



Role of Effective Communication on Psychological Contract Fulfillment Moderating by Individualism Collectivism

Muneeza Keerio, Sumaiya Shah, Salman Bashir

Abstract:

In current scenario, the results propose that the degree of psychological contract fulfillment PS is positively associated to EC, a view that inter-generational variances exist among employees which provide challenges to employers in effectively managing diverse workforce. But theoretical research on Effective Communication differences using psychological contract (PC) framework, Hereafter this study Prove that the gap by discovering the moderating effects of groups on the relationships between PC fulfilment and EC', organizational obligation and intention to quit. Data were collected by questionnaire survey on 102 employees of STEVTA. Multiple regressions be present used to analyze the data. The results propose significant relationships between PC fulfilment and effective communication.

KEYWORDS: Psychological contract, effective communication, value as worth, value as belief, value as respect, individualism and collectivism.

Introduction:

Effective communication play a greater role in the organization, as organizations globalize, culturally based on variation, in this way employees conceptualize their relationships with their employer's increases their importance. Value of collectivist orientation likely has its effect on the psychological contract, through beliefs about the nature of social exchange. Data were consistent with creditor exchange ideology "appropriateness or giving more than has been received" mediating the relationship between collectivist orientation and perceptions of a relational psychological contract. Organization truth and commitment regarding effective communication are pre-requisite for strengthen psychological contract, Zhang, (2008) psychological contract is hidden contract between the organization and employer, psychological contract will frequently after the change of environment and the changing process decrease the differences of understanding among two parties in very important.

Literature Review:

Effective Communication and Their Importance: Elizabeth C Ravlin (2012) suggests, when organization were globalize ethically base on differences and their importance, in the antagonism for talent, organization have to appreciate to their employees performance and their prospects regarding the organization how they treated their firm as a employee of this organization, in recent time culture control on the psychological contract as relational or transactional, when we conduct they survey in multinational corporation then we pursuer that the communication is a necessary for employees and



between the organization this study tell us that the value of culture collectivism and orientation like effect on the psychological contract regarding attitude regarding the nature of social exchanges. It is nearly impossible to spend a single hour without communication. Communication is simply sending and receiving messages by using a medium. We can communicate our feeling, values, and beliefs. There are different types of communication like 1) verbal: simply sending message through words of mouth, 2) written: sending message through symbols understandable to both sender and receiver. If we are talking about communication at organizational level the types are 1) formal and 2) informal. Formal communication includes horizontal and vertical communication. The horizontal communication is the communication at the same level while the vertical communication is top-to-bottom and bottom-to-top communication. Effective communication is when we transmit our message timely and receiver understands the message is called effective communication. In the organization when there is effective communication it has great impact on the performance of the organization. Employees are communicated effectively the values, norms and promises, they are bound to fulfill these obligation and expectation of the organization. (khan, 2009)

Psychological Contracts: In organization investigate that the psychological contract generally use to refer regarding the expectation between organization and employees, the psychological contract describe the relationship among the organization and employee, the psychological contract regarding the understanding of obligations regarding the employers and degree the obligation is full filed, the research study explore that the area of psychological contract explain in the contents of 21st century, supposed that the contract violate the result regarding inconsistency unmet the expectations loss of trust and job dissatisfaction negatively effect on the employees contribution towards the organization, at what time employees receive the rewards from the organization in the way consistent regarding the promises that the promises have alleged that create the psychological contract full filament.

Psychological contract is unwritten expectations in the employment relationship. PC is the mutual understanding and obligation of the employment relationship. Most of the employees think about the individual development, future opportunities and other benefits. The organization also needs to estimate the importance of the opportunities, benefits, good working environment for the employees. If organization wants to motivate the employees and wants that employees remain committed with the organization, it needs to focus on the employees rather than the items (Freese, 2007).

There is no any universal definition of the psychological contract different authors have given different views about the psychological contract. Some authors defined it as obligation of one party or the other defined as the employee's expectation from the job/organization. Psychological contract is the reciprocal obligation and expectation on the both sides (employees'/organization). It is a dual approach where both the parties expect something in return of the work done. There is a great difference between the psychological contract at an individual level and at organizational level. The role



management plays to fulfill the promises done to employees, and how much employees are contributing their efforts loyalty and commitment toward the organization by doing their job well (Dundon, 2006).

According to this research article the communication plays very important role in recovery of the patients, when the instructions and precocious given to patients are understandable to them there are good chances of their recovery (Jenkins, 1999). In addition, today's era every organization focus is on the good industrial relation there are many factors but psychological contract is the one the best method to develop the industrial relation. It is argued that PC (psychological contract) helps organization in developing the trust in the mind of peoples (Guest, 2014).

Collectivism and Individualism: Individualism-collectivism scale measures or construct of social example shimmering the amount regarding participant vision themselves as member of a social cluster regarding as entity. Individual's score far above the ground in collectivism are consideration to take on cluster values and norms. In difference, unusual individuals vision themselves as insecurely associate to other populace and selecting to operate separately regarding individualistic people, personal achievements peruse higher priority and collective goal, solitary measurement regarding cultural level regarding individualism-collectivism (Xun He, 2014).

