



**THE EFFECTS OF THE PSYCHOLOGICAL CONTRACT ON
ORGANISATIONAL COMMITMENT AMONGST NURSES**

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DECLARATION

I, Yoneeta Singh declare that:

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ABSTRACT

Globally, nurses play a core role within healthcare sectors. However, the public healthcare sector of South Africa is less to be desired. The nursing profession of South Africa is currently experiencing severe shortages, along with other numerous challenges. The shortage of nursing professionals has left nurses within the system over worked, working beyond their scope of practice and being exploited within the workplace. This has increasingly caused nurses to seek employment in other sectors or relocate overseas. Consequently, the crisis has a direct influence on the maintenance or breach of the psychological contract, which has an effect on the level of organisational commitment of the nursing staff. This study intends to outline the effects of the psychological contract on organisation commitment, amongst nurses in the public healthcare sector. In understanding the psychological contract, employers will be able to identify how and when psychological contract violations take place, and the intensity of its repercussions. Given South Africa's nursing crisis, the organisational commitment of nurses has become a major issue for the nursing profession. It is of the utmost importance for hospitals to retain excellent nursing staff in order to improve the performance of the hospital and overall patient satisfaction. Nurses play a pivotal role in the preservation of good healthcare. Apart from the critical medical duties they perform, they also play an active role in hospital administration/ward management.

This study takes a quantitative approach and a survey research design is adopted. The sample was drawn using a simple random sampling technique and 234 questionnaires were distributed. The sample size is 201 with an 85.9% response rate. Descriptive and inferential statistics are used to assess the effects of the psychological contract on organisational commitment amongst nurses in the hospital. The psychometric properties of the questionnaire (validity, reliability) are statistically assessed using Factor Analysis and Cronbach's Alpha respectively. The results generated reflect the effects of the psychological contract on organisational commitment amongst nurses in the hospital. The nursing staff believe that they are fulfilling their obligations to their employer to a great extent, however their employer is failing to fulfil their obligations to them. Specific areas for improvement are evident and recommendations made in this regard. The results, areas for improvement and recommendations are graphically represented.

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CHAPTER 1

INTRODUCTION AND OVERVIEW OF THE STUDY

“The nature of the employment relationship has been an important but amorphous topic probably since the very first time an individual struck a bargain with another, trading labour for otherwise inaccessible valued outcomes.” - Coyle–Shapiro, Shore, Taylor & Tetrick

1.1 Introduction

The work environment is continually altering. The facets, like global competitiveness, diversity and the constant advancement in medical science and technology, have played a pivotal role in the transformation of employment relationships today. Essentially these modifications have had drastic implications on the manner in which employees today experience their workplace environment. Over time, the expectations placed on employees have essentially altered. Research within the world of commerce alludes to the perception that employees today are required to be both loyal and disposable, two noteworthy characteristics, which are not highlighted within the formal, written contract, which an employee signs upon recruitment.

This research study concentrates on two significant constructs within Human Resources Management, namely, the psychological contract and organisational commitment. The objective of this study is to uncover the possible links between the psychological contract and organisational commitment of professional nurses of the eThekweni health district.

The first construct, the psychological contract, is often described as complex and difficult to define; however, it is experienced by anyone within a working relationship. It can be described as unspoken and promissory in nature. The psychological contract is an implicit agreement that should both parties of the working relationship maintain their end of the arrangement, the working relationship will be a favourable one. Therefore, understanding this complex construct allows organisations the opportunity to re-examine the components of the ideal employment relationship. The psychological contract is able to offer key insights into the expectations of both parties; however, this construct remains largely unexplored or simply ignored. It can be suggested that understanding the expectations employees hold in the employment relationship, as well as fulfilling it, is perhaps the solution to employees displaying enhanced levels of organisational commitment.

The second construct, organisational commitment, is a multi-dimensional construct which in basic terms refers to the level of attachment an employee has to the organisation. This construct has a substantial amount of research carried out over the last five decades. It is this overwhelming interest in this construct that has resulted in the rich and detailed definitions and measurements of organisational commitment.

Given South Africa's nursing crisis, the organisational commitment of nurses has become a major issue for the nursing profession. It is of utmost importance for hospitals to retain excellent nursing staff in order to improve the performance of the hospital and overall patient satisfaction. Nurses play a pivotal role in the preservation of good healthcare. Apart from the critical medical duties they perform, they also play an active role in hospital administration/ward management. Given the skills shortage and under resourced circumstances in which nurses work, the loyalty of employees can no longer be taken for granted. Whilst employees can no longer be guaranteed the 'job for life', their expectations have increased in other working areas. Organisations in today's society are expected to show their commitment to their workforce by means of providing training and development opportunities, first-rate working conditions and methods which inspire a work-life balance. The significance of organisational commitment is apparent by the vast literature and extensive research available on this construct. Therefore, it can be assumed that by understanding the effects of the psychological contract on organisational commitment, a number of positive outcomes could be realised. It is important to highlight that the violation/breach of psychological contract remains largely unexplored. Understanding what the beliefs and expectations that employee's hold is key to uncovering why workforces feel disgruntled and, that their organisation has failed them. Signs of withdrawal behaviours are usually associated with the violation of the psychological contract.

The delicate relationship between the constructs, the psychological contract and organisational commitment, require further exploration. With this in mind, this study seeks to investigate the effects of the psychological contract on the organisational commitment of nurses from a hospital situated within the eThekweni health district.

1.2 Background of the Study

South Africa's nursing profession is currently experiencing serious shortage. There are unequal growth stretches between South Africa's population and nursing professionals,

resulting in depleted resources. This professional nursing shortage was identified as far back as 2001; however, very little progress has been made to alleviate the strain on the healthcare sector. South African nurses face huge challenges with shortages of staff, issues of security in the facilities and issues of infrastructure especially with resources. In other areas, you will find that there are not enough resources to work with in assisting the patients. When service delivery is affected, nurses are often the individuals who shoulder the blame. The performance of any healthcare system is directly dependent on the quality of the care afforded by the healthcare professionals. It is important to note that our South African healthcare sector encounters major trials in generating, employing and maintaining health professionals and presently there is an insufficient number of nurses being generated to balance the health and service strains of our country. To add to this predicament, nurses in South Africa are also choosing extra work, after hours through ‘moonlighting’, working additional hours and undertaking agency work. This indicates that nurses work disproportionate hours, which in turn influences the manner in which they function, consequently impacting undesirably on patient care. Some noteworthy health care penalties include nurses that are too exhausted when on call, absenteeism which affects the quality of care delivered to patients.

The shortage for skilled nurses is spread across various areas such as intensive care units, operating theatres, midwifery and mental health units. This shortage thereby has increased the workloads of the nurses within the healthcare system, leaving them overworked and forcing them to sometimes work beyond the scope of practice and often being exploited in the workplace. This is increasingly causing nurses to look elsewhere for employment or to relocate overseas.

Understanding the expectations that the nurses of a hospital situated in the eThekweni health district hold and whether or not their expectations have been fulfilled, allows for the opportunity to foster enhanced levels of organisational commitment, which is necessary during this nursing profession shortage.

1.3 Focus of the Study

The focus of this research study is acknowledgement and effective management of the psychological contract and the outcomes it has on organisational commitment. Hence, this study serves to provide employers, practitioners and managers especially in the healthcare sector with insight into the expectations of their employees, to positively enhance the level of

organisational commitment displayed. The focus of the study surrounds nursing professionals within the eThekweni district, providing a generalizable outlook of the expectations of nurses within the public healthcare sector of South Africa. Nurses, who have emotionally and physically taxing jobs, coupled with the environmental constraints they deal with, are likely to experience a decline in commitment towards the organisation.

1.4 Problem Statement

To what extent does the psychological contract (both the fulfilment and violation of it) affect the organisational commitment levels of nurses?

1.5 Objectives of the Study

The aims of this study are as follows:

1. To assess the psychological contract in terms of employee and employer obligations, psychological contract transitions (trust, uncertainty, erosion) and psychological contract fulfilment or violation (employee and employer). The sub-objectives are:
 - 1.1 To assess the level of employee and employer obligations amongst nurses in the hospital.
 - 1.2 To determine the level of trust, uncertainty and erosion experienced by nurses in the hospital.
 - 1.3 To evaluate the extent to which the perceived level of trust, uncertainty and erosion impact on employee and employer obligations.
 - 1.4 To assess the levels of employee fulfilment and perceived employer fulfilment.
 - 1.5 To evaluate the relationship between employee obligations and employee fulfilment as well as the relationship between employer obligations and perceived employer fulfilment.
 - 1.6 To assess the relationship between trust, uncertainty, erosion and employee and employer fulfilment respectively.
2. To assess the level of commitment amongst nurses in the hospital. The objective is:
 - 2.1 To evaluate the level of affective, continuance, normative and overall commitment of nurses.
3. To assess the effects of the psychological contract on organisational commitment amongst nurses in the hospital. The sub-objectives are:

- 3.1 To assess the individual and integrated impact of employee and employer obligations on commitment (affective, continuance and normative) respectively.
- 3.2 To assess the influence of trust, uncertainty and erosion on commitment (affective, continuance and normative) respectively.
- 3.3 To evaluate the extent to which psychological contract fulfilment or violation impacts on commitment (affective, continuance and normative) respectively.
- 4. To evaluate the impact of the biographical variables (age, gender and length of service) on the nurses' perceptions of the influence of the psychological contract on organisational commitment.

1.6 Hypotheses of the Study

The hypotheses that will be tested include:

Hypothesis 1: There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and those of employer obligations in the psychological contract respectively.

Hypothesis 2: There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and organisational commitment (affective, continuance and normative) of employees respectively.

Hypothesis 3: There is a significant relationship between employees' perceptions of the sub-dimensions of employer obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and the organisational commitment (affective, continuance and normative) of employees respectively.

Hypothesis 4: There is a significant relationship between employee perceptions of the sub-dimensions of the psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and overall employee and employer obligations respectively.

Hypothesis 5: There is a significant relationship between the dimensions of psychological contract fulfilment (employee, employer) and obligations (employee, employer) respectively.

Hypothesis 6: There is a significant relationship between the sub-dimensions of psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and employee and employer fulfilment respectively.

Hypothesis 7: There is a significant relationship between the dimensions of the psychological contract transitions (no trust, uncertainty, erosion) and organisational commitment (affective, continuance and normative) respectively.

Hypothesis 8: There is a significant relationship between psychological contract fulfilment (employee, employer) and organisational commitment (affective, continuance and normative) respectively.

Hypothesis 9: There is a significance difference in the perception of employees varying in biographical data (age, gender and tenure) regarding the psychological contract and its sub-dimensions (employee obligations, employer obligations, psychological contract transitions and psychological fulfilment) and organisational commitment (affective, normative and continuance) respectively.

Hypothesis 10: Psychological contract and its sub-dimensions of employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment significantly account for the variance in organisational commitment.

1.7 Significance and Contribution of the Study

This research study emphasises the fact that the organisational commitment of employees is no longer something which can be taken for granted, especially that of nursing professionals within South Africa during the current staff shortage. This study highlights the need to investigate how organisational commitment is shaped by the psychological contract. Given the context, that is, South Africa's current healthcare system, this research study provides the opportunity to quantitatively investigate the effects of the psychological contract on organisational commitment in a South African hospital. Through the examination of

psychological contracts and the organisational commitment of nurses within this context, this study can provide a more in-depth understanding of how violation and fulfilment of the psychological contract can impact workplace outcomes. The underlying effects of the psychological contract could be critical and compromise the organisational commitment level and performance of nursing professionals. Therefore, it is of great importance that the organisational commitment levels be examined in the functioning of the psychological contract in order to reveal the underlying effects that the psychological contract may have on organisational commitment. Few studies investigate the link between the psychological contracts and the commitment of nursing professionals in the healthcare sector, and how apparent violations of the psychological contract can influence nurses' commitment levels.

1.8 Limitations of the Study

This research study was limited to a public healthcare facility and therefore, the results of this study cannot be generalised to private healthcare institutions, as the working conditions are different. Future studies may expand to include both public and private healthcare facilities, offering a comparison between both sectors. In addition, 234 questionnaires were distributed; however, there was a response rate of 85.9%, and an overall sample size of 201 nurses. This can be attributed to low morale amongst the participants of the study. Furthermore, this study is quantitative in nature, which does not allow for the specific responses and insights into employees' expectations and perspectives. Future studies can incorporate a mixed method approach incorporating both qualitative and quantitative analyses.

1.9 Summary Outline Per Chapter

This section will briefly summarise the content to be discussed in the following chapters:

Chapter 1: Introduction and Overview of the Study. This chapter provides an outline of the research by presenting a general overview of the variables of this study. In addition, this chapter highlights the significance of this study, research hypotheses, research objectives, problem statement and limitations associated with the study.

Chapter 2: Literature Review of Organisational Commitment. This chapter presents a literature review of organisational commitment. The chapter highlights the various definitions associated with this concept, the various dimensions of organisational commitment, models and antecedents of this variable.

Chapter 3: Literature Review of Psychological Contract. This chapter presents a literature review of psychological contracts. The chapter highlights the various definitions, the historical development of the psychological contract, the dimensions which make up the psychological contract framework and implications associated with the violation or breach of the psychological contract.

Chapter 4: Research Methodology. This chapter presents the research methodology which will be employed with regards to data collection in order to accomplish the study's objectives. Together with this, the sample description, sampling techniques and data collection and analysis methods are discussed.

Chapter 5: Findings and Results of the Study. This chapter depicts the findings/results of the study through the use of tabular and graphical presentations, highlighting whether a hypothesis is accepted or not.

Chapter 6: Discussion of Results. This chapter compares and contrasts the findings of this study with the results of other studies in the field. In addition, the key findings of this study based on the various dimensions of the psychological contract and organisational commitment are graphically represented.

Chapter 7: Recommendations and Conclusion. This chapter provides recommendations for the organisation based on the results of the study. Recommendations for future studies are also discussed. In addition, the recommendations of this study are graphically represented for ease of access and implementation.

1.10 Conclusion

This chapter has offered an introduction and overview of what this research study entails with regards to the effects of the psychological contract on organisational commitment amongst nurses. A background of the study, the focus of the study, together with a problem statement and the objectives of the study are presented. The chapter further goes on to highlight the research hypotheses, significance and contribution of the study as well as the limitations of this research. Finally, an outline of the content of each chapter is included. Chapter 2 will provide a literature review of organisational commitment, discussing the various facets of this construct and its antecedents.

CHAPTER 2

ORGANISATIONAL COMMITMENT

“You cannot force commitment, what you can do... You nudge a little here, inspire a little there, and provide a role model. Your primary influence is the environment you create.” –

Peter. M. Senge

2.1 Introduction

The job market is constantly evolving. Technological advancements, increased levels of global competitiveness and globalisation play a vital role in influencing the transforming economic environment. Essentially, the above changes have implications for the workplace, as it alters the manner in which employees experience their workplace setting.

In today’s competitive world, no organisation can be a successful one without the commitment of each employee striving towards achieving the goals and objectives of the organisation. The world of employment has evolved to a point where employees are expected to be more than just faithful in coming to work every day. They are now expected to go beyond working independently, and to rather think like business owners themselves whilst being a team player.

In the past, an employee’s loyalty to his/her company was guaranteed by assuring him or her job security. However, in the current economic climate, where organisations face global pressures and succumb to organisational strategies such as downsizing, restructuring and so forth, the loyalty of employees is no longer something you can take for granted. Ensuring the commitment of employees to their organisation becomes a growing challenge in this environment. Employees are expected to be both loyal and disposable to the company, and it is with this in mind that a large number of employees feel that they are victims of broken promises.

Whilst employees cannot be assured job security, their expectations of their employers have increased in other areas. Employers are now expected to demonstrate their commitment to its workers by providing them with training and development opportunities, good working conditions and means to help employees establish a work-life balance.

The significance of organisational commitment is evident considering the amount of research done on this construct. Over the last five decades a substantial amount of research has been

dedicated to understanding the facets that make up this construct. Organisational commitment is imperative to the success of an organisation, as high levels of commitment lead to numerous favourable outcomes.

This chapter will provide a literature review of organisational commitment. In order to fully understand this broad construct, this chapter will start off by reviewing the various definitions used. The literature will then go on to discuss the multi-dimensional models of this construct, which has been established to explain the dimensions and mind-sets which influence the level of commitment an employee experiences. The literature review will then go on to discuss the development of the construct as well as expand on the contributing factors. The concluding part of this chapter will look at the consequences of organisational commitment and discuss the strategies which can be put into place to overcome barriers to organisational commitment.

2.2 Conceptualising Organisational Commitment

Organisational commitment has grown in popularity over the years. It is likely that the growing interest in this widely studied concept has contributed to such rich and detailed definitions and measurements of this construct.

The Oxford Dictionary (Commitment in Oxford Dictionaries, n.d, para. 3) defines commitment as “an engagement which restricts freedom of action”. According to various academics, commitment has been explored in terms of psychological intentions (Cohen, 2003; Commerias & Fournier, 2001; Meyer & Herscovitch, 2001). According to Coetzee (2005), the concept of commitment has been defined and measured in various manners, which has resulted in the construct being viewed as multi-dimensional in nature. With multiple dimensions of the concept of commitment, there needs to be a core principle that distinguishes it. In order to recognise the core principle, commonality needs to be identified amongst the present conceptualisations.

Table 2.1 provides a set of definitions that have been used throughout history to explain the concept of organisational commitment. Meyer and Herscovitch (2001) state that all definitions of organisational commitment make mention to a ‘*force*’ that guides a person’s behaviour and actions. Various academics throughout history seem to agree that this force experienced is a mind-set/psychological state.

Table 2.1
Definitions of Organisational Commitment

Mowday et al. (1979)	"...the relative strength of an individual's identification with and involvement in a particular organisation."
Scholl (1981)	"... a stabilizing force that acts to maintain behavioural direction when expectancy / equity conditions are not met and do not function."
O'Reilly & Chatman (1986)	"...the psychological attachment felt by the person for the organisation, it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organisation."
Brickmen (1987)	"...a force that stabilizes individual behaviour under circumstances where the individual would otherwise be tempted to change that behaviour"
Allen & Meyer (1990)	"... a psychological state that binds the individual to the organization"
Brown (1996)	"... an obliging force which requires that the person honour the commitment, even in the face of fluctuating attitudes and whims"

Meyer, J.P., & Herscovitch, L. (2001). Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11, p. 311.

Whilst the various academics agree that the 'force' experienced is a mind-set/ psychological state, they however disagree about the nature of the thought-process. Thus, different dimensions of commitment have been identified. Table 2.2 illustrates the various types of commitment presented in several multidimensional models of organisational commitment.

Table 2.2
Multi-dimensional Models of Organisational Commitment

Angel and Perry (1981) <ul style="list-style-type: none"> • Objective Commitment • Commitment to remain 	<p>Committed towards supporting goals and objectives.</p> <p>Committed towards retaining membership within the organisation.</p>
O'Reilly and Chatman (1986) <ul style="list-style-type: none"> • Compliance • Identification • Internalisation 	<p>Contributory participation for particular rewards.</p> <p>Attachment established through the desire to be associated with the company.</p> <p>Participation is established on the comparison amongst the employee and the organisation's ethics and principles.</p>
Penley and Gould (1988) <ul style="list-style-type: none"> • Ethical • Calculative • Estrangement 	<p>Acceptance of the organisation's goals and objectives.</p> <p>Commitment is based on receiving incentives for contribution.</p> <p>Occurs when rewards no longer aligns with investments yet remains part of the organisation because of circumstantial stresses.</p>
Meyer and Allen (1991) <ul style="list-style-type: none"> • Affective • Continuance • Normative 	<p>Emotional connection to the organisation due to identification with the organisation's goals.</p> <p>Conscious of the costs related with leaving the organisation.</p> <p>Feeling obliged to stay with the organisation.</p>
Meyer and Schoorman (1992) <ul style="list-style-type: none"> • Assessment • Continuance 	<p>Acceptance and belief in the company's objectives, there is a readiness to go the "extra mile" on behalf of the company.</p> <p>Aspiration to remain a member of the company.</p>

Meyer, J.P., & Herscovitch, L. (2001). Commitment in the workplace: toward a general model. *Human Resource Management Review*, 11, p. 320.

The downside to having several multidimensional models of organisational commitment is that it presents a challenge for the development of an overall model of workplace commitment and makes it challenging to answer a simple question such as 'What is commitment?' However,

this literature review will only discuss the models developed by Meyer and Allen and O'Reilly and Chatman, as these models have produced the most research.

2.3 Meyer and Allen: Organisational Commitment Model

Being a committed employee to an organisation goes beyond a simple 'yes or no' or even 'how much?' Characteristics are also identified with respect to the 'type' of commitment experienced by the employee.

Meyer and Allen (1991) used a three-component model to put forward organisational commitment as a construct. According to Meyer and Allen (1991), there are three dimensions to organisational commitment namely, Affective, Continuance and Normative commitment. These three dimensions depict the various manners of organisational commitment, as well as the impact it has on an employee's behaviour. This suggests that organisational commitment is experienced as different psychological states/mind-sets by the employee.

Affective commitment refers to attachment to the organisation, continuance commitment is the perceived loss linked with leaving the organisation and normative commitment is the obligation to remain a member of the organisation.

Meyer and Allen's (1991) three component model has gone through the most extensive empirical assessments to date. Meyer and Allen (1991) recommend researchers to contemplate the strength of all three dimensions of commitment together rather than to ascribe a specific 'type' of commitment to the employee.

According to Meyer, Stanley, Herscovitch and Topolnytsky (2002), the organisational commitment model has been used by researchers as a predictor of critical employee outcomes such as organisational citizenship behaviour, job performance, absenteeism and turnover within an organisation. These outcomes will be discussed later on in the chapter. Figure 2.1 illustrates a three-component model of organisational commitment.

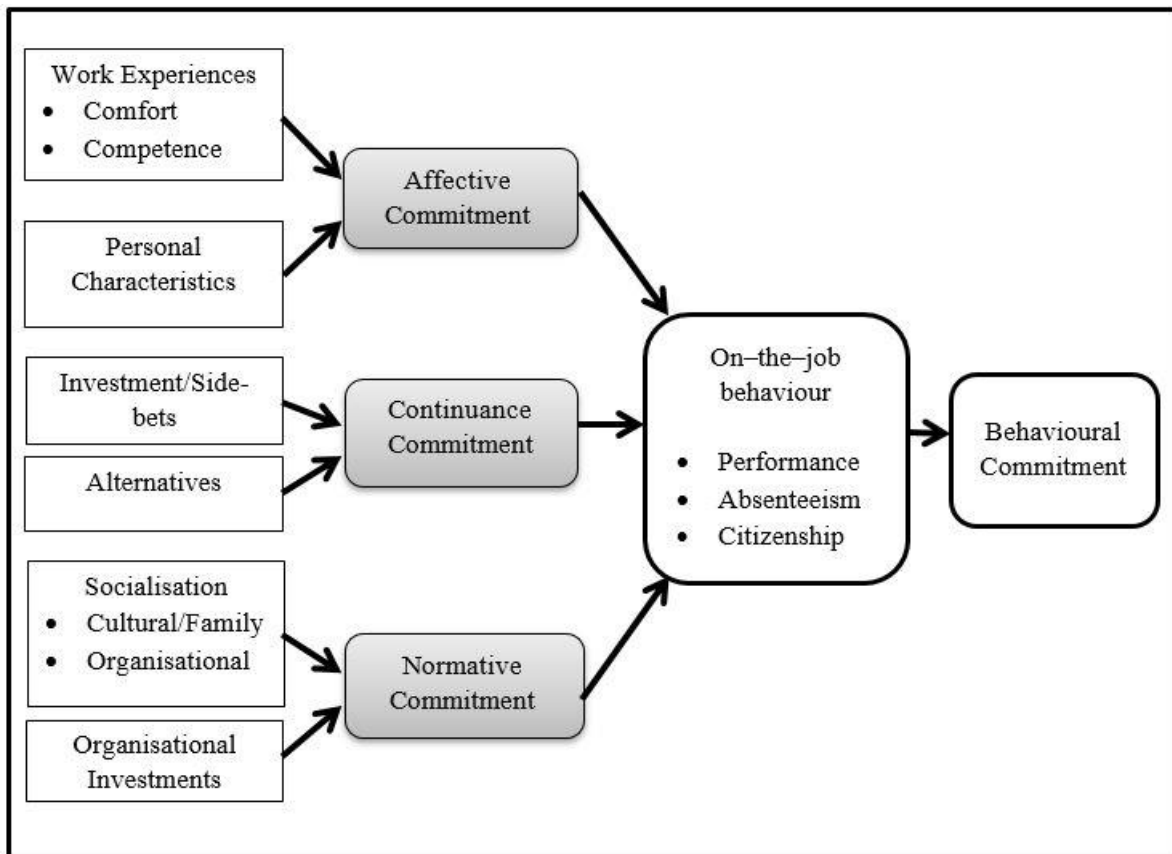


Figure 2.1 -Meyer and Allen Three Component Model of Organisational Commitment

Meyer, J.P., & Allen, N. (1991). A three-component conceptualization of organisational commitment. *Human Resource Management Review*, 1, p. 82.

2.3.1 Affective Commitment

The first dimension of the Organisational Commitment Model is affective commitment. According to Greenberg and Baron (2008, p. 236) affective commitment is defined as “the strength of a person’s desire to work for an organisation because he or she agrees with it and wants to do so”. Employees who are committed to the organisation on an affective level remain a member of the organisation because they regard their individual employment relationship as consistent with that of the values and goals of the organisation (Beck & Wilson, 2000).

Greenberg and Baron (2008) identified three factors which make up the affective commitment dimension. These are:

- Trust and agreement of the ethics and objectives set out by the organisation,
- Enthusiasm to use extra work by the employee towards the reaching of the organisation’s objectives,
- There is a desire to remain within the establishment.

According to Meyer *et al.* (2002), there are four categories of affective commitment in which the characteristics of this dimension are placed into:

- Individual characteristics
- Structural organisational characteristics
- Employment characteristics
- Work experience

According to Meyer *et al.* (2002), of the three dimensions, affective commitment has been strongly associated with positive work behaviours such as organisational citizenship behaviours and attendance. Throughout history, various literature point out that the characteristics of the dimension of affective commitment are studied in terms of ‘individual attributes’ or what the employee is able to add to the company. However, research concerning which characteristics influence superior levels of commitment has resulted in mixed results. Furthermore, research also suggests that there is a significantly positive relationship which exists between the age of an employee and the amount of time he/she has been a member of the organisation, with his/her levels of commitment (Meyer *et al.*, 2002).

Meyer *et al.* (2002) conducted a study to evaluate the relations between the three dimensions of commitment, as well as the variables which make up the three-component model. The research findings indicate that high levels of affective commitment were strongly associated with low turnover perceptions and a greater display of organisational citizenship behaviours – an employee’s behaviour which contributes to the effectiveness of the organisation, however, is not overtly acknowledged by an official reward system. These research findings propose that affective commitment may be associated with organisational freedom, pro-organisational individual behaviour outside a prescribed role without consideration of reward (Meyer *et al.*, 2002). However, the research findings of the study conducted by Bowler and Brass (2006) found no significant relationship between affective commitment and citizenship behaviours, which happens when colleagues help each other outside their set job descriptions in order to benefit the organisation.

2.3.2 Continuance Commitment

The second dimension of the Organisational Commitment Model is continuance commitment. According to Greenberg and Baron (2008, p. 29), continuance commitment is defined as the

“strength of a person’s desire to continue working for an organisation because he or she needs to do so and cannot afford to do otherwise”. This dimension can be summarised as an employee remaining a member of the organisation because he or she has ‘*investments*’ to consider. Investments in this context include financial obligations, the relationships they may have formed with members of staff, retirement plans and policies (Greenberg & Baron, 2008). This component also makes reference to the awareness of the ‘costs’ associated with leaving the organisation. The apparent costs of leaving the organisation entail factors such as the possibility of wasting time as well as effort in obtaining non-transferable skills, the possibility of losing organisational benefits or promotion prospects or even having to relocate with your family geographically.

According to Beck and Wilson (2000, p. 114), the strength of continuance commitment (which infers the need to be a member of the organisation) is established by the apparent costs of exiting the organisation and for that reason, “continuance organisational commitment will therefore be the strongest when availability of alternatives are few and the number of investments are high”. This line of reasoning would support the notion that when better alternatives are presented, employees are likely to leave the organisation. Therefore, it is reasonable to assume that when an employee has limited options, his or her perceived need to remain a member of the organisation may increase. However, a study conducted by Van Breugel, Van Olffen and Ollie (2005) which examined the commitment levels of temporary workers to their agencies, found there to be a higher level of affective commitment than continuance commitment. This research finding suggests that an employee who is in need of employment is likely to experience higher levels of affective commitment than continuance commitment (McMahon, 2007).

It has also been noted that employees with enhanced levels of continuance commitment also experience enhanced levels of role conflict and role ambiguity in addition to low withdrawal perceptions (Meyer *et al.*, 2002). In such instances, the continually committed employee remains a part of the organisation out of need and a lack of options. The consequence of such a scenario is that this is deemed as a loss for both employee and the organisation.

According to Coetzee (2005), to retain staff that is continuance committed, the organisation is required to give more consideration and acknowledgment to those features that enhance the employee’s morale to be affectively committed.

2.3.3 Normative Commitment

The third and final dimension of the Organisational Commitment Model is normative commitment. According to Greenberg and Baron (2008, p. 236) normative commitment is defined as the “strength of a person’s desire to continue working for an organisation because he or she feels obligations from others to remain there”. According to Meyer *et al.* (2002), the feeling of duty to remain a member of the organisation may be a consequence of internalised normative stresses which could occur prior to entering the organisation. An employee may also experience feelings of obligation when the organisation has provided ‘rewards in advance’, for instance, paying university fees.

Employees, who are normatively committed, are so because of moral reasons. A worker who experiences normative commitment believes it to be morally right to remain a member of the organisation, irrespective of how much promotional opportunity or job satisfaction they receive from the organisation (Coetzee, 2005).

According to Suliman and Iles (2000), the strength of normative organisational commitment is established by acknowledging rules about mutual obligation which exist between the organisation and its employees. The mutual obligation is based on the social exchange theory, which advocates that an individual who receives some sort of benefit is under obligation to repay the benefit in some way or the other (McDonald & Mankin, 2000). This, therefore, suggests that employees experience feelings of obligation to the organisation for having invested time and money in them, and thereby commit themselves to the organisation until such debt has been paid.

A study conducted by Iverson and Buttigieg (1999) found a significantly negative correlation between normative commitment and the number of years of education the employee has. This highlights the possibility that employees who are less educated experience feelings of loyalty to the organisation suggestive of a former era (Meyer *et al.*, 2002).

The significance of normative commitment is its link with withdrawal perceptions and organisational citizenship behaviours. Low levels of withdrawal thoughts are the crux of normative commitment (Iverson & Buttigieg, 1999; Meyer *et al.*, 2002). It is logical to assume that a worker who experiences feeling of obligation to an organisation is unlikely to give serious thought or consideration to ending their relationship with the organisation. In reality,

an employee who engages in organisational citizenship behaviours out of obligation would not only benefit the organisation but may also benefit him/herself if his/her efforts are eventually recognised by the organisation (McMahon, 2007).

2.4 O'Reilly: Developing Organisational Commitment

According to Meyer *et al.* (2002), organisational commitment is an unstructured and unplanned development, which progresses in terms of the orientation of organisational members. The development of this construct can be defined as one which occurs in stages and is experienced at different levels. O'Reilly's model of the organisational commitment states that there are three main stages to this development. These stages are referred to as the compliance stage, identification stage and the internalisation stage:

2.4.1 Compliance Stage

The first stage is known as the compliance stage. This stage is concentrated around the individual being open to and accepting of the influences of others predominantly to profit from them, either through remuneration or promotional opportunities. According to Coetzee (2005), employees accept attitudes and behaviours at this stage not because of mutual views but merely to gain particular rewards. The kind of organisational commitment in the compliance stage is linked with the continuance commitment dimension, where workers are calculative and strategic with the need to remain a member of the organisation when assessing the rewards (Beck & Wilson, 2000). This suggests that it is at this stage that workers remain a member of the organisation because of what they receive.

2.4.2 Identification Stage

The second stage to the process of developing organisational commitment is called the identification stage. In this stage, employees accept direction from other members of the organisation to obtain a suitable self-defining relationship with the organisation (Coetzee, 2005). According to Greenberg and Baron (2008), within this stage of the process, workers will do this out of loyalty to the organisation as well as to meet their own needs, as the roles they play within the organisation are part of their identity.

In this phase of the development process, organisational commitment can be associated with the normative commitment dimension (Coetzee, 2005). According to Suliman and Iles (2000),

the employee remains a member of the organisation because he or she should be and is, led by a feeling of responsibility and loyalty towards the organisation.

2.4.3 Internalistic Stage

The third and final stage of this process is known as the internalistic stage. In this stage, the worker identifies with the goal, value and objective set of the organisation as being congruent to that of his own personal set (Coetzee, 2005).

This phase of the process is associated with the affective commitment dimension. The internalistic stage identifies that individuals develop a sense of attachment or belonging to their organisation (Coetzee, 2005). As employees, they wish to remain a member of the organisation because they genuinely want to. According to Bagraim (2011), commitment to the organisation is founded on wanting to remain a part of the organisation, rather than feeling obliged to. This is due to the morals and ethics of the employee being in alignment with that of the organisation.

2.5 Levels of Organisational Commitment

Coetzee (2005) stated that the different degrees of organisational commitment relate to the employee's growth of commitment to the organisation. The varying levels of organisational commitment that an employee experiences is demonstrated in the levels of acceptance they have for the organisation's goals and values.

Figure 2.2 illustrates the three levels of commitment. An employee's degree of commitment can move in either direction.

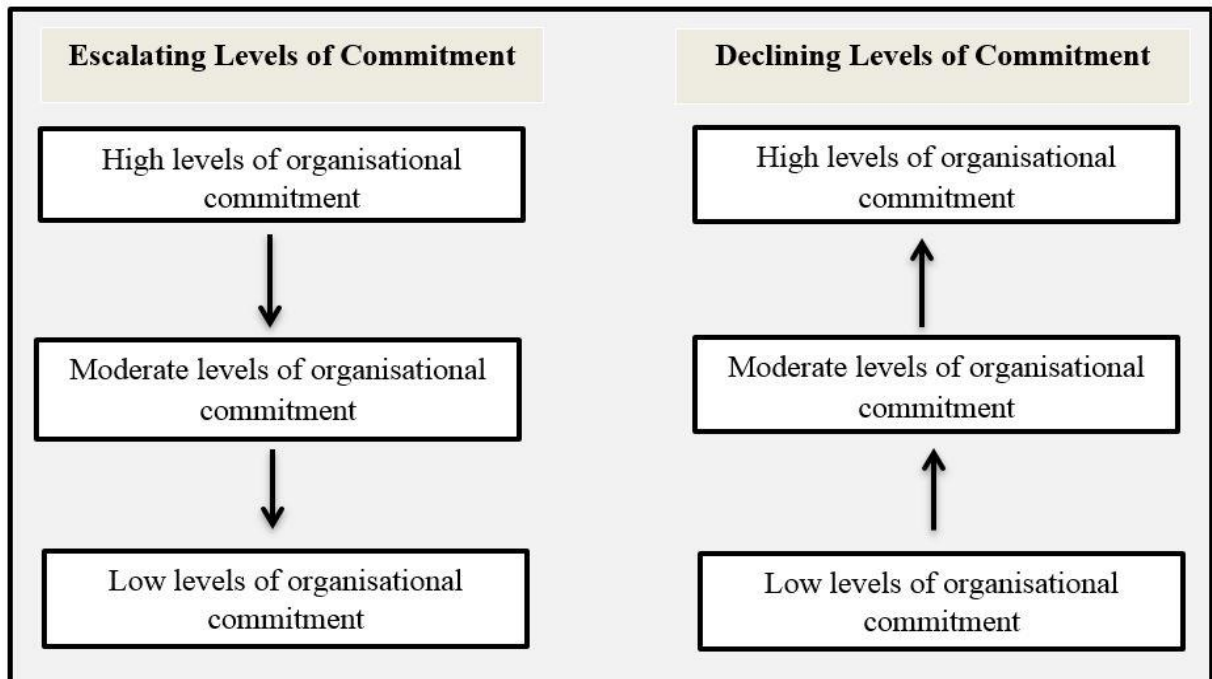


Figure 2.2 -Levels of Organisational Commitment

Reichers, A.E. (1985). A review and reconceptualization of organizational commitment. *Academy of Management Review*, 10, p. 36.

2.5.1 High Levels of Organisational Commitment

An employee demonstrates high levels of organisational commitment in the workplace through the strong acceptance of the organisational goals and values. It is also demonstrated in their readiness to display additional effort to accomplish the organisation's objectives in order to remain a member of the organisation. High levels of organisational commitment are associated with the affective commitment dimension.

2.5.2 Moderate Levels of Organisational Commitment

An employee demonstrates moderate levels of organisational commitment in the workplace through a fair degree of acceptance regarding the organisation's values and goals. There is also a moderate level of willingness to exhibit extra effort to remain a member of the organisation. According to Coetzee (2005), employees who display moderate levels of organisational commitment tend to remain a member of the organisation because they feel obliged to. Moderate levels of organisational commitment are associated with the normative commitment dimension.

2.5.3 Low Levels of Organisational Commitment

An employee demonstrates low levels of organisational commitment in the workplace by not accepting the organisation's values and goals. The individual is also not willing to display any added effort to see the accomplishment of organisational objectives in order to remain a part of the organisation (Coetzee, 2005). Low levels of organisational commitment are associated with the continuance commitment dimension.

This literature review will now move on to discuss commitment levels and work behaviour by exploring the social exchange theory.

2.6 Social Exchange Theory: Commitment Levels and Work Behaviour

The definition of employee commitment is best described by exploring the social exchange theory.

