

EXPLORING THE CONTENTS OF PSYCHOLOGICAL CONTRACT: THE EMPLOYER AND EMPLOYEES PERSPECTIVES OF HEALTH-CARE INDUSTRY: STUDY OF PPHI (PEOPLES PRIMARY HEALTH INITIATIVE) DISTRICT KHAIRPUR

Bilawal A. Soomro¹, Sumaiya Syed², Salman B. Memon³

Department of Business Administration, Shah Abdul Latif University, Khairpur Sindh, PAKISTAN.

¹Bilawalali30@gmail.com, ²ssm_syed@yahoo.com, ³salman.memon@salu.edu.pk

ABSTRACT

Health care industry is recognized as a crucial industry in every society, and its recognition is based on the Doctors and supporting staff behavior with the patients. However, employee behavior depends upon the reciprocal relationship with their employer as well as the fulfillment of their expectations. Therefore, balanced relationship between employer and employees is very much important for health care industry. In this regard, efforts were made to explore the contents of psychological contract (PS) between employer and employees of health care industry. This study was conducted in PPHI (people's primary health initiative) district Khairpur Mir's. The primary data was collected through interview using structured open-ended questionnaire. The qualitative technique used in collection of the data from total 18 respondents in which 15 represent the employees side while other 3 represent the employer perspective. The result of the study highlighted that employees expecting more salary as compare to their performance, moreover, employees (doctors) of PPHI Khairpur demanding approval for private practice which is restricted by PPHI management or employer, even though, there is a reciprocal psychological contract between employer and employees of PPHI Khairpur on the basis of mutual trust, and fulfillment of written as well as some unwritten commitments.

Key words: Psychological contract, Health care industry, PPHI

INTRODUCTION

Psychological Contract refers to the reciprocal affiliation between workforces and employer in term of unwritten expectation that arises during job in the organization. (Rousseau and D 1989). Historically, the psychological contract appeared as a concept in the psychological field about fifty years ago for recognition the organizational behavior as well as reciprocal employment relationship (Argyris, 1960). The bulk of publications represents that the psychological contract is an approach that observe the organization as well as individuals reciprocal relationship (Conway & Briner, 2005).

The forte of psychological contract is a contingent on how well the organization is fulfilling the individual's perceived obligations which are upstairs or beyond the written formal contract of employment; this will determines the strength of psychological contract as well as individual's obligation to the organization.

The traditional psychological contract decreases ambiguity for employees with regards to job as it provides a clear employer and employee contract based on solid and straightforward relationship.

The unwritten understanding and informal obligations between employer and employees regarding their mutual expectations on that baseshow each will perform their responsibilities to produce unexpected outcomes for organization. When psychological contract appear in organization it will produce mutual employment relationship, effective working environment, enhance level of trust, high employees commitment, minimize turnover intention, high job satisfaction and produce unexpected results.

In the literature, there are four dimensions of psychological contract. Firstly, the transactional psychological contract (TPC) arises when employment arrangement is for short term or limited duration. Its main focus on exchange of work in lieu of money with detailed and definite description of job duties and responsibilities and limited contribution in organization. Secondly, the relational psychological contract (RPC) is for long-term employment obligations that are based upon the reciprocal trust and commitment as well as employees loyalty with organization. Thirdly, the transactional psychological contract (TPC) is reflecting the absence of commitment regarding future employment or the uncertainty regarding the future of job. Fourthly, the balanced psychological contract (BPC) comprises both transitional and relational dimensions, usually occurs in most of the public owned as well as professionally managed organizations.

The forte of a psychological contract highlights job approaches as well as performances of the workforces in the organization. If organizations want to succeed, then they acute need to address the 'soft' issues while managing the performance. They need to focus on people rather than on technology. This will lead the mutual relationships between employees and organizations.

The aim of this study is to analyze the psychological contract in health care industry because mostly in health care industry of Pakistan there is always need of psychological contract between employer and employee for patient welfare. In addition, this study was conducted to trace out the Psychological contract between employees and employer of PPHI (Peoples Primary Healthcare Initiative) District Khairpur, Sindh Pakistan. PPHI is the semi government healthcare organization effectively working in Sindh with the coordination of health department of Sindh. There is an emergency to take efforts on psychological contract in health care industry because it is service oriented organization, if there will be strong reciprocal relationship settled between employees and employers than any good and healthy environment can be found in health care industries where patients are being treated, in Sindh specially in Khairpur there is the urgency of that healthy environment in health care industries where doctors treat patients with care and hostility. This study highlight the urgency and importance of psychological contract in health care industry, and explore that how psychological contract will improve the performance and reputation of this industry, moreover the results of this study will be very much fruitful for health care industry in decision making and strategies formulation.

LITERATURE REVIEW

Aggarwal & Bhargava, (2004) conducted study to determine psychological contract in India. In this study, the author examined the employee and employer differences regarding organizational obligations and concluded that the role of culture on psychological contract is noticeable. In other words, culture can powerfully shape the employment practice within the organization that helps employees to build strong psychological contract with their employer. Furthermore, employee perceptions that can be influenced by the culture regarding their expectations as well as associated obligations. In terms of expectations, Indian employees are broadly similar to western employees from their organizations. For example, the results

reported that the employees give great importance to supervisors and considered immediate supervisors as a providers and caregiver of their needs.

In another study, Robinson, Kraatz and Rousseau (1994) investigated the changing obligations and the psychological contract. The findings of the study concluded that employees' perceived obligations to their employers' decreases overtime while; there are obligations with employers increase. Furthermore, the findings showed that an employer's failure to fulfill its commitment was found to be significantly associated with decline in some types of employee obligations.

