

# The Impact of Human Resource Management Practices on Relational Contract Fulfilment in an Insurance Industry in Batticaloa District

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## Abstract

Human Resource Management Practices represent a major mechanism for implementing a firm's strategic plan. Human Resource Management Practices help to achieve the organizational objective in an effective and efficiency way. In order for organizations to achieve desired performance objectives and goals, fulfilment of employees' Relational Contracts is important. So, human resource management practices create a distinct type of relationship between employee and employer which can be characterised as relational contracts, that is, the belief people hold regarding the terms of their employment relationship. In Sri Lankan context, a few empirical studies have been conducted with the relationship between Human Resource Management Practices and Relational Contract Fulfilment of employees. So there is an empirical knowledge gap exists in the Human Resource Management Practices and Relational Contract Fulfilment of employees. The purpose of this research was to examine the level and impact of Human Resource Management Practices on Relational Contract Fulfilment in an Insurance industry in Batticaloa district. 181 employees were selected by using simple random sampling technique from selected Insurance industry in Batticaloa district and questionnaires were issued and collected for further analyses and also Statistical Package for Social Science (SPSS 19.0) was used to present, analyze and evaluate data. Mainly, Descriptive analysis, correlation and Regression analysis methods were assisted to it. The result

shows that the level of Human Resource Management Practices and Relational Contract is in high level Insurance industry in Batticaloa district. Overall finding from this study shows that, 11% of total variance of Relational Contract Fulfilment was explained by Human Resources Management Practices in an Insurance industry in Batticaloa district. Therefore, there are some policies would be developed to enhance the Human Resource Management Practices and Relational Contract Insurance industry in Batticaloa district. **Key words:** Human Resources Management Practices, Recruitment and Selection, Training and Development, Performance Appraisal, Reward Management, Communication and Relational Contract.

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## 1. Introduction

Human Resource is a one of most valuable assets contribute to organizational sustainability. Therefore, employers always ready to attract more skilled, trained and more capable work force to their organization setting. In order to keep employees, the organizations need to provide good Human Resource Management Practices to their employees. Human Resources Management Practices means in which way the organization attract, developed, motivate and retain their employees in order to utilize human capital effectively. Human Resource Management Practices deal with the employee attitude and behaviour. It leads to create Relational contract fulfilment. Relational

contract fulfilment is one types of psychological contract fulfilment. It refers to the extent to which employees perceive that their organization has fulfilled its obligations concerning resources that are aimed to developing the employee and to build up a strong relationship (Bal, Jansen, Van Der Velde, de Lange, & Rousseau, 2010). These resources include participation in decision making, support for development and socio emotional concern of the organization for the employee (Bal et al., 2010). An employee may do many things for their employer by working hard, putting in extra time at work, and being loyal. In return, they expect the employer to provide promotion opportunities, training and development, respect and job security. The fulfilment of the relational contract is dependent on various factors. In this study, the researcher is tried to identify the impact of Human Resource Management Practices on Relational Contract Fulfillment in an Insurance Industry in Batticaloa District.

### 1.1 Problem Statement

Due to the significant cultural and organizational differences between Sri Lanka and developed countries in the West, the relational contract theory proposed in the Western world may be not suitable in Sri Lanka. Many current studies of relational contract fulfilment have considered entire employees in researches, but lack concrete discussions of employees with different sector (Zhao, Wayne, Glibkowski, & Bravo, 2007). There is a lack of relational contract researches referring to employer fulfilment of psychological contract to the employee (Grimmer & Oddy, 2007). In Sri Lankan context, few empirical studies have been concerned with the relationship between Human Resource Management Practices and Relational Contract Fulfillment of employees. Further, Human Resource Management Practices at work place are yet at its initial stage, and have become an area for dearth of research. So, there is a dearth of empirical studies that influence of Human Resource Management Practices on Relational Contract Fulfillment in an insurance Industry in Batticaloa District. So, researcher examines this problem in this study and attempt to fill this knowledge gap. Therefore, the researcher is tried to examine the impact of Human Resource Management Practices on Relational Contract Fulfillment in an insurance industry in Batticaloa district. Therefore, the research question of this study is:

“How do Human Resource Management Practices Impact on Relational Contract Fulfilment in an Insurance Industry in BatticaloaDistrict?”

### 1.2 Research Questions

1. To what extent the level of Human Resource Management Practices and Relational Contract Fulfilment are exist in an Insurance Industry in Batticaloa District?
2. Whether Human Resources Management Practices impact on the Relational Contract Fulfilment of the employees in an Insurance Industry in Batticaloa District?