The social exchange theory began within the family sciences in the latter part of the twentieth century, first being considered in a meaningful way in the early 1960's. The theory is rooted in psychology, sociology and economics. This theory was developed after Thorndike's (1932, 1935) research surrounding the Reinforcement Theory and Mill's Utility Theory. Academics such as Homans (1950, 1961), Blau (1964) and Emerson (1972) have also contributed vastly to the social exchange theory.

The primary notion of this theory is that as humans we exhibit behaviours in social settings, which allow us to capitalise on the probability of meeting self-interests in those situations (Blau, 1964). This theory looks at the foundation of all human relationships to be founded on analysing costs and benefits. According to the social exchange theory, decisions are made by taking cognisance of the costs and benefits that could occur in the making of that specific decision (Bagraim, 2011). Relationships which offer maximum rewards and minimal costs create long term mutual trust and are more appealing to the individual (Blau, 1964).

According to Blau (1964), the social exchange theory model comprises of five central components:

- ***Behaviour can be established through the idea of rationality.*** An individual is likely to behave in a certain way if he or she is being rewarded for it. However, it is also crucial to

acknowledge that the more the individual receives that reward, the less value the reward holds for the individual.

- ***Exchange based relationships.*** All parties in this relationship will offer rewards to the other, on condition that the trade is practical, reasonable as well as it holds a substantial level of importance to the sides. This affiliation needs to be both fair and ethical.
- ***The justice principle is the foundation of social exchange.*** The ground of this relationship needs to be fairness, which affects behaviour. Impartiality needs to be exhibited when comparisons amongst other parties are being drawn.
- ***Individuals strive to capitalize on their gains and reduce their costs.*** It is important to note that 'cost' in this context does not solely refer to financial or monetary value. Cost in this context also refers to issues of time and energy which an individual put into a relationship.
- ***Relationships offer reciprocity rather than coercion.*** Therefore, intimidation and coercion should be minimised.

An example which illustrates commitment levels and work behaviour is when a manager offers an employee support and rewards which are of financial value, and in exchange for this, the employee gives his expert knowledge and individual commitment to the organisation.

The analysis of turnover in an organisation is the most commonly studied behavioural correlate of commitment. According to Bagraim (2011), the effectiveness and success of any organisation is dependent on more than simply retaining employees; workers must be able to carry out specific duties and responsibilities and be motivated to go above and beyond what they are required to do. Thus, it can be inferred that employees with the preference to participate in the achievement in organisational success is influenced by a form of commitment which they experience towards the organisation. Coetzee (2005) states that workers who desire to remain a part of the organisation (affective commitment) perhaps more than workers who need to be a member of the organisation (continuance commitment) or experience feelings of obligation to remain (normative commitment), go above and beyond what is simply required of them.

It is interesting to observe that continuance commitment would be the least likely to show a significantly positive relationship with the performance of workers (Bagraim, 2011). According to Coyle-Shapiro and Shore (2007), employees who remain with the organisation

primarily on the need to be there, are likely to experience little to no motivation to exert extra effort, in doing more than what is required of them, in order to keep their relationship with organisation. Therefore, according to Coetzee (2005), for an organisation to reach optimal effectiveness and efficiency, workers need to be prepared to do more than what is expected of them to accomplish organisational objectives.

The concept of *organisational citizenship* is very closely associated to the concept of commitment. Organisational citizenship behaviour is essential in understanding the viewpoints and attitudes of workers, as well as the effect it has on the level of commitment they experience (Coyle-Shapiro & Shore, 2007).

2.7 Organisational Citizenship Behaviour (OCB)

Organisational Citizenship behaviour is defined as “... behaviour that is discretionary, that goes beyond the role perceptions (or job descriptions), that goes above and beyond the call of duty, and which is not explicitly recognised by a formal reward system” (Swanepoel, 2014, p. 58). There has been extensive research conducted on organisational citizenship behaviour. Specifically, two academics, Bagraim (2011) and Chiboiwa (2011) have discussed that this construct is made up of five central features:

- ***Conscientious or diligence:*** This feature refers to employees who do more than what they are required to. For instance, arriving early to work, taking work home with them, and working beyond the stipulated hours.
- ***Civic Virtue:*** This feature refers to an employee participating in organisational activities that are not mentioned in the individual’s job description. An example of this would be to attend company functions and represent the organisation.
- ***Altruism:*** This feature refers to the level to which an individual will be of assistance to other employees. For instance, helping a recruit settle into their new work environment.
- ***Sportsmanship:*** This feature refers to employees being open-minded, as well as reasonable in accepting minor inconveniences without complaining.
- ***Courtesy:*** This refers to the extent to which an employee will go to prevent others from facing trouble, for instance by taking other individuals’ needs into consideration.

As discussed earlier in the chapter, for an organisation to reach optimal levels of success and efficiency, the workforce needs to be willing to do more than what their job description entails.

Organisations that employ this calibre of employees reap positive benefits, though it is necessary that the job descriptions of employees are broad in nature so that they do not constantly feel like they are doing more than what is required of them (Coetzee, 2005).

According to Coetzee (2005), it is essential for superiors to reduce the viewpoint that employees may experience of '*that's not my job*' with respect to completing crucial work which is not formally imposed. This task, however, is easier said than done as in most instances workers and supervisors have contradicting ideas in defining an employee's job description. The affective commitment dimension adds to an employee having a broad job description. When an employee experiences a high level of affective commitment, it is an indication that the individual identifies their employment as being a relational exchange (Coetzee, 2005).

Swanepoel (2014) identified three categories of organisational citizenship behaviour, namely, obedience, loyalty and participation.

- **Obedience** refers to employees showing respect for orderly practices and policies. It indicates that the individual accepts the regulations and procedures of the organisation.
- **Loyalty** refers to employees being able to identify with the organisation and its leaders. Employees seek to create and maintain a good reputation for the organisation, aims to accomplish the set-out goals and objectives, as well as protect the organisation from potential threats.
- **Participation** refers to an employee showing interest in organisational matters and responsibility in seeing it through. Participation is exhibited by brainstorming ideas with other staff members, attending organisational functions which are not compulsory, and by simply doing more than what their job description entails.

An employee who demonstrates the behaviour discussed above, is demonstrating organisational commitment. A worker of this nature goes above and beyond what is required of them and does not expect to be compensated for their efforts.

A research study conducted by Riketta (2008) explored whether job attitudes such as job satisfaction and affective organisational commitment plays a role in the level of performance an employee displays. The research findings highlight that affective organisational commitment has a significant effect on the display of organisational citizenship behaviours and

extra role behaviours. Cohen and Keren (2008) state that employees who experience the normative dimension of commitment are likely to participate in organisational citizenship behaviours because they feel obligated and believe it is morally correct. Additionally, Kwantes (2003) investigated the relationship between organisational citizenship behaviours and organisational commitment. The research findings suggest that affective commitment significantly predicted organisational citizenship behaviours. Furthermore, the research findings of Gautam, Van Dick, Wagner, Upadhyay and Douis (2005) and Meyer *et al.* (2002) found that both affective and normative commitment significantly correlated with organisational citizenship behaviour.

The literature review will now move on to briefly discuss the components which have an influential role in the level of commitment an employee experiences, as well as the behaviour which they exhibit.

2.8 Forecasters of Organisational Commitment

In today's society, organisations are constantly faced with the pressures and repercussions of globalisation. For an organisation to be successful in meeting global demands and keeping their competitive advantage, the commitment of its workers is essential.

According to Coetzee (2005), without ensuring the commitment of workers, no organisation can progress. Having employees who have the best training and with latest technological resources available to them, will not make a difference. For any advancement to occur, employees need to experience the desire to do more than what is required of them (Angle & Perry, 1981).

Most organisations today face the ever-increasing gap of what they do for their employees and what their employees 'expect' from them. The erosion of the psychological contract and ultimately employee commitment results from management having failed in certain aspects (Bolino & Turnley, 2003). As already discussed, employee commitment is vital to the achievement of organisational goals and objectives. According to Madigan and Dorrell (2000), in order for this to occur, superior management procedures are needed. The consequence of failing to do so will result in the loss of valued staff members.

According to Bolino and Turnley (2003), there are several components which contribute to the level of commitment a worker experiences, which influences their workplace behaviour and outlook. These components include individual, situational and personal features.

2.8.1 Individual Attributes

According to Meyer *et al.* (2002), organisational commitment is influenced by the employee's characteristics and individual qualities. For instance, employees' gender, their age and the amount of time they have been working for the organisation play a role in influencing commitment. Coetzee (2005) states that certain employees are simply more likely to exhibit organisational citizenship behaviours. Workers, who are inclined to display organisational citizenship behaviours, tend to be more team orientated and place a greater emphasis on the achievement of the organisation's goals and objectives, rather than their own personal needs. Employees of such nature are inclined to have high levels of organisational commitment, as they have a positive outlook on life, have an extroverted personality type and are meticulous (Coetzee, 2005). Bolino and Turnley's (2003) research findings indicated that employees, who have broad job descriptions, note that organisational citizenship behaviour is a vital feature of their job.

2.8.2 Situational Features

According to Coetzee (2005), situational features are made up of four primary components, which play a role in overall organisational commitment. These features are environment (workplace) morals and ethics, superior–subordinate relationships, job features and support from the organisation.

2.8.2.1 Environment (workplace) Morals and Ethics

Shared values amongst all parties in the employment relationship play a crucial role in the establishment of an orthodox relationship. Employees can forge relationships through shared values such as involvement and innovation (Coetzee, 2005).

According to Madigan and Dorrell (2000), an employee is prone to exhibit behaviours which promote organisational commitment if they believe the organisation they work for shares the same values as they do. Bolino and Turnley (2003) stated that when workers feel appreciated, they are more likely to do more than what is required of them to achieve organisational success.

2.8.2.2 Superior–Subordinate Relationship

As already discussed, the social exchange theory is based on an exchange method which occurs in the workplace. Coetzee (2005) stated that relationships exist between managers and subordinates and are established on give-and-take transactions. The role a manager plays in an organisation is crucial in developing commitment in employees.

According to the social exchange theory, an informal contract exists between both parties in the employment relationship. Williams, Pitre and Zainuba (2002) state that it is crucial to note that to an employee, their supervisor represents the organisation; therefore, trust in their supervisor is essential to the success of leadership and productivity strategies. In order to establish trust, supervisors need to be impartial and objective, they need to have open communication and communicate the appropriate information and need to reward enhanced performance. Coetzee (2005) identified eleven behaviours that supervisors can exhibit which will promote trust in their employees. These include supervisor availability, competence, consistency, discreetness, fairness, integrity, loyalty, openness, promise fulfilment, receptivity and overall trust. The level to which an employee experiences such behaviour from their supervisor plays a determining factor in the level of commitment he/she has towards the organisation.

2.8.2.3 Job Features

According to Coetzee (2005), jobs which provide employees with consistent feedback and independence give employees the opportunity to experience a sense of control by reflecting on their own behaviour. Coetzee (2005) further went on to state that an employee's commitment is enhanced when they feel they have personal control and they can bring about change in the organisation. This leads to numerous positive consequences for an employee's work behaviour and attitude towards the organisation.

According to Bolino and Turnley (2003), research indicates that employees who experience inherent gratification from their jobs are prone to display organisational citizenship behaviours. Therefore, employees who have routine, repetitive jobs are likely to display lower levels of such behaviour. According to Baron and Greenberg (2008, p. 435), "the higher the level of responsibility and autonomy connected with a given job, the less repetitive and more interesting it is, and higher the level of commitment expressed by the person who fills it".

2.8.2.4 Support from the Organisation

Bolino and Turnley (2003) state that a noteworthy relationship exists between the levels of commitment an employee experiences and the level to which the employee believes the organisation will support them. Research findings indicate that employees are prone to go above and beyond for their organisation if they feel the organisation is in support of them. Support from the organisation includes helping an employee establish a work-life balance, providing benefits which help the employee's family and as well as showing support in challenging situations.

2.8.3 Positional Features

According to Coetzee (2005), there are two main components which make up positional features, namely, organisational tenure and hierarchical job levels.

2.8.3.1 Organisational Tenure

Meyer *et al.* (2002) highlighted that there have been numerous studies conducted on organisational commitment and organisational tenure. The findings suggest that employees who have been with the organisation for a long time experience a strong affiliation with the organisation. According to Agyemang and Ofei (2013), individuals who have been with the organisation for a long time are prone to have embedded relationships. This notion identifies an employee as identifying with the organisation and therefore, being committed to maintaining membership to pursue his or her goals. Long-tenure workers are viewed as having become proficient and confident in doing their job and are prone to display a positive attitude.

2.8.3.2 Hierarchical Job Level

Coetzee (2005) states that research findings illustrate that a person's socio-economic status is the strongest predictor of organisational commitment. According to Bolino and Turnley (2003), a high position in the organisation has a positive correlation with employee engagement and levels of motivation. To simplify this, we can state that employees who have high ranking jobs are prone to experience high levels of commitment to the organisation. This is due to the amount of power the employee holds in the organisation. Higher level jobs hold more power and employees can contribute to decisions being made and display their capabilities. Higher level jobs also point out to the employee that their contribution and capabilities to the organisation is being recognised and is appreciated.

2.9 Methods to Inspire Commitment

“In business, as in personal relationships, commitment is a two-way street. If employers want committed employees, they need to be committed employers” (Coetzee, 2005, p. 15). Employees who are committed to their organisation have better performances than employees who are not. Similarly, organisations with high performing employees profit much more financially, than organisations with an uncommitted workforce (Bragg, 2002). It is essential for organisations to become aware of the reasons behind this inconsistency. The general viewpoint that most employees experience today is that organisations do not hold any value on qualities such as loyalty and dependability, and only care about gaining financially. According to Bragg (2002), workers view the implementation of downsizing and restructuring strategies as being treated as commodities; valued workforce members are lost to preserve their financial bottom line. Coetzee (2005) states that it is essential to note that organisations need to understand the needs of their employees if they want workers to have enhanced performances and be happy.

Madigan and Dorrell (2000) highlighted the five essential areas that need to be paid attention to in an organisation in order to increase organisational commitment amongst the workforce. These are safety and security, rewards, affiliation, growth and work-life balance.

2.10 Actions which Inspire Organisational Commitment

Bragg (2002) identified three distinguishing components which play an influencing role on the level of commitment an employee experiences. These factors are fairness, trust and concern for workers.

2.10.1 Fairness

The term fairness suggests that an organisation needs to be objective, unbiased, and not have preconceptions or be emotional when dealing with conflicting matters (Coetzee, 2005). Strategies such as the implementation of impartial administration policies, accurate appraisals and opportunities to develop the skills of employees are means which can ensure that an organisation is deemed fair. Bragg (2002) states that it is imperative to create a sense of interactional justice/fairness for employees by allowing them the opportunity to express their concerns. Various studies indicate that by being transparent and providing consistent feedback in adverse situations, employees received the bad news in a better fashion and considered it to be fair. An example of this would be providing reasons as to why an employee did not receive

a promotion - the employee may not agree with this decision but is prone to remain committed to the organisation if they believe they were treated in a fair manner.

2.10.2 Trust

Trust plays a crucial role in the development of organisational commitment. An organisation needs to create a culture of trust for employees. For an organisation to build a culture of trust and maintain it, the organisation needs to support employees, deliver on promises, engage employees in decision making and be dependable (Bragg, 2002).

Lanphear (2001) stated that supervisors play a vital role in the perception the employee has of the organisation. As discussed earlier in the chapter, in the eyes of the employee, the supervisor is the direct representative. Competent supervisors are reliable, encourage and respect subordinates.

2.10.3 Concern for Workers

Madigan and Dorrell (2000) highlighted the importance of organisations treating their employees as assets to the business rather than commodities. Organisations should seek to provide their employees with job security, look for opportunities to develop their skills as well as encourage employees to be flexible in the workplace (Madigan & Dorrell, 2000).

Whitener (2001) conducted a study that observed the relationship between the human resource management approach which an organisation uses and the organisational commitment levels of employees. The findings indicated that a positive relationship exists between the two. By understanding the social exchange theory, the findings of this study highlighted that the level of commitment an employee experiences results from the level of commitment they receive from the organisation. According to Whitener (2001), paying attention to the need to humanise the organisation will lead to positive outcomes for both parties of the employment relationship.

In today's society, employees acknowledge their own contribution to the organisation, know what their capabilities are and, therefore, have a high level of self-worth. They also wish for organisations to acknowledge these qualities in them (Coetzee, 2005). Whitener (2001) highlighted the importance of investing in employee's as it is the organisation that will profit from it. To develop a competitive advantage, an organisation needs to have committed staff and also listen to its employees.

Thus far, this literature review has highlighted the factors which influence organisational commitment. The chapter will now go on to discuss the positive and negative implications of organisational commitment.

2.11 Implications of Organisational Commitment

Coetzee (2005) highlighted that organisations can experience both the positive and negative effects of organisational commitment.

2.11.1 Negative Implications of Organisational Commitment

According to Coetzee (2005), the negative side to organisational commitment is when the workforce has a low commitment level. Low commitment levels result in numerous adverse outcomes such as low productivity and disinterest in the organisation. It is also highlighted that certain instances of high turnover and absenteeism amongst the workforce is associated with low levels of commitment. "... Lack of organisational commitment or loyalty is cited as an explanation of employee absenteeism, turnover, reduced effort expenditure, theft, job dissatisfaction and unwillingness to relocate" (Cohen, 2003, p. xi).

According to Miller (2003), an employee's turnover is best predicted by levels of organisational commitment rather than the use of job satisfaction predictors. Employees who experience organisational commitment in the continuance dimension are calculative as to why they remain members of the organisation. Therefore, it can be presumed that employees may stay away from work on a regular basis.

2.11.2 Positive Implications of Organisational Commitment

According to Coetzee (2005), the positive side to organisation commitment is when the workforce has high commitment levels. High commitment levels result in numerous positive outcomes such high productivity and performance levels in the organisation. Cohen (2003, p. 18) highlights that "organisations whose members have higher levels of commitment show higher performance and productivity and lower levels of absenteeism and tardiness". From this we can deduce that a workforce with higher levels of organisational commitment will exert extra efforts to carry out and invest their capabilities and knowledge in the achievement of organisational objectives (Coetzee, 2005).

Employees who have high levels of organisational commitment are likely to remain a part of the organisation even if they are dissatisfied and are prone to take up more challenging work (Meyer *et al.*, 2002). The positive implications of organisational commitment also include organisational citizenship behaviours, improvement in organisational efficiency, attachment to the organisation and feelings of affiliation. Meyer *et al.* (2002) stated that employees who experience commitment on affective and normative levels are prone to maintain membership in the organisation and strive to accomplish organisational goals, rather than continuance commitment employees. Characteristics of over and under commitment are depicted in Table 2.3.

Table 2.3
Characteristics of Over Commitment and Under Commitment

Low Levels of Organisational Commitment	High Levels of Organisational Commitment
• Fear of success	• Overly loyal employees
• Fear of failure	• Job and occupational burnout
• Chronic & persistent procrastination	• Obsessive–compulsive patterns at work
• Negative cultural, familial and personality factors	• Neurotic compulsion to succeed
• Chronic & persistent under achievement	• Extreme high level of energy

Meyer, J., Stanley, D., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance and normative commitment to the organisation. A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behaviour*, 61, p. 35.

2.12 Outcomes of Organisational Commitment

According to Coetzee (2005), employee retention and job performance are two of the most prominent outcomes of high levels of organisational commitment.

2.12.1 Employee Retention

Various studies have indicated that there is a strong correlation between levels of organisational commitment and employee turnover. According to Coetzee (2005), employees with high organisational commitment are prone to maintain membership with the organisation; this

ensures employee retention, which is a profit to the organisation as employees are the organisation's biggest assets.

2.12.2 Job Performance

Researchers have mixed reviews about whether a significant relationship exists between job performance and level of commitment experienced. Coetzee (2005) highlighted that employees with high levels of organisational commitment are prone to perform better. However, it is imperative to acknowledge that there are numerous factors which play an influential role in an employee's job performance. These factors include the level of importance the employee holds for job performance, the role of an employee's direct supervisors, management policies and the level of importance given to job performance by the organisation itself.

2.13 Conclusion

To conclude, this chapter has discussed the concept of organisational commitment. With this, the aim of the literature review was to explicitly explore the idea of organisational commitment and this was accomplished by concentrating on the development, theoretical models and effects of the concept. Chapter three will discuss the concept of psychological contracts in the organisation.

CHAPTER 3

PSYCHOLOGICAL CONTRACTS

“The way we define and manage the Psychological Contract, and how we understand and apply its understanding principles in our relationships – inside and outside of work – essentially defines our humanity.” – Alan Chapman

3.1 Introduction

Our socio-economic and work environment is continuously transforming. Factors such as global mergers, technological innovations and diverse workforces play a contributing role to the changing economic environment. Essentially these changes are transforming our work environment and results in implications for employees, and the manner in which a worker experiences his/her work environment. Over time, the requirements of employees have drastically altered; workers are expected to now show characteristics of loyalty and as well as be disposable at the same time. However, both these elements do not present themselves in the formal employment contract we know as such.

Since organisations are being forced to implement restructuring and downsizing strategies and as well as the increased reliance on outsourcing – the nature of the psychological contract which exists between employer and employee, has fundamentally changed over the years.

Understanding the fundamental nature of the psychological contract presents the opportunity to re-evaluate optimal employer-employee relationships. The formal employment contract stipulates the specific requirements for a transaction based, working relationship. The psychological contract however functions on a subtle, unspoken level. The psychological contract entails the insights and views about reciprocal commitments between an employer and employee. Therefore, this construct remains largely unexplored, misunderstood and ultimately ignored in most organisations. Understanding the insights and expectations an employee holds with respect to the psychological contract is perhaps vital to unravelling opportunities for workers to display enhanced levels of productivity and readiness to go above and beyond what is required of them.

The violation or breach of the psychological contract remains an essentially unexplored construct by researchers. An employee's perceptions and experiences regarding psychological contract violations are essential in understanding the rationality behind why employees feel

dissatisfied, deceived and are unproductive. Whilst workers may experience the discontentment of unmet expectations and be victims of broken promises, employers seldom recognise the signs of withdrawal behaviours that are a consequence of psychological contract breach.

This chapter provides a literature review of the psychological contract. In order to fully understand this construct, this chapter will start off by defining the psychological contract and examine and highlight the factors which play a role in its conceptualisation. The development of the construct, as well as the shared thoughts and differences amongst the earliest contributors are featured in this chapter. Fundamental to the understanding of today's workplace environment is the notion that a worker experiences different forms of exchange relationships with the organisation. Psychological contracts are a central framework for understanding these different forms of employment relationships and highlight the influence that it can have on organisational outcomes. In addition to the elements which constitute the establishment of a psychological contract, the implications of psychological contract breach or violation are also discussed.

3.2 Conceptualising the Psychological Contract

A psychological contract is difficult and complex to define, though it is understood without great effort by any employee within an organisation. The differentiating characteristic between a psychological contract and a legal contract are that psychological contracts are established both implicitly and explicitly (Conway & Briner, 2009).

The term psychological contract highlights an exchange concept by providing a framework which centres on the 'hidden aspects' of the work relationship (Argyris, 1960; Rousseau, 1989; Schein, 1970). According to Stasch (2009), the psychological contract links the employer and employee. It is an unspoken promise that should both parties keep up their end of the agreement, the employment relationship will be mutually beneficial. The psychological contract can be characterised as promissory and implicit in nature and is founded on a set of expectations. Consequently, this construct remains remarkably complex.

Table 3.1 provides a set of definitions that explain the concept of psychological contracts. Lester, Turnley, Bloodgood and Bolino (2002) highlight that the common theme in these definitions throughout the years is that a psychological contract is made up of a worker's

unspoken principles, beliefs, promises as well as duties with reference to what forms the basis of a fair exchange within the borders of the employment relationship.

Table 3.1
Definitions of the Psychological Contract

Kotter (1973)	“An implicit exchange between an individual and his organisation which specifies what each expects to give and receive from each other in their relationship.”
De Muse & Tornow (1990)	“An emotional bond between employer and employee. It is implicit and thus unofficial and includes mutual responsibilities and expectations. Compliance motivation reflects the degree of shared belief and trust.”
Rousseau (1995)	“The psychological contract is individual beliefs shaped by the organisation, regarding terms of an exchange between individuals and their organisation.”
Newell & Dopson (1996)	“What employees are prepared to give by way of effort and contributions in exchange for something they value from their employer, such as job security, pay and benefits or continue training.”
Guest & Conway (2000)	“The perceptions of both parties to the employment relationship, organisation and individual of the reciprocal promises and obligations implied in their relationship.”

Lester, S., Turnley, W., Bloodgood, J., & Bolino, M. (2002). Not seeing eye to eye: differences in supervisor and subordinate perceptions of and attributes for psychological contract breach. *Journal of Organizational Behaviour*, 23, p. 39.

Different academics have embraced diverse viewpoints about what the psychological contract is, and what it is supposed to do. Certain academics stress the significance of the unspoken obligations of the parties concerned; some highlight the need to comprehend people’s expectations from the employment relationship whilst another schools of thought advocate that reciprocal mutuality is a fundamental basis of the psychological contract (Agarwal, 2014; Conway & Brinner, 2002; Guest & Conway, 2000). It is due to the diverse perspectives that the concept of psychological contracts remains essentially unexplored, misinterpreted and often ignored in organisations.

The literature review will now go on to discuss the historical development of the psychological contract, classifying it into two main eras: the pre-Rousseau era and the Rousseau and post-Rousseau era.

3.3 Historical Development of the Psychological Contract

It is widely acknowledged that Rousseau's (1989) ground-breaking work offers distinction in the conceptualisation and empirical expansion of the psychological contract. As such, the historical development of the psychological contract begins by examining the work of the early contributors (termed the 'Pre-Rousseau era'), and then distinguishes the key elements of Rousseau's (1989) re-conceptualisation of the contract and next assesses the work of modern-day authors who essentially adhere to her viewpoint (termed the 'Rousseau and Post-Rousseau era').

3.3.1 Pre-Rousseau Era

Granted that Argyris (1960) founded the term 'psychological contract', it is however, the writings of Barnard (1938) and March and Simon (1958) which first make mention of the idea that an employment relationship is an exchange.

Barnard's (1938) theory of equilibrium suggests that employee's continual membership depends upon sufficient rewards from the organisation. This was expanded on by March and Simon (1958) in the inducements–contribution model. March and Simon (1958) reasoned that workers are happy once there is a larger difference between the incentives presented by the organisation and the contributions, they as workers need to reciprocate. However, from the organisation's standpoint, a worker's input must be satisfactory enough to produce incentives from the organisation, and therefore, are required to have a certain level of appeal in order to extract worker contributions.

Argyris (1960) viewed the psychological contract as an unspoken understanding amongst a group of workers and the foreman. He reasoned that the relationship may possibly progress in such a manner that workers would exchange enhanced levels of productivity and decrease the number of complaints in return for suitable earnings and job security (Tekleab & Taylor, 2004). Argyris (1960, p. 39) also stated that there would be enhanced levels of productivity if the organisation did not meddle too much with the "employee group norms and in return employees would respect the right of the organisation to evolve". Thus, the first clear

conceptualisation of the psychological contract regarded it as an exchange of substantial, explicit and predominantly financial resources that is decided upon by both parties.

Levinson, Price, Mudén, Mandl and Solley (1962) subsequently proposed a much more detailed conceptualisation of the psychological contract which was strongly motivated by the work of Menninger (1958). Menninger (1958) proposed that besides substantial resources, relationships which are contractual in nature also include the exchange of intangibles. Additionally, Coyle–Shapiro (2008) highlighted that the exchange between the both parties' needs offer reciprocal fulfilment in order to continue. The description of Levinson *et al.* (1962) of the psychological contract is based on research findings, where workers mentioned expectations that appeared to have an obligatory attribute.

The research findings drew attention to the role of exchange and the consequence of imagined satisfaction of fulfilled expectations. The importance of the fulfilment of needs established a relationship in which workers would try and fulfil the needs of the organisation provided that the organisation fulfilled the needs of the workers (Coyle–Shapiro, 2008). Therefore, strong expectations were held between both parties, and the eagerness of meeting these expectations is what motivated employees and employers to maintain the relationship.

According to Tekleab and Taylor (2004), the research conducted by Levinson *et al.* (1962) contributed in the following manner: firstly, psychological contracts are made up of the individual worker and the organisation that is represented by the manager; secondly, psychological contracts contain multifaceted matters – certain expectations are commonly shared, whereas others are individualised. The psychological contract is prone to change, as both contributors discuss changes in expectations that might result from changes in situations or a more comprehensive understanding of the contributions of each party.

Though Schein's (1965) explanation shared certain parallels with Levinson *et al.* (1962), he placed significant weight on the coordinating of expectations amongst both parties. The matching of expectations and its fulfilment is essential in achieving progressive results such as job satisfaction, commitment and performance. In conjunction, Schein (1965) by inference stressed the significance of understanding the worker's as well as the organisation's outlook and perception. Schein (1965) took it a step further than previous researchers in examining

how the organisation may communicate the organisation's psychological contract through its culture (Coyle-Shapiro, 2008).

Portwood and Miller (1976) highlighted the means by which individual and organisational features affect perceived work attitudes and behaviours. Portwood and Miller (1976) strived to produce empirical evidence regarding the psychological contract model (Figure 3.1).

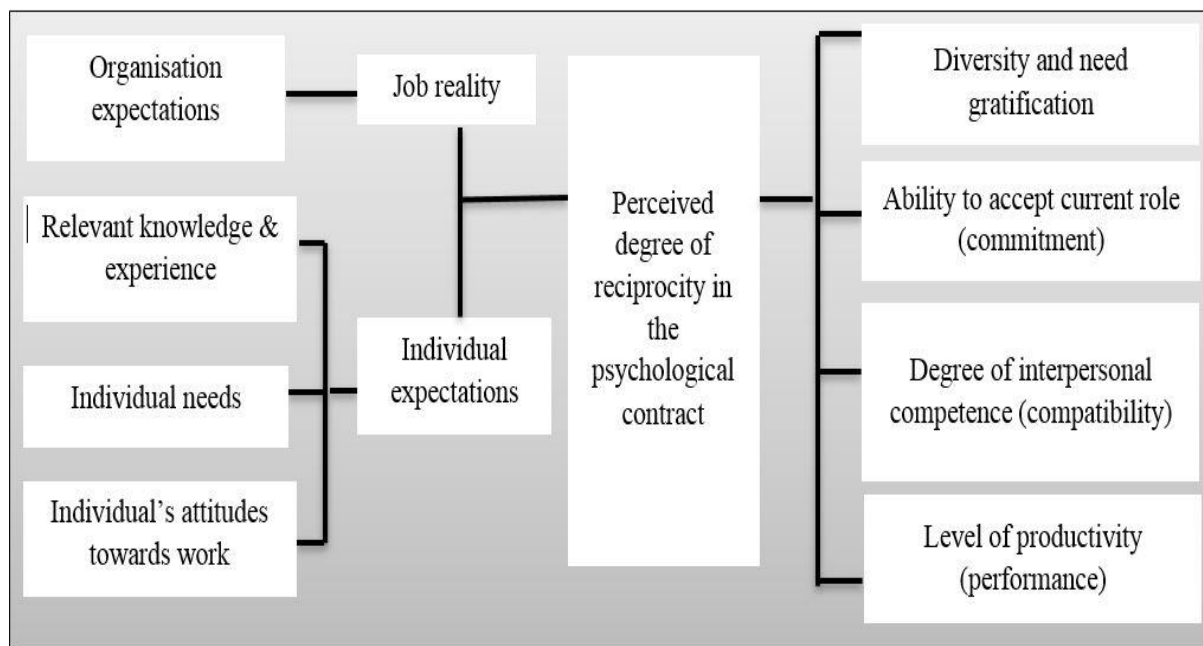


Figure 3.1 -The Psychological Contract Model

Portwood, J.D., & Miller, E.L. (1976). Evaluating the psychological contract: its implications for employee satisfaction and work behaviour. *Proceedings of the Annual Academy of Management*, p. 113.

Porterwood and Miller (1976) determined that employees associated and connected to the organisation through the manner of evaluating 'personal expectations' with the conditions which exist in the organisation. Portwood and Miller (1976) considered the correlation between the workers' apparent work integration and overall job satisfaction levels, in addition to the workers' levels of job satisfaction from the perspective of the employer. The phrase 'satisfactoriness' was utilised to include in depth task performance, and the worker's commitment and compatibility levels to the workplace setting.

As a result, the initial stage in the development of the psychological contract is marked by divergent emphasis and the lack of acknowledgement of how this conceptualisation relates to

earlier work. This absence of collective work formed ambiguities and doubts that come to the front of current discussions in the field.

According to Denise Rousseau (1989), the psychological contract was under-developed and little attention and thought had been focused on the conceptualisation of this concept. In the late 1980's, Rousseau (1989) subsequently embarked on the cause of reconceptualising the psychological contract, in addition to bringing back interest to this concept.

3.3.2 Rousseau and Post-Rousseau Era

More than two decades of research has occurred since Rousseau's (1989) re-conceptualisation, and therefore Rousseau's (1989) seminal assertions are underlined and examined with the intention of giving a balanced account of the evolution of the psychological contract. Though, it is essential to define and be familiar with Rousseau's earlier work (1989, 1995, 2001) as it is often referred to by psychological contract researchers as the foundation for their current research.

Rousseau (1989, p. 123) defined the psychological contract as “an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party. The key issues here are the belief that a promise has been made and a consideration offered in exchange for it, binding the parties to some set of reciprocal obligations”.

The principles representing Rousseau's (1989) interpretation of the psychological contract are duties and responsibilities that emanate from the exchange of apparent *promises*. Rousseau (1989) distinguishes the principles from the wider perception of expectations. Rousseau and Trijoriwala (1998) highlight that whilst obligations are in fact a form of expectations, it is important to note that all expectations are not promissory in nature and, therefore, not all expectations are part of the psychological contract. Rousseau (1989, 1995, 2001) similarly highlights what forms a contract-related promise. Rousseau (2001) stated that there are two forms of promises which are significant to the psychological contract: firstly, promises conveyed in words (focusing on forms of speech to convey promises – ‘explicit’ promises), and secondly, promises conveyed through actions (promises derived from the interpretation of actions or indirect statements – ‘implicit’ promises).

In addition, Rousseau (2001) similarly highlights the crucial function of the context in which an employee understands promises, be it by means of words or actions. Occasions where promise-making and exchange are foreseeable, for example socialisation, are considered at times when organisational communications are expected to be understood as promises.

The matter of which “types of beliefs, expectations, obligations, and/or promises, make up the psychological contract remains unsettled in literature” (Coetzee, 2005, p. 29). For instance, whilst Rousseau’s (1989) early work undoubtedly put forth theoretical claims around the sole and crucial function of promises, as making up of the psychological contract, her later theoretical work (Rousseau, 2010) and empirical work (Bal, Jansen, Van der Velde, de Lange & Rousseau, 2010) has used the broader concept of obligations. However, numerous contemporary researchers continue to stick to her promise-based psychological contract conceptualisation (Conway, Guest & Trenberth, 2011; Restubog, Bordia, Tang & Krebs, 2010).

With respect to how the psychological contract beliefs are developed, the earlier work of Rousseau and colleagues suggested that contract-relevant promise-based beliefs only surfaced through interactions in the current employment relationship, not including which predated the relationship (Robinson, 1996; Rousseau & Greller, 1994; Rousseau & Wade-Benzoni, 1995). Yet, Rousseau’s later work (Rousseau, 2001, 2010) and as well as almost all modern-day work done on psychological contracts (Conway & Brinner, 2002, 2005; Tallman & Bruninng, 2008), has encircled from these strong statements and identifies, and now explores, pre-employment plans, extra-organisational features and intra-individual qualities as appropriate information sources that directs the psychological contract belief development.

Rousseau (1989) further went on to define in greater detail than earlier academics, the idea of psychological contract violation. Rousseau (1989, p. 128) defines a violation as “a failure of organisations or other parties to respond to an employee’s contributions in ways that individual believes they are obligated to”. It is highlighted that this failure produces “more than just unmet expectations... it signals damage to the relationship between the organisation and the individual” (Rousseau, 1989, p. 128). Whilst unmet expectations may lead to disappointment and possibly to aggravation and dissatisfaction, perceived psychological contract violation “yields deeper and more intense responses, akin to anger and moral outrage and victims

experience a change in view of the other party and their interrelationship” (Rousseau, 1989, p. 128-129).

According to Rousseau (1989) the purpose behind the post-Rousseau era focusing solely upon promises as the psychological contracts main belief is because violated promises will bring about a higher level of emotionally and organisationally unfavourable reactions than unmet expectations. Whilst there is empirical validation for this notion (Bankins, 2012; Turnley & Feldman, 2000), on the other hand there is also disagreement, both empirical (Montes & Irving, 2008; Taylor & Tekleab, 2004) and theoretical (Roehling, 2008). However, as observed above, Rousseau seems to have wound back from the focus upon promises as the foundation for the psychological contract, the ideas of breach and violation, which originated upon the consequences of broken promises, and which continues to be much investigated in the literature.

Guest (1998) theorised the psychological contract in a way that made it instantly suitable to human resource management personnel. Guest (1998) put forward that the psychological contract is comprised of three influences: trust, fairness and delivery of the deal. Influences of the psychological contract are recognised to be a part of the employee and the employer itself (Guest, 1998). In his model of the psychological contract, Guest (1998) furthermore reveals the possible consequences of the psychological contract for both parties of the employment relationship (Figure 3.2).