The study on communicating the psychological contract from an employer perspective confirmed that the psychological contract offers managers a useful framework that not only consider the employment relationships but also manage the most of the methods of communication within their organization (Guest & Conway, 2002). In addition, the study confirmed most of the methods of communication that may be considered as a sensible way to focus on effectiveness of communication.

The research work of the Otálora and Barros (2014) examined the distance learning university students regarding the psychological well-being as a basic dimension of human beings. This study highlighted the perspective of the personal problems adjustment and adaptations, for example, the high level of psychological well-being and an appropriate personal problems management.

Antonaki & Trivellas, (2014) reported the negative relationship between Psychological Contract Breach (PCB) and work attitudes such as Job Satisfaction (JS) and Organizational Commitment (OC). This study confirmed that the mediating role of JS on association between specific PCB aspects and OC, elevating the importance of their role in the organizational context of the banking sector.

(Anvari, Mansor, Abdul Rahman, Abdull Rahman, & Chermahini, 2014) Also directed the study to trace out the effect of affective organizational commitment and psychological contract in the relationship between strategic compensation practices and knowledge sharing. This study determined the results which emphasized the significant relationships between strategic compensation practices and affective organizational commitment, affective organizational commitment and knowledge sharing, strategic compensation practices and psychological contract, and psychological contract and knowledge sharing. Moreover, the results exposed that strategic compensation practices are positively related to affective organizational commitment and psychological contract. Furthermore, the results indicated that affective organizational commitment and psychological contract have a significant mediating effect on the relationship between strategic compensation practices and knowledge sharing.

AIM & OBJECTIVES OF RESEARCH

Aim

The underlying aim of this study is to explore the contents of psychological contract between employees and employer within health care industry.

Objectives

- 1) To investigate the contents of psychological contract between employees and employer within health care industry.

- 2) To explore the factors which affect the reciprocal relationship in health care industry.

Research Questions

In order to address the research aim and objectives, following research questions have been proposed.

RQ1: Is there any psychological contract in between employees and employer of health care industry?

RQ2: What are the contents of the psychological contract between employer and employee which affect the mutual relationship in health care industry of Pakistan?

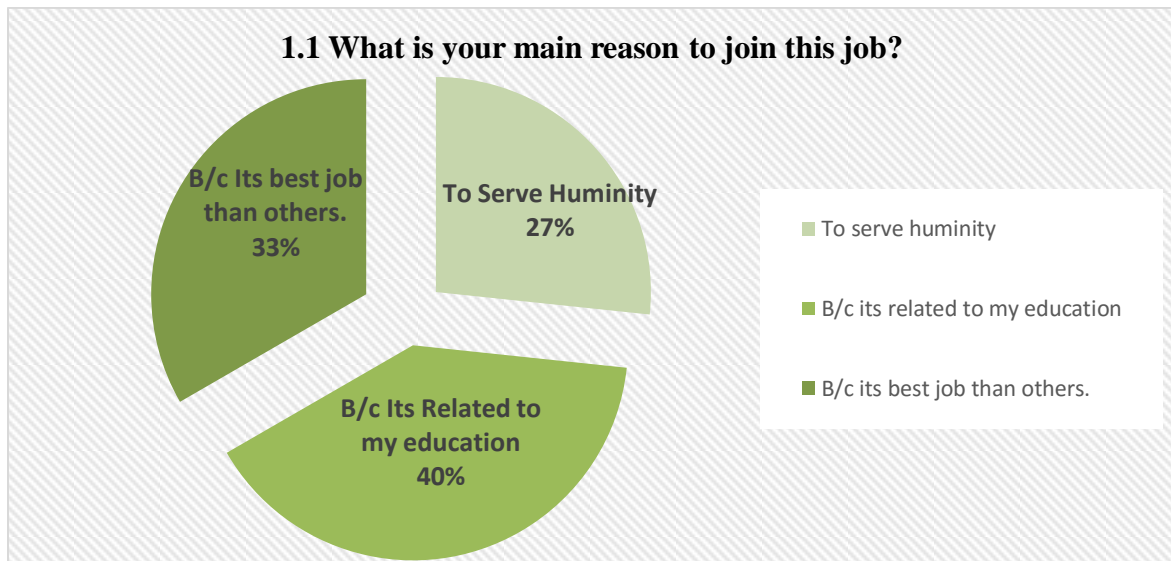
RESEARCH METHODOLOGY

Primary data was obtained through qualitative technique. For this purpose, the qualitative interviews were conducted with the help of open-ended questionnaire. A total of 18 respondents participated in the interviews; in which 15 respondents were employees while other 03 represent the employer perspective.

