7
	...ensure equality of treatment	1	2	3	4	5	6	7
help you deal with problems you encounter outside work	1	2	3	4	5	6	7
	To what extent do you agree or disagree with the following statements? (Please circle one number for each)							
	In general, this organisation has kept its promised to me about what I will get from them	1	2	3	4	5	6	7
	Managers in this organisation have honoured the commitments they have made to me.	1	2	3	4	5	6	7
	This organisation say it will do thing for you and then never gets around to doing them .	1	2	3	4	5	6	7
	I am often told I will receive things from this organisation that in the end never materialise.	1	2	3	4	5	6	7

To what extent do you agree or disagree with the following statements? (Please circle one number for each)		Strongly Disagree	Disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Agree	Strongly agree
Job satisfaction	All in all I am satisfied with my job	1	2	3	4	5	6	7
	In general, I don't like my job	1	2	3	4	5	6	7
	In general, I like working here	1	2	3	4	5	6	7
Organisation citizenship behaviour	I help others who have heavy workloads	1	2	3	4	5	6	7
	My attendance at work is above the norm	1	2	3	4	5	6	7
	I consume a lot of time complaining about trivial matters	1	2	3	4	5	6	7
	I take steps to try to prevent problems with other workers	1	2	3	4	5	6	7
	I read and keep up with my organisational announcement, notices etc.	1	2	3	4	5	6	7
Turnover intention	I will probably look for a new job in the next year .	1	2	3	4	5	6	7
	I may quit my present job next year	1	2	3	4	5	6	7
	I will likely actively look for a new job within the next three years.	1	2	3	4	5	6	7
	I often think about quitting my present job.	1	2	3	4	5	6	7
	I do not see much prospects for the future in this organisation	1	2	3	4	5	6	7

THANK YOU FOR TAKING TIME TO COMPLETE THIS QUESTIONNAIR

If you have any queries about this questionnaire or would like further information about this research please contact

Ajay Kumar Pal

Email: ajaycaps@gmail.com

ANNEXURES-II : ETHICS CLEARANCE FORM

**NELSON MANDELA
UNIVERSITY**

FORM E

ETHICS CLEARANCE FOR TREATISES/DISSERTATIONS/THESES

Please type or complete in black ink

FACULTY: Business and Economic Science

SCHOOL/DEPARTMENT: Nelson Mandela University Business School

I, (surname and initials of supervisor) Prof Saheed Bayat

the supervisor for (surname and initials of candidate) PAL AK

(student number) 218166435

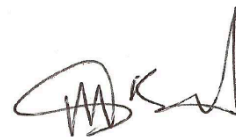
a candidate for the degree of MBA

with a treatise/dissertation/thesis entitled (full title of treatise/dissertation/thesis):

The relationship between psychological contract and job satisfaction, organisational citizenship behaviour and turnover intention in South African Factory workers

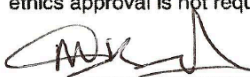
considered the following ethics criteria (please tick the appropriate block):

	YES	NO
1. Is there any risk of harm, embarrassment of offence, however slight or temporary, to the participant, third parties or to the communities at large?		✓
2. Is the study based on a research population defined as 'vulnerable' in terms of age, physical characteristics and/or disease status?		✓
2.1 Are subjects/participants/respondents of your study:		
(a) Children under the age of 18?		✓
(b) NMMU staff?		✓
(c) NMMU students?		✓
(d) The elderly/persons over the age of 60?		✓