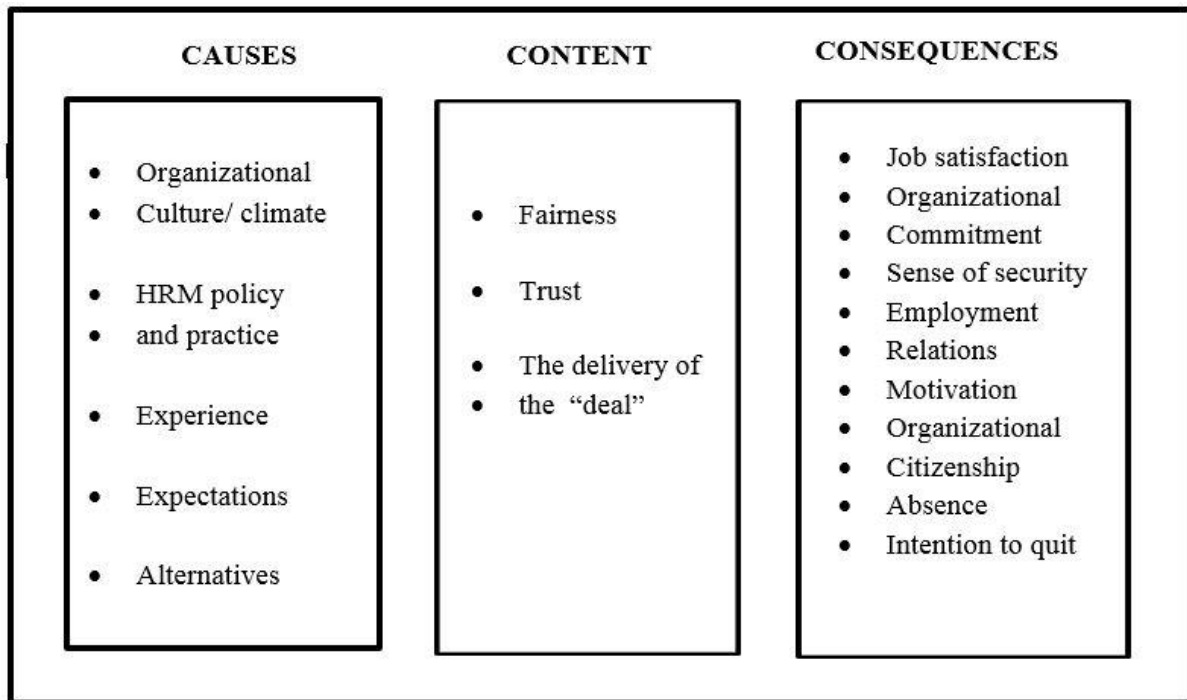


Figure 3.2 - Guest's (1998) Psychological Model of the Psychological Contract

Guest, D. (1998). Is the psychological contract worth taking seriously? *Journal of Organizational Behaviour*, 19, p. 649.

3.3.3 Comparing Pre- and Post-Rousseau Authors of the Psychological Contract

Although there are differences between the pre- and post-Rousseau authors' descriptions of the psychological contract, which is frequently concentrated on in literature, there are also some key similarities. Overall, there are six main areas of divergence between the pre- and post-Rousseau era, which is outlined in Table 3.2.

Firstly, the most observable and often referred to distinction is that the initial, pre-Rousseau academics concentrated upon expectations and avoided the notion of promise-based beliefs. Bankins (2012) states the idea of expectations noticeably takes a far broader set of beliefs to be applicable to the psychological contract, whereas the greater emphasis upon promises limits the concept's scope. However, a core similarity to be noted here is that both sets of authors conceptualise the psychological contract's beliefs as having a fundamental normative base. To be exact, both groups focus their conceptualisations upon what workers believe that they and their employer should give and receive within the employment relationship.

Secondly, initial post-Rousseau work proposed that the psychological contract is influenced solely by the employee's interaction with the organisation (Bankins, 2012), indicating that only

those beliefs established through the current employment relationship create the contract. However, as noted earlier, much of the contemporary work including Rousseau's more recent work, has come from these assertions and there is now greater alignment between pre- and post-Rousseau era conceptualisations on the subject. Largely, there is agreement that a series of both intra- and extra- organisational features, and intra-individual attributes, will influence the development and on-going nature of employee's psychological contract beliefs. However, Bankins (2012) stated that more empirical work is required in order to concretise what these prominent features are.

A third contrast, Rousseau's interpretation of the psychological contract focuses its attention on the perceived promises and the view of mutuality, signifying there does not essentially need to be an agreement between the parties concerning the psychological contract stipulations. However, the pre-Rousseau conceptualisation emphasises mutuality and reciprocity actually to form a 'workable' psychological contract (Schein, 1970, p. 53) and advocates that each party is, at least rather, aware of the joint interaction and some level of contract agreement exists. Much of the contemporary work on psychological contracts continues to support the individual-level account of the psychological contract.

Fourth, both the pre- and post-Rousseau authors are in agreement that the psychological contract is dynamic in nature (Coetsee, 2005); however, neither group has completely investigated the notion longitudinally.

The fifth contrast, for authors during the pre-Rousseau era, the two parties to the psychological contract is the employee and the employer, with acknowledgement that managers/supervisors often act as organisational agents (Bankins, 2012). Authors from the pre-Rousseau era did from the onset of developing the psychological contract idea underline the significant role of agents, principally managers, in the formation and upkeep of the psychological contract. Rousseau (1989) views the psychological contract as an exclusively individual creation and suggests that the 'organisation' cannot hold a psychological contract; she did however acknowledge that the organisation provides the setting for the creation of a psychological contract, and managers may "perceive" a psychological contract with their employees" (Rousseau, 1989, p. 126). Tekleab and Taylor (2003) highlighted that contemporary work on psychological contracts has been taken to a higher level and a broad recognition has been reached that organisational agents do play a significant role as contract makers.

Lastly, the theory of a psychological contract violation was proposed by Rousseau (1989). However, it is important to note that pre-Rousseau authors also make mention to expectation ‘mismatch’ and ‘unfulfilled contracts’ (Kotter, 1973; Schein, 1970). Although different terminology has been used, the underlining similarity across the board here is that, authors from both eras highlight the intensity of workers’ responses to unfulfilled contract beliefs (Bankins, 2012). For example, pre-Rousseau authors did note emotional reactions and negative behaviours such as frustration, hostility, conflict and stress (Levinson *et al.*, 1962; Schein, 1970). Likewise, Rousseau (1989) also noted emotional reactions such as anger, shock and resentment to psychological contract violation. However, according to Bankins (2012), the key contrast to this is that the pre-Rousseau era concentrated more on contract fulfilment than contract violation, in turn to best manage the employment relationship (Argyris, 1960; Schein, 1970). Conversely, empirical work in the post-Rousseau era concentrates on the implications and direct consequences to both parties of the employment relationship, when the psychological contract has been violated.

Table 3.2

Comparing Pre- and Post-Rousseau Authors Conceptualisations of the Psychological Contract

Construct Component	Pre-Rousseau Era	Rousseau & Post-Rousseau Era	Subsequent Evolution of thought in Post-Rousseau	Outcomes for Contemporary Contract Literature
1. Contract beliefs	Expectations: mutual, unspoken and implicit (Levinson <i>et al.</i> , 1962; Argryris, 1960).	Promise-base, reciprocal obligations: explicit and implicit promises (Rousseau, 1995).	There is an on-going interchangeable use of expectations, obligations and promises as the focal contract beliefs. However, many authors still adhere to a promise-focus.	The literature remains unsettled on exactly which beliefs constitute the contract.
2. Psychological contract belief development	Formed from both experiences antedating, and interactions within, the current employment relationship.	The contract is shaped by the individual's interaction with the current employer only (Rousseau & Greller, 1994; Rousseau & Wade-Benzoni, 1995).	There is recognition that a range of extra- and intra-organisational factors will shape the contract.	The exploration of extra organisational factors in contract belief developments is less well-developed than that of intra-organisational factors
3. Reciprocity and mutuality	Reciprocity and mutuality establish workable contract.	The focus is on the perception of mutuality and perceived promises.	Focus is on the individual-level, perceptual nature of the contract	Outcomes relate to points 1 (contract beliefs) and 5 (parties to the contract).

Table 3.2 (Cont.)

Comparing Pre- and Post-Rousseau Authors Conceptualisations of the Psychological Contract

4. Contract dynamism	The contract changes over time as employee and organisational expectations and needs change (Levinson <i>et al.</i> , 1962).	There is a consensus that the contract is a dynamic construct.	There remains agreement on this point, but a focus upon cross-sectional studies has restricted the exploration of the contracts dynamic.	There is a paucity of longitudinal work to explore contract change – although work has begun (e.g. De Vos <i>et al.</i> , 2003, 2005).
5. Parties to the Psychological Contract	The individual and the organisation are contract parties – managers may act as organisational agents.	The focal party is the individual – organisations cannot have a psychological contract but can provide context for their creation (Rousseau, 1989, p. 126).	There is agreement that organisational agents provide contract- relevant cues and this ‘side’ the contract requires further investigation.	There has been a disproportionate focus on the employee’s side, or interpretation of the contract.
6. The results of unfulfilled or unmet contract beliefs	Focus is on unfulfilled contracts, violations and mismatch contracts	Contract violations yield deep and intense responses akin to anger and moral outrage.	Breach and violation continue to be much explored tenets of the contract construct.	Outcomes relate to the focus on literature and empirical studies.

Bankins, S. (2012). *Investigating the dynamics of the psychological contract: How and why individuals contract beliefs change*. Doctoral dissertation. Australia: Queensland University of Technology, 24-25.

3.4 Psychological Contract Features

Rousseau (2001) highlights the eight elements of the psychological contract. Figure 3.3 displays the component.

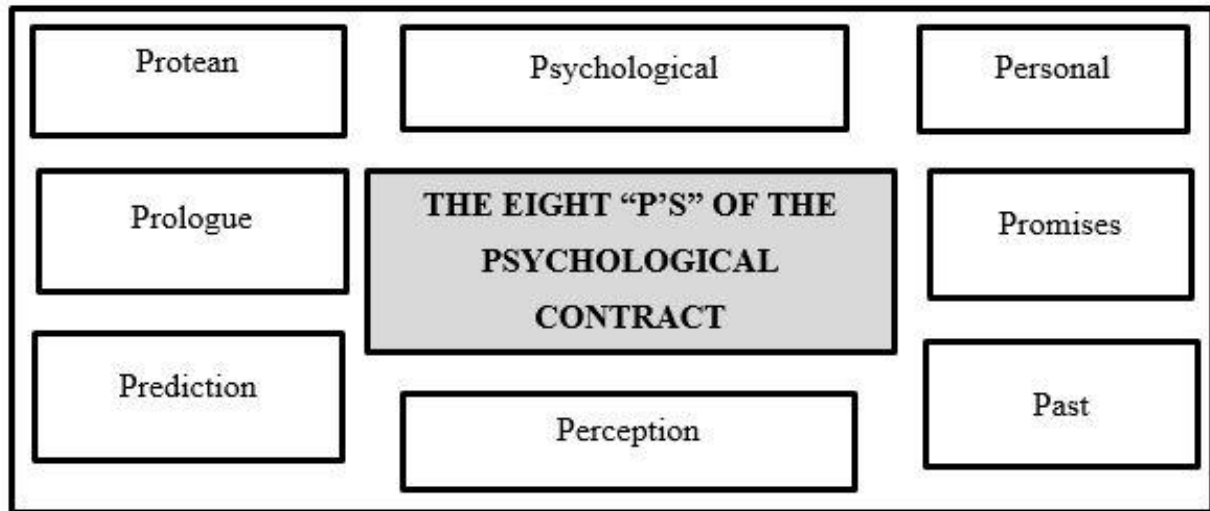


Figure 3.3 -The Eight P's of the Psychological Contract

Rousseau, D.M. (2001). *Schema, Promise and Mutuality: The Building Blocks of the Psychological Contract*. *Journal of Occupational and Organisational Psychology*. 74. p. 531.

The psychological contract is established on the eight elements depicted in Figure 3.3. The psychological contract is both '*personal* and *psychological* in nature'. It is focused "upon actual *promises* as well as *past* experiences" (Rousseau, 2001, p. 531). "It is a *perception* of the employee's principals and beliefs. When an employee's expectations are not fulfilled, and the employee feels mistreated, it is thought to be a *prologue*. A *protean* employee is dedicated to their individual change and does not believe in the idea of a life time employer" (Rousseau, 2001, p. 531).

3.4.1 Contemporary vs. Orthodox Psychological Contracts

It has been observed that together workers and organisations remain mindful and identify the change, which is transpiring in psychological contracts. However, regardless of this transformation, organisations nonetheless require their workers to be honest, loyal and devoted to the business, but they neglect to deliver the traditional conditions of the psychological contract. These elements include job security, the traditional job for life and promotional possibilities (Strong, 2003).

Strong (2003) states that various modifications have been made to the employment relationship as a result of the pressures of the current economic climate, technological advancements and globalisation. The pressures businesses experience today to transition into cooperative, flexible and efficient organisations is ever growing; this might end in methods being used which alter employee thoughts of the exchange base employment relationship (De Muse, Bergmann & Lester, 2001).

When organisational strategies and approaches are altered, workforces are inclined to consider that their contributions are not in sync with what the organisations (apparently) promised them (De Muse *et al.*, 2001). If this inconsistency is observed to happen over time, workers then start to explore the value of the employment relationship.

Whilst characteristics of the contract change over time, the basis for the notion of the old and new psychological contract is formed. According to De Muse *et al.* (2001), organisations are not entirely accountable for the evolving nature of the psychological contract. The needs and wants of workers which are also continuously altering also influence this.

Organisations concentrate on accomplishing established goals, achieving organisational success and increasing profit margins. Workers conversely place their focus on accomplishing individual goals within their profession, skill building and pursuing growth opportunities. This relationship fosters temporary affection and is self-indulgent in nature (De Muse *et al.*, 2001).

The new psychological contract, however, requires an adjustment of work settings and managerial tactics. Strong (2003) states that there are specific important conditions, namely, the formation of well-designed teams, education, response and involvement. Organisational success is achieved through the unification of the organisation's principles and requirements, with that of the worker (Stash, 2009).

According to Agarwal (2014), organisations must shift inducements from status, occupational and promotional development to enhancing individual reputations, team work and motivating and challenging assignments. The new psychological contract framework emphasises the need for organisations to enhance their organisational standards and opportunities (Stasch, 2009).

3.4.2 Expectations and Value Principles

As stated at the beginning of this chapter, the psychological contract is constantly transforming, and it is dynamic in nature. As the circumstances of both the employer and employee change, so do the values and expectations. Table 3.2 illustrates the expectations of businesses and workforces.

Table 3.3
The Expectations of Employers and Employees

What the employee may be expecting to get, and the organisation may be expecting to give.	What the employee may be expecting to give, and the organisation may be expecting to get.
• Remuneration	• A sincere day of work
• Individual growth prospects.	• Faithfulness
• Acknowledgment and admiration of good work	• Creativity
• Security through fringe benefits	• Conformity to organisational norms
• Friendly supportive environment	• Job effectiveness
• Fair Treatment	• Flexibility
• Meaningful or purposive job	• Willingness to learn and develop

Strong, E.V. (2003). *The Role of the Psychological Contract amongst Knowledge Workers in the Reinsurance Industry*. (Master's Thesis). University of Pretoria, South Africa, p. 22.

It is important to note that not all the expectations listed in Strong's (2003) description of examples of expectations of employees and employer feature in the employment contract or are defined at the time of appointment.

Bankins (2012) highlights that the changing needs of employees essentially needs to be acknowledged by organisations. Progressively, workers today want to contribute to decision making processes; there is a need to know what is happening in the organisation and expect to contribute their own ideas. There is the desire to feel valued and have significant work experiences as well as be personally recognised for their contribution and involvement to the success of the organisation.

Meeting the needs of knowledge works places additional pressures on the development of organisational cultures and values within an organisation. More important in the new contract is a genuine commitment to teamwork, empowerment and decentralisation (Strong, 2003). There is also a greater need for a culture of honesty, openness and company-wide sharing.

3.5 Development of the Psychological Contract

Rousseau (2001) stated the psychological contract is established on an employee's acceptance that a promise of future return has been made, a concern or involvement has been extended (as well as accepted), and a commitment of future benefits exists. Therefore, put together psychological contracts are to be regarded as promissory and reciprocal in reality. Rousseau's definition proposes that it is perceived promises that outline the development of the psychological contract. Strong (2003) highlights that perceived promises are developed on individual needs and beliefs. Enhancement of the psychological contract is entrenched in the comprehension of expectations that result from workers' needs within an organisational environment.

3.5.1 Characteristics of Individual Needs

Schein (1970) put together a useful categorisation of managerial assumptions about individuals. His classifications about the nature of man – and organisational man in particular – are the following:

- Rational-economic man
- Social man
- Self-actualising man
- Complex man

The *Rational-economic man* view assumed that workers are driven and inspired principally by wealth and will constantly do that which will bring about the highest material gain (Swanepoel, 2014). Employees are viewed as passive pawns which can be controlled, moved and dominated by management, since financial incentives are under management's control. Swanepoel (2014) states that workers are considered to be characteristically lazy; hence, they are motivated by external incentives. A worker's emotional state are unreasonable and must be stopped from meddling with their quest of self-interest. This can be accomplished by ways of suitable

organisational strategy and managerial control methods. Due to employee's irrational approaches, they are intrinsically incapable of discipline and self-control.

This negative assessment of workforces assumes that there are other individuals who have superior qualities: their managers. Managers are considered people who are driven and self-controlled, and less likely to fall victim to their emotional state (Swanepoel, 2014).

The *Social-man* view suggests that workers are essentially influenced by social needs and cultivate their self-identity via relationships with others (Swanepoel, 2014). Workers are more receptive to their colleagues rather than inducements and management methods. The idea that employees are at least, if not more, encouraged by social influences presented in their work setting instead of financial rewards, can be traced to the influential research conducted in the 1920s at the Hawthorne Plant in the United States by Elton Mayo. The Hawthorne studies, as it was named, significantly drew attention to the fact that workers want to be accepted by colleagues is at least as essential as financial inducements in defining their performance (Strong, 2003).

Workers are receptive to management to the degree that management can acknowledge their social requirements and their need for acceptance. Theories inspiring the social-man model are virtually the direct opposite of those found in comparison to the rational-economic man model. A manager functioning under the social-man set of theories will be an entirely different sort of manager from his/her more 'scientific' counterpart (Swanepoel, 2014).

The *Self-actualising* man view in conjunction with Maslow's hierarchy of needs theory is possibly the best-known version to describe human motivation and behaviour (Swanepoel, 2014). Workers' needs (which act as motivators) are placed into five consecutive categories. These are (from the bottom to top):

- Basic needs for survival, safety and security
- Social needs
- Self-esteem needs
- Autonomy and independence needs
- Self-actualisation needs

Workers aspire to develop within their careers (which suggests they anticipate some independence in addition to freedom), to implement a long-standing standpoint, to improve their abilities and to experience flexibility in adjusting to work environments (Strong, 2003).

According to Stasch (2009), workers are predominantly committed and self-controlled and perceive exterior means of control as intimidations to their need to develop and mature in their professions. There is no intrinsic discrepancy amongst the objectives of the organisation and the employee. According to Swanepoel (2014), given the chance, a worker will incorporate his/her own life aspirations within those of the organisation. The self-actualising model of man maintains that employees have intrinsic needs and are consequently self-motivated, granted that they are given the chance to make every effort towards fulfilling those goals.

According to Swanepoel (2014), all the models discussed thus far have elements of truth, though they bear from the shortcoming of being generalisations that do not echo the intricacies and difficulties of reality. Thus, the complex-man view advocates that workers are not merely complex, but also unpredictable. Numerous motivations function at various stages of significance to the worker, and this pyramid of wants and motivations vary across time and situations.

Workers acquire new wants and motivations through their encounters within the organisation (Coetzee, 2005). Motivational models are hence, somewhat a function of the relations between primary needs and organisational encounters. Swanepoel (2014) highlights that a worker's set of needs and motives vary with respect to the organisation he/she works for. An individual who is in an isolating organisational position may experience fulfilment of his/her societal and self-actualising needs in social situations, informal work settings, or the trade union. According to Swanepoel (2014), if the occupation itself is multifaceted and demanding in nature, certain features may fulfil selected needs whereas other features will fulfil others, with a decreased dependence on components external to the occupation for need fulfilment. The success of an organisation is also dependent on dynamics other than motivation. Swanepoel (2014) uses the example of a highly skilful but unmotivated worker's impact to organisational performance, which may be equivalent to that of an unskilful but extremely motivated worker. It is important to note that there is no fixed set of assumptions about the nature and characteristics of man and therefore, there can be no single managerial strategy which will be best suited for all workers at all times, in all situations (Coetzee, 2005).

Coetzee (2005) stated that regardless of which school of motivation is applied, organisations are given an amalgamation of considerably varied individual need patterns amongst workforces. It is the individual's needs that motivate beliefs which establish the foundation of the psychological contract. Though the needs of workers may be similar, the level of their expectations may be unique with regard to the nature of their jobs, pay, fringe benefits and relationships.

3.6 Psychological Contract: Mental Model Development

According to Strong (2003), the psychological contract consists of individual ideas concerning the exchange contract between a worker and the organisation. A contract is established on the basis of a promise and gradually takes the structure of a mental model which is rather stable and durable in nature (Coetzee, 2005). Psychological contracts are initiated to a great degree through pre-employment encounters, hiring procedures and in initial socialisation within the work environment (Strong, 2003).

A mental model is the cognitive group of conceptually correlated components (Strong, 2003). In simpler terms, it offers a straightforward expression for a sequence of conceptual outcomes or understandings. According to Strong (2003), they differ in intricacy but at the most rudimentary level; the psychological contract can be expressed as a mental model of beliefs concerning assurances and individual duties and responsibilities. At an upper level, the 'employment understanding' can be comprehended to be a relationship between both parties and not a transaction. The fundamental idea is that theories regarding the employment relationship are interconnected by ways that allow for broader elements of meaning. Over time, a psychological contract can advance from discrete beliefs to more richly structured mental models comprised of numerous interconnected beliefs (obligations as well as expectations).

3.6.1 Pre-Employment

Through the recruitment procedure, it is very likely that both managers and applicants will not state their expectations and beliefs up until they have more information available to them. Strong (2003) proposes that both parties may not be completely transparent about their expectations and the way they wish them to be satisfied. This could be one possible explanation of the inclination of recruiters and applicants to express their expectancies very generally.

When information is incomplete, mental models “help to fill in the blanks” (Strong, 2003, p. 27). Mental models offer significant indications for new recruits about how to deal with the absence of in-depth information concerning “their role and their broader relationship with the employer” (Strong, 2003, p. 27). The social environment, mainly in connection to management and employees, are the most predominant source of information. This information is used by new employees to adjust and modify their initial understanding of the psychological contract about their expectations and responsibilities within the employment relationship. Certain expectations might be identified as so normal that it is taken for granted and left unexpressed. Research findings highlight that enhanced levels of socialisation decreased worker views of organisational obligations throughout the first three months of service (Tekleab & Taylor 2003). A study conducted by Thomas and Anderson (1998) discovered that new army recruits altered their psychological contract over an eight-week time frame and this change was motivated by information in a social context, that ‘moved’ their psychological contract in line with that of experienced soldiers. De Vos et al.,(2003) found that recruits altered their perception of organisational obligations based on the incentives they had been given and also, recruits altered their views of what they had promised, based on what they had put in.

Coetzee (2005) emphasises that generally turnovers take place in the first six months of a new job and offers evidence that new workers have a tendency to enter occupations with exaggerated expectations which end in unfulfilled expectations. This would propose that both employers and employees are unconscious of several of their expectations during the process of recruitment; however, the truth of unfulfilled expectations during employment makes them profusely real.

3.6.2 Psychological Contract Development: Post-Employment

As mental models, psychological contracts are frequently somewhat incomplete in their early stages, encouraging workers to search for and incorporate new information to enhance the understanding of the employment relationship. Gradually, mental models are adjusted, their conditions altering as feedback from the work environment enhances their accuracy. It is foreseeable that different psychological contracts materialise in the employment relationship and, this is reliant upon whether the information available is reliable and consistent across all sources.

Mental models tend to reach a point of completeness when the employee's experiences are in harmony with the beliefs the mental model embraces and consequently remains stable. Stable mental models offer a sense of order and organisation in an environment that is likely be difficult, erratic and often overpowering (Rousseau, 2001). The psychological contract at this stage remains resilient and unaffected by radical change.

Overall workers are more enthusiastic to concentrate on information that reinforces existing beliefs thus changing a psychological contract needs workers to be encouraged to process discrepant information more intensely than they normally would. Change does occur to mental models; however, it occurs very slowly. Information that is contrary to a person's existing beliefs must be clear-cut in nature to create noteworthy change in the psychological contract.

3.7 Dimensions of the Psychological Contract

Rousseau (2000, p. 1) developed the Psychological Contract Inventory (PCI) with two fundamental goals in mind: "to test the generalised content of the psychological contract in a sound psychological manner and to be used as a self-scoring assessment tool to support executive and professional education".

The PCI comprises of both content and evaluation measures. Firstly, it measures variability of terms (for example, 'to train me only for my particular job', 'opportunities for promotion') that can stem from employment. It subsequently measures the degree to which the respondent trusts that he/she has fulfilled his/her share of commitments made to the organisation and whether the organisation has fulfilled their end of commitments in turn.

The PCI measures distinct individual reports concerning a specific employment relationship. It can be applied to assess the personal experience of the employment relationship from several frames of reference: "worker/employee/contractor, supervisor or manager of a particular worker or group of workers and an "ideal" or preferred psychological contract as described by workers, managers, or others" (Rousseau, 2000, p. 1).

Rousseau (2000) separated his four dimensions of the PCI into theoretically homogenous elements, as can be seen in Figure 3.4.

		PERFORMANCE TERMS	
DURATION	Short Term	<i>Specified</i> TRANSACTIONAL <ul style="list-style-type: none"> • Short-term • Narrow 	TRANSITIONAL/ NO GUARANTEES <ul style="list-style-type: none"> • No trust • Uncertainty • Erosion
	Long Term	BALANCE <ul style="list-style-type: none"> • Career Development Internal & External • Dynamic performance requirements 	RELATIONAL <ul style="list-style-type: none"> • Loyalty • Security • Erosion

Figure 3.4 - Four Dimensions of the PCI

Stasch, K. (2009). *The role of the psychological contract and its influence on engineer's worker engagement*. (Master's Thesis). Gordon Institute of Business Science, University of Pretoria, South Africa, p. 18.

3.7.1 Transactional Dimension

This dimension speaks of the short-term agreements that concentrate on the financial performance of the organisation.

- **Short-term:** There is no obligation or commitment for workers to stay with the organisation (Rousseau, 2000). Work is offered for a limited time.
- **Narrow:** According to Rousseau (2000), the responsibilities of the worker are restricted to set or pre-defined tasks. The worker is thus obliged to do what he/she is compensated for. No improvement or attachment is required from the workers.

3.7.2 Transitional Dimension

The implications of organisational transformation and transitions on the established contracts between the workers and the organisation are tested in terms of degree of trust, certainty and erosion:

- **Mistrust:** This highlights the belief that the organisation is not reliable in the communication of its aims and intent to the workforce (Stasch, 2009). The organisation

usually withholds information from the workers. On the other hand, it is likely that management may not trust its workers.

- **Uncertainty:** Workers are not entirely convinced about what their individual responsibilities toward the organisation are (Rousseau, 2000).
- **Erosion:** There is an adverse increase of returns for the involvement of the worker to the organisation. According to Rousseau (2000), essentially this takes the form of physical compensation, in addition to clamping down on and the reduction of the work-life of the employee.

3.7.3 Balanced Dimension

This dimension discusses the employment provisions constructed on the financial success of the organisation. According to Rousseau (2000), the prospects for employees to enhance their careers are also incorporated. The learning relationship between employees and their employer is assessed based on various dimensions:

- **External Employability:** The advancement of an internally and externally marketable skill of the worker and the assistance from the organisation in this matter is assessed (Rousseau, 2000).
- **Internal Advancement:** The capability of, and prospects for, employees to improve their skills and knowledge that will profit the organisation is assessed. The skill and commitment of the organisation to allow for this opportunity for the worker is also examined (Rousseau, 2000).
- **Dynamic Performance:** Stasch (2009) highlights that for an organisation to stay competitive it must continuously subject its workforces to challenging and stimulating tasks. The commitment of the organisation and employees to form such a culture is analysed.

3.7.4 Relational Dimension

This refers to long-term employment provisions which are constructed on shared trust and loyalty:

- **Stability:** The worker must remain with the organisation for a long period. The organisation should offer long-term employment, at the same time with stable wages as well (Rousseau, 2000).

- **Loyalty:** The worker must commit to accomplishing and supporting the goals, needs and objectives of the organisation (Rousseau, 2000). The organisation in response must be in support of the welfare of the employee and his/her family.

3.8 Fulfilment of the Psychological Contract

According to Rousseau (2011), psychological contract fulfilment is when the promises and expectations between employer and employee have been met. Every organisation should aim for contract fulfilment. Rousseau (2011) highlights that outcomes such as enhanced levels of job satisfaction, organisational citizenship behaviours and decreased levels of turnover are what an organisation can expect when contract fulfilment occurs. When an organisation meets or goes beyond the expectations of workers, they will have a tendency to respond with actions which aim to profit the organisation as a whole (Lester, Turnley, Bloodgood & Bolino, 2003). It is imperative to manage the psychological contract to make sure it's fulfilled, and this is better accomplished when "each party's contract is aligned and high in mutuality and reciprocity" (Rousseau, 2011, p. 44).

Rousseau (2011) highlights three states of psychological contract fulfilment:

- **Mutuality** refers to the extent to which the worker and the organisation hold similar beliefs about the content of the psychological contract. Simply put, should the significant contract terms be openly discussed and agreed upon by both parties, a high level of mutuality is reached. Expanding on this, should there be high levels of mutuality, this tends to correspond with the fulfilment of the psychological contract (Rousseau, 2011).
- **Alignment** refers to the level to which an individual's psychological contract involves balanced reciprocity between the organisation and workers' obligations. An aligned contract is fair and balanced; neither party is undercut by demanding obligations. It is common practice for individuals to seek out balanced employment relationships (Rousseau, 2011).
- **Reciprocity** refers to the degree to which both parties state the obligations passed as equal. In brief, if the contrasting party meets the same degree of expectations, then reciprocity exists, which enhances the degree of contract fulfilment and related performance (Dabos & Rousseau, 2004).

Communication of contract contents is vital. Should both parties know what the other requires from them, obligations and promises can be simply recalled and carried out. It is imperative that there is constancy and arrangement with management frames for the flow of effective communication.

Research findings suggest that fulfilling the psychological contract generates feelings of appreciation, which results in positive affective consequences. A study conducted by Conway and Brinner (2002) highlighted that fulfilled expectations resulted in positive affective states such as enthusiasm, self-confidence and feeling appreciated.

3.9 Violation of the Psychological Contract

Coetsee (2005) highlights that a violation of the psychological contract takes place when workers face an inconsistency between what was promised to them by the organisation and obligations which were fulfilled. The level of experience is dependent on the nature of the violation, the extent of inconsistency and whether the organisation is identified to be accountable for the violation by the worker (Coetsee, 2005).

The experience of psychological contract violation can result in severe consequences for both the workforce and the organisation. Researchers have found that violations result in a decrease of trust from employees toward the organisation, a lack of contentment with their careers and organisations, decreased perceived commitment to their organisation and intention to remain a member of the organisation. Research findings highlight that violations have been found to have a negative effect on employee behaviour triggering potentially valued workers either to decrease their contributions to their organisations or to leave the employment relationship on the whole (Strong, 2003). In extreme situations, workers may seek revenge or retribution participating in sabotage, theft or hostile behaviour (Strong, 2003).

There are different types of psychological contract violations which exist. Morrison and Robinson (1997) use the term ‘reneging’ to define a situation where organisations break promises to workers because they are reluctant to fulfil them (even if they could). Contrary to this, ‘disruption’ is a condition where the organisation is prepared but incapable to stick to its commitments with workers (Morrison & Robinson, 1997). It has been proposed that reneging produces more undesirable affective reactions than disruption.

Morrison and Robinson (1997) highlight the difference between violation and perceived breach. Perceived breach implies the perception that the organisation has failed to meet the obligations within an employee's psychological contract in a way appropriate with one's contributions. The term violation is used to highlight the emotional and affective condition that possibly under circumstances, keep to the belief that the organisation has failed to effectively maintain the psychological contract (Coetzee, 2005). Violation is thus an emotional reaction which results from an interpretation method that is cognitive in nature. It is a mixture of frustration and anger and, at its most rudimentary level, includes disappointment and difficulty stemming from the perceived failure to get something that is mutually expected and desired (Coyle-Shapiro, 2008).

Empirical research places an overwhelming emphasis on the consequences of perceived contract breach, whilst the consequences of contract violations are under researched. Research findings suggest that contract breach leads to reduced psychological well-being (Conway & Brinner, 2002), increased intentions to leave the organisation (Tekleab & Taylor, 2003), reduced job satisfaction (Rousseau, 2011; Tekleab & Taylor 2003), reduced organisational commitment (Coyle-Shapiro & Kessler, 2000; Lester et al., 2002), lower employee obligations to the organisation (Coyle-Shapiro & Kessler, 2000) and more cynical attitudes toward the organisation (Johnson & O'Leary-Kelly, 2003).

A research study conducted by Conway and Brinner (2002) found that the greater the importance of the promise, the stronger the negative reaction to contract breach, while Kickul, Lester and Finkl (2002) found that procedural and interactional justice moderated employee responses to breach.

Thus, the weight of the empirical evidence strongly supports the negative consequences of contract breach. The overwhelming emphasis of empirical studies have focused on employee perceptions of employer contract breach and, the consequences of employee contract breach are comparatively neglected.

3.10 Conclusion

To conclude, this chapter has discussed the concept of the psychological contract. With this, the concept was explored by concentrating on the development, theoretical models and

implications of the construct. Chapter four will elucidate the research methodology adopted to undertake this study.

CHAPTER 4

RESEARCH METHODOLOGY

“Research, a somewhat intimidating term for some, is simply the process of finding solutions to a problem after a thorough study and analysis of the situational factors.” – Roger Bougie

4.1 Introduction

The previous chapters have discussed the conceptual foundations for the investigation of the psychological contract and organisational commitment in this research study. Empirical research will be undertaken in conjunction with the literature review with the intention of revealing the effects the psychological contract has on organisational commitment amongst nurses of the eThekweni health districts. This research study is quantitative in nature. This is most suitable for collecting significant amounts of data in a cost-effective manner.

This chapter highlights both the objectives and methodology of this study. It incorporates a description of the sample and the technique employed in selecting the subjects. The adapted measuring instrument and the statistical tests used to analyse the data are presented. The chapter further goes on to highlight the ethical considerations that the research adhered to.

4.2 Problem Statement

To what extent does the psychological contract (both the fulfilment and violation of it) affect the organisational commitment levels of nurses?

4.3 Objectives of the Study

The aims of this study are as follows:

1. To assess the psychological contract in terms of employee and employer obligations, psychological contract transitions (trust, uncertainty, erosion) and psychological contract fulfilment or violation (employee and employer). The sub-objectives are:
 - 1.1 To assess the level of employee and employer obligations amongst nurses in the hospital.
 - 1.2 To determine the level of trust, uncertainty and erosion experienced by nurses in the hospital.
 - 1.3 To evaluate the extent to which the perceived level of trust, uncertainty and erosion impacts on employee and employer obligations.

- 1.4 To assess the levels of employee fulfilment and perceived employer fulfilment.
- 1.5 To evaluate the relationship between employee obligations and employee fulfilment as well as the relationship between employer obligations and perceived employer fulfilment.
- 1.6 To assess the relationship between trust, uncertainty, erosion and employee and employer fulfilment respectively.

2. To assess the level of commitment amongst nurses in the hospital. The objective is:
 - 2.1 To evaluate the level of affective, continuance, normative and overall commitment of nurses.

3. To assess the effects of the psychological contract on organisational commitment amongst nurses in the hospital. The sub-objectives are:
 - 3.1 To assess the individual and integrated impact of employee and employer obligations on commitment (affective, continuance and normative) respectively.
 - 3.2 To assess the influence of trust, uncertainty and erosion on commitment (affective, continuance and normative) respectively.
 - 3.3 To evaluate the extent to which psychological contract fulfilment or violation impacts on commitment (affective, continuance and normative) respectively.

4. To evaluate the impact of the biographical variables (age, gender and length of service) on the nurses' perceptions of the influence of the psychological contract on organisational commitment.

4.4 Hypotheses

The hypotheses surrounding this study are as follows:

Hypothesis 1: There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and those of employer obligations in the psychological contract respectively.

Hypothesis 2: There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support,

development, external marketability and stability) and organisational commitment (affective, continuance and normative) of employees respectively.

Hypothesis 3: There is a significant relationship between employees' perceptions of the sub-dimensions of employer obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and the organisational commitment (affective, continuance and normative) of employees respectively.

Hypothesis 4: There is a significant relationship between employee perceptions of the sub-dimensions of the psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and overall employee and employer obligations respectively.

Hypothesis 5: There is a significant relationship between the dimensions of psychological contract fulfilment (employee, employer) and obligations (employee, employer) respectively.

Hypothesis 6: There is a significant relationship between the sub-dimensions of psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and employee and employer fulfilment respectively.

Hypothesis 7: There is a significant relationship between the dimensions of the psychological contract transitions (no trust, uncertainty, erosion) and organisational commitment (affective, continuance and normative) respectively.

Hypothesis 8: There is a significant relationship between psychological contract fulfilment (employee, employer) and organisational commitment (affective, continuance and normative) respectively.

Hypothesis 9: There is a significance difference in the perception of employees varying in biographical data (age, gender and tenure) regarding the psychological contract and its sub-dimensions (employee obligations, employer obligations, psychological contract transitions and psychological fulfilment) and organisational commitment (affective, normative and continuance) respectively.

Hypothesis 10: Psychological contract and its sub-dimensions of employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment significantly account for the variance in organisational commitment.