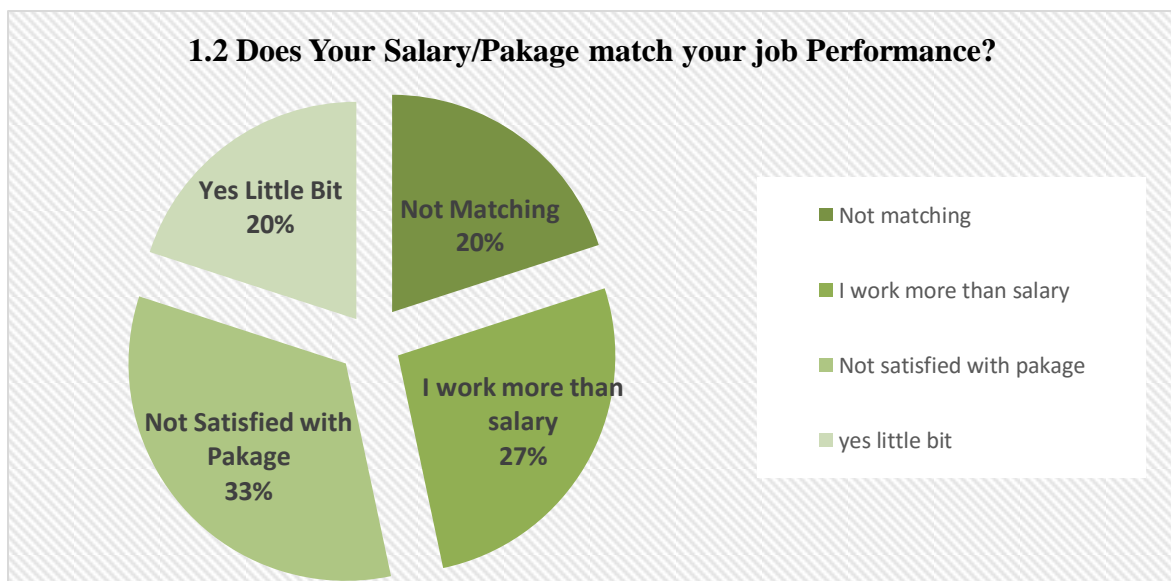
RESULTS

<i>Demographic Profile</i>	
Total No of respondent	18
Employees (Doctors)	15
Employer (District Khairpur level)	03
Age	
26-35	06
36-45	10
46 and above	02
Gender	
Male	11
Female	07
Marital Status	
Married	15
Unmarried	03
Qualifications	
MBBS	15
MBA, M.COM and Others	03
Years worked at PPHI	
0-5	10
6-12	08

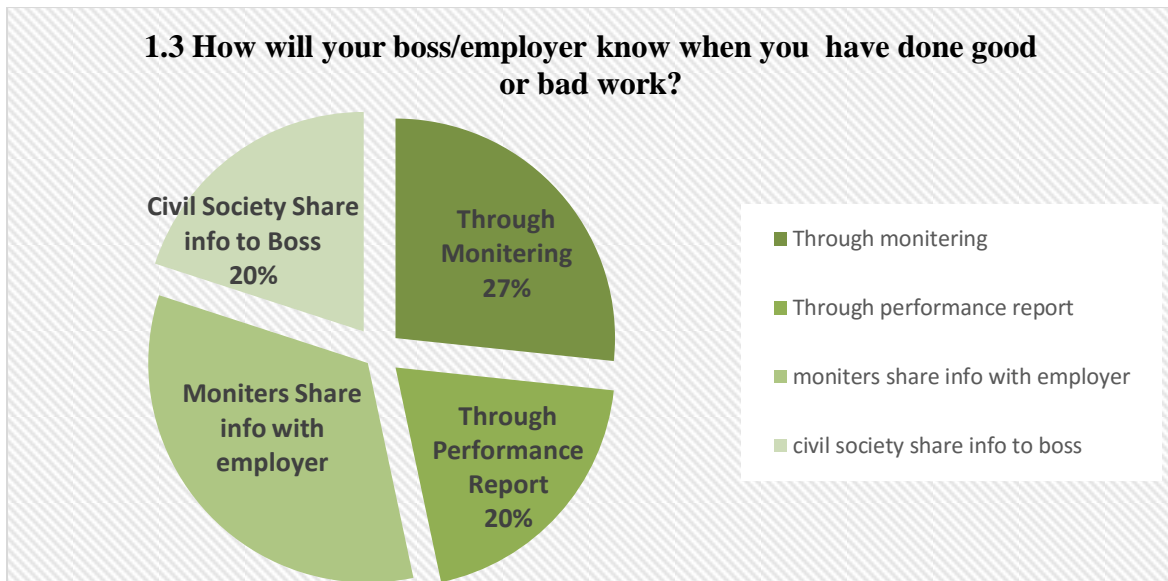
Graphical Results the employee's viewpoint.



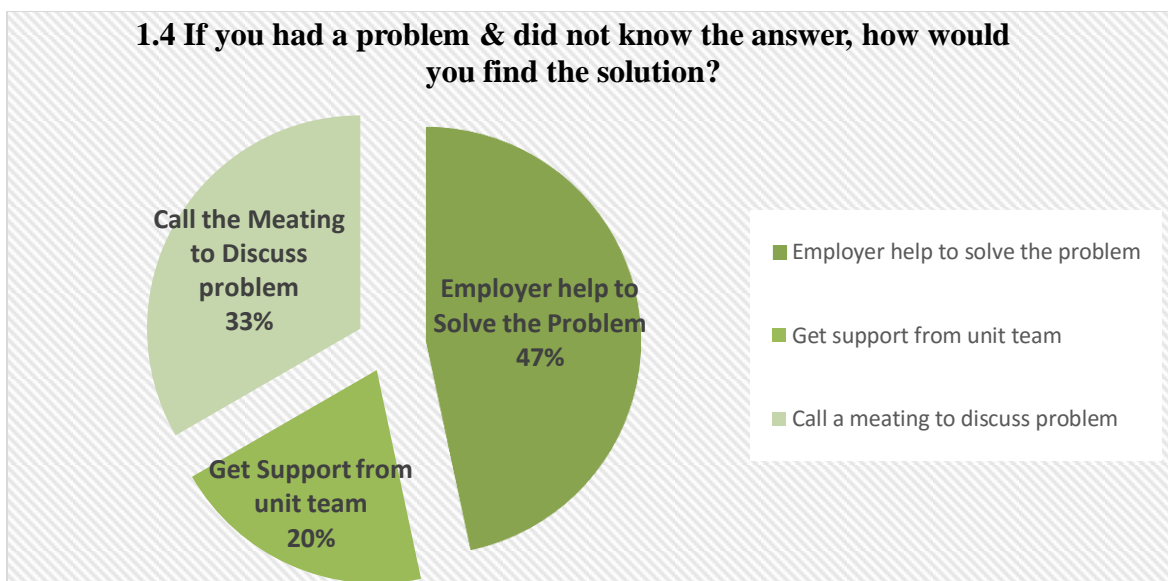
According to above graph employees of PPHI responded that they are very happy and satisfied to join health care industry because health care industry is purely related to our qualifications and they believe that their job is best than others, also employees of PPHI reported that they really wanted to join health care industry to serve the humanity.