### 1.3 Research Objectives

1. To determine the extent to which level of Human resource management practices and Relational Contract Fulfilment are exist in exist in an Insurance Industry in Batticaloa District
2. To evaluate the degree to which Human Resources Management Practices impact on the Relational Contract fulfilment of the employee exists in an Insurance Industry in Batticaloa District.

## 2. Literature Review

### 2.1. Human Resource Management Practices

Human Resource Management practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals (Wright & Snell, 1991).

#### 2.1.1. Recruitment and Selection

Recruitment and selection is the process of identifying and generating talented people who are searching employment opportunity” (Bratton & Gold, 2007). Recruitment and selection process is concerned with identifying, attracting and choosing suitable people to meet an organization’s human resource requirements. They are integrated activities, and ‘where recruitment stops then selection begins is a moot point’ (Anderson, 1994). The basis of Recruitment and Selection are the human resource requirements that the organization strategies require. It matches available HR to jobs (Rousseau 1995).

#### 2.1.2. Training and Development

Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation and task. Training programs are directed toward maintaining and improving current job performance. Training has the important dual function of utilization and motivation. By improving employees’ ability to perform the tasks required by the organization (Cuskelly, et al., 2006).

Development is any learning activity which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance. Harrison (1992) defines employee development as the skilful provision and organization of learning experiences in the workplace so that performance can be improved, work goals can be achieved and that, through enhancing the skills, knowledge, learning ability and enthusiasm at every level, there can be continuous organizational as well as individual growth.

#### 2.1.3. Performance Appraisal

Appraisal is the judgment of an employee’s performance in a job, based on considerations other than productivity

alone (Cuskelly, et al., 2006). It aims to ascertain whether actual performance matches performance targets. One of its principal uses is to indicate training needs in areas of performance where improvements would occur if appropriate training could be given. An integrated and effective appraisal process can lead to increased organizational performance and employee motivation. It provides recognition for successful performance and provides guidance on what skills, competences and behaviour are required to meet expectations (Beardwell et al., 2001).

**2.1.4. Communication**

communication takes place when one individual, a sender, displays, transmits or otherwise directs a set of symbols to another individual, a receiver, with the aim of changing something, either something the receiver is doing (or not doing) or changing his or her world view. This set of symbols is typically described as a message (Beardwell et al., 2001).

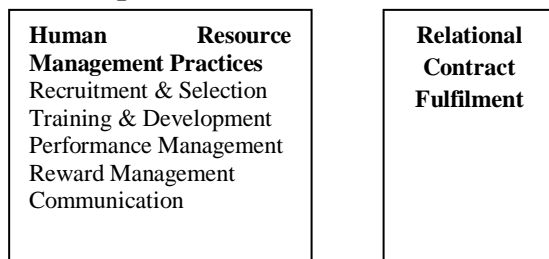
**2.2. Relational Contract Fulfillment**

Relational contract reflects employees’ affective involvement and belief in organizations because organizations are not only providing necessary material reward in return to employees but also provide guarantees for employees’ work safety, skill training and career development (Rousseau, 1995). The characteristics of relational contract are as follows:

**Stability:** Employee is obligated to remain with the firm and to do what is required to keep job. Employer has committed to offering stable wages and long-term employment (Rousseau, 1995).

**Loyalty:** Employee obligated to support the firm, manifest loyalty and commitment to the organization’s needs and interests. Be a good organizational citizen employer has committed to supporting the well-being and interests of employees and their families (Rousseau, 1995).

**3. Conceptual Framework**



(Sources – Rousseau, & Wade-Benzoni, 1994)

**Figure 1. Conceptual framework**

**3.1 Hypothesis Testing**

**3.1.1. Recruitment and Selection**

During recruitment interviews and orientation, Human resource personnel should clearly and honestly communicate the responsibilities and expectations of the employee, as well those the organization will give in exchange. As the relational contract begins its formation during the hiring process, it is important that the organization does not oversell the job; thereby setting unrealistic expectations which when violated may result in dissatisfaction and lowered commitment (Rousseau 1995).

**H<sub>1</sub>** - There is a positive and significant relationship between Recruitment and Selection and Relational Contract Fulfillment

**3.1.2. Training and Development**

The organization should ensure that employees have the opportunity for on-going training and development. The provision of training and development sends a message to employees that the organization cares about them and supports them. In particular the quality of training shapes whether workers believe commitments have been made, and kept regarding career development. So to do broader practices like promotion from within and informal mentoring shape the climate of the organization as developmentally focused and supportive (Rousseau, 1995). Any unmet promises in this area will reduce management credibility and lower the trust that the employees have in the organization (Robinson, 1996).