4.5 Sampling Techniques and Description of the Sample

According to Sekaran and Bougie (2014), a sample represents the entire population. Sekaran and Bougie (2014, p. 241) define the term sample as a “subset of the population”. Neuman (2011) highlights that the principal function of sampling is to create a representative sample. In doing so, should the data and sampling technique be done correctly – the results can be generalised to the whole population. Sampling forms an imperative part in the research process; it is crucial for the researchers to understand this, in order to ensure that the results are reliable and valid (Coetzee, 2005).

This research study focuses on the nursing field, specifically nurses of the eThekweni Health District. The chosen hospital for this study has a population of 600 nurses. Hence, in accordance with Sekaran’s (1992, p. 253) population-to-sample size table, for a population of 600 nurses, a minimum sample of 234 will be drawn.

There are two main categories of sampling design, namely, probability and non-probability sampling. This research study has employed the probability sampling method. The sampling technique chosen for this study is simple random sampling. Neuman (2011, p. 249) describes simple random sampling as a “random sample in which a researcher creates a sampling frame and uses a pure random process to select cases so that each sampling element in the population will have an equal probability of being selected”. The advantage of using this method is that there is a high level of generalisability of research findings; it is also straightforward to construct the sample (Sekaran & Bougie, 2014). However, the drawback of this technique is that the size of the sample needed to produce suitably representative results may be too large and cumbersome to sample.

4.6 Data Collection

Data collection for this research study will be undertaken through the use of questionnaires. Structured questionnaires will be used for the sake of straightforwardness and convenience. Sekaran and Bougie (2014) highlights that there are both advantages and disadvantages to

having selected questionnaires for the use of data collection. Advantages of using questionnaires to collect data include:

- Most economical method of collecting data.
- Anonymity of respondent can be ensured.
- There is less stress placed on the respondent to answer immediately.
- The respondent has time to consider the facts and the response before answering.

Disadvantages of using questionnaires to collect data include:

- Respondents in a fast-paced organisation may be reluctant to answer due to a lack of time.
- Questionnaires do not allow the researcher the opportunity to clarify any confusion of queries the respondent may be experiencing.

According to Srnka and Koeszegi (2007), data collection needs to be carried out in a secure environment, which does not violate ethical considerations of the research study. The following measures will be carried out to ensure the protection and privacy of the research participants.

- The questionnaires will be presented in a printed format.
- Respondents will be required to place their answered questionnaire inside an envelope (which will be provided by the researcher) to ensure anonymity.
- Respondents will be required to not enter their name or any form of identification on both questionnaire and envelope.
- Attached to the questionnaire is a consent form, which the participant will be required to read, understand and return (if granting consent) before proceeding to answer the questionnaire.

4.6.1 Construction of Questionnaire

Existing questionnaires are used in this research study, namely, the TCM Employee Commitment Survey developed by Meyer and Allen (2004) and, the Psychological Contract Inventory developed by Rousseau (2008). The TCM Employee Commitment Survey (Meyer and Allen, 2004) measures the three forms of commitment of an employee to the organisation. The Psychological Contract Inventory (Rousseau, 2008) measures the psychological contract with respect to the obligations, transactions and fulfilment that is experienced between an employer and employee.

The questionnaire comprises of three sections. Section A relates to the respondent's biographical data. Section B assesses the level of organisational commitment. Section C assesses the psychological contract.

This questionnaire makes use of an itemised rating scale ranging from not at all (1), slightly (2), somewhat (3), moderately (4) and to a great extent (5). Participants who respond with 1's and 2's are in disagreement with the statement. Responses of 3's signify that the participant is 'unsure'; therefore, it can be presumed that the participant is neither in a state of agreement or disagreement with regard to the statement(s). Participants who respond with 4's and 5's are in agreement with the statement. The manner, in which the questionnaire has been established and set out, permits the respondent to respond to the questions quickly.

Section B and C of the questionnaire are broken down into several sub-dimensions.

The Psychological Contract Inventory is made up of four sections, which are further sub-divided. These four sections are Employee Obligations, Employer Obligations, Psychological Contract Transitions and Psychological Contract Fulfilment.

The first scale, employee obligations is further sub-divided into seven key components, which measure the extent to which the employee has made the following commitments or obligations to their employer.

- Questions 1-4 measures employee short-term obligations.
- Questions 5-8 measures employee loyalty obligations.
- Questions 9-12 measures employee narrow obligations.
- Questions 13-16 measures employee performance support obligations.
- Questions 17-20 measures employee development obligations.
- Questions 21-24 measures employee external marketability obligations.
- Questions 25-28 measures employee stability obligations.

The second scale, employer obligations is further sub-divided into seven key components, which measure the extent to which the employer has made the following commitments or obligations to their employee.

- Questions 29-32 measures employer short-term obligations.

- Questions 33-36 measures employer loyalty obligations.
- Questions 37-40 measures employer narrow obligations.
- Question 41-44 measures employer performance support obligations.
- Questions 45-48 measures employer development obligations.
- Questions 49-52 measures employer external marketability obligations.
- Questions 53-56 measures employer stability obligations.

The third scale, psychological contract transitions is further sub-divided into three key components, which measure the extent to which the employees can describe their relationship with their employer.

- Questions 57-60 measures no trust in the employment relationship.
- Questions 61-64 measures uncertainty in the employment relationship.
- Questions 65-68 measures erosion of the employment relationship.

The fourth and final scale, psychological contract fulfilment is further sub-divided into 2 key components, which measure the extent of employee and employer fulfilment.

- Questions 69-70 measures employee fulfilment.
- Questions 71-72 measures employer fulfilment.

The TCM Employee Commitment Survey is broken into three sub-dimensions, namely, affective commitment, continuance commitment and normative commitment. There are also four reverse questions present in this section of the questionnaire. Where indicated (R), this specifies a reserve-keyed item where the scores on these items are reversed before computing.

- Questions 1-6 measures affective commitment. Questions 3-5 are reverse items.
- Questions 7-12 measures continuance commitment.
- Questions 13-18 measures normative commitment. Question 13 is a reverse item.

4.6.2 Administration of Questionnaire

In order to administer the questionnaires, permission was obtained from the Human Resources department of a hospital in Durban and the KwaZulu Natal Department of Health. Once the gatekeepers had provided access permission, the questionnaires, in conjunction with the envelopes were then distributed to the nursing manager at the hospital to hand over to the nurses. Each questionnaire had a cover letter attached to it, which explained the rationale of

the study and the assurance of privacy. Respondents were then given three weeks in which to complete the questionnaire.

4.6.3 Pilot Testing

Pilot testing, a significant element of any research study, is basically a pre-test of the questionnaire. The purpose of a pilot test is to ensure the respondents can understand and interpret what is being asked of them in the correct manner. This allows the researcher to identify any misinterpretations, flaws and errors in the questionnaire (Neuman, 2011). Goldman (2007) highlighted that pilot tests allow the researcher to reach a new viewpoint in the research, as well as ensure validity and reliability of the research findings. The questionnaire used in this study was pilot tested by being administered to 10 nurses at the Durban hospital. The same protocols and procedures were used as in the main study. There was a full response rate of the pilot study, with no participants experiencing difficulties in understanding the jargon associated with the questionnaire. The overall results of the pilot study revealed that majority of pilot testing participants positively respond to the dynamic performance demands and protect the organisations image; however, also indicate that their employer does not provide opportunity for promotion and growth. In line with this majority would not be happy to spend the rest of their career working for this organisation.

4.7 Data Analysis

Data analysis is the process by which the raw data collected from the answered questionnaires are statistically evaluated. This determines if the hypotheses that were generated at the beginning of the study, are true. The data was analysed using both descriptive and inferential statistics. This was done using statistical computer software (SPSS), which can generate these results quickly and efficiently. The statistical analysis of raw data allows the researcher to describe and interpret the data, which is then used to generalise the results and make deductions.

4.7.1 Descriptive Statistics

According to Neuman (2011, p. 386), descriptive statistics can be defined as “a general type of simple statistics used by researchers to describe basic patterns in the data. Descriptive statistics employs the use of single numbers to code and summarise data”.

4.7.1.1 Frequencies

Sekaran and Bougie (2014, p. 283) stated that frequencies can be defined as “the number of times various subcategories of a certain phenomenon occur from which the percentage and the cumulative percentage of their occurrence can be easily calculated”. The data gathered from a research study indicate the variable measurement. However, it is irrelevant if the data is not systematically structured and reviewed. To methodically organise and review this, a frequency distribution needs to be set up. A frequency distribution table illustrates the dispersion of cases and the frequency of which it occurs in the data base. It provides an opportunity to conveniently view the notable variable meaning. A frequency distribution table can be organised using all levels of data.

4.7.1.2 Measures of Central Tendency

Neuman (2011, p. 389) defines measures of central tendency as “a class of statistical measures that summarises information about the distribution of data for one variable into a single number”. The three main measures of central tendency are the mean, median and mode.

The mean can be explained as the average of a variable. The average is calculated by dividing the total of all scores by the overall number of scores. According to Sekaran and Bougie (2014), the mean is most suitable for interval and ratio scale data.

The median can be defined as a measure of central tendency for one variable that indicates the point or score at which half of the cases are higher and half are lower. In other words, the middle point of the distribution is referred to as the median. The median is most appropriate for ordinal, interval and ratio level data (Sekaran & Bougie, 2014).

The final measure of central tendency is the mode. This refers to the most frequent or common score. This measure is considered the easiest to use and can be applied to all levels of data (nominal, ordinal, interval and ratio). This is the only measure of central tendency which can be applied with nominal level data.

In this study, the measure of central tendency that will be used is the mean.

4.7.1.3 Measures of Dispersion

In addition to knowing the measures of central tendency, measures of dispersion need to be understood to comprehend the variability that happens in a set of observations. There are three measures of dispersion, namely, range, variance and standard deviation.

The range is the easiest measure of dispersion. The range highlights the extreme values from the data set. The range is calculated by subtracting the lowest from the highest score. Whilst the range is the most effortless measure of dispersion, it is limiting as it only highlights the highest and lowest scores.

The second measure of dispersion is the variance. The variance is “calculated by subtracting the mean from each of the observations in the data set, taking the square of this difference, and dividing the total of these by the number of observations” (Sekaran & Bougie, 2014, p. 286). Variance is the most appropriate measure of dispersion for the measurement of interval level data.

The third measure of dispersion is standard deviation. Neuman (2011, p. 391) defined standard deviation as “a measure of dispersion for one variable that indicates an average distance between the scores and the mean”. Standard deviation is best suited for interval level data and is often employed in the interpretation of the percentage of scores.

In this study, the measure of dispersion that will be used is the standard deviation.

4.7.2 Inferential Statistics

According to Neuman (2011, p. 412), inferential statistics can be defined as “a branch of applied mathematics based on random sampling that allows researchers to make precise statements about the level of confidence they can have that measures in a sample are the same as a population parameter”. In other words, inferential statistics allow the researcher to make deductions from the results about the population. The primary function of this is to allow the researcher to establish “whether or not a difference between two treatment conditions occurred by chance or is a true difference” (Dunham, 2005, p. 311).

This study will be using correlation, t-Test, ANOVA, multiple regression and path analysis techniques.

4.7.2.1 Correlation

Correlation is a process of statistical evaluation which allows the researcher to determine the strength of the correlation between two variables. The relationship between both variables is illustrated with a single value, which is the coefficient. The Pearson correlation product is used for ratio and interval scale variables. According to Thompson (2002, p. 280), it is calculated by taking the ratio of the sample of the two variables to the product of the two (Goldman, 2007) standard deviations and illustrates the strength of linear relationship. It highlights the direction, strength and importance of bivariate correlation amongst variables. The correlation ranges from -1.0 to + 1.0. The degree of importance determines the correlation level. In this study, inter-correlations will be done amongst the dimensions that make up the psychological contract (namely, employee obligation, employer obligation, psychological contract transitions and psychological contract fulfilment).

4.7.2.2 Analysis of Variance (ANOVA)

The method of analysis of variance (ANOVA) is applied to test hypotheses that the means of the two or more groups are equal (Dunham, 2005). According to Sekaran and Bougie (2014, p. 314), ANOVA “helps to examine the significant mean differences among more than two groups on an interval or ratio scaled dependant variable”. In this study, ANOVA will be used to establish whether employees varying in each of the biographical variables (age and length of service) differ in their perceptions of the influence of the psychological contract (employee obligation, employer obligation, psychological contract transitions and psychological contract fulfilment) on organisational commitment (affective, normative and continuance) respectively.

4.7.2.3 t-Test

The t-test is a parametric statistic and is perhaps the simplest analysis for research studies (Thompson, 2002). The t-test is a technique which is used to determine if there is a significant difference between both groups. The t-test is used for interval or ratio scale measures. In this study, the t-test will be used to establish whether employees varying gender differ in their perceptions of the influence of the psychological contract (employee obligation, employer obligation, psychological contract transitions and psychological contract fulfilment) on organisational commitment (affective, normative and continuance) respectively.

4.7.2.4 Multiple Regression

Multiple regression analysis is related to quantifying the fundamental structural relationships between variables. According to Sekaran and Bougie (2014, p. 317), multiple regression analysis is a multivariate technique that is used very often in business research. The dependent variable is often related to several independent variables. Multiple regression is where these two or more independent variables are used to predict values of the dependent variable. Sekaran and Bougie (2014) highlight that multiple regression analysis provides a means of objectively assessing the degree and the character of the relationship between the independent variables and the dependent variable: the regression coefficients indicate the relative importance of each of the independent variables in the prediction of the dependent variable. Multiple regression is a popular statistical method and the great advantage is its ability to adjust for several control variables. In this study, multiple regression will be used to determine whether the variables that makes up the psychological contract scores (employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment) significantly account for the variance in the organisational commitment levels of employees.

4.8 Statistical Analysis of Questionnaire

The psychometric properties of the questionnaire (validity and reliability) were statistically determined.

4.8.1 Validity

Validity can be defined as “a test of how well an instrument that is developed measures the particular concept it is intended to measure” (Naidu, 2006, p. 45). Simply put, validity is concerned with whether we measure the right concept, and reliability with stability and consistency of measurement. In this study, validity will be statistically determined using Factor Analysis. Factor analysis is a useful tool for investigating variable relationships for complex concepts. It allows researchers to investigate concepts that are not easily measured directly by collapsing a large number of variables into a few interpretable underlying factors. The key concept of factor analysis is that multiple observed variables have similar patterns of responses because they are all associated with a latent (that is, not directly measured) variable. According to Sekaran (2000), the results of the factor analysis will confirm whether or not the theorised dimensions emerge. It would highlight whether the theorised dimensions are indeed detailed by the items in the measure.

4.8.2 Reliability

According to Sekaran and Bougie (2014, p. 288), “the reliability of measure indicates the extent to which it is without bias (error free) and hence, ensures consistent measurement across time and across the various items in the instrument”. Put simply, the reliability of a measure indicates stability and consistency with the instrument measure. In this study, Cronbach’s Alpha is the technique used to statistically measure reliability. Cronbach’s Alpha is the most widely used objective measure of reliability. It was developed to provide a measure of internal consistency of a test or scale and is expressed as a value between 0 and 1. According to Sekaran and Bougie (2014), internal consistency describes the extent to which all the items in a test measure the same concept or construct. Internal consistency should be determined before a test can be used for research or examination purposes to ensure validity (Sekaran & Bougie, 2014). Instances where Cronbach’s Alpha has been improperly used can result in a test or scale being wrongly discarded or criticised for not generating trustworthy results. Reliability scores of 0.60 and below are considered poor, whereas scores of 0.70 and above are considered adequate and reliable in nature.

4.9 Ethical Considerations

Data collection has been undertaken when ethical clearance was obtained from the Research Administration of the University of KwaZulu-Natal. Nurses were given a letter of informed consent prior to participating in the study. Participants were also made aware of the purpose of this study and highlighted that involvement in this study was completely voluntary. The nurses were assured anonymity and confidentiality. Participants were also informed that they could withdraw from the study at any point. Data will be kept for a period of five years and will be destroyed thereafter.

4.10 Conclusion

The fulfilment and violation of the psychological contract can directly impact on the organisational commitment of nurses in the current nursing shortage South Africa is experiencing. This chapter highlighted the problem statement and exactly how this research study was structured. The researcher also used a quantitative approach and data was processed using SPSS, as well as descriptive and inferential statistics.

CHAPTER 5

PRESENTATION OF RESULTS

“Research is to see what everybody else has seen, and to think what nobody else has thought.” – Albert Szent-Gyorgyi

5.1 Introduction

This chapter highlights the results obtained through the implementation of the various statistical analyses, which are reported using tabular and graphical representations. The presentation of results depict the findings of the effects of the psychological contract, both the fulfilment and breach of contract, on the levels of organisational commitment of nurses. The key dimensions analysed within the psychological contract are employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment. The key dimensions, which make up organisational commitment are affective, continuance and normative commitment.

The chapter will begin by providing an assessment of the psychometric properties of the questionnaire (namely, validity and reliability), followed by a description of the sample and then, the results of the descriptive and inferential statistics.

5.2 Statistical Analysis of the Questionnaire

The psychometric properties of the questionnaire (validity and reliability) were assessed statistically.

5.2.1 Validity

The validity of the psychological contract questionnaire was statistically assessed.

5.2.1.1 Psychological Contract

The validity of the questionnaire measuring psychological contracts was assessed using Factor Analysis (Table 5.1). Prior to calculating the factor analysis, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.534) and Bartlett's Test of Sphericity (92.805; 0.000) were analysed and the results correspondingly illustrated adequacy, suitability and significance. Only factor loadings > 0.4 were considered to be significant and when an item loaded significantly on more than one factor, only which with the higher value was considered.

Table 5.1**Factor Analysis: Rotated Component Matrix (Psychological Contract)**

Item	Statement	1	2	3	4
PC1	I can quit whenever I want.	0.316	-0.346	0.122	-0.119
PC2	I have no future obligations to this employer.	0.570	-0.255	-0.061	-0.064
PC3	I will leave at any time I choose.	0.344	-0.638	0.042	-0.067
PC4	I am under no obligation to remain with this organisation.	0.521	-0.354	-0.128	-0.079
PC5	I make personal sacrifices for this organisation.	0.422	-0.130	0.056	0.293
PC6	I take this organisation's concerns personally.	0.257	-0.006	0.043	0.052
PC7	I protect this organisation's image.	-0.149	0.042	-0.049	0.366
PC8	I commit myself personally to this organisation.	-0.187	0.089	0.082	0.333
PC9	I perform only the required tasks.	0.215	-0.096	-0.037	-0.221
PC10	I only do what I am paid to do.	0.534	0.080	-0.097	-0.132
PC11	I fulfil a limited number of responsibilities.	0.147	0.205	-0.044	-0.208
PC12	I only perform specific duties I agreed to when hired.	0.128	0.397	-0.014	-0.414
PC13	I accept increasingly challenging performance standards.	0.498	0.205	0.037	0.377
PC14	I adjust to changing performance demands due to business necessity.	-0.009	0.031	-0.264	0.523
PC15	I respond positively to dynamic performance requirements.	-0.012	0.180	0.047	0.110
PC16	I accept new and different performance demands.	0.014	0.311	0.012	0.032
PC17	I seek out development opportunities that enhance my value to this employer.	0.438	0.317	-0.015	0.376
PC18	I build skills to increase my value to this organisation.	0.353	0.063	-0.020	0.234
PC19	I make myself increasingly valuable to my employer.	0.165	0.243	0.133	0.012
PC20	I actively seek internal opportunities for training and development.	0.490	-0.262	-0.005	0.145
PC21	I build contacts outside this organisation to enhance my career potential.	0.438	-0.084	-0.161	0.267
PC22	I build skills to increase my future employment opportunities elsewhere.	0.508	-0.292	-0.017	-0.018
PC23	I increase my visibility to potential employers outside this organisation.	0.717	-0.068	0.059	-0.066
PC24	I seek out assignments that enhance my employability.	0.593	0.005	0.286	-0.110
PC25	I will remain in this organisation indefinitely.	0.082	0.606	0.249	-0.165
PC26	I plan to stay here a long time.	-0.151	0.574	-0.022	0.081
PC27	I will continue to work here.	0.573	0.573	-0.006	0.179
PC28	I make no plans to work anywhere else.	-0.086	0.331	-0.037	0.397
PC29	I have a job only as long as this employer needs me.	0.729	0.110	-0.029	-0.127
PC30	My employer makes no commitments to retain me in the future.	0.589	-0.030	-0.049	-0.232
PC31	My employer has offered short-term employment.	0.221	0.191	-0.159	-0.154
PC32	I have a job for a short time only.	-0.024	0.407	0.055	-0.429
PC33	My employer shows concern for my personal welfare.	-0.030	0.347	0.047	0.057
PC34	My employer is responsive to my personal concerns and wellbeing.	0.276	0.586	-0.226	-0.069
PC35	My employer makes decisions with my interest in mind.	0.439	0.480	-0.226	-0.069
PC36	My employer shows concern for my long-term wellbeing.	0.383	0.383	-0.361	0.033
PC37	My employer limits my involvement in the organisation.	0.484	-0.112	0.249	0.179
PC38	My employer trains me for my current job.	-0.548	0.074	-0.276	-0.044
PC39	My job is limited to specific, well-defined responsibilities.	-0.128	0.169	-0.559	0.021
PC40	My employer requires me to perform only a limited set of duties.	-0.183	0.446	0.149	-0.146

Table 5.1 (Continued)**Factor Analysis: Rotated Component Matrix (Psychological Contract)**

Item	Statement	1	2	3	4
PC41	My employer supports me to attain the highest possible levels of performance.	-0.359	0.570	0.137	0.042
PC42	My employer helps me to respond to the greater industry standards.	0.126	0.626	-0.334	0.031
PC43	My employer supports me in meeting increasingly higher goals.	-0.108	0.676	-0.298	0.052
PC44	My employer enables me to adjust to new, challenging performance requirements.	0.051	0.730	-0.238	0.019
PC45	My employer provides opportunity for career development within this organisation.	-0.201	0.555	-0.380	0.029
PC46	My employer provides development opportunities within this organisation.	-0.432	0.510	-0.342	0.211
PC47	My employer has allowed for advancement within this organisation.	-0.526	0.472	-0.262	0.183
PC48	My employer has provided opportunities for promotion.	-0.554	0.473	-0.335	0.120
PC49	My employer has provided opportunity for career development within this firm.	-0.519	0.369	-0.236	0.327
PC50	My employer assigns job assignments that enhance my external marketability.	-0.103	0.475	-0.465	-0.064
PC51	My employer allows for potential job opportunities outside this firm.	0.215	0.505	-0.325	-0.088
PC52	My employer has contacts that create employment opportunities elsewhere.	0.012	0.407	-0.139	-0.102
PC53	My employer provides secure employment.	0.469	0.017	-0.052	0.456
PC54	My employer provides a salary and benefits I can count on.	-0.311	-0.150	-0.167	0.088
PC55	My employer provides steady employment.	-0.311	0.038	-0.040	-0.013
PC56	The benefits of this job are stable for my family.	-0.348	-0.125	-0.163	0.051
PC57	Employer withholds information from its employees.	0.372	0.084	0.104	0.012
PC58	Employer acts as if he/she doesn't trust its employees.	0.119	-0.069	0.727	0.004
PC59	Employer introduces changes without involving employees.	0.070	-0.199	0.589	0.307
PC60	Employer doesn't share important information with its workers.	0.073	0.101	0.678	-0.011
PC61	Difficult to predict future direction of its relationship with me.	0.255	-0.055	0.630	-0.100
PC62	There is an uncertain future regarding the organisation's relations with me.	0.571	0.041	0.404	-0.007
PC63	There is uncertainty regarding its commitments to employees.	0.396	0.144	0.653	-0.077
PC64	There is uncertainty regarding its commitments to me.	0.093	-0.010	0.722	-0.060
PC65	My employer demands more from me while giving me less in return.	-0.189	-0.010	0.722	-0.060
PC66	There is a decrease in benefits over the next few years.	-0.189	-0.071	0.694	0.121
PC67	My wages have been stagnant or have reduced the longer I work here.	0.122	0.025	0.653	0.093
PC68	There is more and more work for less pay.	-0.032	-0.133	0.659	-0.069
PC69	Overall, how well have you fulfilled your commitments to your employer?	-0.050	-0.112	0.314	0.430
PC70	In general, how well do you live up to your promises to your employer?	0.017	-0.114	-0.179	0.395
PC71	Overall, how well does your employer fulfil its commitments to you?	-0.017	0.046	-0.285	0.511
PC72	In general, how well does your employer live up to its promises?	-0.003	0.310	-0.308	0.699
Eigenvalue		11.447	6.604	5.537	4.957
% of total Variance		15.89%	9.17%	7.69%	6.88%

Table 5.1 indicates that 23 items load significantly on Factor 1 and account for 15.89% of the total variance. Twelve items relate to employee obligations, 10 items relate to employer obligations and 1 item relates to psychological contract transitions. Since the majority of the items relate to employee obligations, Factor 1 may be labelled as *Employee Obligations*.

Table 5.1 indicates that 19 items load significantly on Factor 2 and account for 9.17% of the total variance. Fifteen items relate to employer obligations and 4 items relate to employee obligations. Since the majority of the items relate to employer obligations, Factor 2 may be labelled as *Employer Obligations*.

Table 5.1 additionally indicates that 13 items loaded significantly on Factor 3 and account for 7.69% of the total variance. Eleven items relate to psychological contract transitions and 2 items relate to employer obligations. Since the majority of the items are related to psychological contract transitions, Factor 3 may be labelled as *Psychological Contract Transitions*.

Likewise, Table 5.1 illustrates that 7 items loaded significantly on Factor 4 and account for 6.88% of the total variance. Three items relate to psychological contract fulfilment, 2 items relate to employee obligations and 2 items relate to employer obligations. Since the majority of the items are related to psychological contract fulfilment, Factor 4 may be labelled as *Psychological Contract Fulfilment*.

From Table 5.1 it is evident that the psychological contract measuring instrument validly measures perceptions of the psychological contract and its four sub-dimensions.

5.2.1.2 Organisational Commitment

The validity of the questionnaire measuring organisational commitment was assessed using Factor Analysis (Table 5.2). Prior to calculating the Factor Analysis, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.729) and Bartlett's Test of Sphericity (1999.181; 0.000) were analysed and the results correspondingly illustrated adequacy, suitability and significance. Only factor loadings > 0.4 were considered to be significant and when an item loaded significantly on more than one factor only that with the higher value was considered.

Table 5.2
Factor Analysis: Rotated Component Matrix (Organisational Commitment)

Item	Statement	1	2	3
OC1	I would be very happy to spend the rest of my career in this organisation.	0.657	0.335	-0.038
OC2	I really feel as if this organisation's problems are my own.	0.555	0.410	0.064
OC3	I do not feel a strong sense of "belonging" to my organisation. (R)	0.167	0.752	0.059
OC4	I do not feel "emotionally attached" to this organisation. (R)	-0.149	0.634	-0.027
OC5	I do not feel like "part of the family" at my organisation. (R)	0.036	0.821	0.010
OC6	This organisation has a great deal of personal meaning for me.	0.854	0.051	-0.062
OC7	Right now, staying with my organisation is a matter of necessity as much as desire.	0.831	-0.068	0.201
OC8	It would be very hard for me to leave my organisation right now, even if I want to.	0.594	0.016	0.597
OC9	Too much of my life would be disrupted if I decided I wanted to leave my organisation now.	0.474	-0.021	0.688
OC10	I feel that I have too few options to consider leaving this organisation.	0.357	-0.009	0.072
OC11	If I had not already put so much of myself into this organisation, I might consider working elsewhere	0.119	0.178	0.678
OC12	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.	-0.261	-0.311	0.653
OC13	I do not feel any obligation to remain with my current employer. (R)	0.321	0.443	-0.248
OC14	Even if it were to my advantage, I do not feel it would be right to leave my organisation now.	0.655	0.323	0.093
OC15	I would feel guilty if I left my organisation now.	0.574	0.443	0.250
OC16	This organisation deserves loyalty.	0.691	-0.111	-0.012
OC17	I would not leave my organisation right now because I have a sense of obligation to the people in it.	0.760	0.129	0.253
OC18	I owe a great deal to my organisation.	0.610	0.427	0.006
Eigenvalue		5.289	2.765	1.972
% of total Variance		29.38	15.36	10.96

Table 5.2 indicates that 11 items load significantly on Factor 1 and account for 29.38% of the total variance. Five items relate to continuance commitment, 3 items relate to affective commitment and 3 items relate to normative commitment. Since majority of the items relate to continuance commitment, Factor 1 may be labelled as *Continuance Commitment*.

Table 5.2 indicates that 7 items load significantly on Factor 2 and accounts for 15.36% of the total variance. Four items relate to affective commitment, 3 items relate to continuance commitment and no items relate to normative commitment. Since the majority of the items relate to affective commitment, Factor 2 may be labelled as *Affective Commitment*.

Table 5.2 indicates that 4 items load significantly on Factor 3 and accounts for 10.96% of the total variance. Four items relate to normative commitment, no items relate to affective commitment and no items relate to continuance commitment. Since the majority of the items relate to normative commitment, Factor 3 may be labelled as *Normative Commitment*.

From Table 5.2 it is evident that the measuring instrument for organisational commitment validly measures organisational commitment and its sub-dimensions.

5.2.2 Reliability

The reliability of the questionnaire was accessed using Cronbach's Coefficient Alpha (Table 5.3).

Table 5.3
Cronbach's Coefficient Alpha: Reliability of each key dimension

Dimension	Number of items	Cronbach's Coefficient Alpha
Psychological contract (overall)	72	0.648
Organisational Commitment	18	0.855
Affective Commitment	6	0.722
Continuance Commitment	6	0.704
Normative Commitment	6	0.744

Table 5.3 illustrates that the items measuring the psychological contract generates a coefficient alpha of 0.648, thereby, indicating an acceptable level of inter-item consistency. In addition, the overall reliability of items measuring organisational commitment generates a coefficient alpha of 0.855, which reflects a high level of inter-item consistency. The reliability coefficients were also generated for each of the dimensions of organisational commitment where

reliabilities are good and range from 0.704 (continuance commitment), to 0.722 (affective commitment) to 0.744 (normative commitment).

5.3 Description of the Sample

The sample for this study was drawn using the simple random sample technique and 234 questionnaires were distributed. The sample size is 201 thereby confirming an 85.9% response rate. The frequencies and percentages of the biographical data (gender, age and tenure) are presented using tabular (Table 5.4 to Table 5.5) and graphical representations (Figure 5.1 to Figure 5.3).

Table 5.4
Composition of the sample: Gender

Variable	Category	Frequency	Percentage
Gender	Male	49	24.4%
	Female	152	75.6%

The composition of the sample in terms of gender, as depicted in Table 5.4, is also graphically represented (Figure 5.1).

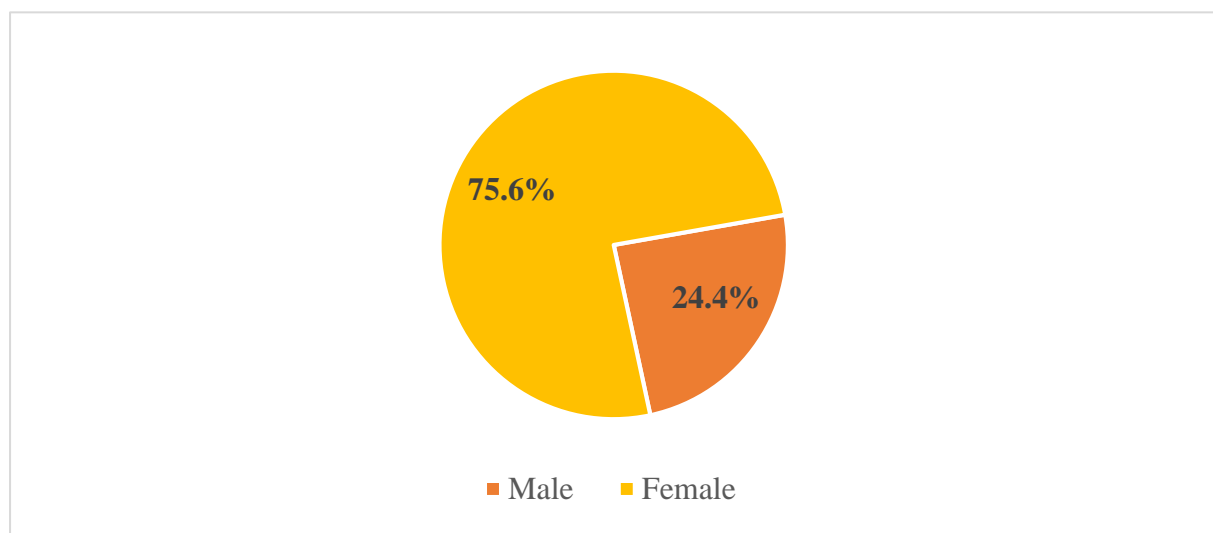


Figure 5.1 - A Pie Chart Representing Gender of Participants

From Table 5.4 and Figure 5.1 it is evident that 75.6% of the nursing staff are females whilst 24.4% are males. This is typical of the gender representation in the nursing fraternity.

Table 5.5
Composition of sample: Age

Variable	Category	Frequency	Percentage
Age	20-30 years	20	10
	31-40 years	77	38.3
	41-50 years	53	26.4
	51-60 years	45	22.4
	61 years and over	6	3

The composition of the sample in terms of age, as depicted in Table 5.5, is also graphically represented (Figure 5.2).

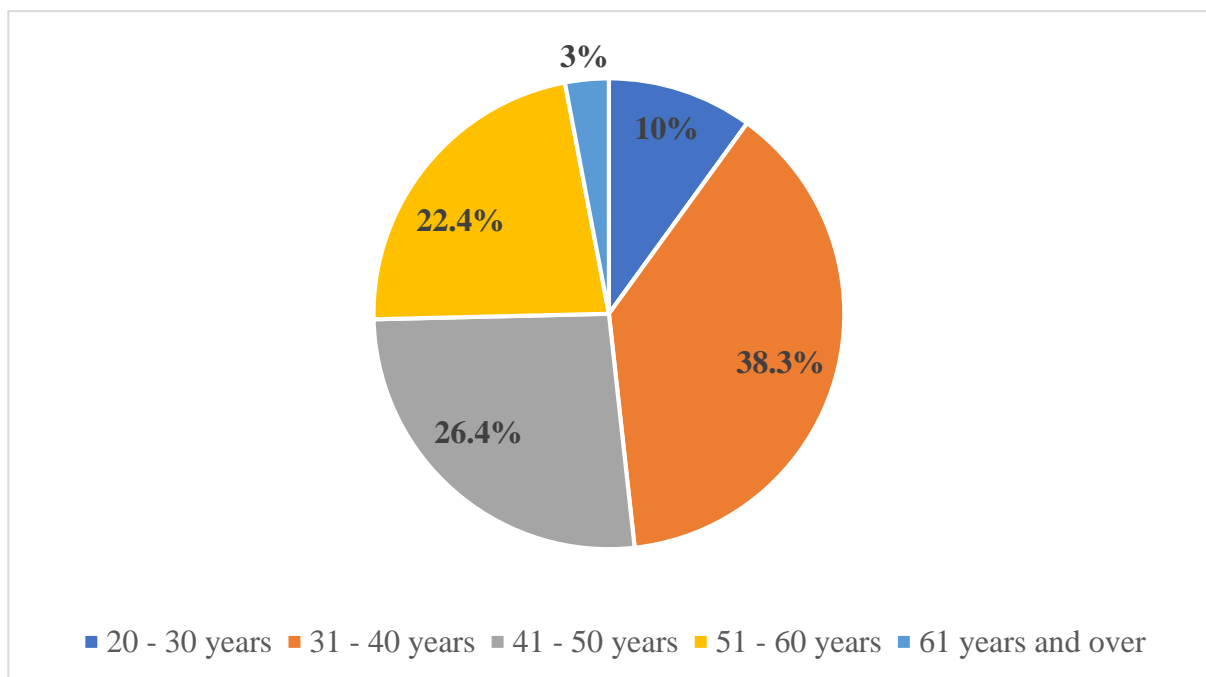


Figure 5.2 - A Pie Chart Representing the Age of Participants

Table 5.5 and Figure 5.2 indicate that from the sample of 201 participants, as there was an 85.9% response rate, the majority of nurses are between the ages of 31-40 (38.3%), followed by participants who are between the ages of 41-50 years and 51-60 years, who make up 26.4% and 22.4% of the participants respectively. Nurses between the ages of 20-30 years old make up 10% of the participants, whilst 3% are 61 years and over.

Table 5.6
Composition of sample: Tenure

Variable	Category	Frequency	Percentage
Tenure	Less than 1 year	3	1.5
	1–2 years	4	2
	3–5 years	49	24.4
	6–10 years	70	34.8
	Over 10 years	75	37.3

The composition of the sample in terms of tenure, as depicted in Table 5.6, is also graphically represented using a pie chart (Figure 5.3).