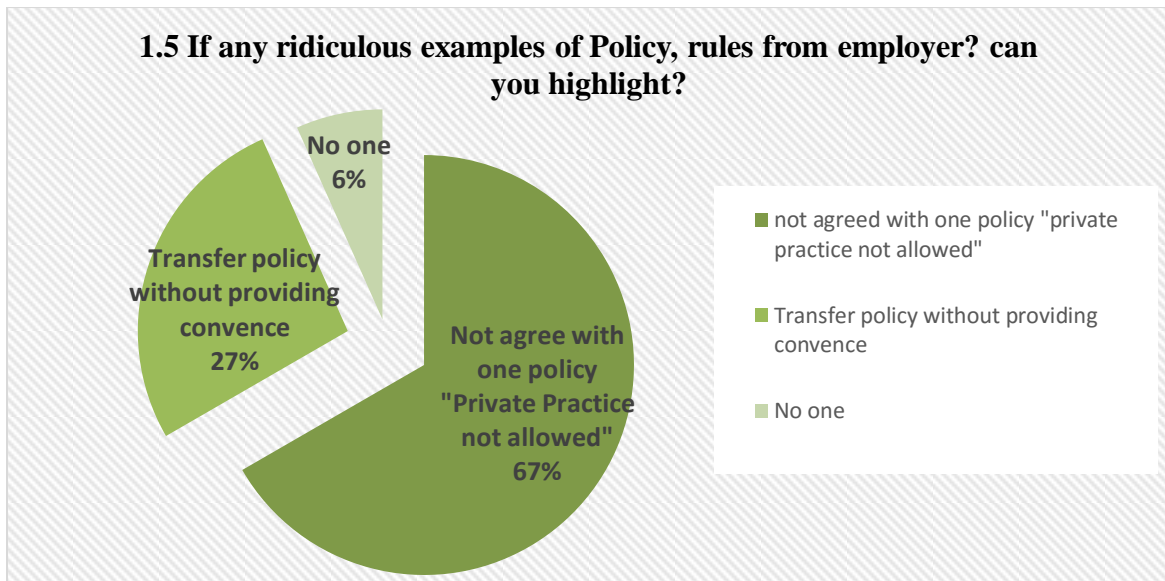
According to above question the employees of PPHI were reported that they are working more than their salary/packages, and they are not satisfied with their salary and benefits, moreover they reported that their salary is less than governmental employees of health care industry and they are working more than governmental employees.



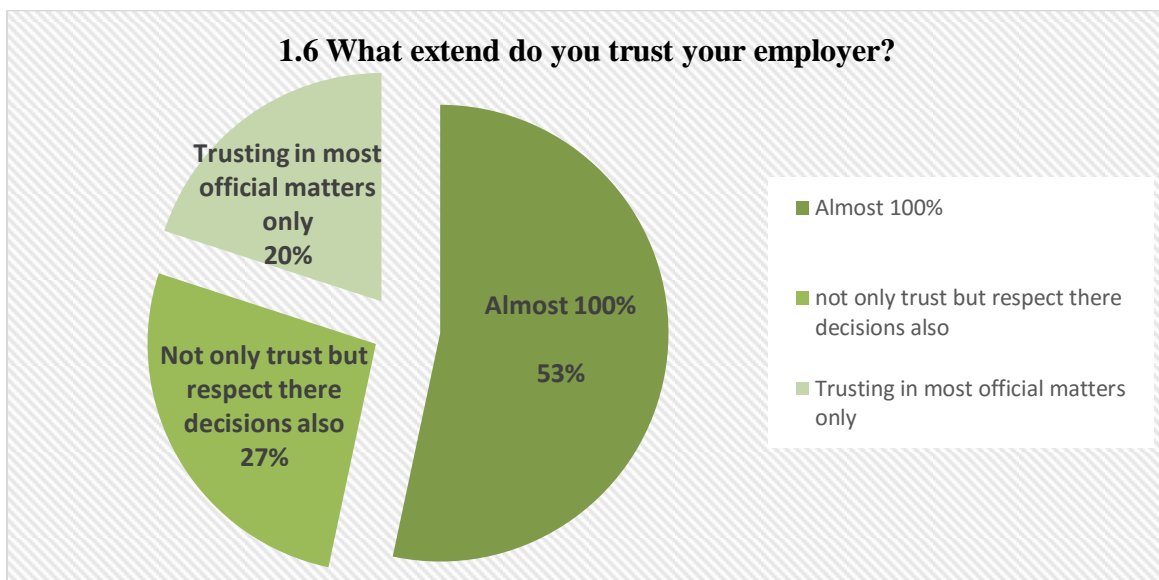
Regarding the above graph the employees of PPHI were told that there are various channels or ways which transmit our performance info to our employers, sometimes monitors share our performance report, as well as civil society also report to our employer about our bad or good performance and also very common annual confidential report (ACR) which show our performance officially.