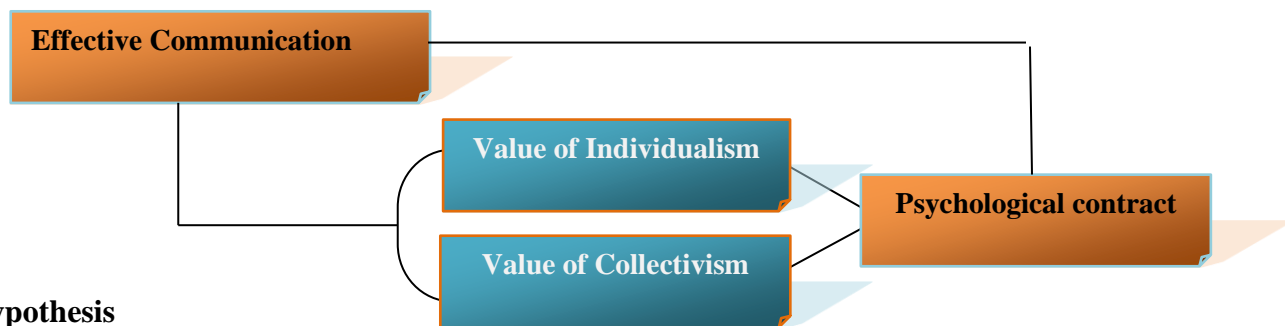
Employees who experience with the intention of psychological contracts, in meticulous regarding their socio-emotional desires, fulfilled by the organization will have additional perception to they have been positively treat by employer (Chiu, 2003). This valuable behavior helps to facilitate strong swap over ideology among employees and organization in line up with this vision, noted that the association regarding perceived organizational preserve and feel obligation enhance the employees' acceptance of the value of reciprocity. In other words, employees motivate and restore the approach of gratitude by increasing the quantity regarding perceived obligation. Result of employees boost the level of their affective dedication regarding the organization, the elevation at which they perform the task performance and feel fewer tending to leave the organization.

Effective Communication and Psychological Contract: Psychological contract exists at all era in the organizational management, the effect play a greater role regarding the effective communication and psychological contract regarding not only harmful effect of the employees (Yake, 2009). Organization use efficient communication skills interact through effective communication getting the message regarding organization and convey to their employees regarding the value of the organization, if communication is effective and great pursue, communication is the process to exchange the information regarding employees and employers information is deliver effectively, effective communication employees must aware regarding the organization norms and values.



Fulfilment of the Psychological Contract: Chiu, (2003) multiple aspect regarding the employee's relationship towards the organization regarding paying the benefits opportunity for progression, job possessions support good employment relationship, Measurement of psychological contract fulfillment based on study. Innovative tools of psychological contract. Amount of the inducement actually conventional regarding their organization were less than or greater than the quantity regarding the organization have promise them. Advanced score of the better employees, insight of whether the psychological contract has been fulfilled.

Research Model



Hypothesis

Hypothesis 1: Affective communication positively related with Psychological contract.

Hypothesis 2: *Impact of Effective Communication on Psychological contract Mediated by Individualism & Collectivism.*

Research Methodology:

Research is the complete study of literature and try to find out the association value and their outcome of the related variables, the statically techniques are subjected to teacher discussion and their suggestions.

Data Collection: The study discover that the usage of both primary and secondary sources of data; primary data based on questionnaire regarding the research topic which can be measured by using five point liker-scales; whereas secondary data includes reviewing the diverse periodicals publication of the articles and related book chapters.

Data Sample: Collect Data from Regional Directorate STEVTA Sukkur, the number of respondent from whom the data was collected from 101 respondents.

Data Analysis Techniques: The Research is quantitative and data is collected through questionnaires and analyses through SPSS Software.



Results and Discussions:

Reliability Statistics	
Cronbach's Alpha	N of Items
.921	40

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension	1	.934 ^a	.872	.871	.3589208
1					

a. Predictors: (Constant), Effective Communication

ANOVA ^s						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.118	1	88.118	684.014	.000 ^a
	Residual	12.882	100	.129		
	Total	101.000	101			

a. Predictors: (Constant), Effective Communication

b. Dependent Variable: Psychological Contracts

By seeing in the table of model summary the variance of adjusted R 2 is .871 which is too good to calculate the dependent variables. But keeping in interpretation the position of adjusted R 2 this is only because of two independent variables regarding Effective Communication and Psychological Contract. Has No any significant contribution of variable (Effective Communication) has on dependent variable. As significance level from above given table of ANOVA is .000 that shows overall significant of the model.

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.826E-17	.036		.000	1.000
	Effective Communication	.934	.036	.934	26.154	.000

a. Dependent Variable: Psychological Contracts



Looking at the Coefficient table the results of Beta for Effective Communication is positively and significantly related with Psychological Contract Constant, at (.000) and Psychological Contract is also positively and significantly related to Effective Communication (.934), at (.000).

Discussions:

The main purpose of this study is to understand that psychological contract fulfillment is positively associated to effective communication. The findings of this study indicates the advancement of the psychological contract between employees and their organizations recruits with interactions and later, perceived experiences. Previous research studies examined those employees who observe that their contracts being fulfilled may increase their level of affective commitment, task performances, and their level of attachment to their supervisor and decrease their level of turnover intentions. For example, psychological contract fulfillment provides employees enough confidence in order to invest in present and future relationships of exchange with their manager and employer (Conway & Briner, 2002). Effective communication will be related with opinion of a more positive impact of management of the psychological contract on a range of employee-related outcomes (Guest, 2002). The organization should pay attention to apply durative performance communication, confirm the stability and rationality of performance communication and consequently increase both insight, and employ the function to improve the non-implementation and violation of psychological contract. This study also has a number of limitations. Firstly, the data was only collected from regional directorate at STEVTA Sukkur. Future research may be conducted from gathering data from different organizations. Secondly, impact of different factors of effective communication on psychological contracts may also be analyzed in future research.

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