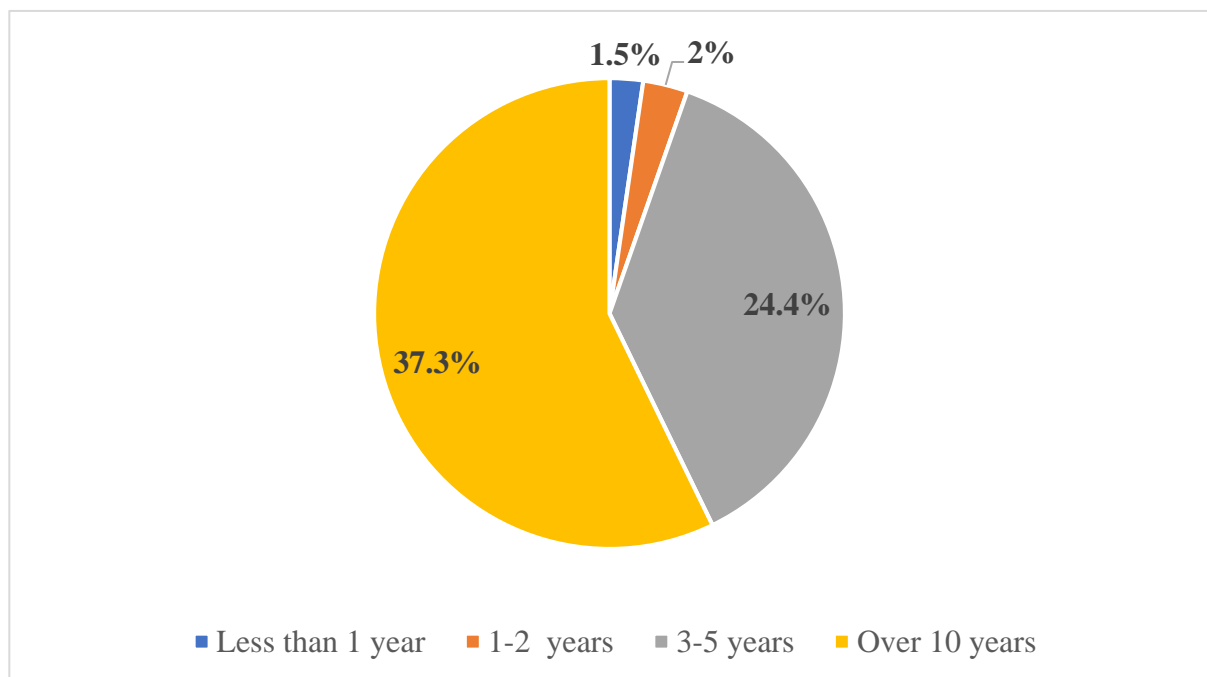


Figure 5.3 - A Pie Chart Representing Participants Tenure

Table 5.6 and Figure 5.3 reflects that from the sample of 201 participants, the highest number of the nurses have been employed at this organisation for ten years and more (37.3%). This is closely followed by 34.8% of nurses who have been a member of the organisation between 6–10 years. However, only 1.5% of the nurses who participated in this study have a tenure of less than a year.

5.4 Descriptive Statistics

The views of nurses regarding the fulfilment and violation of the psychological contract, organisational commitment levels and the various sub-dimensions of each are assessed by asking participants to answer respond to various items using an itemised rating scale, with responses ranging from ‘not at all’ (1) to ‘a great extent’ (5). Table 5.6 depicts the descriptive statistics of the various dimensions and sub-dimensions of this study.

Table 5.7
Descriptive Statistics: Key Dimensions of Psychological Contracts and Organisational Commitment

Dimension		Mean	95% Confidence Interval		Std. Dev.	Min. Value	Max. Value
			Lower Bound	Upper Bound			
Psychological Contract		3.30	3.08	3.53	1.584	1	5
<i>Employee Obligations</i>		3.49	3.31	3.66	1.273	1	5
*	Short-term Obligations	2.85	2.61	3.09	1.737	1	5
*	Loyalty	3.96	3.8	4.12	1.166	1	5
*	Narrow Obligations	2.05	1.84	2.26	1.537	1	5
*	Performance Support	4.32	4.19	4.45	0.927	1	5
*	Development	4.46	4.65	4.57	0.785	1	5
*	External Marketability	3.48	3.28	3.67	1.427	1	5
*	Stability	3.28	3.09	3.46	1.329	1	5
<i>Employer Obligations</i>		2.70	2.51	2.89	1.366	1	5
*	Short-term Obligations	2.13	1.94	2.33	1.392	1	5
*	Loyalty	2.78	2.62	2.94	1.135	1	5
*	Narrow Obligations	2.62	2.81	4.85	1.410	1	5
*	Performance Support	3.01	2.83	3.19	1.299	1	5
*	Development	2.6	2.47	2.86	1.388	1	5
*	External Marketability	2.11	1.91	2.31	1.416	1	5
*	Stability	3.61	3.40	3.82	1.507	1	5
<i>Psychological Contract Transition</i>		3.15	2.96	3.38	1.388	1	5
*	No Trust in employment rel.	3.15	2.97	3.33	1.324	1	5
*	Uncertainty in employment rel.	2.77	2.58	2.96	1.376	1	5
*	Erosion of employment rel.	3.55	3.34	3.75	1.462	1	5
<i>Psychological Contract Fulfilment</i>		3.88	3.59	4.20	2.309	1	5
*	Employee Fulfilment	4.32	4.18	4.47	1.037	1	5
*	Employer Fulfilment	3.44	3.94	3.94	3.580	1	5
Organisational Commitment		3.05	2.85	3.24	1.440	1	5
*	Affective Commitment	3.11	2.93	3.30	1.957	1	5
*	Continuance Commitment	3.06	2.84	3.26	1.557	1	5
*	Normative Commitment	2.98	2.78	3.18	1.459	1	5

Table 5.7 highlights the descriptive statistic of the various dimensions and sub-dimensions of this study. Psychological contract comprises of four sub-dimensions (employee obligations, employer obligations, psychological contract transition and psychological contract fulfilment) and several sub-dimensions. Organisational commitment is made up of three sub-dimensions (affective, normative and continuance commitment).

The overall mean of the psychological contract (Mean = 3.30) reflects that the nursing staff believe that there are various aspects of the psychological contract that need to be improved. The sub-dimensions of the psychological contract in descending level of mean score values are:

- Psychological contract fulfilment (Mean = 3.88)
- Employee obligations (Mean = 3.49)
- Psychological contract transition (Mean = 3.15)
- Employer obligations (Mean = 2.70) (Table 5.6).

In order to assess strengths and areas for improvement in each of the sub-dimensions of the psychological contract, frequency analyses were undertaken.

In terms of the *Employee Obligation* dimension (Table 5.6), which has a moderate mean (Mean = 3.49) the nursing staff display various levels of obligations to the sub-dimensions, which in descending level of mean score value are:

- Development (Mean = 4.46)
- Performance Support (Mean = 4.32)
- Loyalty (Mean = 3.96)
- External Marketability (Mean = 3.48)
- Stability (Mean = 3.28)
- Short term obligations (Mean = 2.85)
- Narrow obligations (Mean = 2.05)

The aforementioned employee obligation sub-dimensions were explored further. In terms of development obligations, it is evident that 59.7% of participants actively seek internal opportunities for training and development ‘to a great extent’; however, 24.9% only ‘somewhat’ seek development opportunities. Regarding performance support, a noteworthy

segment of nurses (62.7%) indicated that they respond positively to dynamic performances, as well as accept new and different performance demands whilst there are some that only 'somewhat' accept new and different performance demands (10.9%). The nurses reflect a fair degree of loyalty obligations with 65.7% of the participants indicating that they will protect the organisation's image although there is a segment that will only 'somewhat' do so (9.5%). In terms of external marketability, which has a moderate mean (Mean = 3.48), 27.7% of the participants indicated that they do build skills to increase their future employment opportunities; however, 17.9% of the participants do not. Regarding stability obligations (Mean = 3.28), 36.8% of the participants indicated that they will continue to work at their current organisation; however, 26.9% were neutral thereby, signifying room for improvement. In terms of short-term obligation (Mean = 2.85), whilst 37.3% of the nurses indicated that they do have obligations to remain with the organisation, 33% of the nurses indicated 'to a great extent' that they are under no obligation to remain with this organisation. Regarding narrow obligations (Mean = 2.05), whilst 62.7% of the participants indicated that they do not only perform the specific duties they agreed to during the hiring process, 14.9% indicated that they only perform the specific duties they agreed to.

In addition to employee obligations, employees' perceptions of the extent to which the employer fulfils its obligations to employees was also assessed (Table 5.7). In terms of the *Employer Obligations*, which has a low mean (Mean = 2.70), it is evident that the nursing staff have a fairly negative perception of the extent to which the organisation fulfils its obligations to their nursing staff. This is also evident in their perceptions of the sub-dimensions of employer obligations, which in descending level of mean score value are:

- Stability (Mean = 3.61)
- Performance Support (Mean = 3.01)
- Loyalty (Mean = 2.78)
- Narrow obligations (Mean = 2.62)
- Development (Mean = 2.6)
- Short term obligations (Mean = 2.13)
- External Marketability (Mean = 2.11)

The aforementioned employer obligation sub-dimensions were explored further. In terms of stability (Mean = 3.61), nearly half of the nurses confidently indicated that their employer

provides a salary and benefits that they can count on; however, 14.4% did not believe so. Regarding performance support (Mean = 3.01), only 16.4% of the nurses confidently indicated that their employer enables them to adjust to new, challenging performance requirements, whilst 44% believed that they do so only to some extent and 15.4% did not believe that the organisation allowed for adjustment at all. In terms of loyalty (Mean = 2.78), only 15.9% of the nurses were convinced that their employer is responsive to their personal concerns and well-being whilst 49.3% believed that the employer only did so to some extent. In terms of narrow obligations (Mean = 2.62), 58.2% of the participants indicated that their employer does not require them to perform a limited set of duties. However, 32.8% indicated that their employer does not train them for their current job. Regarding development obligations (Mean = 2.6), only 11.4% of the nurses were convinced that their employer has provided opportunities for promotion whilst 37.3% totally denied this. In terms of short-term employer obligation (Mean = 2.13), when nurses were asked if they believe that they have a job as long as their employer needs them, more employees denied this (41.3%) than those that agreed (40.8%). Regarding external marketability (Mean = 2.11), 68.7% of nurses indicated that their employer does not have contacts that create employment opportunities elsewhere, with 11.9% agreeing that their employer enhances their external marketability.

Employee obligations and employer obligations were compared by graphically illustrating the mean score values of their 7 dimensions (Figure 5.4)

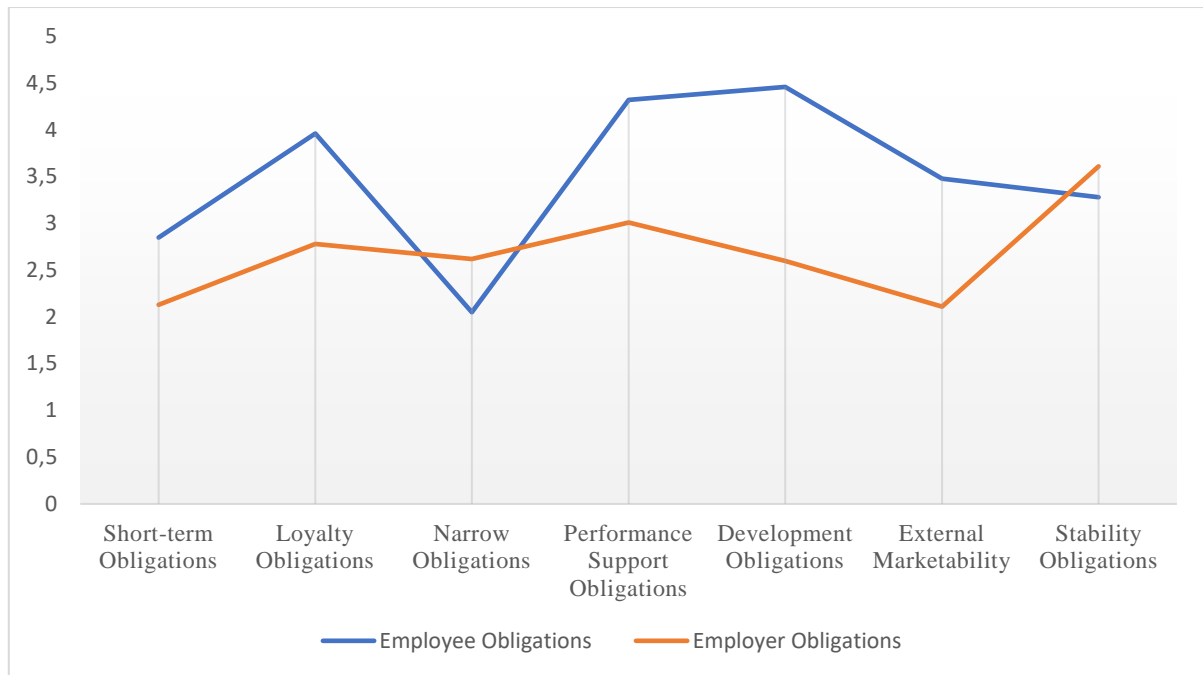


Figure 5.4 - Line Graph: Comparison of Employee and Employer Obligations based on its sub-dimensions

From Figure 5.4 it is evident that the employee obligations are higher on the dimension and the sub-dimensions of short-term obligations, loyalty, performance support, development and external marketability. Employer obligations are only higher on narrow obligation and stability. Evidently, the nursing staff believes that they are fulfilling their obligations to their employer to a greater extent that their employer is fulfilling its obligations to them. In terms of narrow obligations, however, the nurses believe that they are expected to go beyond the call of duty and carry out roles and responsibilities beyond that which were stipulated during their hiring process. Furthermore, in terms of stability this highlights that the nurses have made no long-term plans to remain with the organisation.

In terms of the *Psychological Contract Transition* dimension (Table 5.7), which as a moderate mean (Mean = 3.15) the nursing staff display varying perceptions of their employment relationship with regard to the various sub-dimensions, which in descending level of mean score value are:

- Erosion in the employment relationship (Mean = 3.55)
- No trust in the employment relationship (Mean = 3.15)
- Uncertainty in the employment relationship (Mean = 2.77)

The aforementioned psychological contract transition sub-dimensions were explored further. In terms of erosion in the employment relationship (Mean = 3.55), 64.7% of the nurses indicated that there is more work for less pay, with only 7.5% of nurses having totally denied this. Regarding no trust in the employment relationship (Mean = 3.15), 22.4% of the nursing staff believed that their employer acts like there is no trust in its employees whilst 25.9% of nurses believes that their employer only 'somewhat' does so. In terms of uncertainty in the employment relationship (Mean = 2.77), 54.2 were not convinced that the employer was committed to the nursing staff.

With regard to the *Psychological Contract Fulfilment* which has an overall above moderate mean (Mean = 3.88), the nursing staff highlight that they have fulfilled their obligations to a much greater extent that the employer has:

- Employee Fulfilment (Mean = 4.32)
- Employer Fulfilment (Mean = 3.44) (Table 5.7).

The aforementioned psychological contract fulfilment sub-dimensions were explored further. With regards to employee fulfilment (Mean = 4.32), 65.2% of the nursing staff indicated that they have fulfilled their commitments to their employer entirely, with only 5 having completely disagreed. Regarding employer fulfilment (Mean = 3.44), whilst 33% of the nursing staff believe that their employer has moderately fulfilled its commitment to them, a further 8.5% of nurses completely disagree; only 1.5% of nursing staff believe their employer has completely fulfilled its commitments to them.

The overall mean of organisational commitment (Mean = 3.05) suggest that the commitment levels of the nursing staff needs improvement. The dimensions of organisational commitment in descending level of mean score values are:

- Affective Commitment (Mean = 3.11)
- Continuance Commitment (Mean = 3.06)
- Normative Commitment (Mean = 2.98) (Table 5.6).

The aforementioned dimensions of organisational commitment were further explored. With regards to affective commitment (Mean = 3.11), 14.9% of nursing staff indicated they would be completely happy to spend the rest of their career at this organisation. However, a staggering

29.9% of nursing staff stated that they would not be happy to do so. In terms of continuance commitment (Mean = 3.06), whilst 46.8% of nursing staff believe that a negative consequence of leaving the organisation is a lack of available employment opportunities, 14.4% of the nurses did not think so. Regarding normative commitment (Mean = 2.98), 39.8% of nursing staff highlighted that they would not feel guilty to leave the organisation immediately whereas 15.9% expressed they would experience feelings of guilt to a 'great extent'.

5.5 Inferential Statistics

Inferential statistics were undertaken to generate the results so that decisions could be made about the hypotheses of the study.

5.5.1 Relationship between the Dimensions of the Psychological Contract and Organisational Commitment

Inferential statistics were processed on the dimensions of psychological contracts and organisational commitment to allow the researcher to accept or reject the various hypotheses of this research study.

Hypothesis 1

There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and those of employer obligations in the psychological contract respectively.

Table 5.8: Pearson Correlation between the sub-dimensions of Employee Obligations and Employer Obligations

Sub-dimension	r / p	Employee Obligations: Short-term	Employee Obligations: Loyalty	Employee Obligations: Narrow	Employee Obligations: Performance Support	Employee Obligations: Development	Employee Obligations: External Marketability	Employee Obligations: Stability
Employer Obligations – Short-term	r p	0.187 0.000**	-0.235 0.001**	0.282 0.000**	-0.088 0.213	0.100 0.160	0.448 0.000**	0.035 0.621
Employer Obligations – Loyalty	r p	-0.081 0.250	-0.023 0.742	0.071 0.315	0.193 0.006**	0.087 0.217	0.153 0.0318	0.385 0.000**
Employer Obligations –Narrow	r p	-0.100 0.159	-0.119 0.094	0.062 0.382	0.019 0.786	0.153 0.030*	-0.066 0.356	0.240 0.001**
Employer Obligations Performance Support	r p	-0.440 0.000**	0.011 0.880	0.130 0.065	0.200 0.004**	0.040 0.577	-0.119 0.092	0.401 0.000**
Employer Obligations – Development	r p	-0.465 0.000**	0.050 0.484	-0.041 0.560	0.147 0.037*	-0.077 0.278	-0.449 0.000**	0.299 0.000**
Employer Obligations – External Marketability	r p	-0.331 0.000**	-0.065 0.356	0.062 0.384	0.147 0.037*	-0.058 0.416	-0.254 0.000**	0.440 0.000**
Employer Obligations – Stability	r p	-0.248 0.000**	0.117 0.099	-0.030 0.669	-0.037 0.597	-0.065 0.360	-0.233 0.001**	0.039 0.587

* $p < 0.05$

** $p < 0.01$

Table 5.8 indicates that a significant relationship exists between employee short-term obligations and employer short-term obligations at the 1% level of significance. Furthermore, there is a significant but inverse relationship between employee short-term obligations and performance support, development, external marketability and stability obligations respectively at the 1% level of significance. However, there are no significant relationships between employee short-term obligations and employer loyalty and narrow obligations respectively.

In addition, a significant but inverse relationship is observed between employee loyalty obligations and employer short-term obligations, at the 1% level of significance. However, there are no further significant relationships observed between employee loyalty obligations and the remaining employer obligations respectively.

From Table 5.8 a significant relationship is noted between employee narrow obligations and employer short-term obligations at the 1% level of significance. There are no further significant relationships noted between employee narrow obligations and the remaining employer obligations respectively.

Table 5.8 also reflects a significant relationship between employee performance support obligations and employer loyalty and performance support obligations at the 1% level of significance. Furthermore, Table 5.7 indicates a significant relationship between employee performance support obligations and employer development and external marketability obligations, at the 5% level of significance. No other significant relationships were noted between employee performance support and the remaining employer obligations respectively.

Table 5.8 further indicates a significant relationship between employee development obligations and employer narrow obligations at the 5% level of significance. However, there are no further significant relationships noted between the employee development obligations and the remaining employer obligations respectively.

Table 5.8 also reflects that a significant relationship exists between employee external marketability obligations and employer short-term obligations at the 1% level of significance. Furthermore, there is a significant but inverse relationship between employee external marketability and development, external marketability and stability obligations at the 1% level

of significance. No further significant relationships are noted between the employee development obligations and the remaining employer obligations respectively.

In addition, Table 5.8 indicates a significant relationship between employee stability obligations and employer loyalty, narrow, performance support, development and external marketability obligations, at the 1% level of significance. However, no significant relationships are noted between employee stability obligations and employer short-term and stability obligations respectively.

Therefore, with regard to the Pearson correlation amongst the sub-dimensions of the employee and employer obligations, hypothesis 1 may be partially accepted, as there are both significant and non-significant relationships that exist between the several sub-dimensions respectively.

Hypothesis 2

There is a significant relationship between the sub-dimensions of employee obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and organisational commitment (affective, continuance and normative) of employees respectively.

Table 5.9
Pearson Correlation between the sub-dimensions of Employee Obligations and Organisational Commitment

Sub-dimensions of Employee Obligation	r/ p	Affective Commitment	Continuance Commitment	Normative Commitment
Short-term	r p	-0.155 0.103	-0.293 0.000**	-0.297 0.000**
Loyalty	r p	0.158 0.025*	0.138 0.000**	0.316 0.000**
Narrow Obligations	r p	-0.134 0.058	-0.121 0.087	-0.111 0.116
Performance Support	r p	0.219 0.002**	0.285 0.000**	0.324 0.000**
Development	r p	0.096 0.0173	0.072 0.308	0.142 0.044*
External Marketability	r p	-0.015 0.832	-0.225 0.001**	-0.232 0.001**
Stability	r p	0.369 0.000**	0.277 0.000**	0.500 0.000**

* $p < 0.05$

** $p < 0.01$

Table 5.9 reflects that a significant relationship exists between the affective commitment of employees and their performance support and stability obligations at the 1% level of significance. Furthermore, there is a significant relationship between the affective commitment of employees and their loyalty obligations at the 5% level of significance. However, there is no significant relationship noted between employees' affective commitment and their short-term, narrow, development and external marketability obligations respectively.

In addition, Table 5.9 indicates that there is a significant relationship between employees' continuance commitment and their loyalty, performance support and stability obligations at the 1% level of significance. Furthermore, Table 5.8 reflects that there is a significant but inverse relationship between employees' continuance commitment and their short-term and external marketability obligations respectively. However, there are no further significant relationships

noted between employees' continuance commitment and their narrow and development obligations respectively.

Furthermore, there is a significant relationship between employees' normative commitment and their loyalty, performance support and stability obligations at the 1% level of significance. In addition, Table 5.9 reflects that there is a significant but inverse relationship between employees' normative commitment and their short-term and external marketability obligations respectively, at the 1% level of significance. In addition, there is a significant relationship noted between employees' normative commitment and their development obligations at the 5% significance level. However, there are no further significant relationships noted between employees' normative commitment and their narrow obligations.

Therefore, with regard to the Pearson correlation between the sub-dimensions of employee obligations and organisational commitment, hypothesis 2 may be partially accepted as there are both significant and non-significant relationships that exist between various dimensions of organisational commitment and sub-dimensions of employee obligations.

Hypothesis 3

There is a significant relationship between employees' perceptions of the sub-dimensions of employer obligations in the psychological contract (short-term, loyalty, narrow, performance support, development, external marketability and stability) and the organisational commitment (affective, continuance and normative) of employees respectively.

Table 5.10
Pearson Correlation between employees' perceptions of the sub-dimensions of
Employer Obligations and Organisational Commitment

Sub-dimensions of Employer Obligations	r/ p	Affective Commitment	Continuance Commitment	Normative Commitment
Short-term	r p	-0.017 0.815	-0.356 0.000**	-0.162 0.022*
Loyalty	r p	0.390 0.000**	0.144 0.107	0.360 0.000**
Narrow	r p	0.150 0.034*	0.090 0.202	0.262 0.000**
Performance Support	r p	0.304 0.000**	0.282 0.000**	0.377 0.000**
Development	r p	0.317 0.000**	0.276 0.000**	0.554 0.000**
External Marketability	r p	0.531 0.000**	0.183 0.009**	0.551 0.000**
Stability	r p	-0.203 0.004**	0.155 0.028*	0.037 0.607

* $p < 0.05$

** $p < 0.01$

Table 5.10 indicates that there is a significant relationship between employees' affective commitment and their perceptions of employer loyalty, performance support, development and external marketability obligations at the 1% significance level. There is also a significant but inverse relationship between employees' affective commitment and their perceptions of employer stability obligations at the 1% level of significance. Furthermore, a significant relationship is noted between employees' affective commitment and employer narrow obligations. However, no significant relationship can be observed between employees' affective commitment and employer short-term obligations.

Table 5.10 reflects a significant relationship between employees' continuance commitment and employer performance support, development and external marketability obligations at the 1% level of significance. In addition, there is a significant but inverse relationship between

employees' continuance commitment and employer short-term obligations at the 1% level of significance. Furthermore, a significant relationship is observed between employees' continuance commitment and employer stability obligations at the 5% significance level. However, no significant relationships are noted between employees' continuance commitment and loyalty obligations and narrow obligations respectively.

Table 5.10 also highlights a significant relationship between employees' normative commitment and employer loyalty, narrow, performance support, development and external marketability obligations at the 1% level of significance. Furthermore, there is a significant but inverse relationship between employees' normative commitment and employer short-term obligations at the 5% level of significance. However, there is no significant relationship between employees' normative commitment and stability obligations.

Therefore, with regards to the Pearson correlation between employee's perceptions of the sub-dimensions of the employer obligations and organisational commitment, hypothesis 3 may partially be accepted, as there are both significant and non-significant relationships between the various dimensions of organisational commitment and sub-dimensions of employer obligations.

Hypothesis 4

There is a significant relationship between employee perceptions of the sub-dimensions of the psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and overall employee and employer obligations respectively.

Table 5.11
Pearson Correlation between the Psychological Contract Transitions and Overall Employee and Employer Obligations

Dimension	r/ p	Overall Employee Obligations	Overall Employer Obligations
No Trust in the Employment Relationship	r p	0.091 0.198	-0.301 0.000**
Uncertainty in the Employment Relationship	r p	0.237 0.001**	-0.387 0.000**
Erosion of the Employment Relationship	r p	0.183 0.009**	-0.378 0.000**

**** p < 0.01**

Table 5.11 indicates that there is a significant relationship between overall employee obligations and uncertainty in the employment relationship and erosion of the employment relationship, at the 1% significance level. However, no significant relationship is noted between overall employee obligations and the lack of trust in the employment relationship.

In addition, Table 5.11 reflects that there is a significant but inverse relationship between overall employer obligations and all three sub-dimensions of psychological contract transitions (no trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship), at the 1% level of significance.

With respect to the Pearson r correlation between employee perceptions of the sub-dimensions of the psychological contract transitions and overall employee and employer obligations, hypothesis 4 may only be partially accepted.

Hypothesis 5

There is a significant relationship between the dimensions of psychological contract fulfilment (employee, employer) and obligations (employee, employer) respectively.

Table 5.12

Pearson Correlation between the Dimensions of Psychological Contract Fulfilment and Employee and Employer Obligations

Dimension	r/ p	Employee Fulfilment	Employer Fulfilment
Employee Obligation	r p	0.118 0.095	
Employer Obligation	r p		0.048 0.500

Table 5.12 reflects that no significant relationships exist between employee obligations and employee fulfilment, as well as between perceived employer obligations and perceived employer fulfilment. Therefore, hypothesis 5 may be rejected.

Hypothesis 6

There is a significant relationship between the sub-dimensions of psychological contract transitions (trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship) and employee and employer fulfilment respectively

Table 5.13

Pearson Correlation between the sub-dimensions of Psychological Contract Transitions and Psychological Contract Fulfilment

Dimension	r/ p	Employee Fulfilment	Employer Fulfilment
No Trust in the Employment Relationship	r p	0.84 0.235	-0.145 0.040*
Uncertainty in the Employment Relationship	r p	-0.237 0.001**	-0.111 0.117
Erosion of the Employment Relationship	r p	0.192 0.006**	-0.140 0.048*

* $p < 0.05$

** $p < 0.01$

Table 5.13 indicates that there is a significant relationship between employee fulfilment and erosion of the employment relationship at the 1% level of significance. Furthermore, there is a significant but inverse relationship between employee fulfilment and uncertainty in the employment relationship at the 1% level of significance. There is no significant relationship between employee fulfilment and no trust in the employment relationship.

In addition, significant but inverse relationships are noted between employer fulfilment and no trust in the employment relationship and erosion of the employment relationship respectively, at the 5% level of significance. However, there is no significant relationship noted between employer fulfilment and uncertainty in the employment relationship.

Therefore, with respect to the Pearson correlation between the dimensions of psychological contract transitions and the psychological contract fulfilment, hypothesis 6 may only be partially accepted as there are both significant and non-significant relationships between the sub-dimensions of psychological contract transitions and psychological contract fulfilment.

Hypothesis 7

There is a significant relationship between the dimensions of the psychological contract transitions (no trust, uncertainty, erosion) and organisational commitment (affective, continuance and normative) respectively.

Table 5.14

Pearson Correlation between the dimensions of Psychological Contract Transitions and Organisational Commitment

Dimension	r/ p	No Trust in the Employment Relationship	Uncertainty in the Employment Relationship	Erosion of the Employment Relationship
Affective Commitment	r p	-0.192 0.006**	-0.034 0.633	-0.428 0.000**
Continuance Commitment	r p	0.097 0.169	-0.201 0.04**	-0.013 0.853
Normative Commitment	r p	-0.277 0.000**	-0.238 0.001**	-0.412 0.000**

* $p < 0.05$

** $p < 0.01$

Table 5.14 shows evidence of a significant but inverse relationship between no trust in the employment relationship and affective and normative commitment respectively, at the 1% significance level. However, there is no significant relationship between no trust in the employment relationship and continuance commitment.

Table 5.14 also reflects that significant but inverse relationships are noted between uncertainty in the employment relationship and continuance commitment and normative commitment respectively, at the 1% level of significance. However, there is no significant relationship between uncertainty in the employment relationship and affective commitment.

Likewise, significant and inverse relationships exist between erosion of the employment relationship and affective commitment and normative commitment respectively, at the 1% level of significance. However, there is no significant relationship noted between erosion of the employment relationship and continuance commitment.

Therefore, with respect to the Pearson correlation between the dimensions of psychological contract transitions and organisational commitment, hypothesis 7 may only be partially accepted as there are both significant and non-significant relationships which exist between these sub-dimensions.

Hypothesis 8

There is a significant relationship between psychological contract fulfilment (employee, employer) and organisational commitment (affective, continuance and normative) respectively.

Table 5.15
Pearson Correlation between the Psychological Contract Fulfilment and Organisational Commitment

Dimension	r/ p	Employee Fulfilment	Employer Fulfilment
Affective Commitment	r p	-0.191 0.007**	0.45 0.530
Continuance Commitment	r p	0.351 0.000**	-0.087 0.218
Normative Commitment	r p	0.031 0.662	0.078 0.270

**** p < 0.01**

Table 5.15 shows evidence that a significant relationship exists between employee fulfilment of the psychological contract and continuance commitment at the 1% significance level. In addition, there is a significant but inverse relationship between employee fulfilment and affective commitment at the 1% level of significance. However, there is no significant relationship noted between employee fulfilment and normative commitment. Furthermore, there are no significant relationship between employer fulfilment and the dimensions of organisational commitment (affective, continuance, normative) respectively.

Therefore, with respect to the Pearson correlation between psychological contract fulfilment and organisational commitment, hypothesis 8 may only be partially accepted as there are both significant and non-significant relationships between psychological contract transitions and the dimensions of organisational commitment.

5.5.2 Impact of Biographical Variables

The effect of the biographical variables (age, tenure and gender) on the various dimensions of this study were statistically analysed using tests of difference (Anova and T-Test).

Hypothesis 9

There is a significance difference in the perception of employees varying in biographical data (age, gender and tenure) regarding the psychological contract and its sub-dimensions (employee obligations, employer obligations, psychological contract transitions and psychological fulfilment) and organisational commitment (affective, normative and continuance) respectively (Table 5.16 - 5.27).

Table 5.16

Anova: Dimensions of the Psychological Contract and Age

Dimensions of the Psychological Contract	Age	
	F	p
Employee Obligations	6.056	0.000**
Employer Obligations	2.299	0.060
Psychological Contract Transitions	2.722	0.031*
Psychological Contract Fulfilment	23.342	0.000**

* $p < 0.05$

** $p < 0.01$

Table 5.16 indicates that there is a significant difference in the levels of employee obligations and psychological contract fulfilment amongst employees varying in age at the 1% level of significance. Furthermore, there is a significant difference in the psychological contract transitions amongst employees varying in age at the 5% level of significance. However, there is no significant difference in employer obligations amongst employees varying in age. Hence, hypothesis 9 may only be partially accepted in terms of the psychological contract and its dimensions and age. In order to access exactly where the differences lie in the levels of employee obligation and psychological contract fulfilment amongst employees varying in age, the Tukey test was performed (Table 5.17).

Table 5.17**Tukey's Test: Employee Obligation, Psychological Contract Fulfilment and Age**

Age	Employee Obligations		Psychological Contract Fulfilment	
	N	Mean	N	Mean
20 – 30 years	20	3.20	20	3.5
31 – 40 years	77	3.55	77	3.63
41 – 50 years	53	3.64	53	3.87
51 – 60 years	45	3.33	45	3.81
61 years and over	6	3.32	6	2.88

From Table 5.17 it is evident that nurses between the ages of 41-50 years display significantly higher levels of employee obligations to the organisation and experience significantly higher levels of psychological contract fulfilment than nurses between the ages of 20-30 years and 61 years and over.

Table 5.18**Anova: Dimensions of the Psychological Contract and Tenure**

Dimensions of the Psychological Contract	Tenure	
	F	p
Employee Obligations	3.844	0.005**
Employer Obligations	3.682	0.006**
Psychological Contract Transitions	3.197	0.014*
Psychological Contract Fulfilment	0.851	0.495

* $p < 0.05$

** $p < 0.01$

Table 5.18 indicates that there is a significance difference in the dimensions of the psychological contract amongst employees varying in length of service. A significant difference is noted in employee obligations and perceptions of employer obligations amongst nurses varying in tenure at the 1% level of significance. Furthermore, there is a significant difference in the level of psychological contract transitions amongst nurses varying in tenure at the 5% level of significance. However, there is no significant difference noted in the

dimension of psychological contract fulfilment amongst nurses varying in tenure. Hence, hypothesis 9 may be only partially accepted in terms of the dimensions of the psychological contract and tenure. In order to access exactly where the differences lie in the dimensions of the psychological contract (employee obligations, employer obligations, psychological contract transitions) and tenure, the Tukey test was performed (Table 5.19).

Table 5.19

Tukey's Test: Employee Obligations, Employer Obligations, Psychological Contract Transitions and Tenure

Tenure	Employee Obligations		Employer Obligations		Psychological Contract Transitions	
	N	Mean	N	Mean	N	Mean
Less than 1 year	3	3.21	3	3.71	3	1.54
1 – 2 years	4	2.93	4	2.93	4	3.45
3 – 5 years	49	3.55	49	2.62	49	3.34
6 – 10 years	70	3.58	70	2.64	70	3.08
Over 10 years	75	3.39	75	2.76	75	3.17

From Table 5.19 it is evident that nurses who have been with the organisation for 6-10 years display significantly higher levels of employee obligations than nurses who have 1-2 years of service in the organisation. Furthermore, Table 5.19 indicates that nurses who have less than a year of service in the organisation display higher levels of perceived employer obligations than those nurses who have 3-10 years of tenure. Furthermore, from Table 5.19 it is evident that nurses who have been employed at the organisation for less than 1-year experience significantly lower levels of psychological contract transitions (no trust, uncertainty, erosion in the employment relationship) than any of the other tenure groups. Evidently, as nurses remain in the organisation their perceptions of trust begin to wane; in fact, there is a significant change in perceptions in trust from nurses after their first year of employment.

Table 5.20**Anova: Dimensions of the Psychological Contract and Gender**

Dimensions of the Psychological Contract	Gender	
	F	p
Employee Obligations	11.982	0.001**
Employer Obligations	1.023	0.313
Psychological Contract Transitions	0.039	0.843
Psychological Contract Fulfilment	0.812	0.369

** $p < 0.01$

Table 5.20 indicates that there is a significant difference in the levels of employee obligations amongst male and female nurses at the 1% level of significance. However, it is evident that male and female nurses do not differ significantly in their levels of obligations, perceptions of psychological contract transitions and psychological contract fulfilment respectively. Hence, hypothesis 9 may be only partially accepted in terms of the dimensions of the psychological contract and gender. In order to access exactly where the difference lies in the level of employee obligation amongst employees varying in gender, the Levene's test was performed (Table 5.20).

Table 5.21**Levene's Test: Mean differences in Employee Obligations based on Gender**

Gender	N	Mean
Female	152	3.40
Male	49	3.74

From Table 5.20 it is evident that male nurses (Mean = 3.74) display a moderately higher level of obligations to the organisation than their female counterparts (Mean = 3.40).

The organisational commitment of nurses varying in biographical data (age, tenure and gender) were also analysed using tests of differences (Anova and t-Tests) (Table 5.22 – Table 5.27).

Table 5.22**Anova: Dimensions of Organisational Commitment and Age**

Dimensions of Organisational Commitment	Age	
	F	p
Affective Commitment	0.855	0.492
Continuance Commitment	2.774	0.028*
Normative Commitment	1.101	0.357

* $p < 0.05$

Table 5.22 indicates that there is a significant difference in the levels of continuance commitment amongst employees varying in age at the 5% level of significance. However, there is no significant difference in the levels of affective commitment and normative commitment amongst nurses varying in age. Hence, hypothesis 9 may only be partially accepted in terms of continuance commitment and age. In order to access exactly where the difference lies in the levels of continuance commitment amongst employees varying in age, the Tukey test was performed (Table 5.23).

Table 5.23**Tukey's Test: Continuance Commitment and Age**

Age	N	Mean
20 – 30 years	20	3.19
31 – 40 years	77	3.15
41 – 50 years	53	2.97
51 – 60 years	45	3.10
61 years and over	6	1.83

From Table 5.23 it is evident that nurses who are 61 years and over display significantly lower levels of continuance commitment than nurses in the various other age groups. The low levels of continuance commitment are likely an attribute of the fact that nurses who are 61 years and over are entering the pre-retirement phase. Levels of continuance commitment are likely to be low as workers in this age group do not have any material investments to lose from leaving the organisation, as they are in the transition into retirement.