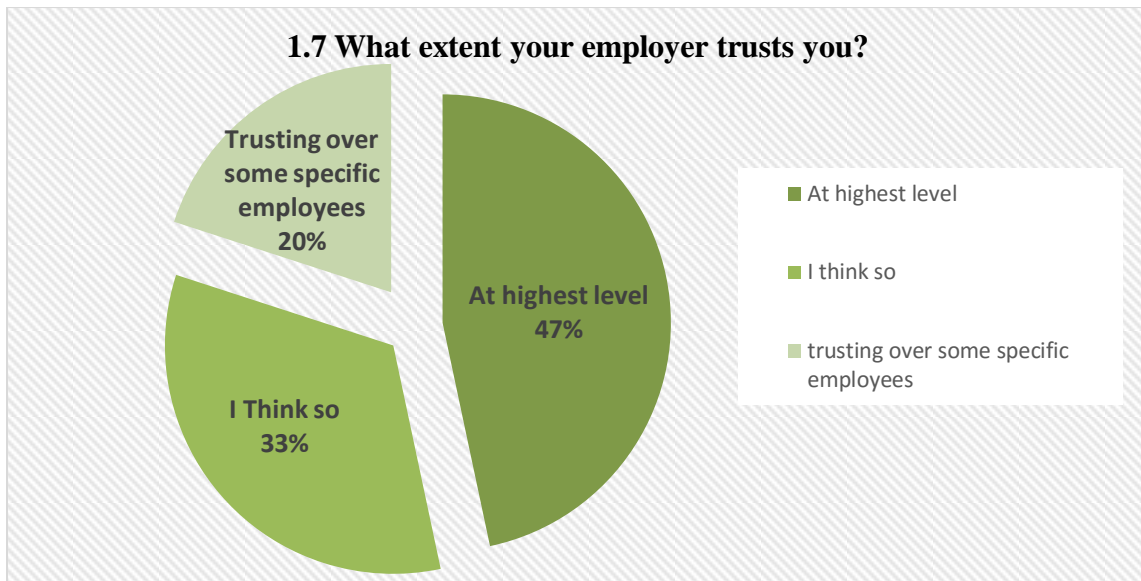
According to above graph employees of PPHI were reported that when any problem occur they call fora meeting with their team members to get their views to resolve the problem, also employer help to resolve the problem.



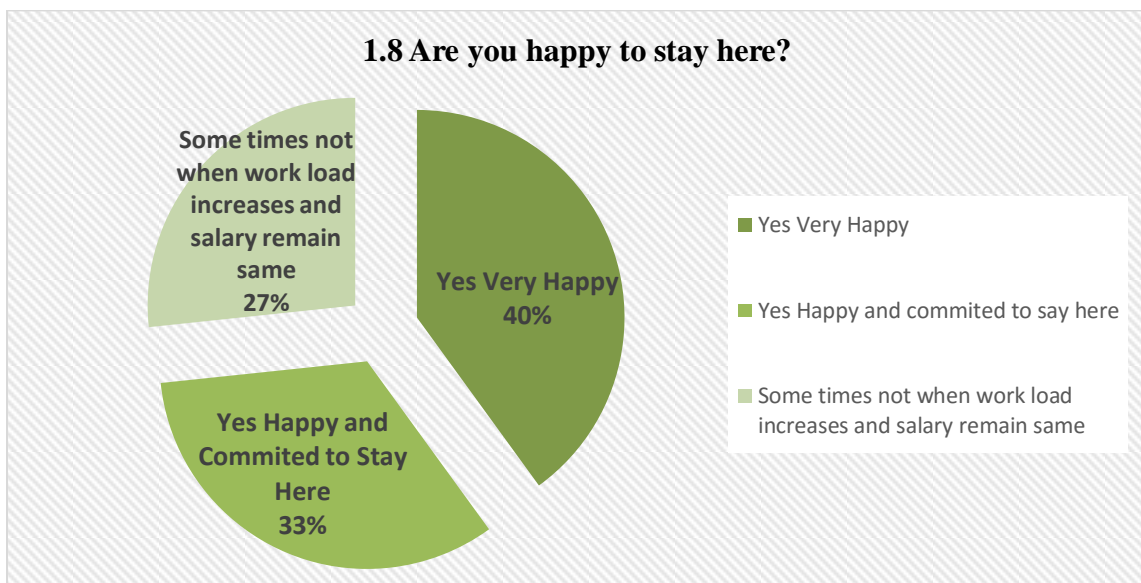
Employees of PPHI are mostly not agree with one policy which is “no private practice allowed” means PPHI doctors are not allowed to open the private clinic in free time, they said we are receiving less salary and benefit even though we are prohibited to open private clinic.



The above graph shows that PPHI employees (doctors) highly trust their employer, there is a mutual relationship between them and their employer, level of trust depends on the fair performance and communication between employer and employees of PPHI.



Employer of PPHI also trust their employees, the level of trust depends upon the performance of employees, as well as the fulfillment of the promises and expectations to their employer. Also fair communication between both parties is the base which maximizes the level of trust.