**H<sub>2</sub>** - There is a positive and significant relationship between Training & Development and Relational Contract Fulfillment

**3.1.3. Performance Appraisal**

Performance appraisal is important to employees to receive accurate feedback on their performance and may help dispel any false beliefs, of either party, that they have fulfilled their part of the relational contract (Rousseau, 2004). Unrealistic self-assessment by the employee will impact on the comparison process because, without accurate feedback, there is the potential for the employee to misperceive the balance between fulfilment of their obligations against those of the organization (Robinson et al, 1997). In addition, the performance reviews offers an opportunity for the organization and employee to review and agree upon future opportunities for responsibility and challenge, and any prospective involvement in the management of change. Reviewing and renegotiating such aspects of the relational contract on regular basis will reduce relational contract violations that are caused by incongruence or misunderstanding between both parties (Rousseau, 2004).

**H<sub>3</sub>** - There is a positive and significant relationship between Performance Appraisal and Relational Contract Fulfillment

**3.1.4. Reward Management**

Total reward includes all types of rewards-indirect as well as direct, and intrinsic as well as extrinsic. Beardwell and Claydon (2007) state that the significance of the relational

Range	Decision Attributes
r = 0.5 to 1.0	Strong Positive Relationship
r = 0.3 to 0.49	Medium Positive Relationship
r = 0.1 to 0.29	Weak Positive Relationship
r = -0.10 to -0.29	Weak Negative Relationship
r = -0.3 to -0.49	Medium Negative Relationship
r = -0.5 to -1.0	Strong Negative Relationship

contract in relation to performance management is that it highlights how easy it is for organizations to assume that employees seek primary monetary rewards, and this is not necessarily the case. Empirical evidence suggest that effective performance management and reward structures in organizations must attend to the quality of the relationships employees experience while at work which are an integral aspect of the psychological contract. Improved performance is affected by more than money.

H<sub>4</sub> -There is a positive and significant relationship between the Reward Management and Relational Contract.

### 3.1.5 Communication

Shore and Tetrick (1994) suggested that the employees' supervisor (i.e. their immediate line manager) is likely to be viewed by their subordinates as the primary agent for the organization in establishing and negotiating the relational contract. Tekleab and Taylor (2003) also used this framework in their study of employee-manager dyads, finding that employee tenure with the supervisor predicted higher agreement between the parties on employee obligations.

H<sub>5</sub> -There is a positive and significant relationship between the Communication and psychological contract.

## 4. Methodology

The total population of the study was 200 of employees in an insurance industry in Batticaloa district. Out of these employees, only 175 employees (88%) are selected as sample by using disproportionate stratified sampling method. This study totally depends on primary data. The final questionnaire includes utilized scale is Likert's five-degree range. Regarding objectives of this study unit of analysis is the employees who are working in the Ceylinco, Janashakthi, Union Assurance, HNB Assurance, Sri Lankan Insurance co-op, AIA Insurance companies in Batticaloa district.

**Table 1. Decision attributes of cronbach's alpha coefficient**

CAC < 0.5	Unacceptable Reliability
0.5 ≤ CAC < 0.6	Poor Reliability
0.6 ≤ CAC < 0.7	Questionable Reliability
0.7 ≤ CAC < 0.8	Acceptable Reliability
0.8 ≤ CAC < 0.9	Good Reliability

0.9 ≤ CAC	Excellent Reliability
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(Source: George & Mallery, 2003)

**Table 2. Decision criteria for univariate analysis**

Decision Criteria	Decision Attributes
1 < X < 2.5	Lower Level
2.5 < X < 3.5	Moderate Level
3.5 < X < 5	High Level

(Source: Developed for Research Purpose)

**Table 3. Decision criteria for bivariate analysis**

### 5.1. Sample Characteristics

The gender distribution of the employees in an Insurance Industry in Batticaloa District has been represented by the respondents of 175. Among of them 52.6% of employees are male and remaining 47.4% of them are female. Further, 16.6% of employees are below 25 years, while 34.3% of them drop in the age group of 25-30, 39.4% of them come into the group 31-40 and remaining 9.7% are above 40 years of age. The working Experience in the present job was divided into four categories. Out of 100%, nearly 27.4% employees below three years' Experience, 39.4% fall in 3 to 6 years of working Experience and 29.1% of employees within 7 to 9 years of work Experience and remaining 4% of them are had above nine years of working Experience.