Table 5.24**Anova: Dimensions of Organisational Commitment and Tenure**

Dimensions of Organisational Commitment	Age	
	F	p
Affective Commitment	22.198	0.000**
Continuance Commitment	5.965	0.000**
Normative Commitment	12.227	0.000**

** p < 0.01

Table 5.24 indicates that there is a significant difference in the levels of all three dimensions of organisational commitment (affective, continuance, normative) amongst nurses varying in length of service, at the 1% significance level. Hence, hypothesis 9 can be accepted in terms of the dimensions of organisational commitment and tenure. In order to access exactly where the differences lie in the dimensions of organisational commitment and tenure, the Tukey test was performed (Table 5.25).

Table 5.25**Tukey's Test: Organisational Commitment and Tenure**

Tenure	Affective Commitment		Continuance Commitment		Normative Commitment	
	N	Mean	N	Mean	N	Mean
Less than 1 year	3	4.67	3	3.50	3	4.16
1 – 2 years	4	2.67	4	4.97	4	3.50
3 – 5 years	49	2.40	49	2.69	49	2.27
6 – 10 years	70	3.14	70	2.97	70	2.98
Over 10 years	75	3.51	75	3.27	75	3.35

From Table 5.25 it is evident that nurses who have been with the organisation for less than a year display significantly higher levels of affective and normative commitment than nurses in the other tenure groups. The significant decrease in affective commitment with the increase of tenure is likely to be attributed to the decrease of emotional attachment and elation of being a part of the organisation, as nurses begin to get a realistic insight into the organisation and various other factors influencing the work environment and relationship. The level of affective

and normative commitment also drops significantly after the first year of service and is the worst when nurses are 3-5 years in the organisation. In addition, Table 5.25 illustrates that nurses who have been with the organisation for 1-2 years display significantly higher levels of continuance commitment than nurses in the other tenure groups. However, these levels of continuance commitment drop significantly after 2 years of service in the organisation. The decrease in continuance commitment levels can be attributed to employee belief that the cost of leaving the organisation will not be high.

Table 5.26

Anova: Dimensions of Organisational Commitment and Gender

Dimensions of Organisational Commitment	Gender	
	F	p
Affective Commitment	19.754	0.000**
Continuance Commitment	15.130	0.000**
Normative Commitment	6.084	0.014*

* $p < 0.05$

** $p < 0.01$

Table 5.26 indicates that there is a significant difference in the levels of affective commitment and continuance commitment between male and female employees at the 1% significance level. Furthermore, a significant difference is noted in the levels of normative commitment between male and female employees at the 5% significance level. Hence, hypothesis 9 may be accepted in terms of the various dimensions of organisational commitment and gender. In order to assess exactly where the differences lie in the levels of organisational commitment between male and female employees, the Levene's test was performed (Table 5.27).

Table 5.27**Levene's Test: Organisational Commitment and Gender**

Dimensions of Organisational Commitment	Gender	N	Mean
Affective Commitment	Female	152	3.13
	Male	49	3.05
Continuance Commitment	Female	152	3.22
	Male	49	2.55
Normative Commitment	Female	152	3.04
	Male	49	2.79

From Table 5.27 it is evident that female nurses experience a significantly higher level of affective commitment, continuance commitment and normative commitment than male nurses. Furthermore, in terms of the dimensions of commitment female nurses display the highest level of continuance commitment, followed by affective commitment and then normative commitment. Female nurses prioritize being a member of an organisation due to personal investments and profits over other forms of commitment. This means that female nurses of this organisation are aware of the cost of leaving the organisation. On the other hand, in terms of the dimensions of commitment male nurses display the highest level of affective commitment, followed by normative commitment and then continuance commitment. Male nurses prioritize an emotional attachment of happiness over other forms of organisational commitment. This means that male nurses in this organisation both accept and identify with the organisation overall.

5.5.3 Factors Influencing Organisational Commitment

The extent to which psychological contract and its sub-dimensions impact on organisational commitment were statistically analysed (Table 5.28).

Hypothesis 10

Psychological contract and its sub-dimensions of employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment significantly account for the variance in organisational commitment.

Table 5.28

**Multiple Regression: The Impact of the Psychological Contract and its Sub-dimensions
on Organisational Commitment**

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		0.504	0.254	0.239	0.67944	
a. Predictors: (Constant), Psychological contract and its sub-dimensions (Employee Obligations, Employer Obligations, Psychological Contract Transitions and Psychological Contract Fulfilment).						
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	p
1 Regression		30.797	4	7.699	16.678	0.000**
Residual		90.480	196	0.462		
Total		121.278	200			
a. Dependent Variable: Organisational Commitment						
b. Predictors: (Constant), Psychological contract and its sub-dimensions (Employee Obligations, Employer Obligations, Psychological Contract Transitions and Psychological Contract Fulfilment)						
Model		Unstandardised Coefficients		Standardised Coefficients	t	p
		B	Std. Error	Beta		
1	(Constant)	0.529	0.560		0.943	0.000
	Psychological contract					
	Employee Obligations	0.070	0.112	0.040	0.621	0.006
	Employer Obligations	0.540	0.098	0.377	5.482	0.000
	Psychological Contract Transitions	-0.039	0.063	-0.045	-0.614	0.000
	Psychological Contract Fulfilment	0.254	0.084	0.210	3.033	0.003

Table 5.28 indicates that the psychological contract and its sub-dimensions account for 23.9% of the variance in organisational commitment. It is evident that all the sub-dimensions, namely, employee obligations ($p = 0.006$), employer obligations ($p = 0.000$), psychological contract transitions ($p = 0.000$) and psychological contract fulfilment ($p = 0.003$) significantly predict 23.9% of organisational commitment. However, the Beta values indicate that these sub-dimensions have varying degrees of impact on organisational commitment with employer obligations (0.377) having the greatest impact, followed by psychological contract fulfilment (0.210), psychological contract transitions (0.045) and finally employee obligations (0.040). Hence, hypothesis 10 may be accepted.

5.6 Conclusion

This chapter highlighted the various perceptions of nurses with regards to the effects of the psychological contract on organisational commitment. Initially, the psychometric properties of this questionnaire were statistically analysed by means of Factor Analysis and Cronbach's Coefficient Alpha to confirm the validity and reliability of the results. The key dimensions of the psychological contract (employee obligations, employer obligations, psychological contract transitions, psychological contract fulfilment) and organisational commitment (affective, continuance and normative commitment) were statistically assessed respectively. Inferential statistics were computed to generate the results of the study and make decisions about the hypotheses. Chapter six will go on to compare and contrast the findings of this study with that of other researchers in the field.

CHAPTER 6

DISCUSSION OF RESULTS

“The measure of greatness in a scientific idea is the extent to which it stimulates thought and opens new lines of research.” – Paul A.M. Dirac

6.1 Introduction

The previous chapter presented the results of the key dimensions of the psychological contract (Employee Obligations, Employer Obligations, Psychological Contract Transitions and Psychological Contract Fulfilment) and its effects on organisational commitment (Affective, Normative and Continuance). The results were processed using descriptive and inferential statistics and presented using tabular and graphical representations. This chapter will compare and contrast the results of this study with the findings of the other researchers in this field.

6.2 Discussion of Results

This study highlighted how the various dimensions of the psychological contract impact on the levels of organisational commitment of nurses. The discussion of results commences with the levels of psychological contract and organisational commitment displayed by nurses.

6.2.1 Levels of Psychological Contract and Organisational Commitment of Nurses

From the results of this study, it is evident that the nurses of this healthcare institution experience an overall moderate *level of the psychological contract* (Mean = 3.30). According to Reimann and Guzy (2017) a strong psychological contract provides an integral framework in terms of understanding employees' behaviours, readiness to work, workplace attitudes and wellbeing. The current study indicates that whilst certain dimensions of the psychological contract have been fulfilled to a great extent, there still exists room for improvement. The psychological contract which is made up of four dimensions and several sub-dimensions indicate an array of employee perceptions regarding the fulfilment or violation of the psychological contract. These dimensions of the psychological contract will first be explored, which is illustrated in decreasing levels based on the mean score:

- Psychological Contract Fulfilment (Mean = 3.88)
- Employee Obligations (Mean = 3.49)
- Psychological Contract Transitions (Mean = 3.15)
- Employer Obligations (Mean = 2.70)

According to Freese and Schalk (2007), Psychological Contract Fulfilment refers to the level of employee and employer accomplishment or achievement of the various elements of the psychological contract. In the current study, psychological contract fulfilment has the highest mean score value (Mean = 3.88). However, this dimension comprises of two sub-dimensions, namely, Employee Fulfilment and Employer Fulfilment. In the study, 65.2% of participants indicated that they have fulfilled their commitments to their employers to a great extent. However, only 13.9% of participants revealed that their employers have fulfilled their commitments to them to a great extent. Therefore, this indicates that nurses of this healthcare institution believe they have fulfilled their aspect of the psychological contract to a great extent. However, their employers have only moderately done so. Similarly, in a study conducted by Cheung and Chinu (2004), the empirical findings illustrated a moderate level of psychological contract fulfilment, highlighting the need for change in various avenues. According to Aryee (2003), the fulfilment of the psychological contract of nurses plays an integral role in attitudinal and behavioural outcomes, as this directly strengthens the nurses' social exchange relationship with their employer. However, the lack of fulfilment of the psychological contract is considered a breach or violation of the psychological contract. In a study conducted by Wan (2013), the findings illustrated that the employees' perceptions of breach of the psychological contract had a direct influence on their organisational citizenship behaviours and employee exit intentions. This result was consistent with previous findings by Tunley and Feldman (2000).

Employee Obligations is the second dimension of the psychological contract and has an overall moderate score value (Mean = 3.49). This dimension is made up of several sub-dimensions, namely, Short-term obligations (Mean = 2.85), Loyalty obligations (Mean = 3.96), Narrow obligations (Mean = 2.05), Performance Support obligations (4.32), Development obligations (Mean = 4.46), External Marketability obligations (Mean = 3.48) and Stability obligations (Mean = 3.28). Evidently, the current study illustrates a low mean score value for short-term obligations; this indicates that nurses of this healthcare institution do not have an obligation to remain with the organisation and the majority of nurses will quit whenever they wish to or leave the organisation at any time they choose to. In fact, 33.3% of nurses who participated in this study highlighted that they are under no obligation to remain with this organisation. Similarly, in studies conducted by Jepsen and Rodwell (2006) and Dadi (2012), the empirical findings highlighted a low short-term obligation score indicating the employee's low commitment to the employment relationship, which had a negative consequence on several

workplace factors. According to Martin (2007), an employee's commitment to the organisation is best in foreseeing their turnover intentions.

The employee loyalty obligation, which has a moderately high mean score value, indicates that nurses take the organisation's concerns personally, make personal sacrifices and commit themselves to the organisation to a large extent. In fact, 65.7% of the nurses who participated in this study indicated that they protect the institution's image to a great extent. However, 1.5% of the participants indicated that they do not protect the organisation's image at all. This leaves room for improvement. Likewise, in the study conducted by Jepsen and Rodwell (2006), a high level of employee loyalty was established amongst employees; this indicates consistency with a high level of organisational citizenship behaviour. According to Bettencourt, Gwinner and Meuter (2001), the loyalty of an employee reflects organisational citizenship behaviour which highlights an unspoken pledge to the organisation of the promotion of the organisation's interests and image. However, the study conducted by Bilton (2016) illustrated a low level of employee loyalty, which resulted in a negative relation to several other workplace attitudes and outlooks held by employees.

Employee narrow obligations refer to a range of tasks and responsibilities that employees have to carry out. This current study displays a significantly low mean score value of the narrow employee obligations. In the study, 73.6% of nurses indicated 'not at all' when provided with the statement 'I do only what I am paid to do'. This indicates that most nurses of this healthcare institution perform tasks and carry out duties beyond their agreement during the hiring process and do more than what they are paid to do. Similarly, in studies conducted by Senior (2008) and Linn, Wilson and Fako (2008), the roles of nurses expanded without notification and they were expected to perform duties beyond which they were hired to do. A large portion of this can be attributed to insufficient resources and healthcare professionals. According to Manyisa and Van Aswegan (2017), from a South African perspective, the roles of nurses have expanded due to the increase of patient workloads, increased working hours, poor and insufficient infrastructure and a shortage of qualified nurses.

The current study illustrates a high mean score value for employee performance support obligations (Mean = 4.32). The sub-dimension of performance support refers to an employee's level of acceptance of performance demands and requirements. In the study, 62.7% of the

nurses indicated that they respond positively to dynamic performance requirements and accept new and different performance demands to a great extent. This high mean score value indicates that the nurses of this healthcare institution positively accept and adjust to the various performance demands of their job. Likewise, in a study conducted by Moradi (2016), nurses responded positively to increased performance demands as many believed that they needed to adjust, develop and incorporate their applied skills to meet the increasing demand and expectations. However, in a study conducted by Awases, Bezuidenhout and Ross (2013), due to several factors nurses of a Namibia hospital were not able to adjust positively to the ever-increasing demands of the healthcare sector.

In addition, the current study also illustrates a high mean score value for employee development obligations (Mean = 4.46). Employee development obligations refers to the level of opportunities employees seek to grow and advance their skills. In the study, 64.2% of nurses revealed that they seek out opportunities to increase their value to their employer. The high mean score value of this sub-dimension indicates that nurses of this healthcare institution pursue development opportunities to grow as employees and add value to their organisation to a great extent. These results are consistent with findings of previous studies. The empirical findings of a study conducted by Degraft-Otoo (2012) highlighted that employee's today value training and development opportunities, career growth strategies, promotional opportunities and recognition for seeking opportunities to increase their value to the organisation. According to Hay (2002), the emotional well-being of nurses who perceive a lack of development opportunities in organisation are negatively affected by this.

The external marketability employee obligation has a moderate mean score value (Mean = 3.48). This sub-dimension refers to the level of which employees enhance their abilities to increase their employment opportunities elsewhere. In the current study, 37.3% of the participants highlighted that they build skills to increase their future employment opportunities elsewhere. The moderate mean score value of this sub-dimension indicates that less than half of the nurses who participated in this study are seeking opportunities to increase their external marketability. This result is consistent with previous studies conducted by Lane (2012) and Shelton (2001) which revealed that employees actively developed their skills and abilities indicating their preparation for employment outside the organisation.

In addition, the current study also illustrates a moderate mean score value for employee stability obligations (Mean = 3.28). This sub-dimension refers to the employee's long-term plans to remain within the organisation. The current study reveals that 15.9% of nurses responded with, 'to a great extent' when presented with the statement 'I make no plans to work anywhere else'. However, 17.4% of nurses responded with, 'not at all', highlighting there is much room for improvement within this sub-dimension of the psychological contract. Likewise, a study conducted by Ncede (2013) revealed a moderate score of employee stability obligations highlighting that more than half of the participants of that study made no long-term plans to remain with the organisation. According to Cullen (2012), factors such as increased workload, reduced pay, emotionally taxing job description and other employment opportunities with scope are reasons why nurses choose to make no long-term plans to remain in the organisation.

The third dimension of the psychological contract is Psychological Contract Transitions, which refers to the manner in which the employment relationship has evolved. In the current study, psychological contract transitions comprising of three sub-dimensions, namely, No trust in the employment relationship, Uncertainty in the employment relationship and Erosion of the employment relationship, has a moderate overall mean score value (Mean = 3.15).

No trust in the employment relationship has a moderate mean score value (Mean = 3.15). In the study, 17.4% of the participants highlight that they believe their employers withhold information from them to a great extent. This result reveals that the organisation sends unpredictable and mixed signals concerning its intentions, thereby fostering no trust between the employee and employer. Likewise, in a study conducted by Welander (2017), employees' perceptions of a low level of trust leads to withdrawal workplace behaviours and attitudes and, ultimately adds to the perception of breach of psychological contract. In addition, researchers Brower, Schoorman and Tan (2000) highlight the importance of exploring the effects of trust and a lack thereof from both perspectives of the employment relationship; however, the concept of trust still continues to predominately be examined from the employer's perspective.

Uncertainty in the employment relationship has a low mean score value (Mean = 2.77). This sub-dimension refers to the doubt and insecurity employees feel regarding their employment relationship with the organisation. In the study, 32.3% of the participants responded 'somewhat' when given the statement 'there is uncertainty regarding the organisation's

commitment to employees'. Similarly, in a study conducted by Lane (2012), the empirical findings highlighted that a moderate percentage of participants somewhat agreed to there being uncertainty in the employment relationship, highlighting that the uncertainty is likely to be a reflection due to economic changes and an unclear climate, which is usually as a result of organisational changes.

Erosion of the employment relationship has a fairly high mean score value (Mean = 3.55). This refers to the how the employment relationship has diminished over time. In the study, 64.7% of the nurses who participated in this study revealed that there is more work for less pay to a great extent. This sub-dimension is linked to no trust in the employment relationship. Similarly, in studies conducted by Demirkasimoglu (2014) and Nwokocha (2015), a high employee perception of erosion of the employment relationship was reflected in decreased levels of organisational commitment and job satisfaction levels. Together with this, the erosion of employee benefits and overall employment relationship play an integral role in a high level of employee turnover.

The fourth dimension of the psychological contract is Employer Obligations. This dimension represents the commitments which employers make to their employees. Employer Obligations has a low mean score value (Mean = 2.70), which highlights that according to employees, the organisation and their employer has not fulfilled all of its obligations. This sub-dimension is made up of several sub-dimensions, namely, Short-term obligations, Loyalty obligations, Narrow obligations, Performance Support obligations, Development obligations, External Marketability obligations and Stability Obligations.

The first dimension of employer obligations is short-term obligations which has a significantly low mean score value (Mean = 2.13). In the study, 40.8% of the nurses who participated in this study responded with 'to a great extent' when provided with the statement 'I have a job as long as this employer needs me'. This indicates that employees believe their employer has failed to establish a long-term employment relationship with them. This result is consistent with findings from previous studies by Tiwari (2015) and Walsah (2015), who found that a low level of short-term employer obligations resulted in employees reducing their obligations to the organisation by displaying withdrawal behaviour. This was done in the form of decreased levels of organisational commitment and increased turnover. However, in studies where there was

fulfilment of the short-term employer obligation, such as in the study conducted by Domfeh (2012), employers successfully established a long-term employment relationship with employees. The result of this was low levels of turnover, increased organisational commitment and high level of performance.

Employer loyalty obligations refers to the level of allegiance shown by the employer to employees. The current study illustrates a low mean score value (Mean = 2.78). In the study, 49.3% of the nurses who participated in this study somewhat agreed that their employer is responsive to their personal concerns and overall well-being. This highlights that a large portion of nurses believe their employer does not show loyalty or concern for them. The level of loyalty of employers to employees still remains largely unexplored as most studies seek to understand levels of employee loyalty. However, a study conducted by Hoor (2014) highlighted that employer loyalty has a positive effect on employees perceived organisational support. This in-turn positively affects organisation commitment, display of organisational citizenship behaviours, job satisfaction and the emotion of psychological safety.

The current study illustrates a low mean score value for employer narrow obligations (Mean = 2.62). In fact, 58.2% of nurses who participated in this study responded, 'not at all' when provided with the statement 'my employer requires me to perform only a limited set of duties'. This result is directly related to the high mean score value of employee narrow obligations, highlighting that employees are expected to go beyond their stipulated duties. Consistent with this result, previous studies carried out by Vegsund (2014) and Ying, Shin, Min, Yen and Siew (2013) highlight that nurses are expected to fulfil a number of duties which were not included during the hiring process; this leads to withdrawal behaviour and low levels of employee morale. However, according to Coetzee (2005), organisations today require their employees to engage in organisational tasks without the perception that they have just done something extra or expect reward for it. This behaviour is regarded as a display of organisational commitment.

Employer performance support obligations illustrates a moderate mean score value (Mean = 3.01). Employer performance support obligations refers to employees' perceptions of the level of support received from the organisation regarding meeting their goals and achieving higher performance standards. According to Weil and Woodall (2005), performance support initiatives play an integral role in closing the gap between the employees' current performance

and the organisation's desired performance. This aspect of human resource development constitutes a pivotal aspect of human resource management. In the study, 35.3% of the nurses who participated in this study only agreed somewhat when given the statement 'my employer enables me to adjust to new, challenging performance requirements'. This indicates scope for improvement within this dimension. This result is consistent with findings from previous studies. In studies conducted by Enga (2017), Nassazi (2013) and Thomas (2015), a lack of performance support from employers results in a series of negative consequences such as poor performance, low morale and low organisational citizenship behaviours.

The current study reveals a low mean score value for the sub-dimension of employer development obligations (Mean = 2.6). Employer development obligations refer to the employees' perspective of the level of development opportunities provided by the organisation. This result reveals that nurses of this institution believe that their employer has only slightly fulfilled their development obligation. In fact, 37.3% of nurses stated, 'not at all' when provided with the statement 'my employer has provided opportunities for promotion'. In studies conducted by Manuel (2014) and Tshikouhi (2012) with high levels of development opportunities, the implications were decreased levels of turnover and enhanced levels of employee engagement. According to Li, Tong and Wong (2014), development opportunities play a key role in the level of employee commitment.

Employer external marketability refers to the amount of opportunities created for future employment by the organisation. The current study reveals a significantly low mean score value (Mean = 2.11). In the study, 68.7% of the nurses highlighted that their employer does not at all have contacts that create employment opportunities outside the workplace. However, this aspect of the employer obligations remains largely unexplored and further research into this area is required.

Employer stability obligations has a moderately high mean score value (Mean = 3.61). The current study reveals that 48.3% of the participants highlighted that they could count on the organisation for a salary and benefits to a great extent. Similarly, in studies conducted by Jandaghi, Mokhles and Bahrami (2011) and Taduvana (2017), the level of stability felt by the workforce was modest, despite a lack of satisfaction with wages and benefits. According to Du Toit (2015), management needs to implement job security strategies such as market related

salaries and performance support opportunities to increase levels of job security and stability amongst employees. Enhanced levels of employer stability are positively linked to job satisfaction and organisational commitment.

The second construct of this research study is *organisational commitment*. From the results of this study, it is evident that nurses from this healthcare institution display an overall moderate level of organisational commitment (Mean = 3.05). Given South Africa's nursing crisis, fostering higher levels of organisational commitment amongst nurses should be a priority. Organisational commitment is made up of three dimensions, namely, Affective commitment, Continuance commitment and Normative commitment.

Affective commitment refers the level of emotional attachment, involvement and identification with the organisation's goals and objectives that employees experience. Affective commitment has a moderate mean score value (Mean = 3.11). The current study illustrates that 32.8% of the nurses who participated in this study expressed that the organisation has personal meaning to them to a great extent. However, 29.9% of participants stated they would not be happy to spend the rest of their career in this organisation. This illustrates scope for improvement. Affective commitment is considered to be the most preferred form of organisational commitment for employers. The results are consistent with findings of previous studies, highlighting that affective commitment reflects emotional ties to the organisation through positive experiences. The results indicate that the level of affective commitment experienced by an employee is a predicting factor of organisational consequences and high levels of affective commitment decreases absenteeism, turnover and increases organisational citizenship behaviours (Mercurio, 2015; Nasiripour, Raeissi, Omrani, Khosravizadeh & Alirezaei, 2015; Portiollo, 2013). Consistent with a study conducted by Jayasingam and Yong (2013), affective commitment is positively associated with the obligation of development and performance support. According to Alammar, Alamrani, Alqatani and Ahmad (2016), fostering and managing affective commitment levels begins during the recruitment process, at the start of organisational entry. However, in contrast to this, studies conducted by Mguqulwa (2008) and Khan (2015) revealed that the level of affective commitment displayed by employees do not significantly correlate with their work performance level.

Continuance commitment, which is also referred to as calculative commitment is the perceived cost and risks an employee experiences should he/she leave the organisation and therefore, remains a member of the organisation despite possible dissatisfaction with the job. Continuance commitment has a moderate mean score value (Mean = 3.06). The current study reveals that 46.8% of the participants highlighted that one of the few negative consequences of leaving their organisation is scarcity of alternative options. This depicts scope for much improvement. Similarly, studies conducted by Su-Lan, Homer, Alastair, Min-Tzu, and Wen-Shiung (2018) and Wang, Indridasson and Saunders (2010) highlight that high levels of continuance commitment indicates that employees are either experiencing emotions of entrapment or ambition. The results reveal that elevated levels of continuance commitment can be attributed to employees being calculative and ambitious; therefore, the need to remain a member of the organisation is self-motivated. In contrast to this, employees who display elevated levels of continuance commitment do so because they feel bound to their organisation due to increased side-bets. However, both reasons are linked to low levels of organisational citizenship behaviour. In a study conducted by Vandenberghe, Panaccio and Ayed (2011), continuance commitment is not linked to the numerous organisational antecedents in the same manner as affective commitment. The study revealed that elevated continuance commitment levels decreased turnover intentions. Increased performance and development support from the organisation ultimately decreases levels of entrapment, thereby decreasing continuance commitment to the organisation.

The final dimension of organisational commitment is normative commitment. This dimension refers to the sense of obligation an employee feels to remain a member of the organisation. The current study reveals that the nurses of this healthcare institution experience a low level of normative commitment (Mean = 2.98). However, 38.3% of the nurses responded with, 'to a great extent' when provided with the statement 'I would not leave my organisation right now because I have a sense of obligation to the people in it'. The low mean score value of this dimension indicates scope for improvement. Given the nursing shortage South Africa currently experiences, healthcare institutions need to retain quality nursing staff. Consistent with this, studies conducted by Erdheim (2005) and Voloshin (2016) revealed that low levels of normative commitment were linked to high turnover levels. However, a study conducted by McCornick and Donohue (2016) revealed that normative commitment is positively associated with social experiences and identification with the organisation's mission and objective. In

addition, there is also a significant relationship between normative commitment and performance support.

6.2.2 The Relationship between the Dimensions of Psychological Contract and Organisational Commitment

The current study specifies that there are significant relationships which exist between the dimensions of the psychological contract and organisational commitment.

6.2.2.1 Employee and Employer Obligations of the Psychological Contract

The relationship between the sub-dimensions of employee and employer obligations were explored. The sub-dimensions of both employee and employer obligations are made up of short-term, loyalty, narrow, performance support, development, external marketability and stability obligations.

➤ Employee Short-term Obligations and Employer Obligations

The current study reveals that there is a significant and direct relationship between employee short-term obligations with employer short-term obligations. In addition, there is a significant but inverse relationship between employee short-term obligations and employer performance support obligations, employer development obligations, employer external marketability obligations and employer stability obligations respectively. Furthermore, there is no significant relationship noted between employee short-term obligations and employer loyalty obligations and employer narrow obligations respectively.

The current study reveals that there is a significant and direct relationship between employee short-term obligations and employer short-term obligations. The empirical findings are consistent with previous findings. A study conducted by Scheepers and Shurping (2011) revealed a significant and direct relationship between employee short-term obligations and employer short-term obligations, illustrating that employees who perceived that their employer intended to retain their services in the long-term, positively linked to their intention to remain within the organisation. According to Twigg and McCullough (2014), given the global shortage of healthcare workers, organisations need to not only place emphasis on recruitment and training elements, but also on retention strategies and policies as well.

With regard to employee short-term obligations and employer performance support obligations, there is a significant but inverse relationship noted. The empirical findings of this study are consistent with previous literature. According to Higgs (2011), an employee's long-term obligation to remain a member of the organisation is directly influenced by employer performance support obligations displayed by the organisation. This is consistent with the findings from a study conducted by Cho, Johanson and Guchait (2009) which revealed that the perception of performance support is effective in elevating the employee's desire to remain in the organisation in the long-term. In addition to this, Ingersoll (2001) highlighted that employees are likely to have a high employee short-term obligation if the organisation provides support to the employees in terms of helping them meet increasing performance standards.

The current study reveals that there is a significant, but inverse relationship between employee short-term obligations and employer development obligations. The empirical findings of this study are consistent with previous literature. Scott-Ladd, Travagoline, Perryer and Pick (2010) stated that there are several factors which impact on employee short-term obligations, providing development opportunities is one of the elements. According to Pierre and Tremblay (2011), enhanced levels of employer development obligations negatively correlates with low levels of employee short-term obligations. Pierre and Tremblay (2011) further highlighted that it is imperative that organisations implement initiatives to retain quality employees.

The current study reveals that there is a significant but inverse relationship between employee short-term obligations and employer external marketability obligations. This result is consistent with the findings from previous studies. A study conducted by Dziewanoska, Pearce and Zupan (2016) highlights that enhanced levels of employer external marketability obligation scores, or employee short-term obligation scores are consistent with a transactional employment relationship perspective. If employees have low levels of short-term obligations it indicates that they do not wish to remain a long time with the organisation. Therefore, enhanced levels of employer external marketability are expected, as employees place focus on the development of marketable skills in order to seek better employment opportunities.

With regard to employee short-term obligations and employer stability obligations, there is a significant but inverse relationship between both dimensions. This result is consistent with the findings of previous literature. A study conducted by Laine, Van der Heijden, Wickstrom,

Hasselhorn and Tackenberg (2009) revealed that nurses who had a high level of employee short-term obligation, indicating their lack of long-term plans to remain a part of the organisation, experienced low levels of employer stability obligations. Nurses who reported enhanced levels of employer stability appeared to have a low level of intention to leave the organisation. According to Mgiba (2015), employees will be less inclined to leave the organisation or experience job insecurity if the organisation makes them feel important, provides reassurance and stability.

The current study reveals that there is no significant relationship noted between employee short-term obligations and employer loyalty obligations. However, this result is not consistent with previous literature. A study conducted by Rothman, Diedericks, and Swart (2013) reveals that there is a positive correlation between an employee's short-term obligation and perceived loyalty from employer. Research by Bakker, Hakanen, Demerouti, and Xanthopoulou (2007) stated that employers who show concern, encourage employees and who are supportive play a crucial role in employees remaining in the organisation.

With regard to the current study, there is no significant relationship noted between employee short-term obligations and employer narrow obligations. This result is consistent with previous findings. A study conducted by Alsaqri (2014), which measured the factors that impact on an employee's intention to leave, revealed that job design, with regard to the scope of the roles and responsibilities did not significantly correlate with employee short-term obligation.

➤ **Employee Loyalty and Employer Obligations**

The current study reveals that there is a significant but inverse relationship between employee loyalty and employer short-term obligations. There are no further significant relationships noted between employee loyalty obligations and employer loyalty obligations, employer narrow obligations, employer performance support obligations, employer development obligations, employer external marketability and employer stability respectively.

The findings from the current study reveal that there is a significant but inverse relationship between employee loyalty obligations and employer short-term obligations. This result is consistent with the findings from previous literature. Scott (2016) highlighted that employee loyalty obligations is negatively correlated with employer short-term obligations. According to

Scott (2016), employers need to develop retention strategies which will positively impact on employee retention and subsequently increase employee loyalty to the organisation.

With regard to employee loyalty obligations and employer loyalty obligations, no significant relationship is noted between both sub-dimensions. This result is consistent with previous studies. Dwivedi, Kumar and Papazafelropoulou (2006) directed attention to the non-significant relationship between employee loyalty and employer loyalty obligations, highlighting that an employee's loyalty to an organisation is not always as a result of an employer's loyalty to employees, and vice versa. However, the study highlighted that an employer's loyalty to employees, by means of displaying care and concern for employees, can inspire employee loyalty.

The current study reveals that there is no significant relationship between employee loyalty obligations and employer narrow obligations. The findings of this study are not consistent with the results of the study conducted by Preko and Adjetey (2013) who illustrated a positive relationship between employee loyalty obligations and employer narrow obligations. It is recommended that employers pay attention to the level of engagement to discover the loyalty levels of employees.

With regard to the relationship between employee loyalty obligations and employer performance support obligations, no significant relationship is noted. This result is not consistent with studies conducted by Kalidass and Bahron (2015), which reported that employers who provide organisational performance support to employees increase employee loyalty levels, as well as reduced negative perceptions regarding the organisation.

The current study reveals that there is no significant relationship noted between employee loyalty obligations and employer development obligations. This result is not consistent with previous studies. A study conducted by Yao (2010) measuring human resource management policies revealed that development opportunities may affect employee loyalty. Yao (2010) stated that a decrease in development opportunities may result in employees' loss of passion for their jobs. However, if organisations develop well-designed development opportunities, allowing employees to perceive that there is room for development, this will effectively enhance the promotion of loyalty.

With regard to the relationship between employee loyalty and employer external marketability, no significant relationship is noted. This result is consistent with past studies. According to Armstrong (2006), opportunities for future employability does make the organisation appear to be attractive to candidates and creates a perspective of stability as the job for life is no longer in existence. However, the level of external marketability offered by employers does not significantly correlate with employee loyalty to the organisation (Jokobsson, 2018).

The current study reveals that there is no significant relationship between employee loyalty obligations and employer stability obligations. The empirical findings are not consistent with previous literature. The results of a study conducted by Kiruthiga and Magesh (2015) revealed that perceived job stability created by employers are significantly correlated with employee loyalty. In addition, Leung (2009) further elaborates that employees who perceive their employment relationship to be with high stability are likely to invest more in their organisation because of loyalty.

➤ **Employee Narrow Obligations and Employer Obligations**

The current study reveals that there is a significant and direct relationship between employee narrow obligations and employer short-term obligations. However, there are no further significant relationships noted between employee narrow obligations with employer loyalty obligations, employer narrow obligations, employer performance support obligations, employer development obligations, employer external marketability obligations and employer stability obligations respectively.

With regard to the relationship between employee narrow obligations and employer short-term obligations, a significant and direct relationship is noted. The empirical findings of this study are consistent with previous findings. A study conducted by Karwirwa (2015), which was designed to measure the influence of employee narrow obligations on employer short-term obligations, highlighted that enhanced levels of employee narrow obligations positively correlates with employer short-term obligations.

The current study reveals that there is no significant relationship noted between employee narrow obligations and employer loyalty obligations. The empirical findings of this study are not consistent with the findings of Ludviga and Kalvina (2016) which highlighted a significant

and positive correlation between employee narrow obligations and employer loyalty obligations. It is apparent that the dimension of employer loyalty is not as explored as employee loyalty. However, this study indicates that perceived employer loyalty has an effect on the scope of the roles and responsibilities an employee would be willing to engage in.

With regard to the relationship between employee narrow obligations and employer narrow obligations, no significant relationship is noted. This is not consistent with previous literature. According to Vance (2006), there is a link between employee narrow obligations and employer narrow obligations. Vance (2006, p. 9) highlights that employers “naturally want to encourage workers to perform prescribed and voluntary activities, whilst avoiding proscribed ones”.

The current study reveals that there is no significant relationship between employee narrow obligations and employer performance support obligations. This result is not consistent with previous literature. A study conducted by Solnet and Kralij (2011) revealed that there is a strong influence of employer performance support obligations on employee narrow obligations. According to Rhodes, Eisenberger and Armeli (2001), employees who have enhanced feelings of organisational support exert extra efforts to go beyond the call of duty.

With regard to the relationship between employee narrow obligations and employer development obligations, there is no significant relationship noted. This result is not consistent with previous literature. A study conducted by Manuel (2014) revealed a significantly positive relationship between employee narrow obligations and employer development obligations. The results suggest that development opportunities allow employees to feel as though they have meaningful roles to play, which therefore leads to enhanced levels of employee narrow obligations (that is, going beyond the call of duty).

The current study reveals that there is no significant relationship between employee narrow obligations and employer external marketability. The empirical findings are consistent with previous literature. According to Jakobsson (2018), whilst high levels of employee narrow obligations does increase pro-activity, profitability and employee commitment, there is no significant relationship noted between employee narrow obligations and employer external marketability.

With regard to the current study, there is no significant relationship noted between employee narrow obligations and employer stability obligations. The empirical findings of this study are inconsistent with previous studies. A study conducted by Bosman, Rothman and Buitendach (2005) revealed that perceived job instability positively correlated with employee narrow obligations. This suggests that a low level of perceived employer job stability obligations is likely to result in a low level of employee narrow obligations.

➤ **Employee Performance Support and Employer Obligations**

The current study reveals that there is a significant relationship between employee performance support and employer loyalty obligations, employer performance support obligations, employer development obligations and employer external marketability obligations respectively. In addition, there is no significant relationships noted between employee performance support obligations and employer short-term obligations, employer narrow obligations and employer stability obligations respectively.

With regard to the relationship between employee performance support obligations and employer loyalty obligations, a significant and direct relationship is noted. The empirical findings of this study are consistent with previous studies. Perceived employer loyalty obligations are interpreted as concern for the welfare of employees. According to Arefin, Raqui and Ari (2015), employer loyalty obligations encourages employees to display higher levels of performance support behaviours. This results in employees exhibiting attitudes of acceptance for increasingly demanding performance standards within the industry.

The current study reveals that there is no significant relationship between employee performance support and employer performance support. These results are consistent with a study conducted by Krishnan and Mary (2012) which highlights that perceived employer performance support is positively correlated with employee performance support. This suggests employers who assist their employees to meet performance demands, increase employees' in-role and extra-role performance, as well as inspire employees to meet increasingly high-performance demands of the industry.

With regard to the relationship between employee performance support and employer development obligations, there is a significant and direct relationship. This result is consistent

with previous literature. A study conducted by Niazi (2011) reveals that increased employer development obligations positively increases employee performance support obligations. According to Jackson (2002), perceived development opportunities positively impacts on the quality of work carried out, encouraging employees to accept and adjust to evolving performance standards.

The current study reveals that there is a significant relationship between employee performance support obligations and employer external marketability obligations. The empirical findings of this study are consistent with that of Rousseau and Wade-Benzoni (1995), which highlights a significant relationship between employee performance support obligations and employer external marketability obligations. This suggests that an employee's acceptance of increasingly high-performance demands in job assignments enhances external marketability and increases potential job opportunities outside the organisation.

With regard to the relationship between employee performance support obligations and employer short-term obligations, no significant relationship is noted. This result is consistent with previous literature. A study conducted by Salim (2013) reveals that there is an inverse correlation between employee performance support obligations and employer short-term obligations. This suggests that employees are inclined to accept performance demands standards if they perceive that their employers make long-term commitments to retain them in the future.