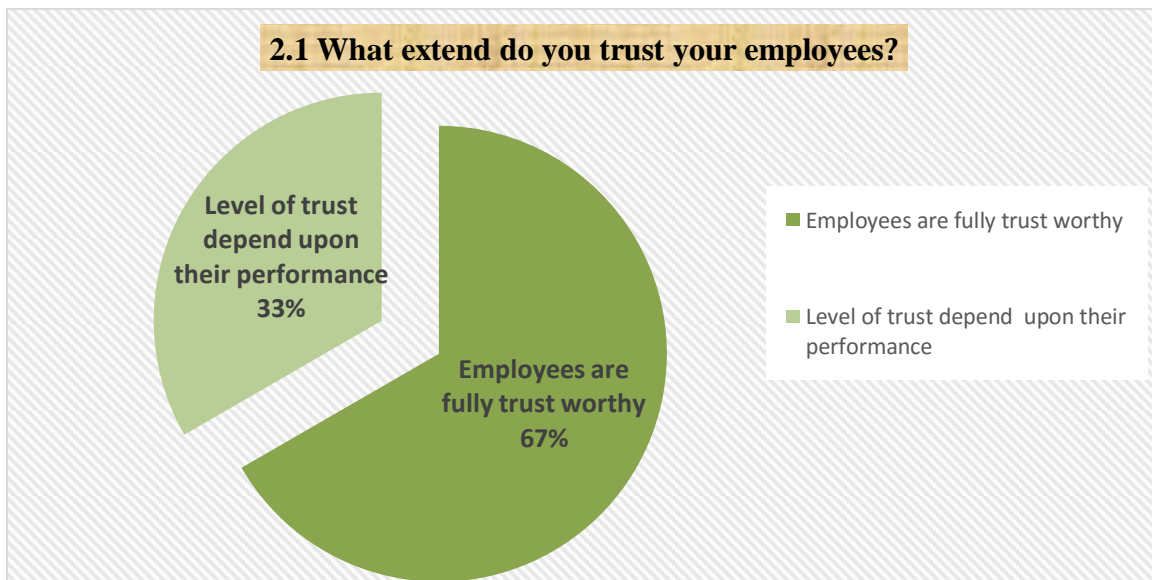


When above question were asked mostly employees of PPHI were smiley replied that they are 100% happy to stay here, some of them were told that they are not only happy but also committed to stay here, because they have got right job according to their qualifications.

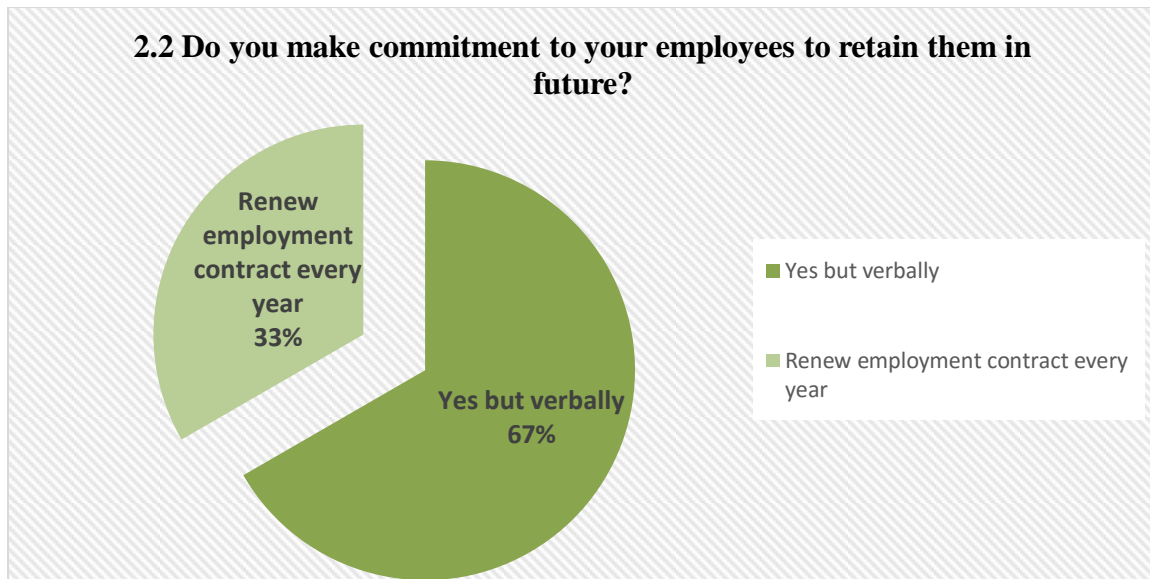


According to above graph the employees of PPHI were said that they fulfilled all written commitment to their employer also they work hard and go beyond the written commitment, employees of PPHI were also said that when they are performing their job duties and responsibilities they don't remember or fallow only written commitment they just work harder and better and that will always beyond or more than written commitments.