(e) A sample from an institution (e.g. hospital/school)?		✓
(f) Handicapped (e.g. mentally or physically)?		✓
3. Does the data that will be collected require consent of an institutional authority for this study? (An institutional authority refers to an organisation that is established by government to protect vulnerable people)		✓
3.1 Are you intending to access participant data from an existing, stored repository (e.g. school, institutional or university records)?		✓
4. Will the participant's privacy, anonymity or confidentiality be compromised?		✓
4.1 Are you administering a questionnaire/survey that:		
(a) Collects sensitive/identifiable data from participants?		✓
(b) Does not guarantee the anonymity of the participant?		✓
(c) Does not guarantee the confidentiality of the participant and the data?		✓
(d) Will offer an incentive to respondents to participate, i.e. a lucky draw or any other prize?		✓
(e) Will create doubt whether sample control measures are in place?		✓
(f) Will be distributed electronically via email (and requesting an email response)?		
Note:		
• If your questionnaire DOES NOT request respondents' identification, is distributed electronically and you request respondents to return it <i>manually</i> (print out and deliver/mail); AND respondent anonymity can be guaranteed, your answer will be NO.		✓
• If your questionnaire DOES NOT request respondents' identification, is <i>distributed via an email link and works through a web response system (e.g. the university survey system)</i> ; AND respondent anonymity can be guaranteed, your answer will be NO.		
Please note that if ANY of the questions above have been answered in the affirmative (YES) the student will need to complete the full ethics clearance form (REC-H application) and submit it with the relevant documentation to the Faculty RECH (Ethics) representative.		


and hereby certify that the student has given his/her research ethical consideration and full ethics approval is not required.


SUPERVISOR(S)

9/05/2018
DATE

HEAD OF DEPARTMENT

DATE


STUDENT(S)

23/04/2018
DATE

Student(s) contact details (e.g. telephone number and email address):

+27 60 976 8655

ojaycaps@gmail.com

Please ensure that the research methodology section from the proposal is attached to this form.

ANNEXURES-III : TURN IT IN REPORT

Ajay Kumar
MBR5TR: Business Research Project

Home Dashboard Events My Courses This course Turnitin Manuals
Hide blocks Standard view

My courses > Academic Degree Programme > MBA > MBA Year 2 > MBR5TR > Turnitin > MBA Treatise Final Submission

My Submissions

Part 1

Title	Start Date	Due Date	Post Date	Marks Available
MBA Treatise Final Submission - Part 1	2 Mar 2018 - 11:59	9 Mar 2019 - 11:59	9 Mar 2019 - 11:59	100

Refresh Submissions

Submission Title	Turnitin Paper ID	Submitted	Similarity	Grade	
View Digital Receipt Ajay Version 1	1046673799	29/11/18, 00:41	20% <div style="width: 20px; height: 10px; background-color: #8bc34a; display: inline-block;"></div>	--	Submit Paper

Navigation

- Home
- Dashboard
- Site pages
- My courses
 - Academic Degree Programme
 - MBA
 - MBA Year 1
 - MBA Year 2
 - MIN5TR1
 - MLS5TR
 - MEN5TR1
 - RAM5TR1-2018

ANNEXURES-IV : LANGUAGE PROOF CERTIFICATE

The Write Words South Africa

Corner House Offices
504 Lilian Ngoyi Road
Morningside
South Africa



EDITORIAL CERTIFICATE

30 November 2018

To whom it may concern

This document certifies that the treatise listed below was proofread and edited for proper English language, grammar, punctuation, and spelling by The Write Words, a division of Mardi Gras Marketing (Pty) Limited. Neither the research content nor the author's intentions were altered in any way during the editing process.

The Write Words guarantees the quality of English language in this treatise, *provided our editor's changes are accepted, and further changes made to this treatise are checked by the editor prior to submission.*

The Write Words has not reviewed this treatise for plagiarism.

TITLE

The relationship between psychological contract and job satisfaction, organisation citizenship behaviour and turnover intention

AUTHOR

Ajay Kumar Pal

A handwritten signature in black ink that reads "S. Worthington".

Samantha L. Worthington
Director, Editor – The Write Words

The Write Words is a division of Mardi Gras Marketing (Pty) Limited
www.thewritewords.co.za | info@thewritewords.co.za | +27 (0) 79 858 9473