The current study reveals that there is no significant relationship noted between employee performance support obligations and employer narrow obligations. The empirical findings of this study are consistent with previous studies conducted by Johari and Yahya (2016) and Van Rensburg, Boonzaier and Boonzaier (2013) which highlight that the level of acceptance of performance demands an employee displays does not correlate with the level of involvement an employer expects of an employee.

With regard to the relationship between employee performance support obligations and employer stability obligations, no significant relationship is noted. This result is not consistent with previous findings. A study conducted by Schalkwyk, Du Toit, Botha and Rothman (2010) reveal a significant and direct correlation between employee performance support and

employer stability performance obligations. According to Sparks, Faragher and Cooper (2001), a lack of perceived job stability can result in unfavourable outcomes for the organisation. Employees who believe their employer offers them no long-term commitment are inclined to not accept or meet increasingly challenging performance demands and industry standards.

➤ **Employee Development Obligations and Employer Obligations**

The current study reveals that there is a significant and direct relationship between employer development obligations and employer narrow obligations. However, no further significant relationships are noted between employee development obligations and employer short-term obligations, employer loyalty obligations, employer performance support obligations, employer development obligations, employer external marketability obligations and employer stability obligations respectively.

With regard to the relationship between employee development obligations and employer narrow obligations, a significant and direct relationship is noted. The empirical findings of this study are consistent with previous literature. According to Koshkinen (2015), there is a significant and direct relationship between employee development obligations and employer narrow obligations, highlighting that employees actively engage and contribute when they perceive that they are valued and given opportunities to contribute towards decision-making. Employees increasingly seek development opportunities when employers encourage employee engagement and involvement in the organisation.

The current study reveals that there is a no significant relationship between employee development obligations and employer short-term obligations. The empirical findings of this study are consistent with previous findings. According to a study conducted by Gharib, Kahwaji and Elrasheed (2017), employer short-term obligations have no significant impact on employee development obligations. This suggests that the level of commitment an employer makes to an employee to retain them for future services, does not influence the level of development opportunities an employee seeks.

With regard to the relationship between employee development obligations and employer loyalty obligations, no significant relationship is noted. The empirical findings of this study are not consistent with previous studies. According to Yao (2010), an employee's perception of

employer loyalty directly influences efforts exerted to make themselves more valuable to the organisation.

The current study reveals that there is no significant relationship between employee development obligations and employer performance support obligations. The empirical findings of this study are not consistent with previous literature. According to Tansky and Cohen (2001), perceived employer performance support results in employees seeking development opportunities within the organisation.

With regard to the relationship between employee development obligations and employer development obligations, no significant relationship is noted. This result is consistent with previous literature. A study conducted by Jehanzeb and Bashir (2013) highlights that whilst each dimension (employee and employer development) is important in its own aspect, there is no significant correlation between both dimensions. This suggests that if an employer provides a great deal of opportunities for development and advancement, it does not automatically equate to an employee seeking opportunities to advance or increase their value to the organisation.

The current study reveals that there is no significant relationship noted between employee development obligations and employer external marketability obligations. The empirical findings of this study are consistent with the study conducted by Nelissen, Forrier and Verbruggen (2017) which highlighted that there is no link between the level of employee development obligation that an employee seeks and the level of employer external marketability that organisations display.

With regard to the relationship between employee development obligations and employer stability obligations, there is no significant relationship noted. The results of this study are consistent with previous studies. According to a study carried out by Shelton (2001), there is no link between employee development obligations and employer stability obligations. However, employees should recognise that job stability is a factor which no longer can be taken for granted, and as a result realise that they need to utilise development opportunities to the fullest to increase their value to the organisation (Shelton, 2001).

➤ **Employee External Marketability and Employer Obligations**

The current study reveals that there is a significant and direct relationship between employee external marketability obligations and employer short-term obligations. In addition, there is a significant but inverse relationship between employee external marketability and employer development obligations, employer external marketability obligations and employer stability obligations respectively. Furthermore, there are no significant relationships noted between employee external marketability and employer loyalty obligations, employer narrow obligations and employer performance support obligations respectively.

With regard to the relationship between employee external marketability and employer short-term obligations, the current study reveals a significant relationship between both sub-dimensions. The empirical findings of this study are consistent with previous literature. A study conducted by De Cuyper, Baillien and Witte (2009) revealed a direct correlation between employee external marketability obligations and employer short-term obligations. This suggests that employees who exhibit behaviours which suggests the prospect of employability outside the organisation would likely perceive a low level of employer short-term obligation, indicating a low level of long-term commitment from the organisation.

The current study reveals that there is a significant but inverse relationship between employee external marketability and employer development obligations. This result is consistent with the findings from studies conducted by Saeed and Shabir (2011) and Benson, Finegold and Mohram (2004). This suggests that enhanced levels of employer development obligations results in low levels of employee external marketability obligations displayed.

With regard to the relationship between employee external marketability and employer external marketability, there is a significant but inverse correlation. This result is consistent with previous literature. According to Tamkin and Hillage (1999), external marketability has replaced job security. Employees seek opportunities to advance their skill set and increase their future employability. Together with this, employers realise that job security is a phenomenon which can no longer be offered. This encourages organisations to provide opportunities to allow employees to take on assignments which increase their skill set. Therefore, when employees perceive an enhanced level of external marketability, there will be a decrease in employee external marketability, as employees will utilise opportunities provided by the

organisation rather than be inclined to build contacts outside the organisation to increase their career potential.

The current study reveals that there is a significant but inverse relationship between employee external marketability obligations and employer stability obligations. This result is consistent with previous findings. According to studies conducted by Symington (2012) and Clarke (2008), the labour market has evolved from the promise of life-long employment and as already discussed, job stability can no longer be guaranteed. Employees are required to seek alternative means of managing their career and future employment. The study reveals that if enhanced levels of job stability is provided by employers, employees will be less inclined to seek job assignments or build contacts outside the organisations to enhance future employability.

With regard to the relationship between employee external marketability and employer loyalty obligations, no significant relationship is noted. This result is not consistent with previous studies conducted by Benson (2006), De Cuyper and De Witte (2008) and Van Der Vaart, Linde, De Beer and Cockeran (2015). Studies reveal that a lack of loyalty and concern shown by the employer is likely to increase feelings of insecurity amongst employees. Consequently, this may result in employees feeling like they have to take control of their career development, making themselves more employable.

The current study reveals that there is no significant relationship noted between employee external employability and employer narrow obligations. The empirical findings of this study are consistent with the findings of Scheepers and Shurping (2011) which highlights that there is no significant correlation between employee external marketability and employer narrow obligations. This suggests that the level at which an employee is actively trying to increase his/her future employability opportunities does not affect the level of involvement an employer expects.

With regard to the relationship between employee external marketability obligations and employer performance support obligations, no significant relationship is noted. This result is not consistent with previous literature. According to a study conducted by Jenneskens (2017), enhanced levels of employer performance support obligations cushions the adverse effects of employee external marketability (that is, intention to leave the organisation). Increased levels

of employer performance support obligations can decrease employees' desire to move from the organisation.

➤ **Employee Stability Obligations and Employer Obligations**

The current study reveals that there are significant and direct relationships between employee stability obligations and employer loyalty obligations, employer narrow obligations, employer performance support obligations, employer development obligations and employer external marketability respectively. However, there are no significant relationships noted between employee stability obligations and employer short-term obligations and employer stability obligations respectively.

With regard to the relationship between employee stability obligations and employer loyalty obligations, there is a significant and direct relationship noted. This result is consistent with previous studies. A study conducted by Alzayed and Murshid (2017) highlighted that employees who perceived a higher level of employer loyalty displayed a correspondingly high level of employee stability. This suggests that employees' intention to remain in the organisation is influenced by feelings of value and concern from employers, as well as the need to feel that their employers make decisions for them with their best interest in mind.

The current study reveals that there is a significant relationship between employee stability obligations and employer narrow obligations. This result is consistent with previous literature. A study conducted by Cole (2014) reveals that there is a significant and direct relationship between employee stability obligations and employer narrow obligations. This suggests that employers who encourage employee involvement and engagement in the organisation, is likely to result in enhanced levels of employee stability obligations.

With regard to the current study, there is a significant relationship between employee stability obligations and employer performance support obligations. The empirical findings of this study are consistent with previous findings. According to the study conducted by Henriques (2015) the perceived level of performance support received from the organisation influences the level of employee stability experienced. According to Firth, Mellor, Moore and Loquet (2004), employer performance support obligations is an antecedent of employee stability obligations.

The current study reveals that there is a significant and direct relationship between employee stability obligations and employer development obligations. The findings of this study are consistent with previous literature. A study conducted by Saeed and Shabir (2011) reveals a significant and direct relationship between both dimensions. This suggests that enhanced levels of development and growth opportunities results in enhanced levels of employee stability obligations.

With regard to the relationship between the dimensions of employee stability obligations and employer external marketability obligations, there is a significant and direct relationship which exists. The empirical findings of the current study are consistent with previous studies. According to Saeed and Shabir (2011) and Sieban (2007), providing development and skills enhancing opportunities increases the market value and prospects of employees, providing them with alternate job opportunities.

The current study reveals that there is no significant relationship between employee stability obligations and employer stability obligations and employer short-term obligations respectively. These empirical findings are consistent with the studies conducted by Rousseau (1989) and Propp (2004). These studies reveal that there is no significant association between employee stability obligations and employer stability obligations, or employer short-term obligations. With regard to employee stability and employer stability obligations, this suggests that the level of stability exhibited by an employee does not impact on the level of job security or steady employment that an organisation provides. In addition, employee stability obligations do not correlate with employer short-term obligations, as this refers to the level of retention strategies implemented in an organisation.

6.2.2.2 Employee Obligations and Organisational Commitment

The relationship between the dimensions of employee obligations and organisational commitment (affective, normative and continuance) were explored.

➤ Employee Obligations and Affective Commitment

The current study reveals that there is a significant relationship between affective commitment and employee loyalty obligations, employee performance support obligations and employee stability obligations respectively. In addition, there are no significant relationships noted

between affective commitment and employee short-term obligations, employee narrow obligations, employee development obligations and employee external marketability obligations respectively.

- **Employee Loyalty Obligations and Affective Commitment**

The current study reveals that there is a significant and direct relationship between employee loyalty obligations and affective commitment. This result is consistent with previous findings. Commitment is conceptualised as a logical antecedent of employee loyalty (Fullerton, 2003; Morgan & Hunt, 2004). A study conducted by Marshall (2010) highlighted that there is a significantly positive relationship between affective commitment and loyalty. The emotional attachment that affective commitment entails, translates into strong attitudinal loyalty.

- **Employee Performance Support Obligations and Affective Commitment**

The current study reveals a significant and direct relationship between employee performance support obligations and affective commitment. The result is consistent with previous literature. According to a study conducted by Bilgin and Demirer (2012), whose results were parallel with existing literature, employee performance support obligations has positive effects on affective commitment. Fostering performance support initiatives would increase affective commitment levels.

- **Employee Stability Obligations and Affective Commitment**

The current study reveals a significant and direct relationship between stability and affective commitment. The result is consistent with previous findings. A study conducted by Alniacik, Alniacik, Erat and Ackin (2013) confirms this positive relationship between employee stability obligations and affective commitment. Enhanced levels of job stability and intention to stay with the organisation is linked to affective commitment.

- **Employee Short-term Obligations and Affective Commitment**

The current study reveals that there is no significant relationship noted between employee short-term obligations and affective commitment. However, this result is not consistent with previous studies. A study conducted by Yasmin and Marzuki (2015) highlighted that there is a significant but inverse relationship which exists between employee short-term and affective commitment. In addition to this, Perryer, Jordan, Firms, and Travagolione (2010) explored the

manner in which the dimensions of organisational commitment (affective, continuance and normative) affected intention to leave the organisation. The results revealed that affective commitment negatively correlated with employee short-term obligations and affective commitment was the best predictor of turnover intentions. Therefore, low levels of employee short-term obligations are likely to result in high levels of affective commitment.

- **Employee Narrow Obligations and Affective Commitment**

The current study reveals that there is no significant relationship noted between employee narrow obligations and affective commitment. However, this result is not consistent with previous literature. Coetzee and Schreuder (2010) states that an employee willingly working beyond the call of duty is an attribute of an emotional attachment to the organisation. Extra role behaviours are likely to be deemed as a normal part of one's job.

- **Employee Development Obligations and Affective Commitment**

With regard to the current study, there is no significant relationship noted between employee development obligation and affective commitment. However, this result is not consistent with previous literature. Studies by Tanksy and Cohen (2001) and Bashir and Long (2015) highlight that employees who are inclined to seek development opportunities exhibit a higher level of affective commitment. In addition, studies conducted by Ahmad and Baker (2003) and Benson (2006) depict a positively significant relationship between employee development and affective commitment, as well as diminished turnover rates.

- **Employee External Marketability and Affective Commitment**

The current study reveals that there is no significant relationship between external marketability and affective commitment. However, this result is not consistent with previous findings. A study conducted by Espanda and Chambel (2013) highlighted that the promotion of external marketability positively resulted in enhanced levels of external marketability. According to the social theory and norm of reciprocity law, employees who perceive that the opportunities and job assignments received from the organisation which promote future employability, are inclined to feel obligated to reciprocate with positive work behaviours and greater emotional attachment.

➤ **Employee Obligations and Continuance Commitment**

The current study reveals that there are significant relationships between continuance commitment and employee loyalty obligations, employee performance and support obligations and employee stability obligations respectively. In addition, there are significant but inverse relationships between continuance commitment and employee short-term obligations and employee external marketability obligations respectively. Furthermore, there is no significant relationship noted between continuance commitment and employee narrow obligations.

• **Employee Loyalty Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employee loyalty and continuance commitment. This result is consistent with the findings of a study conducted by Bloemer, Odenkerken-Schroder and Martens (2018), which revealed that whilst continuance commitment is an obligation-based form of organisational commitment, employees can still display loyalty behaviour whilst being a part of the organisation.

• **Employee Performance Support Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employee performance support obligations and continuance commitment. This result is not consistent with previous findings. According to Aube, Rousseau and Morin (2007), continuance commitment is negatively correlated with employee performance support. Aube *et al.* (2007) further highlighted that literature suggests that employees who are bound to the organisation on the basis of continuance commitment stay in their jobs because they feel they have invested their time and energy in the organisation, and it would be lost if they left the organisation. Continuance commitment is negatively correlated with performance support as opposed to affective or normative commitment.

• **Employee Stability Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employee stability and continuance commitment. This result is not consistent with previous literature. According to Luchak and Gellatly (2007), there is a significant but inverse relationship between employee stability and continuance commitment, highlighting that as continuance commitment increases, the intention to leave the organisation decreases. However, this is not a linear relationship as lack of progress appears past moderate levels of continuance commitment.

- **Employee Short-term and Continuance Commitment**

The current study reveals that there is a significant but inverse relationship between employee short-term obligations and continuance commitment. A study conducted by Basak, Ekmekci, Bayram and Bas (2013) revealed that there is an insignificant relationship between both variables, as opposed to the significant, but inverse relationship noted between affective commitment and normative commitment.

- **Employee External Marketability Obligations and Continuance Commitment**

The current study reveals that there is a significant but inverse relationship between employee external marketability and continuance commitment. This result is consistent with previous findings. A study conducted by Kayal, Bernston, Baraldi, Naswell and Sverke (2010) revealed a significant, but negative relationship between employee external marketability and continuance commitment, which is a result of a lack of alternatives or the costs associated with leaving the organisation. Meyer and Herscovitch (2001) highlighted that people with high levels of employee external marketability remain in the organisation willingly, rather than feeling trapped due to a lack of alternatives.

- **Employee Narrow Obligations and Continuance Commitment**

The current study reveals that there is no significant relationship between employee narrow obligations and continuance commitment. This result is consistent with previous studies. According to Mukanzi and Senaji (2017), there is no correlation between the scope of employee duties and continuance commitment. Continuance commitment is calculative in nature and is a result of a lack of options at times; therefore, the roles and responsibilities carried out by an employee does not affect the level of continuance commitment displayed.

- **Employee Obligations and Continuance Commitment**

The current study reveals that there are significant relationships between continuance commitment and employee loyalty obligations, employee performance support obligations, employee development obligations and employee stability obligations respectively. In addition, there are significant but inverse relationships between continuance commitment and employee short-term obligations and employee external marketability respectively. Furthermore, there is no significant relationship noted between employee narrow obligations and continuance commitment.

- **Employee Loyalty Obligations and Normative Commitment**

The current study reveals that there is a significant relationship between employee loyalty and normative commitment. This is consistent with the findings of Chen, Tsui and Farh (2002). Normative commitment refers to an employee's desire to stay with the organisation based on a sense of duty, loyalty or obligation. An amalgamation of individual and organisational expectancy, normative commitment is a dimension of organisational commitment that develops innately (Celebi & Karumaz, 2016).

- **Employee Performance Support Obligations and Normative Commitment**

The current study reveals that there is a significant relationship between employee performance support obligations and normative commitment. According to Ucar and Otken (2010), employees who respond positively to performance requirements have a higher level of normative commitment. According to Meyer et al., (2002), the greater the extent to which employees perceive that the organisation is giving them support, the more they feel a moral obligation to keep working for that organisation. Since they perceive they are supported and valued by the organisation, they are likely to believe that it is immoral to leave the organisation.

- **Employee Development Obligations and Normative Commitment**

The current study reveals that there is a significant relationship between employee development obligations and normative commitment. This result is consistent with the findings by Dias and Silva (2016). The findings illustrate that the perceived access to training, supervisory support for training and development opportunities and personal development were positively related to normative components of organisation commitment.

- **Employee Stability Obligations and Normative Commitment**

The current study reveals that there is a significant relationship between employee stability obligations and normative commitment. This result is consistent with previous literature. A study conducted by Sow, Anthony and Berete (2016) revealed a positive and significant relationship between employee stability obligations and normative commitment. The greater the intention to remain a part of the organisation, the greater the normative commitment level. Sow *et al.* (2016) recommended that organisation leaders should try to establish a moral link between the organisation and employees to increase normative commitment levels.

- **Employee Short-term Obligations and Normative Commitment**

The current study reveals that there is a significant but inverse relationship between employee short-term obligations and normative commitment. This result is consistent with previous literature. Liu, Loi and Ngo (2018) highlight that normative commitment is negatively correlated with employee short-term obligations. Consistent with this are the findings of Luz, Paula and De Oliveria (2018) which highlighted a negative correlation, emphasising that normative commitment is an obligation to remain with the organisation due to identification with the organisation's goals and objectives out of morality. Therefore, with enhanced levels of normative commitment, employee short-term obligations will be low.

- **Employee External Marketability and Normative Commitment**

The current study reveals a significant but inverse relationship between employee external marketability and normative commitment. This result is consistent with Kayal *et al.* (2010). The dimension of normative commitment is based on identification with the organisation. Enhanced levels of employee external marketability (employees seeking opportunities to build skills which enhance their employability) is negatively correlated with normative commitment.

- **Employee Narrow Obligations and Normative Commitment**

The current study reveals that there is no significant relationship noted between employee narrow obligations and normative commitment. This result is consistent with Selmat, Nordin and Adrian (2013) which revealed that employees who display high levels of normative commitment do so because of obligation or morality associated with the organisation, their job or supervisor. However, the manner in which employees outline their job or the number of responsibilities attached to a position does not influence normative commitment levels displayed.

6.2.2.3 Employer Obligations and Organisational Commitment

The relationship between employer obligations and the dimensions of organisational commitment (affective, continuance and normative) were explored.

- **Employer Obligations and Affective Commitment**

The current study reveals that there is a significant and direct relationship between employer loyalty obligations, narrow obligations, performance support obligations, development obligations, external marketability obligations and affective commitment respectively. In

addition to this, there is a significant but inverse relationship exists between stability and affective commitment. Furthermore, there is a no significant relationship noted between short-term obligations and affective commitment.

- **Employer Loyalty Obligations and Affective Commitment**

In the current study, a significant and direct relationship was noted between employer loyalty obligations and affective commitment. A study conducted by Hoor (2014) highlighted that the employer is yet to be explored and studied as in-depth as employee loyalty. However, the study highlighted that employer loyalty, showing concern for employee's well-being and overall interest was positively related with several positive outcomes, including an increase in affective organisational commitment.

- **Employer Narrow Obligations and Affective Commitment**

In the current study, a significant and direct relationship was noted between employer narrow obligations and affective commitment. With regard to the relationship between narrow obligations and affective commitment, a study conducted by Coetzee (2005) revealed a positive relationship between both dimensions. According to Morrison (1994), the determining factor of how broadly nurses define their jobs is linked to affective commitment. Elevated levels of affective commitment suggest that the employee observes the employment relationship as being a relational trade. The employee classifies his/her job responsibilities in a wide-ranging manner, signifying high perceived job-breath. This suggests that commitment alters via the manner in which employees define their job roles.

- **Employer Performance Support and Affective Commitment**

In this study, a significant relationship exists between performance support and affective commitment, which is consistent with the findings of Krishnan and Mary (2012). The findings of the study highlighted that perceived performance support increased employee's emotional attachment in order to reach the organisation's goals and objectives. Together with this, the expectation that the improved performance would be positively rewarded increased as well. The findings illustrated enhanced behavioural outcomes as a result of increased levels of performance support obligations in terms of in-role and extra-role performance. Together with this, a decrease in stress and withdrawal workplace behaviours such as absenteeism and turnover rates have been noted.

- **Employer Development Obligations and Affective Commitment**

With regards to the relationship between employer development obligations and affective commitment, the results of the current study are consistent with previous findings. A study conducted by Mercurio (2015) revealed a positive relationship between both dimensions. The study went on further to emphasise that organisations today need to focus on building commitment in terms of training and development strategies. According to Wright and Kehoe (2007), these are called high commitment human resource practices which develop affective commitment specifically.

- **Employer External Marketability and Affective Commitment**

The significant relationship which exists between external marketability and affective commitment is consistent with the findings of a study conducted by Bowen, Johanson and Chaudhuri (2008). The study highlighted opportunities which enhance employee's abilities which play an increasingly important role in the commitment levels of employees. Research illustrates that an investment in employees leads to enhanced levels of employee affective commitment, as well as enhanced levels of organisational citizenship behaviours.

- **Employer Stability Obligations and Affective Commitment**

With regard to the relationship between employer stability obligations and affective commitment, the results of the current study are not consistent with previous literature. According to Barbosa (2009), there is a significant and direct relationship between employer stability obligations and affective commitment, indicating that more job security provided by the employer increases the level of affective commitment experienced by the employee.

- **Employer Short-term Obligations and Affective Commitment**

There is no significant relationship noted between employer short-term obligations and affective commitment. This is consistent with previous findings. When employees perceive a low level of employer short-term obligations, with no retention strategies in place, it results in employees displaying no emotional attachment to the organisation (Miller et al., 2002; Samad, 2006; Satardien, 2014).

- **Employer Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employer performance support, development obligations, external marketability obligations, stability obligations and continuance commitment respectively. In addition, there is a significant but inverse relationship between employer short-term obligations and continuance commitment. Furthermore, no significant relationship is noted between employer loyalty obligations, employer narrow obligations and continuance commitment respectively.

- **Employer Performance Support and Continuance Commitment**

The current study reveals that there is a significant relationship between employer performance support and continuance commitment; however, these results are not consistent with previous studies. A study conducted by Aube *et al.* (2007) revealed that performance support was positively and significantly correlated with affective and normative commitment. There was no significant relationship noted between employer performance support obligations and continuance commitment, as this dimension of commitment is calculative and is usually attributed to a lack of alternative options – increasing employer performance support would not significantly impact on the level of continuance commitment displayed.

- **Employer Development Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employer development obligations and continuance commitment. However, this result is not consistent with previous findings. A study conducted by Dockel, Basson and Coetzee (2006) found that variables such as compensation, development opportunities and support from supervisors was poorly and non-significantly correlated with continuance commitment. This is confirmed by a study conducted by Pare, Tremblay and Lalonde (2001) that highlighted that development opportunities had no effect on the level of continuance commitment displayed.

- **Employer External Marketability Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between employer external marketability obligations and continuance commitment. These findings are consistent with the results of previous studies. According to Mirvis and Hall (1996), Rousseau (1989) and Rousseau and Wade-Benzoni (1995), there is a significantly positive relationship between employer external marketability obligations and the level of continuance commitment

displayed. Employees who utilise relational contracts exchange performance for marketability and future employability and opportunities.

- **Employer Stability Obligations and Continuance Commitment**

The current study reveals that there is a significant relationship between the dimensions of employer stability obligations and continuance commitment. The findings are consistent with previous studies and literature. A study conducted by Dockel *et al.* (2006) highlighted that employees with a high level of continuance commitment stay with the organisation because they believe they have to, as there are costs associated with leaving. Pare *et al.* (2001) suggested that perceived level of job stability and long tenure has often been utilised as a substitute for side-bets and the overall postulation is that employees gather more years with an organisation so that they obtain larger investments.

- **Employer Short-term Obligations and Continuance Commitment**

The current study reveals that there is a significant but inverse relationship between employer short-term obligations and continuance commitment. The findings are consistent with previous studies. Employees who perceive there to be low levels of employer short-term obligations inversely correlates with a high level of continuance commitment displayed. Studies conducted by Park, Christie and Sype (2014) and Yasmin and Marzuki (2015) revealed that employer short-term obligations are negatively correlated with continuance commitment. This is attributed to continuance commitment being the dimension of commitment which is associated with the cost associated with leaving the organisation.

- **Employer Loyalty and Narrow Obligations and Continuance Commitment**

The current study reveals that there is no significant relationship noted between employer loyalty obligations, narrow obligations and continuance commitment respectively. A study conducted by Coetzee and Botha (2012) revealed that a display of positive work behaviours such as loyalty, fulfilling tasks and responsibilities which are beyond what was stipulated during the hiring process, are work behaviours which are associated with affective and normative commitment and not continuance commitment.

➤ **Employer Obligations and Normative Commitment**

The current study reveals that there is a significant and direct relationship between employer loyalty obligations, narrow obligations, performance support obligations, development obligations, external marketability obligations and normative commitment respectively. In addition, there is a significant but inverse relationship between employer short-term obligations and normative commitment. Furthermore, there is a significant but inverse relationship between employer short-term obligations and normative commitment. Furthermore, there is no significant relationship noted between employer stability obligations and normative commitment.

• **Employer Loyalty Obligations and Normative Commitment**

The current study reveals that there is a significant and direct relationship between employer loyalty obligations and normative commitment. This result is consistent with previous studies. In a study conducted by Iqbal, Tufail and Lodhi (2015) normative commitment levels were higher in employees who perceived that their employers were displaying loyalty, concern and commitment to them.

• **Employer Narrow Obligations and Normative Commitment**

The current study reveals that there is a significant and direct relationship between employer narrow obligations and normative commitment. This result is consistent with a study conducted by Vandenberghe, Mignonac and Manville (2014) which highlighted the link between duties, roles and responsibilities with normative commitment. When employees feel obligated to remain in the organisation due to the significance of the tasks and duties they carry out, normative commitment levels are considered to be high. Employees who display normative commitment to the organisation is influenced by the 'within-person' context and is externally driven based on a number of workplace environment components such as the nature of employer narrow obligations.

• **Employer Performance Support Obligations and Normative Commitment**

The current study reveals that there is a significant and direct relationship between employer performance support and normative commitment. This result is consistent with previous studies. Perceived performance support from the organisation is positively associated with normative commitment (Aube *et al.*, 2007; Colakoglu, Culha & Atay, 2010; LaMastro, 2008).

This study reveals that employees experience a greater sense of obligation to remain with the organisation if they perceive the organisation as a support structure.

- **Employer Development Obligations and Normative Commitment**

With regard to the relationship between employer development obligations and normative commitment, the current study reveals that there is a significant and direct relationship between both dimensions. A study conducted by Bashir and Long (2015) revealed that there is a significant and positive relationship between employer development obligations and normative commitment. The study revealed that promotional and training opportunities enhanced loyalty and normative commitment levels amongst staff.

- **Employer External Marketability and Normative Commitment**

The current study reveals that there is a significant and direct relationship between external marketability and normative commitment. According to Jex and Britt (2014), employees who perceive that their employer assigns roles or provides opportunities which enhance their future employability, have increased normative commitment levels.

- **Employer Short-term Obligations and Normative Commitment**

The current study reveals that there is a significant but inverse relationship between employer short-term obligations and normative commitment. The results of the current study are consistent with previous literature. A study conducted by Guler (2015) revealed a significant but inverse relationship between both variables. The analysis of the study concluded that normative commitment serves as an accurate predictor of short-term obligations. The greater the levels of employer short-term obligations (employers who only offer short-term employment and make no commitment to retain employees), the lower the levels of normative commitment displayed by the employee.

- **Employer Stability Obligations and Normative Commitment**

With regard to the relationship between employer stability and normative commitment, there is no significant relationship noted. However, this result is not consistent with previous literature. A study conducted by Fadei, Barzanden and Eshraghi (2015) revealed that employees' perception of fulfilment of employer stability obligations resulted in increased levels of normative commitment. This is consistent with previous literature, which highlights

that normative commitment is to remain in the organisation due to obligation or identification with the organisation's goals and overall vision.

6.2.2.4 Psychological Contract Transitions and Employee and Employer Obligations

The relationship between the dimensions of psychological contract transitions and employee and employer obligations were explored.

➤ Psychological Contract Transitions and Employee Obligations

The current study reveals that there is a significant relationship between uncertainty in the employment relationship, erosion of the employment relationship and employee obligations respectively. However, there is no significant relationship noted between the dimensions of no trust in the employment relationship and employee obligations. The results are consistent with previous studies. According to the findings of a study conducted by Botha and Moalusi (2010), a significant relationship is noted between uncertainty in the employment relationship and employee obligations, depicting that the fulfilment of the employee obligations leads to less conflict and decreased uncertainty in the employment relationship. A study conducted by O'Donohue (2007) revealed that the fulfilment of employee obligations decreased the level of erosion of employment relationship and led to several other positive behavioural outcomes. In addition, in the current study, there is no link noted between no trust in the employment relationship and employee obligations. Consistent with previous literature, Brown, Gray, McHardy and Taylor (2015) highlighted that the level of trust an employee experiences within the employment relationship is influenced by the measures fulfilled by the employer.

➤ Psychological Contract Transitions and Employer Obligations

The current study reveals that there is a significant but inverse relationship noted between the dimensions of psychological contract transitions: no trust in the employment relationship, uncertainty in the employment relationship, erosion of the employment relationship and employer obligations respectively. The results of the current study are consistent with previous findings. A study conducted by Dulac, Coyle-Shapiro, Henderson and Wanyé (2008) revealed a significant relationship between psychological contract transitions and employer obligations. The findings depicted that when employees fulfilled their promises and obligations, this decreased the level of transitional psychological contract.

6.2.2.5 Psychological Contract Fulfilment and Employee and Employer Obligations

The relationship between psychological contract fulfilment and employee and employer obligations was explored. The current study revealed that there is no significant relationship noted between employee obligations, employer obligations and psychological contract fulfilment respectively. These results are not consistent with previous studies. A study conducted by Steyn (2009) revealed that psychological contract fulfilment is significantly correlated with the fulfilment of employee and employer obligations. Unfulfilled obligations led to the deterioration of the psychological contract and hence, a lack of fulfilment of the psychological contract.

6.2.2.6 Psychological Contract Transitions and Psychological Contract Fulfilment

The relationship between psychological contract transitions and psychological contract fulfilment was explored to reveal the following findings, which is then compared and contrasted with previous studies within the field.

➤ Employee Fulfilment and Psychological Contract Transitions

The current study reveals that there is a significant and direct relationship between employee fulfilment of the psychological contract and erosion of the employment relationship. Furthermore, there is a significant but inverse relationship between employee fulfilment of the psychological contract and uncertainty in the employment relationship. There is no significant relationship noted between employee fulfilment of the psychological contract and no trust in the employment relationship. The results from the current study is consistent with previous findings, highlighting the effects of psychological contract transitions on employee fulfilment of the psychological contract. Employees who experienced high levels of psychological contract transitions are not inclined to fulfil their aspect of the psychological contract. As discussed, the fulfilment of the psychological contract is linked to attitudinal outcomes within the organisation (Coyle-Shapiro & Kessler, 2000; Dahlke, 2017).

➤ Employer Fulfilment and Psychological Contract Transitions

The current study reveals that there are significant but inverse relationships between employer fulfilment of the psychological contract, no trust in the employment relationship and erosion of the employment relationship respectively. Furthermore, there is an inverse but non-significant relationship between employer fulfilment of the psychological contract and

uncertainty in the employment relationship. The relationship between employer fulfilment of the psychological contract and psychological contract transitions is consistent with previous studies. An increase in psychological contract transitions (no trust, uncertainty and erosion) leads to a decrease of employee's perception of their employer's fulfilment of the psychological contract (Gakovic & Tetrick, 2003; Rodwell, Ellershaw & Flower, 2015).

6.2.2.7 Psychological Contract Transitions and Organisational Commitment

The relationship between the psychological contract transitions and dimensions of organisational commitment was explored to reveal the following findings which are compared with the findings of researchers in the field.

➤ No Trust in the Employment Relationship and Organisational Commitment

The current study reveals that there is a significant but inverse relationship between the dimension of no trust in the employment relationship and affective commitment and normative commitment respectively. These results are consistent with previous studies indicating that an increase of no trust in the employment relationship decreases the levels of emotional attachment (affective commitment) and feelings of obligation and identification to remain with the organisation (normative commitment) (Gellatly & Withey, 2012). However, there is no significant relationship between the dimension of no trust in the employment relationship and continuance commitment. According to Bussing (2002), trust which is a consequence of organisational commitment should be specifically restricted to the affective type of organisational commitment, as continuance commitment is calculative and a material-based form of organisational commitment.

➤ Uncertainty in the Employment Relationship and Organisational Commitment

The current study reveals that there is a significant but inverse relationship between the sub-dimension of uncertainty in the employment relationship and continuance commitment and normative commitment respectively. However, there is no significant relationship noted between uncertainty in the employment relationship and affective commitment. A study conducted by Mousa and Alas (2016) reveals that there is a significant relationship between affective and continuance commitment, with no relationship found between uncertainty types and employees. Karlsen (2011) highlights that in an organisational environment of uncertainty, raising the levels of organisational commitment involves a supported plan of knowledge

sharing and communication. Knowledge, experience and skills are the important elements to handling uncertainty and building commitment levels.

➤ **Erosion of the Employment Relationship and Organisational Commitment**

The current study reveals that there is a significant but inverse relationship between the dimension of erosion of the employment relationship and affective commitment and normative commitment respectively. However, there is no significant relationship noted between erosion of the employment relationship and continuance commitment. These findings are consistent with previous studies, highlighting that the dimension of erosion of the employment relationship, a sub-dimension of the transitional psychological contracts echoes the costs of organisational change and transitions which are at odds with an earlier work contract. It echoes an interruption in the relationship thus being negatively associated with all forms of organisational commitment (Kraft, 2008; Scheepers & Shurping, 2011).

6.2.2.8 Psychological Contract Fulfilment and Organisational Commitment

The relationship between psychological contract fulfilment and organisational commitment was explored. The current study reveals that there is a significant relationship between psychological contract fulfilment and continuance commitment. In addition, there is a significant but inverse relationship between employee fulfilment and affective commitment. However, no significant relationship is noted between employee fulfilment and normative commitment. The current study results are consistent with previous results. A study conducted by Jose (2008) revealed a significant relationship between psychological contract fulfilment and affective and normative commitment. This indicates that employee fulfilment of the psychological contract increases the emotional attachment an employee feels towards the organisation, and the cost of leaving the organisation is too high. Furthermore, in the current study it was found that there is no significant relationship between employer fulfilment and the dimensions of organisational commitment (affective, continuance and normative) respectively. However, this result is not consistent with previous findings. A study conducted by Katou (2013) revealed that employer fulfilment of the psychological contract has a significant influence on organisational commitment. The study indicated that increased levels of employer fulfilment influenced workers' attitudes to positively react by fulfilling their promises in regard to the upkeep of the organisation's reputation and displaying loyalty.

6.2.3 Impact of Biographical Variables

The effects of the biographical variables (age, tenure and gender) on the psychological contract and organisational commitment was compared and contrasted with various other researchers in the field.

6.2.3.1 Age and Psychological Contract

The results indicate that there is a significant difference in the levels of employee obligations and psychological contract fulfilment amongst employees varying in age. The mean score value for employee obligations and psychological contract fulfilment indicate that nurses between the ages of 41–50 years old display significantly higher levels of employee obligations and psychological contract fulfilment. There is a lack of research surrounding the relationship between age and employee obligations and psychological contract fulfilment respectively. Nevertheless, existing research explored the impact of the age dimension on the psychological contract. According to Kanfer and Ackerman (2004) and Smits (2009), age has an influencing factor on the psychological contract. Individuals value different things within their various age stages. In addition to this, Bal, De Lange, Jansen and Van Der Velde (2008) revealed that a lack of fulfilment of the psychological contract/violation or breach as well as the low level of employee obligation is related to the employee's age.

6.2.3.2 Age and Organisational Commitment

The current study indicates that there is a significant difference in the levels of continuance commitment amongst employees varying in age. However, there is no significant difference in the levels of affective and normative commitment amongst nurses varying in age. Relating to continuance commitment, from the results it is evident that nurses who are over 60 years display significantly lower levels of continuance commitment. According to Jena (2015), an explanation for this relationship is that there are few employment options available for older employees; in addition to this, employees within this age group are in the pre-retirement phase suggesting that there is no cost associated with leaving the organisation.

6.2.3.3 Tenure and Psychological Contract

The results of the current study indicate that there is a significant difference in the dimensions of the psychological contract amongst employees varying in the length of service. A significant difference is noted in employee obligations and perceptions of employer obligations amongst

nurses varying in tenure. From the results it is evident that nurses who have been with the organisation for 6-10 years display significantly higher levels of employee obligations. This is consistent with the findings of Isaksson, Cuyper, Oettel and De Witte (2010) who highlighted that temporary workers or workers who have been with the organisation for a short period of time displayed low levels of employee obligation to the organisation.