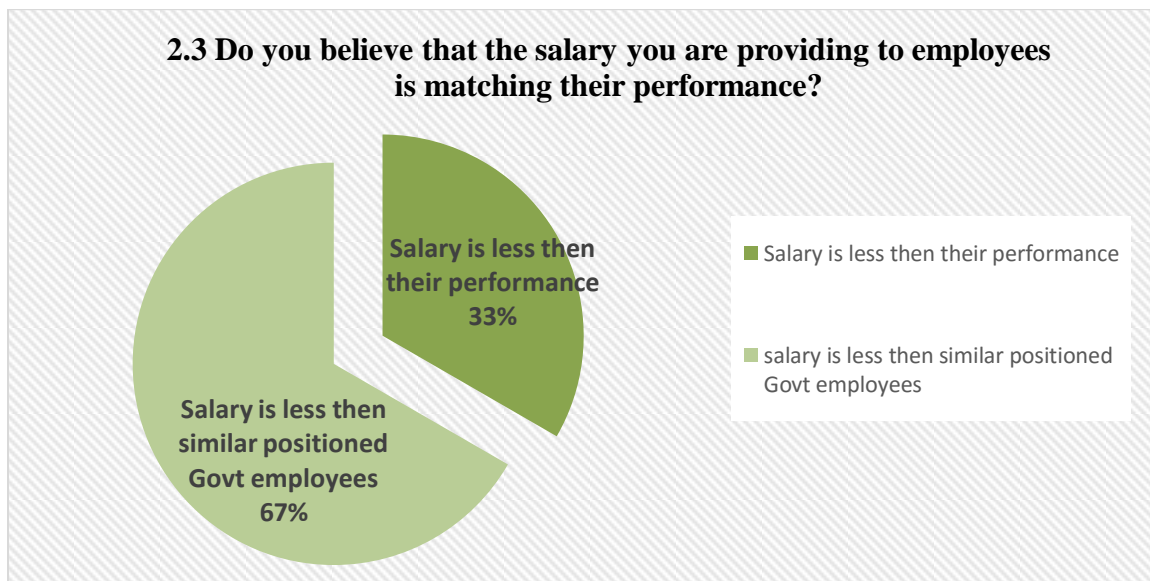
RESULTS OF EMPLOYER VIEWPOINT



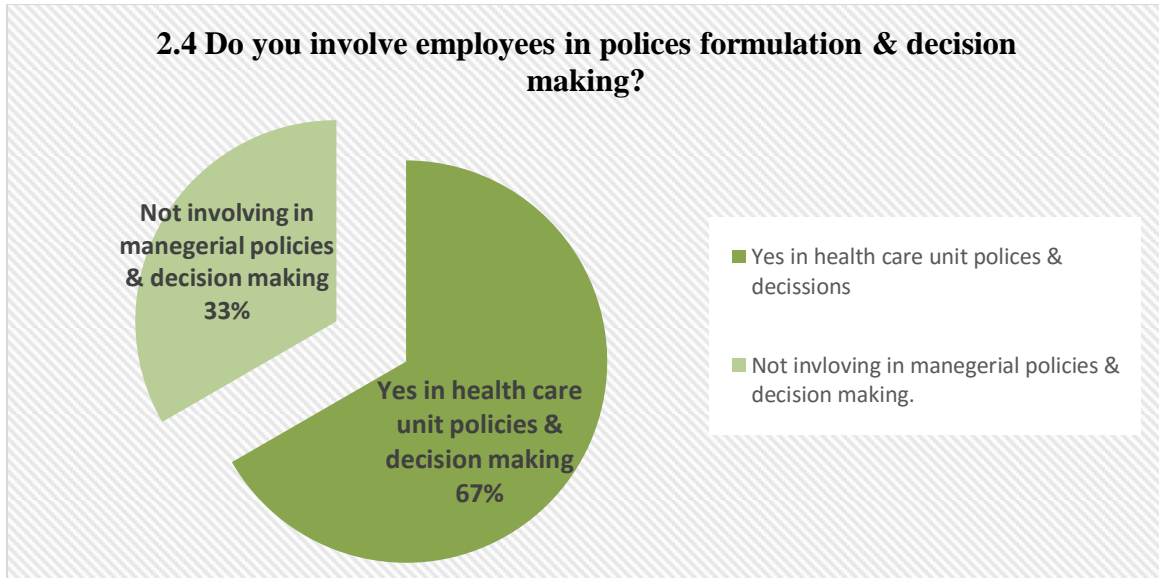
Above graph show the view point of employer and it highlights that employer of PPHI are also trusting their employees at highest level, employer of PPHI were told that sometimes level of trust depends upon the performance of employees, When employees perform well the level of trust is also increases towards their employees.



According to above figure employer were told that they make verbal unwritten commitment to their employees to retain them in future, and verbal or unwritten commitment is based upon the employees well performance, while officially employer renew the employment contract every year in written form.



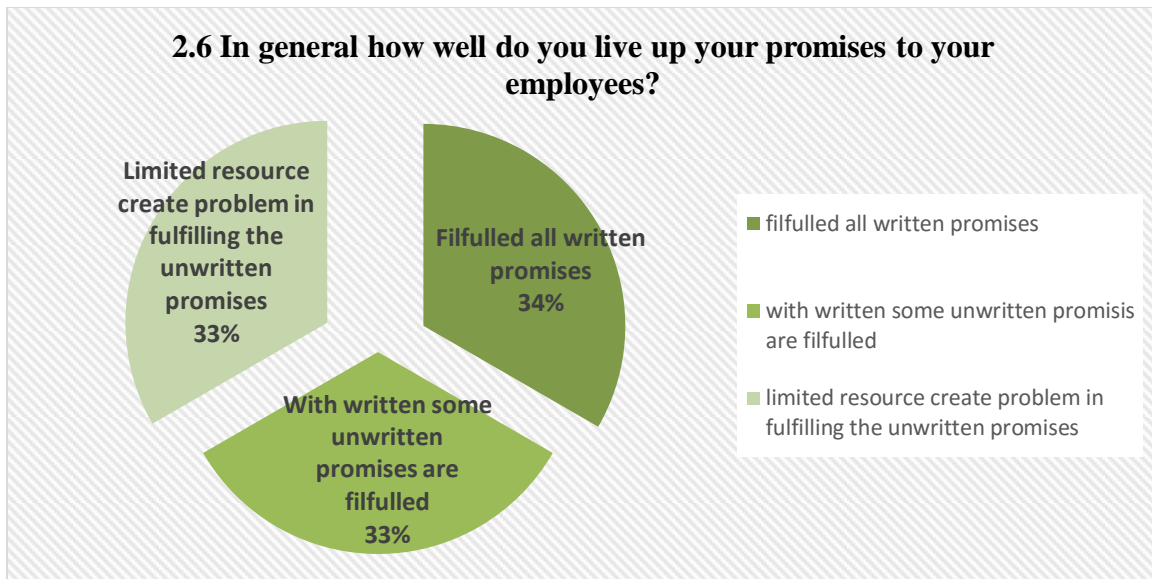
According to above graph PPHI employer believe that the salary and benefits which they are providing to their employees is less than their performance and also less than the similar positioned governmental employees. The employer of PPHI argued that they have limited resources and specific budget as compare to the budget of governmental health sector but even though management is trying their best to provide satisfactory packages and other benefits to their employees.