### 5.2 Reliability Analysis

All attributes of the Human Resources Management Practices is 0.880 and Relational Contract Fulfilment is 0.708. A Cronbach's Alpha coefficient of 0.7 and higher is adequate and signifies high reliability (Sekaran, 2003).

### 5.3 Univariate Analysis

**Table 4. Univariate analysis of human resources management practices**

Variable	Mean	Std deviation	Decision attribute
Recruitment & Selection	4.36	.4268	High Level
Training & Development	3.82	.4751	High Level
Performance Appraisal	4.23	.4870	High Level
Reward Management	4.18	.5099	High Level
Communication	3.13	.7490	Moderate Level
Human Resource Management Practices	3.97	.3710	High Level

(Source - Survey Data)

All Human Resource Management Practice found to be a high level except communication. Among dimensions of Human Resource Management Practice recruitment and selection has the high mean value (4.36) compare with other dimensions further communication practices mean values (3.13) is less than other dimension of Human Resource Management Practices in an insurance industry in Batticaloa district.

**Table 5. Univariate analysis of relational contract fulfillment and its dimension**

Variables	Mean	Std. Deviation	Decision Attribute
loyalty	3.93	.5573	High Level
security	4.13	.5877	High Level
Relational Contract Fulfillment	<b>4.03</b>	<b>0.5080</b>	<b>High Level</b>

(Source - Survey Data)

Relational contract fulfillment is high level. Among dimensions of relational contract fulfillment security has the high mean value (4.13) compare with other dimensions of relational contract fulfillment in an insurance industry in Batticaloa district.

### 5.4 Regression Analysis

**Table 6. Regressions analysis between human resource management practices and relational contract fulfillment**

<i>R Square:</i>	0.121
<i>F Statistic:</i>	23.799
<i>Adjusted R Square:</i>	0.116
<i>Sig.</i>	0.000 <sup>a</sup>

(Source: Survey Data)

The "R Square" statistic indicates that the independent variables in the regression model account for 12.1 percent of the total variation in relational contract fulfillment. In other words, 12.1% of the variation in the relational contract fulfillment is explained by human resource management practices in an insurance industry in Batticaloa district.

The "Adjusted R Square" 11.6% indicates that it is an adjustment of the R-squared that penalizes the addition of extraneous predictors to the model. The Sig. for the model is 0.000 which is significant at 0.01 level is shown in Table 8. Accordingly, the model is good fit for the data.

**Table 7. Multiple regression model**

Model	Unstandardized Coefficients		Sig.
	<i>B</i>	<i>Std. Error</i>	
Constant	2.142	0.389	0.000

Human Resources Management Practices	0.476	0.098	0.000
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(Source: Survey Data)

The unstandardized constant statistic is 2.142 units. It shows that the model would predict if all of the independent variables were zero. The b coefficient for Human Resources Management Practices is 0.476. This means that on average, if go up 1 point on the Human Resources Management Practices scale then relational contract fulfillment will increase by 0.476 units. According to the p-values, Human Resources Management Practices is significant at 0.01. This means there will be a positive impact of Human Resources Management Practices on Relational Contract Fulfilment in an insurance industry in

Dimension		Relational
Recruitment & selection	Pearson Correlation (r)	0.235**
	Significance Level (P)	.002
Training & development	Pearson Correlation (r)	0.355**
	Significance Level (P)	.000
Performance Appraisal	Pearson Correlation (r)	0.365**
	Significance Level (P)	.000
Reward Management	Pearson Correlation (r)	0.365**
	Significance Level (P)	.000
Communication	Pearson Correlation (r)	-0.022
	Significance Level (P)	.771
Human Resource Management Practices	Pearson Correlation (r)	0.348**
	Significance Level (P)	<b>.000</b>

Batticaloa district.

Based on above Table 7, the equation for the regression line is:

$$Y = 2.142 + 0.476X_1 \quad \text{Where,}$$

$$Y = \text{Relational Contract Fulfillment} \quad X = \text{Human Resources Management Practices}$$

### 5.5 Hypothesis Testing

**Table 8. Correlation of coefficient between hrm practices and relational contract fulfillment**

(Source : Survey Data)

**H<sub>1</sub>– There is a positive and significant relationship between Recruitment and Selection on Relational Contract Fulfillment**

According to the correlation Table 8 the coefficient of correlation (r) value is 0.285 at the 0.01 significant levels. The coefficient of correlation (r) value is fall on Third attribute of the decision rules. It shows that, there is a moderate positive relationship between the Recruitment &

Selection on Relational Contract Fulfillment (criteria  $0.1 < r < 0.29$  = Moderate positive relationship) in an insurance industry in Batticaloa district. Therefore hypothesis (H1) is accepted.