Furthermore, the current study noted a significant difference in the level of psychological contract transition amongst nurses varying in tenure. Nurses who have been employed at the organisation for less than a year experience significantly lower levels of psychological contract transitions (no trust, uncertainty and erosion of the employment relationship) than any other tenure group. These findings are consistent with previous literature, which noted that there is a significant change in perceptions in trust from nurses after their first year of employment (Brown *et al.*, 2015). Furthermore, in the current study there is no significant difference noted between age and the dimension of psychological contract fulfilment. This is consistent with previous literature, that age does not have an impact on the fulfilment of the psychological contract. However, Bal *et al.* (2008) noted that there are differences in the psychological contract based on age.

6.2.3.4 Tenure and Organisational Commitment

The current study indicates that there is a significant difference in the levels of all three dimensions of organisational commitment (affective, continuance and normative) amongst nurses varying in length of service. The results depict that nurses who have been with the organisation for less than a year display significantly higher levels of affective and normative commitment than any other tenure group. This score is not consistent with previous findings. Organisational commitment literature indicates that dimensions of affective commitment and normative commitment are meant to increase with tenure as a result of the long-term attachment to the organisation (Du Plooy, 2008; English, Morrison & Chalon 2010; Zabel, 2012). However, this study illustrates a sudden drop in affective commitment and normative commitment levels after the first year of employment. This can be attributed to a decrease of emotional attachment and elation of being a part of the organisation, as nurses begin to get a realistic insight into the organisation and various other factors influencing the work environment and relationship (Nishanthi & Mahalekamge, 2016).

6.2.3.5 Gender and Psychological Contract

The current study indicates that there is a significant difference in the levels of employee obligations amongst male and female nurses. No significant difference is noted amongst employer obligations, psychological contract transitions and psychological contract fulfilment with gender respectively. The results indicate that male nurses display a moderately higher level of obligations to the organisation than female nurses. A study conducted by Adams, Quagraine and Klobodu (2014) highlighted that gender is a critical determinant of the psychological contract. The results revealed a high mean score value of male employees for the employee obligation dimension. In addition, employers can honour the expectations of employees more successfully if they consider the gender of their employees first.

6.2.3.6 Gender and Organisational Commitment

The current study indicates that there is a significant difference in the levels of affective, continuance and normative commitment between male and female employees. The current study reveals that female nurses experience a significantly higher level of affective commitment, continuance commitment and normative commitment than male nurses. However, previous literature states that gender does not accurately account for organisational commitment levels displayed (Affum-Osei, Acquah & Acheampong, 2015; Ajayi, 2017; Messner, 2017).

6.2.4 Factors Influencing Organisational Commitment

The current study indicates that the psychological contract and its sub-dimensions accounts for 23.9% of the variance in organisational commitment. This study highlights that all dimensions of the psychological contract, namely, Employee Obligations, Employer Obligations, Psychological Contract Transitions and Psychological Contract Fulfilment significantly predict 23.9% of organisational commitment. This result is consistent with previous studies. Anvari Amin, Ismail, Ahmad and Seliman (2011) and Nishanthi and Mahalekamge (2016) indicated that the psychological contract accounts for a significant level of variance in the level of organisational commitment.

The results of the study, which have also been discussed, are graphically presented in Figure 6.1.

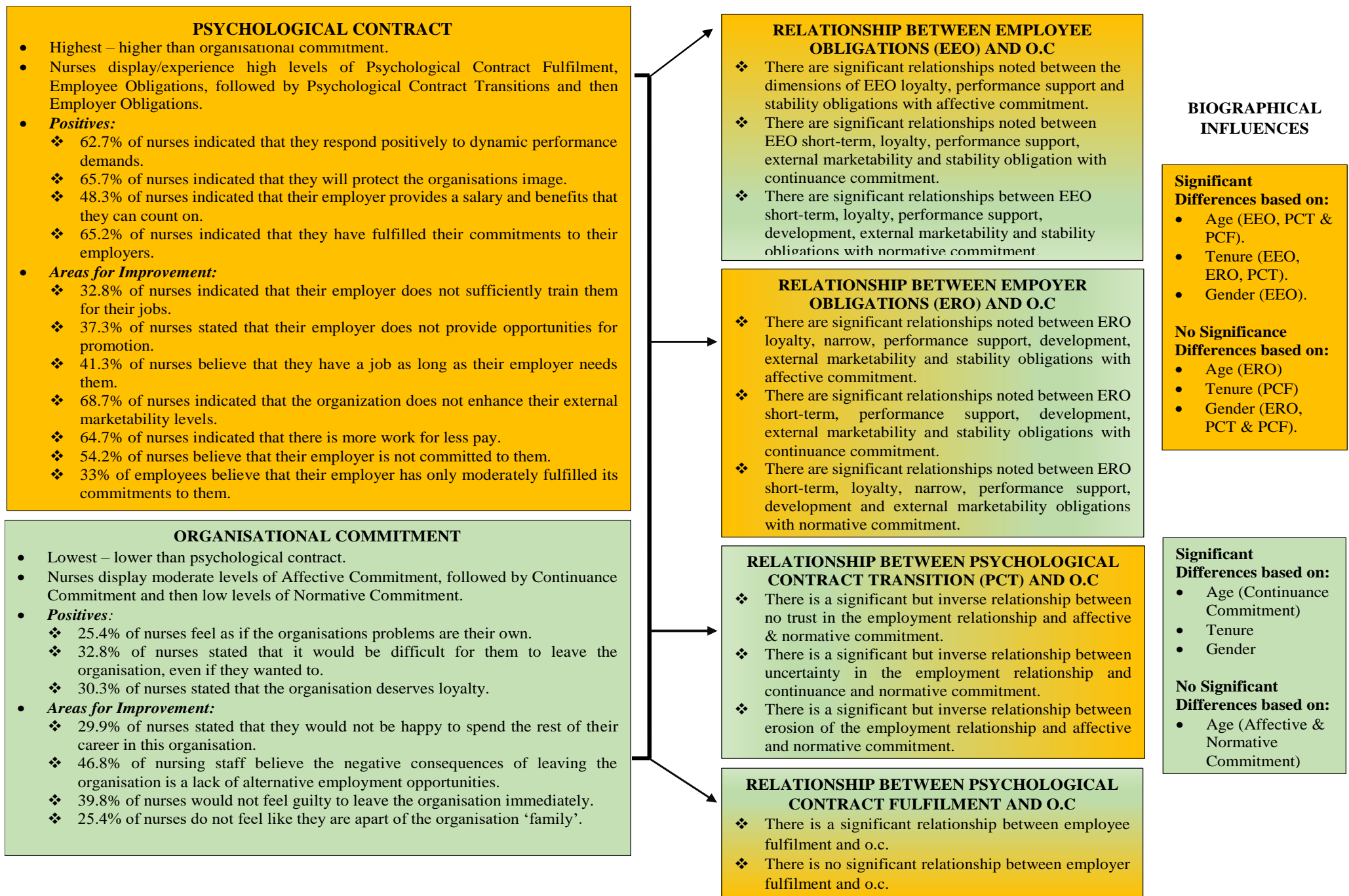


Figure 6.1 – Graphical Representation of the Results of the Study

6.3 Conclusion

This chapter illustrates the association between the various dimensions and sub-dimensions of the psychological contract with the dimensions of organisational commitment. To understand the authenticity of this research study, previous literature and research findings were compared to that of the current study to confirm or refute the findings. The discussion enables the researcher to make valuable recommendations for the human resource practitioner in terms of psychological contracts and organisational commitment, which will be presented in Chapter 7.

CHAPTER 7

RECOMMENDATIONS AND CONCLUSION

“The mark of a successful organization isn’t whether or not it has problems, it’s whether it has the same problems it had last year.” – John Foster Dulles

7.1 Introduction

Chapter six discussed the results of the key dimensions of the Psychological Contract (employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment) and organisational commitment (affective, continuance and normative), and compared the results of the current study with those of other researchers in the field. The results provided key insights into the manner in which the various dimensions of the psychological contract influenced the levels of organisational commitment displayed by nurses. This chapter presents recommendations based on the empirical findings of this study to improve or maintain the various aspects of the psychological contract, which ultimately impact on organisational commitment levels. In addition, having undertaken the current study, the researcher is also aware of methodological issues which may be enhanced to improve the design of the research. Hence, this chapter also provides recommendations for future research.

7.2 Recommendations based on the results of the study

The four key dimensions of the psychological contract (employee obligations, employer obligations, psychological contract transitions and psychological contract fulfilment) are known to impact the level and type of organisational commitment displayed by nurses. Based on the results of the current study, recommendations are presented relating to the manner in which these four dimensions can be strategically executed in order to increase the level of organisational commitment demonstrated by nurses.

7.2.1 Employee Obligations

The results reflect that the sampled workforce of nurses display an overall moderate level of employee obligations, viewed as the first most fulfilled dimension within the organisation. However, the results reflect room for improvement. Employee Obligations are composed of several sub-dimensions, namely, employee short-term obligations, loyalty obligations, narrow obligations, performance support obligations, development obligations, external marketability obligations and stability obligations.

- **Employee Short-Term Obligations**

The current study reflects a low level of employee short-term obligation, indicating that nurses from this healthcare institution display dwindling levels of obligation to remain with the organisation, believe they may leave whenever they choose and will quit whenever they want. Within a South African context, nurses displaying a low level of employee short-term obligations can be attributed to the lack of resources and over working of employees. Nurses are likely not to have long-term intentions to remain with the organisation should better opportunities present themselves. It is recommended that hospital management take the time to learn the expectations of the workforce. An improved understanding of factors which make up the psychological contract, which are related to organisational commitment can be helpful in planning strategies to improve nurses' commitment levels and simultaneously reduce their intention to leave the organisation.

- **Employee Loyalty Obligations**

The current study reflects a moderately high level of employee loyalty obligations, indicating that nurses from this healthcare institution show elevated levels of loyalty obligations towards the organisation. The sampled workforce of nurses makes personal sacrifices for the organisation, take the concerns of the organisation personally, as well as protects the organisation's image. According to Bettencourt et al., (2001), employee loyalty is a type of organisational citizenship behaviour which illustrates commitment to the organisation via the promotion of its goals and interest. The display of loyalty is considered as an employee's positive feelings and belief in the organisation. In order to maintain or further enhance the level of loyalty displayed by the organisation, it is recommended that hospital management adopt high commitment human resource practices such as continuous training and development strategies, performance appraisal initiatives and competitive compensation, as these significantly correlate with enhanced loyalty levels. Employees are likely to demonstrate loyalty to an organisation they believe values them and is willing to invest in them, thereby increasing the level of organisational commitment displayed.

- **Employee Narrow Obligations**

The current study reflects a significantly low level of employee narrow obligations, indicating that the sampled workforce of nurses displays diminished levels of employee engagement within this healthcare institution. This translates to nurses performing only the required tasks

and only carrying out duties which they are paid to do. Given the nursing shortage that South Africa currently experiences, with the current ratio of 5.14 nurses per 1000 patients (Becker, 2017), ensuring that the current nursing staff are willing to go beyond the call of duty is imperative to the country's healthcare sector. The low level of employee narrow obligation can be attributed to a severe lack of resources within the healthcare institution itself. In order to improve the level of employee narrow obligations displayed, it is recommended that employers provide employees with the necessary resources required to effectively engage in the organisation.

- **Employee Performance Support Obligations**

The current study displays a significantly high level of employee performance support obligations, indicating that nurses of this healthcare institution positively react to performance demands. The nurses of the sampled workforce display high levels of positively adjusting to dynamic performance requirements and the acceptance of increasingly challenging performance standards. Within the healthcare sector, high performance standards are imperative to service delivery and patient safety. Given the high level of performance support obligation that nurses of this healthcare institution display, in order to maintain this level and further enhance it, it is recommended that hospital management seek further exploration into performance management, into the factors which hinder the acceptance of employee performance support obligations. Understanding the factors which prevent the minority of nurses in accepting the various performance standards of the industry, as well as communicating the importance of it, will lead to elevated levels of employee performance support obligations and further enhance organisational commitment.

- **Employee Development Obligations**

The current study depicts a high level of employee development obligations. This indicates that the sampled workforce seeks development opportunities which enhance their value as nurses to the institution, they build skills to add value to the organisation and seek internal opportunities for training and development. Within a South African context with the nursing crisis which exists, maintaining as well as encouraging employee development obligations has proven to lead to various other positive behavioural workplace outcomes, including a greater emotional attachment to the organisation itself. In order to maintain this elevated level of

employee development obligations, it is recommended that South African healthcare organisations develop strategies to foster a high learning culture.

- **Employee External Marketability Obligations**

The current study reflects a moderate level of employee external marketability obligations, indicating that almost half of the nurses from the sampled workforce are actively seeking external employment opportunities. This includes employees creating contacts outside the organisation to enhance their future employability, increasing their visibility to potential employers, as well as seeking out assignments to elevate their employability prospects. Given the nursing crisis which currently exists in South Africa, coupled with the lack of resources, benefits afforded to professional nurses and unpredictable work environments, it is understandable to note that nurses plan for the future. Therefore, it is recommended that in order to enhance employee external marketability obligations, hospital management should actively create and encourage nurses to engage in networking activities both internally and externally to the organisation. Furthermore, employees need to be encouraged to take ownership of their careers and actively seek to develop their portfolio of skills to remain relevant in the organisation.

- **Employee Stability Obligations**

The results reflect that the current workforce display moderate levels of employee stability obligations, indicating that less than half of the sampled nurses have no intentions to remain with the organisation indefinitely or can confirm that they make no plans to work anywhere else. The retention of professional nurses in South Africa should be the key focus of hospital management to avoid any more strain to the already intense nursing shortage crisis which exists. There are a number of reasons which can contribute to a lack of employee stability obligation; therefore, it is recommended that further exploration is done into the job satisfaction levels of nurses. Together with this, the workplace environment plays a crucial element in an employee's intention to remain a part of the organisation. In addition, it is recommended that the strategic development and implementation of work shifts are carried out, allowing nurses to attain work-life balance. To have time and energy for both a private life and a productive work life is essential in establishing a work-life balance. Given the strenuous environment in which most South African nurses have to face, a reduction in stress and burnout can lead to higher employee stability obligations.

7.2.2 Employer Obligations

The results reveal that the sampled workforce of nurses demonstrate an overall low level of employer obligation perspective. This low level of employer obligation reflects that the nursing staff holds a rather negative perception of the extent to which the organisation has fulfilled its obligations to the workforce – this leaves great room for improvement. Employer Obligations are made up of several sub-dimensions, namely, employer short-term obligations, loyalty obligations, narrow obligations, performance support obligations, development obligations, external marketability obligations and stability obligations

- **Employer Short-term Obligations**

The current study reflects that the sampled workforce of nurses perceives a low level of employer short-term obligations, indicating that employees perceive that they only have a job as long as their employer needs them, nor does their employer make commitments to retain their services in the long run. It is imperative for the South African healthcare sector to retain the quality staff within the system, as both internal migration and emigration to other countries are drastically influencing the high turnover rate of professional nurses in South Africa (Mokoka, Oosthuizen & Elhers, 2010). Low levels of perceived employer short-term obligations are likely to leave employees feeling undervalued and with low morale, which translates into low levels of commitment to the organisation. It is recommended that in order to boost the current low levels of employer short-term obligations, hospital management implements strategic retention strategies for nurses, improves current service conditions and introduces development programs to uplift morale. Furthermore, the addition of performance awards together with incentives such as gift-cards and weekend trips for the outstanding performer/employee and his/her family, will boost the current low short-term obligations which exist.

- **Employer Loyalty Obligations**

The current study highlights a low level of perceived employer loyalty obligations. This illustrates that the sampled workforce of nurses believe that their employer shows a low level of concern for their well-being and for making decisions with their best interest in mind. Employers showing loyalty to the workforce is a severely under-researched phenomenon. However, it is simple enough to understand that if employees perceive that their employer displays loyalty to them as workers and has their best interest in mind, it is likely to result in

an increase in their level of attachment to the organisation itself. Within a South African context, paying attention to the nursing shortage crisis which exists, healthcare institutions should acknowledge that loyalty is a two-way street. In order to have nursing professionals who display high levels of organisational commitment, these nursing professionals should experience loyalty from their employer. According to Swartz (2018), South African nursing professionals should proudly work as public representatives, boasting about their healthcare institutions, going to extraordinary lengths to help achieve the organisation's goals. In order to elevate the low level of perceived employer loyalty obligations, it is recommended that hospital management develop strategies to increase their demonstration of loyalty to the nursing workforce. This can be accomplished via internal promotion whenever possible, investing in employee development, only considering downsizing as a last resort and showing concern for the well-being of employees. In addition, the implementation of health awareness programmes such as HIV/AIDS and Tuberculosis, which allows nurses the opportunity to keep abreast on debilitating diseases which they deal with on a daily basis, demonstrates to nurses that the organisation cares about their wellness and is willing to invest in them.

- **Employer Narrow Obligations**

The current study reveals a low level of perceived employer narrow obligations, indicating that the sampled workforce of nurses perceive that their employer limits their involvement in the organisation, does not adequately train them for their current positions and their job expands beyond well-defined responsibilities. According to Rothmann, Jorgensen and Hill (2011), it is essential for South African healthcare institutions to focus on improving the level of employee engagement in order to reduce the strain on the healthcare sector and enhance patient care. In order to enhance perceived employer narrow obligations, which will positively affect organisational commitment levels, it is recommended that hospital management develop employee engagement and coping strategies. Training platforms on coping abilities should be employed for nursing professionals as part of a long-term plan to enhance employer narrow obligations. Together with this, the implementation of employee wellness programmes will positively impact on employee narrow obligations. The exertion of healthcare workers usually results in sleep deprivation, depression and various other health concerns; employee wellness programmes and planned activities can help lighten some of the stress nurses deal with, as well reduce health risks.

- **Employer Performance Support Obligations**

The current study reflects a moderate level of perceived employer performance support obligations. This study reflected that half of the sampled workforce of nurses perceive that their employer does not show support towards them attaining their highest possible levels of performance, a lack of support in meeting increasingly higher goals nor helps them to respond to greater industry standards. Within a South African context, cultivating higher levels of productivity and performance of professional nurses is necessary to boost the efficiency in healthcare institutions. According to Awases et al.,(2013), the insufficient amount of nursing professionals performing at optimal standards within the South African healthcare system is a major limitation in reducing disease in poverty-stricken areas. It is recommended that healthcare institutions provide better working conditions which positively support the attainment of greater industry goals, as well as allow for employee participation in the developing and setting of performance standards. Furthermore, an increase in the hiring of nursing professionals is recommended to alleviate the enormous workload. This is perceived as support from the organisation which is associated with an enhanced level of attachment to the organisation.

- **Employer Development Obligations**

The results of the current study reflect a low level of employer development obligations, indicating that the majority of the sampled workforce of nurses perceive that their employer lacks in providing opportunities for career development, internal advancement or opportunities for promotion within the organisation. A study by Bashir and Long (2015) revealed a positive association between development opportunities and the emotional attachment to an organisation. Within a South African context, it is imperative to assist in the alleviation of the nursing crisis by ensuring that the current nursing professional have an emotional attachment or experience a sense of belonging to their respective healthcare institutions, to increase organisational commitment and further decrease the level of turnover. Therefore, it is recommended that hospital management engage in high commitment human resource practices. This is accomplished by placing strong emphasis on the creation of training and development opportunities. Together with this, heads of department need to encourage their subordinates to participate in in-house training activities, financially back employees who seek external training opportunities and give them the required time to attend these training and development workshops.

- **Employer External Marketability Obligations**

The current study reveals that there is a significantly low perception of employer external marketability obligations. This implies that the sampled workforce of nurses perceives that their employer lacks in assigning job assignments which enhance their employability, as well as does not allow for probable employment opportunities outside the organisation. Tamkin and Hillage (1999) highlighted that there no longer exists the concept of a ‘job for life’ and therefore, it is the responsibility of the organisation to equip employees with marketable skills. Within the South African healthcare realm of unpredictable work environments, enhancing an employee’s skills in order to remain relevant is key to improving organisational commitment levels. Together with this, it also enhances job performance. Therefore, it is recommended that hospital management actively engage in the support of nursing professionals taking on job assignments which enhance their external marketability and future employability. This is accomplished by allowing nursing professionals the opportunity to move around the hospital between various wards, introducing them to new environments.

- **Employer Stability Obligations**

The results of the current study reveal a moderately high level of employer stability obligations. This indicates that less than half of the sampled workforce of nurses perceive that their employer does not provide secure or steady employment. Within the South African context of nursing professionals, employers should encourage job stability and consistency amongst nurses (Chien & Yick, 2016). Therefore, in order to enhance the moderately high level of employer stability obligations, it is recommended that hospital management devise competitive salary and benefit initiatives.

7.2.3 Psychological Contract Transitions

The results reveal that the sampled workforce of nurses demonstrate an overall moderately low level of psychological contract transitions perspective. This reflects that the nursing staff perceives there to be negative aspects of the employment relationship – this leaves great room for improvement. The dimension of psychological transitions is composed of having No Trust in the Employment Relationship, Uncertainty in the Employment Relationship and Erosion of the Employment Relationship.

- **No Trust in the Employment Relationship**

The current study reveals that the current workforce perceives there to be a moderately low level of trust in the employment relationship. This indicates that whilst certain employees believe that trust does exist in their employee-employer relationship, there is close to half of the sampled workforce who believes that their employer withholds information, acts as though they do not trust their employees and implements changes without involving the staff. In the unpredictable, strenuous environment of the South African healthcare sector, an employment relationship founded on trust is a guaranteed way in assuring the commitment of employees (Krot & Lewicka, 2012). Therefore, it is recommended that hospital management introduce strategic transparency in terms of changes and the sharing of vital information. In conjunction with this, the introduction of teambuilding activities which promote communication is also advised.

- **Uncertainty in the Employment Relationship**

The results of the current study reflected a low level of perceived uncertainty in the employment relationship, indicating that the majority of nurses in this healthcare institution do not experience a great deal of difficulty when predicating their future direction with the organisation or are uncertain regarding the organisation's commitments to them. Saari and Pyoria (2015) highlighted that uncertainty within the employment relationship erodes the commitment of employees. Within a South African nursing professional context, uncertainty in the employment relationship should be avoided. To maintain or further decrease the uncertainty experienced within the employment relationship, it is recommended that the promotion of effective communication is encouraged between employees and hospital management.

- **Erosion of the Employment Relationship**

The current study reveals that there is a moderate level of erosion of the employment relationship. The study reflects that whilst half of the sampled workforce believes that the benefits and expectations of their employer has remained constant over the years, the other half perceives there to be an increase in demands whilst receiving less, a decrease in benefits and more work for less pay. McHugh and Ma (2014) highlighted that income and benefits affected an employee's intention to remain a part of the organisation and overall commitment. To

prevent the level of erosion of the employment relationship perceived, it is recommended that hospital management implement competitive benefit and salary initiatives.

7.2.4 Psychological Contract Fulfilment

The results of the current study reveal an overall moderately high level of psychological contract fulfilment. However, this is composed of both employee fulfilment of the psychological contract and employer fulfilment of the psychological contract. Both dimensions have room for improvement.

- **Employee Fulfilment**

The current study reveals a significantly high level of employee fulfilment of the psychological contract. This indicates that the sampled workforce of nurses believes that overall, they have fulfilled their commitments and kept their promises to their employer to a great extent. In order to further enhance employee fulfilment of the psychological contract, it is recommended that recommendations of the employee obligations be carried out, enabling employees to achieve higher levels of commitment and meet the expectations of the organisation.

- **Employer Fulfilment**

The current study reveals that the sampled workforce of nursing professionals perceives a moderate level of fulfilment of the psychological contract. This implies that employees perceive that their employer has not entirely fulfilled their commitments to them, nor lived up to their promises. Employer fulfilment of the psychological contract is closely associated with the level of organisational commitment that employees display. Within a South African context, it is imperative to fulfil the commitments and promises made to nursing professionals upon entry into this field. Therefore, it is recommended that the fulfilment of employer obligations is carried out in order to enhance organisational commitment levels.

The aforementioned recommendations are graphically represented in Figure 7.1 to enable the time strapped human resource practitioner and business partners a quick and vivid reference to ensuring that psychological contracts are not violated or breached and to enhancing organisational commitment, particularly amongst nursing professionals in the healthcare sector (Figure 7.1).

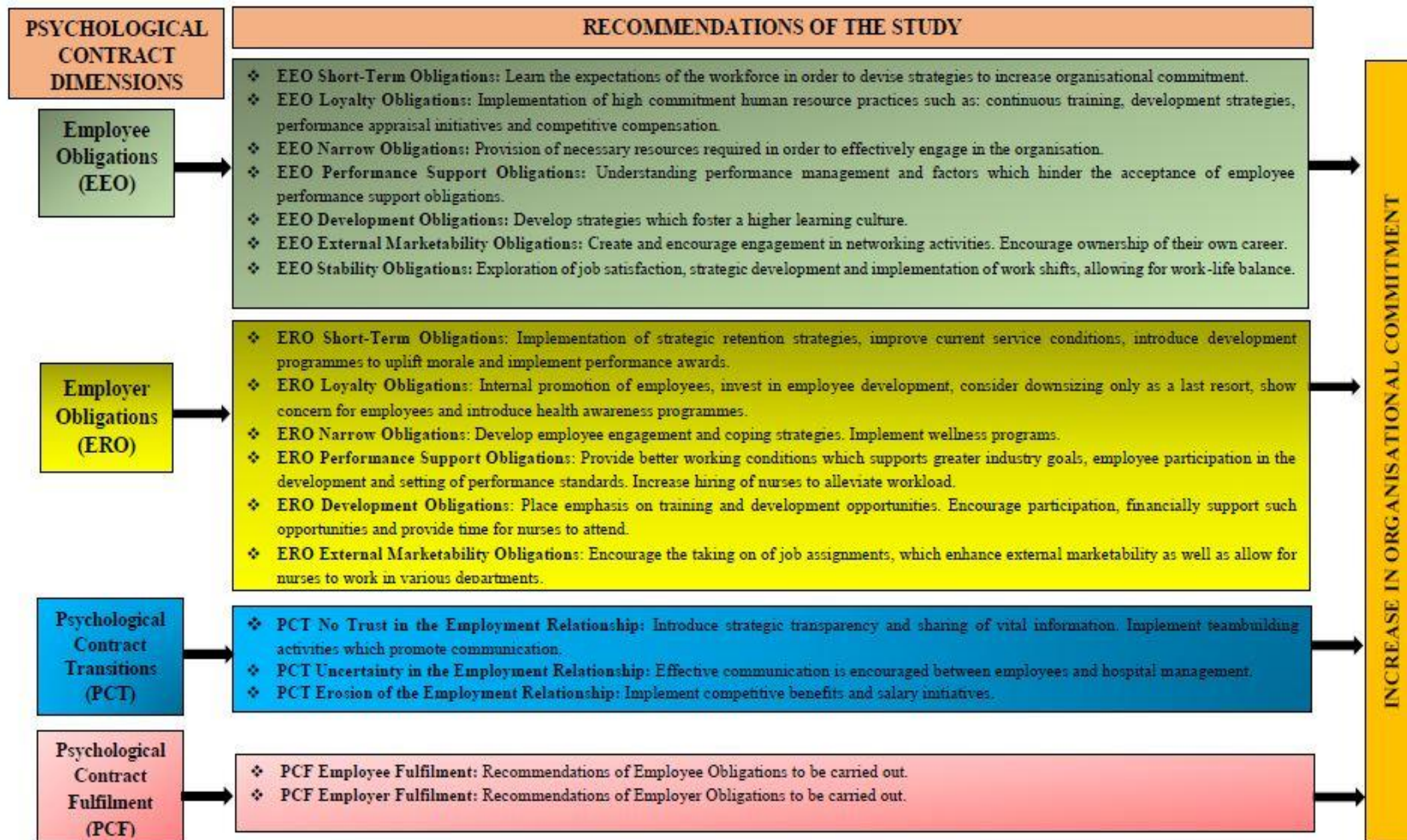


Figure 7.1: Recommendations of the Study

7.3 Recommendations for Future Research

In the current study, only public hospital nurses were examined. Future research can expand beyond the public healthcare sector in order to facilitate comparisons between the private and public healthcare. Furthermore, the research study can be constructed longitudinally to observe the transformation of results and comprehend and better understand the idiosyncratic nature of the psychological contract. Together with this, the current study is quantitative in nature. For future research it is recommended that a mixed methods approach can be utilised. It is also evident that there are various models and antecedents of organisational commitment that may be studied to broaden the scope and understanding of their effect on nurses within the South African healthcare sector.

7.4 Conclusion

In conclusion, one cannot overemphasise the role nursing professionals play within South Africa's healthcare sector. However, South Africa's healthcare sector faces a critical nursing shortage crisis. Nursing professionals are the backbone of any healthcare facility and it is imperative to reform South Africa's hospitals and working conditions to retain the quality nurses that the country and its citizens require. To do so, understanding the psychological contract and the expectations it holds, provides key insight into why many nursing professionals feel overworked, exploited and feel the need to seek employment elsewhere. The nursing shortage crisis has a direct influence on both the upkeep and violation of the psychological, which in turn effects the level of organisational commitment displayed by nursing professionals.

The results of the study reveal that nursing professionals perceive there to be critical violations/breach of the psychological contract, identifying that whilst they fulfil their commitments to their organisation, their employer has failed to do so. This has resulted in low levels of emotional attachment and a lack of sense of belonging for most nursing professionals. The study revealed that there are significant relationships which exist between the dimensions of the psychological contract and organisational commitment. This implies that paying greater attention to the role of the psychological contract and giving attention to its dimensions has the potential to bring about enhanced organisational commitment.

The psychological contract is an imperative framework in terms of understanding employees' attitudinal behaviours within the organisation. By examining the psychological contract, organisations are bestowed the opportunity to understand the manner in which violations occur and the full extent of its repercussions. Together with this, the organisational commitment of South African nursing professionals is crucial to retain expert knowledge staff.

The recommendations put forth in this chapter, illustrated in Figure 7.1, when successfully executed can assist South African healthcare institutions in understanding the expectations and obligations held by both employee and employer. This will result in the fostering of elevated levels of organisational commitment and the reduction of the nursing crisis, giving South Africa the opportunity to transform its public healthcare sector into one worthy of praise.

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**UNIVERSITY OF KWAZULU-NATAL
SCHOOL OF MANAGEMENT, I.T & GOVERNANCE**

Dear Respondent,

Masters of Commerce Research Project

Researcher: Yoneeta Singh (082 895 5059)

Supervisor: Professor Sanjana Brijball Parumasur (031-260 7176)

Research Office: Ms. M Snyman (031 260 8350)

I, Yoneeta Singh am a Masters of Commerce student, at the School of Management, I.T and Governance, of the University of Kwazulu Natal. You are invited to participate in a research project entitled "*The Effects of the Psychological Contract on Organisational Commitment.*" The aim of this study is to understand the extent to which the psychological contract (both the fulfillment and violation of it) affects the organisational commitment levels of nurses.

Through your participation, I hope to understand the different components of the psychological contract and assess the level of commitment amongst nurses in the hospital. The results of the survey are intended to contribute to the understanding of what nursing professionals experience within the work environment during the current nursing shortage that South Africa is facing.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, I.T and Governance, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about 10 minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature _____ Date _____

CONSENT

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

SECTION A– BIOGRAPHICAL DATA

Please cross the box which represents the most appropriate responses for you in respect of the following items.

1. Gender		
1	Female	
2	Male	

2. Your age		
1	20 – 30	
2	31 – 40	
3	41 – 50	
4	51 – 60	
5	61 and over	

3. Number of years worked in the organisation		
1	Less than 1	
2	1 -2	
3	3 -5	
4	6 -10	
5	Over 10	

SECTION B – PSYCHOLOGICAL CONTRACTS

Please cross the box which represents the most appropriate responses for you in respect of the following items.

NO.	Statement	Not at all 1	Slightly 2	Somewhat 3	Moderately 4	To a great extent 5
EMPLOYEE OBLIGATIONS						
Have you made the following commitments or obligations to your employer?						
1	I can quit whenever I want.					
2	I have no future obligations to this employer.					
3	I will leave at any time I choose.					
4	I am under no obligation to remain with this organisation.					
5	I make personal sacrifices for this organisation.					
6	I take this organisation's concerns personally.					
7	I protect this organisation's image.					
8	I commit myself personally to this organisation.					
9	I perform only the required tasks.					
10	I do only what I am paid to do.					
11	I fulfill a limited number of responsibilities.					
NO.	Statement	Not at all 1	Slightly 2	Somewhat 3	Moderately 4	To a great extent 5
EMPLOYEE OBLIGATIONS						
Have you made the following commitments or obligations to your employer?						
12	I only perform specific duties I agreed to when hired.					
13	I accept increasingly challenging performance standards.					
14	I adjust to changing performance demands due to business necessity.					
15	I respond positively to dynamic performance requirements.					
16	I accept new and different performance demands.					
17	I seek out development opportunities that enhance my value to this employer.					
18	I build skills to increase my value to this organisation.					
19	I make myself increasingly valuable to my employer.					
20	I actively seek internal opportunities for training and development.					

21	I build contacts outside this organisation to enhance my career potential.					
22	I build skills to increase my future employment opportunities elsewhere.					
23	I increase my visibility to potential employers outside this organisation.					
24	I seek out assignments that enhance my employability elsewhere.					
25	I will remain in this organisation indefinitely.					
26	I plan to stay here a long time.					
27	I will continue to work here.					
28	I make no plans to work anywhere else.					

NO.	Statement	Not at all 1	Slightly 2	Somewhat 3	Moderately 4	To a great extent 5
EMPLOYER OBLIGATIONS						
Consider your relationship with your current employer, has you're your employer made the following commitments or obligations to you?						
29	I have a job only as long as this employer needs me.					
30	My employer makes no commitments to retain me in the future.					
31	My employer has offered short-term employment.					
32	I have a job for a short time only.					
33	My employer shows concern for my personal welfare.					
34	My employer is responsive to my personal concerns and wellbeing.					
35	My employer makes decisions with my interest in mind.					
36	My employer shows concern for my long-term well-being.					
37	My employer limits my involvement in the organisation.					
38	My employer trains me for my current job.					
39	My job is limited to specific, well-defined responsibilities.					
40	My employer requires me to perform only a limited set of duties.					
41	My employer supports me to attain the highest possible levels of performance.					
42	My employer helps me to respond to the greater industry standards.					
43	My employer supports me in meeting increasingly higher goals.					

44	My employer enables me to adjust to new, challenging performance requirements.					
45	My employer provides opportunity for career development within this organisation.					
46	My employer provides development opportunities within this organisation.					
47	My employer has allowed for advancement within this organisation.					
48	My employer has provided opportunities for promotion.					
49	My employer has provided opportunity for career development within this firm.					
50	My employer assigns job assignments that enhance my external marketability.					

51	My employer allows for potential job opportunities outside this firm.					
52	My employer has contacts that create employment opportunities elsewhere.					
53	My employer provides secure employment.					
54	My employer provides a salary and benefits I can count on.					
55	My employer provides steady employment.					
56	The benefits of this job are stable for my family.					

NO.	Statement	Not at all 1	Slightly 2	Somewhat 3	Moderately 4	To a great extent 5
PSYCHOLOGICAL CONTRACT TRANSITIONS						
To what extent do the items below describe your employer's relationship to you?						
57	Employer withholds information from its employees.					
58	Employer acts as if he/she doesn't trust its employees.					
59	Employer introduces changes without involving employees.					
60	Employer doesn't share important information with its workers.					
61	Difficult to predict future direction of its relationship with me.					
62	There is an uncertain future regarding the organisation's relations with me.					
63	There is uncertainty regarding its commitments to employees.					
64	There is uncertainty regarding its commitments to me.					

65	My employer demands more from me while giving me less in return.					
66	There is a decrease in benefits over the next few years.					
67	My wages have been stagnant or have reduced the longer I work here.					
68	There is more and more work for less pay.					

NO.	Statement	Not at all 1	Slightly 2	Somewhat at 3	Moderately 4	To a great extent 5
PSYCHOLOGICAL CONTRACT FUFILLMENT						
Please answer the following questions:						
69	Overall, how well have you fulfilled your commitments to your employer?					
70	In general, how well do you live up to your promises to your employer?					
71	Overall, how well does your employer fulfill its commitments to you?					
72	In general, how well does your employer live up to its promises?					

SECTION C: COMMITMENT SCALES

Please cross the box which represents the most appropriate responses for you in respect of the following items.

NO.	Statement	Not at all 1	Slightly 2	Somewhat 3	Moderately 4	To a great extent 5
1	I would be very happy to spend the rest of my career in this organisation.					
2	I really feel as if this organisation's problems are my own.					
3	I do not feel a strong sense of "belonging" to my organisation. (R)					
4	I do not feel "emotionally attached" to this organisation. (R)					
5	I do not feel like "part of the family" at my organisation. (R)					
6	This organisation has a great deal of personal meaning for me.					
7	Right now, staying with my organisation is a matter of necessity as much as desire.					
8	It would be very hard for me to leave my organisation right now, even if I want to.					
9	Too much of my life would be disrupted if I decided I wanted to leave my organisation now.					

10	I feel that I have too few options to consider leaving this organisation.					
11	If I had not already put so much of myself into this organisation, I might consider working elsewhere.					
12	One of the few negative consequences of leaving this organisation would be the scarcity of available alternatives.					
13	I do not feel any obligation to remain with my current employer. (R)					
14	Even if it were to my advantage, I do not feel it would be right to leave my organisation now.					
15	I would feel guilty if I left my organisation now.					
16	This organisation deserves loyalty.					
17	I would not leave my organisation right now because I have a sense of obligation to the people in it.					
18	I owe a great deal to my organisation.					

Thank you for your participation - it is greatly appreciated!