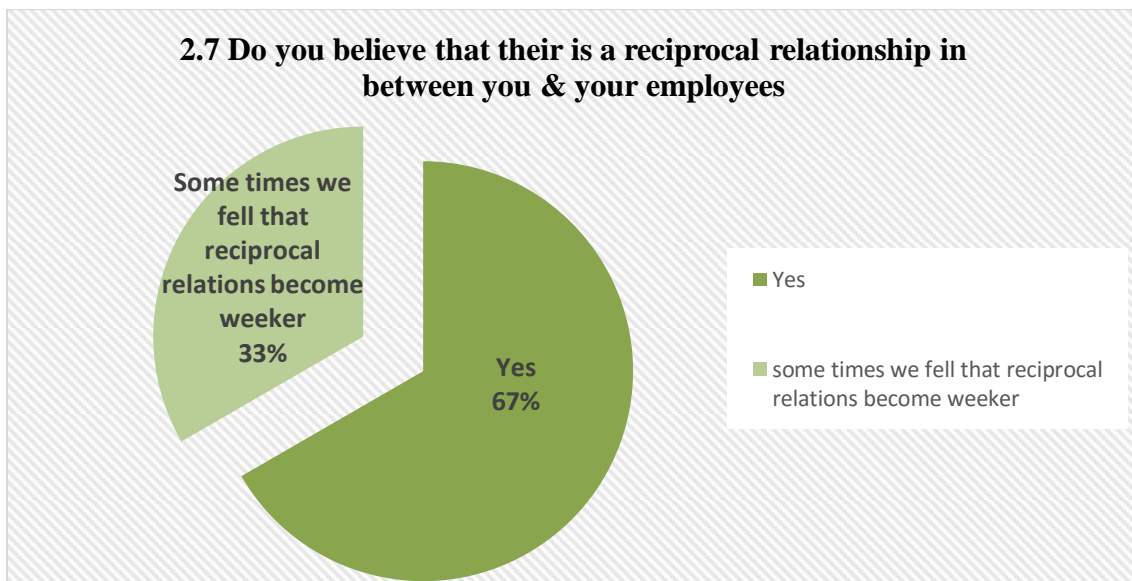
The above graph highlights that employer involve employees in policy formulation and decision making but when they are making policies or making decision regarding the health care units of employees only, employees of PPHI are not involved in managerial decisions of PPHI.



Employer of PPHI were told that they have fulfilled all written commitment to their employees also they have fulfilled some unwritten commitments and promises, like employer were made unwritten commitment to their employees for rise in salary on annual bases so the salary of employees is increasing on annual bases.



According to above figure the employer of PPHI were told that they have fulfilled all written with some unwritten promises, but it is very hard to fulfill all promises with very limited budget so sometimes financial crises does not allow us to meet employees demands or obligations.



According to above graph employer of PPHI believe that there is a strong and reciprocal relationship between them and their employees, the reciprocal relationship is based upon the employee’s performance and fulfillment of all written commitment from both sides, while sometimes employer felt that the reciprocal relation between both parties become weaker due to not fulfillment of all un written promises but that feelings are just for temporary period.

CONCLUSION AND DISCUSSION

The results as mentioned above indicate that employees of PPHI believed that there is mutual psychological contract between them and their employer. As illustrated in graph (see Figure 4.1.6 and 4.2.1) the level of trust between both parties are high as both are highly trustworthy with each other. Also, the employer involves employees in important decisions regarding their different health care units in district Khairpur except managerial decisions. In addition, employees of PPHI are also motivated and satisfied with their job because their job is matching completely with their qualifications. The working staffs of doctors of PPHI was told that they are working in healthcare to serve the humanity while some of them were told that they are work for healthcare industry because it is the best job in our society even in all other societies. Moreover, there are also some contents that were explored which affecting reciprocal psychological contract in between employer and employees of PPHI such as, less salary and no private practice policy. Employees also believe that their salary is less than their performance as compared to other competitors which are employed by government. Also, with less salary they are restricted for private practice means they are not allowed to open the private clinics in free time. In this job, they are bounded to treat patients at PPHI health care units only. The findings also reveals that the government doctors are receiving the double salary then us and they are allowed for private practice means they are free to open private clinics. The current government doctor are receiving impressive fringe benefits so employees of PPHI are demanding from their employer that either to rise their salary as compare to other competitors or to allowed them for private practice. On the other hand, employer of PPHI also realized that they are providing less salary and fringe benefits as compare to employees performance and their competitors, the employer of PPHI argued that they have limited resources and specific budget as compare to the budget of governmental health sector, even though, they are trying to provide handsome packages to employees in order to retain them as well as motivate them. The employers at PPHI also believe that there is a level of trust in between them and their employees which works like a bridge between both parties which is helpful to maintain reciprocal relationship. Furthermore, PPHI employer said that they are positively wants to resolve the “private practice policy” matter and keep our employees in confident regarding this issue. Moreover, the finding of this study implies that the employer of health care industry need to focus on employee’s demands on emergency basis in order to maintain strongest bond between employer and employees and to maintain long-term mutual employment relationship with fair policies.

LIMITATIONS

This study was limited to 15 employees (Doctors) and 3 employers of PPHI (people’s primary health initiative) District Khairpur Mir’s. Therefore, these findings may not be generalised to other settings.

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