#### **H<sub>2</sub>– There is a positive relationship between Training and Development on Relational Contract Fulfillment**

According to the correlation Table 7 the coefficient of correlation (r) value is 0.355 at the 0.01 significant levels. The coefficient of correlation (r) value is fall on second attribute of the decision rules. It shows that, there is a Medium positive relationship between the Training and development on Relational Contract Fulfillment (criteria  $0.3 < r < 0.49$ = Medium positive relationship) in an insurance industry in Batticaloa district. Therefore hypothesis (H2) is accepted.

#### **H<sub>3</sub>– There is a positive relationship between Performance Appraisal and Relational Contract Fulfillment**

According to the correlation Table 8 the coefficient of correlation (r) value is 0.365 at the 0.01 significant levels. The coefficient of correlation (r) value is fall on second attribute of the decision rules. It provide there is a Medium positive significant relationship between the Performance Appraisal and Relational Contract Fulfillment (criteria  $0.3 < r < 0.49$ = Medium positive) in an insurance industry in Batticaloa district. Therefore hypothesis (H3) is accepted.

#### **H<sub>4</sub>– There is a positive relationship between Reward Management and Relational Contract Fulfillment**

According to the correlation Table 8 the coefficient of correlation (r) value is 0.365 at the 0.01 significant levels. The coefficient of correlation (r) value is fall on second attribute of the decision rules. It provide there is a Medium positive significant relationship between the Reward Management and Relational Contract Fulfillment (criteria  $0.3 < r < 0.49$ = Medium positive) in an insurance industry in Batticaloa district. Therefore hypothesis (H4) is accepted.

#### **H<sub>5</sub>– There is a positive relationship between Communication and Relational Contract Fulfillment**

According to the table 8 the coefficient of correlation (r) value of the individual factor is 0.134 at the 0.01 significant levels. The coefficient of correlation (r) value is fall on first attribute of the decision rules provide there is a Low positive relationship between the individual factor and Communication (criteria  $0.1 < r < 0.29$ = Low positive relationship).As the p-value 0.072 is higher than the alpha value 0.01, this shows that the relationship between individual factors and Communication is insignificant. Therefore, the alternate hypothesis (H<sub>5</sub>) is rejected.

Here communication is not significantly relate with the dependent variable of relational contract fulfillment. Because, P value was greater than the level of significance ( $P > 0.05$ ).

## **6. Conclusion and Recommendation**

### **6.1 Conclusion**

The descriptive, correlations and regression analysis were helpful to find out the level of Human Resources Management Practices and Relational Contract Fulfillment and relationship between two variables. The finding of this study clearly shows that, level of Human Resources Management Practices and Relational Contract Fulfillment are high level and also 11% of the variance of Relational Contract Fulfillment is explained by Human Resources Management Practices in an insurance industry in Batticaloa district. So it can be revealed that there is a positive and significant impact of Human Resources Management Practices on Relational Contract Fulfillment in an insurance industry in Batticaloa district

### **6.2 Recommendation**

The relational contract fulfilment is an important to all the organizations for achieves their targets. Nowadays, these kinds of research needs in the developed and developing countries like Sri Lanka. Relational contract fulfilment directly influence on employees performance in organization. On the other hand, further studies with relationship between relational contract fulfilment and employees performance by different organization variables are required in this field especially in Sri Lanka whether it's manufacturing industry or service industry.

### **6.3 Direction for Future Research**

This present study examines the impact of Human Resource Management Practices on Relational Contract Fulfillment in an insurance industry in Batticaloa district. The direction of this study is, if any study consider more dimensions and analysis methods the finding will be more worthwhile, this study only taken the small time period to collect the data in an insurance industry in Batticaloa district. So if anyone can take the long period of collect the data it may become an effective one, this study only followed quantitative research but in future if anyone can apply the mixed method, this study only covered insurance industry in Batticaloa district. So in future scope will be **expanding** beyond the research area it will be effective and useful. The future research should examine relational contract fulfilment with different job outcomes such as job performance, counterproductive work behaviors, job security and job involvement.

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