

STRENGTH OF PSYCHOLOGICAL CONTRACT : A PREDICTOR OF ORGANIZATIONAL EFFECTIVENESS

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Abstract *Psychological contract is something which is not written anywhere and not even enforceable by law but which plays such a role between employer and employee which is more important than written and legal contract. It is an unwritten social contract which is based on mutual trust, expectation and obligation which the employer and employee share. Organizational effectiveness is defined in number of ways; it is not only productivity of organization but also adaptation to the changing environment, achieving the mission and surviving successfully.*

The present study deals with exploring how this unwritten psychological contract affects the capability and effectiveness of organization. For the purpose of study, data was collected from 243 respondents from service (10) and manufacturing (10) organizations of Gwalior region the analysis of the collected data was done with the help of various statistical tools like item to total correlation, factor analysis, regression analysis.

Keywords: *Psychological Contract, Organisational Effectiveness, Regression, Factor Analysis*

PSYCHOLOGICAL CONTRACT

The Psychological Contract is quite different to a physical contract or document. It represents the notion of 'relationship' or 'trust' or 'understanding' which can exist for one or a number of employees, instead of a tangible piece of paper or legal document which might be different from one employee to another. A psychological contract represents the mutual beliefs, perceptions and informal obligations between an employer and employee. It sets the dynamics for the relationship and the work to be done in detailed and practical manner, as, the psychological contract determine the behaviour of employee with employer and coworkers, it also determine the attitude of worker. The term was coined by Argyris in 1960 which referred to expectation of employer out of their employment relationship i.e. mutual obligations, values, expectations and aspiration which are other than the formal written or verbal contract of employment. He described it as a relationship which may be hypothesized to evolve between employees and the foreman which might be called psychological work contract. On the basis of the observations and interviews conducted by Argyris in two factories, he suggested that a psychological work contract or understanding would develop between the foremen and employees, if the foremen respected the norms of employees' informal culture. He argued that employees would maintain high production and low grievances if they were left alone, received adequate pay and they were guaranteed secure jobs. In other words, he was proposing

that a relationship existed that potentially, had a stronger influence on employees' performance and attitudes than the formal contract of employment. However, Argyris referred to the psychological contract only in passing, and Levinson et al (1962) claim to have been the 'father' of the concept. They defined it as 'the unwritten contract, the sum of the mutual expectations between the organisation and employee these are the expectation of the worker from the organization and the expectations of the organization from worker. Psychological Contract is based upon promises expressed or implied, regarding an exchange agreement between an individual and, in organizations the employing firm and its agent. Understanding and effectively managing these contracts is very important for survival, thrive and effectiveness of the organization. Psychological Contract is a set of individual beliefs or perception regarding reciprocal obligations between the employee and the organization ,Robinson, Kaartz and Rousseau (1994); Wolfe Morrison and Robinson (1997)

ORGANIZATIONAL EFFECTIVENESS

Organizations are social units which are created with definite objectives and to fulfill some purpose. Each organization comes into existence with a purpose specific to its genesis. Each has its own purpose to live in the society. Organizational effectiveness refers to how well the purpose of organization is achieved, it refers to achievement of goals, and organization's ability to maximize result in

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the competitive external environment. Effectiveness has been defined in the Webster's dictionary as "producing or decided, decisive or desired effect". According to Pennings and Goodman (1977) effectiveness refers to an absolute level of either input acquisition or outcome attainment. It is also measured how successfully organizations achieve their mission. Organizational effectiveness is also defined as the achievement of goals which contribute to the overall objectives of the organizations to overall optimal utilization of resources. An effective organization is the one which achieves the goals continuously over an indefinitely long time in future. The organizational effectiveness reflects how well the organization is equipped to survive in modern world by successfully coping and grow and developed in future through creative adaptation strategies. It is the extent to which an organization achieves its goals with the given resources and means. The organization is said to be effective if it is able to achieve its goals. The goals must be achieved within the constraints of limited resources as none of the resources provided by an organization's environment are really unlimited. Organizational effectiveness is the measure of how successfully organizations achieve their missions through their core strategies. Organizational effectiveness studies are concerned with the unique capabilities that organizations develop to assure that success, McCann (2004).

According to definition of ISO 9000, 9001 and 9004, Effectiveness refers to the degree to which a planned effect is achieved. Planned activities are effective if these activities are realized. Similarly, planned, results are effective if these results are actually achieved. For example, an effective process is one that realizes planned activities and achieves planned results. Similarly, an effective set of characteristics or specifications is one that has the potential to realize planned activities and achieve planned results.

In other study done by Friedlander and Pickle (1968) they defined criteria of organizational effectiveness as the degree to which the needs of component fulfilled in their transactions with the organization

Paul Mott (1972) gives emphasis to an organization's ability to adapt itself to the changes in the environment. According to him there are two important factors in organizational effectiveness viz capacity and capability in getting resources required for the organizational purposes and capacity and capability to change according to the circumstances while participating in the process of resource mobilization to achieve organizational purpose. He suggested criteria for the organizational effectiveness consists of production, adaptability, and flexibility. His main concentration was on the internal oriented view of effectiveness. There are various approaches of effectiveness and these are goal attainment approach, system resources approach, strategic constituency approach and maximization and optimization approach.

There is no agreement among social scientists on the criteria to be used to measure organizational effectiveness. The following are the criteria used by different social scientists to measure organizational effectiveness

Name of the Author	Criteria for organizational effectiveness
1 Warren Bennis	Adaptability in changing environment.
2 Basil Georgopoulos	Productivity in terms of more output.
3 Daniel Katz and Robert Kahri	Control over environment, growth.
4 James Price	Adaptiveness, institutional development
5 John Chold	Through productivity.
6 Webb	Cohesion, efficiency.
7 Seashore	Resource mobilization

LITERATURE REVIEW

Psychological Contract

Psychological contract is playing an increasingly important role in helping to define and understand the contemporary employment relationship, Millward and Brewerton (2000), Schalk and Freese (1995) Psychological contract can be defined as a set of obligations between employer and employee. Some of these obligations are recorded in the form of a written formal contract of employment, but largely they are implied and not openly discussed, Anderson and Schalk, (1998). These obligations are perceived promises that both parties believe have been made and accepted by both the parties. However, the employee understanding of the employment relationship may be different from that organization, Robinson (1996); Robinson (1997).

Psychological contract is defined as a sense making process. The period of organizational entry and socialization is characterized by sense making processes through which newcomers come to understand, interpret and respond to their new environment, Louis (1980). it also refers to the way the employment contract is interpreted, understood, and enacted by employees at the interface between themselves and their employing organization, Millward and Brewerton (2000).

Many scholars have pontificated the exploits and drawbacks of psychological contract, but it is generally agreed that the psychological contract plays an important, if not crucial role in shaping employee behavior in workplace, Anderson and schalk, (1998). This psychological contract is promise

based and, overtime, takes the form of mental model or schema which is relatively stable and durable. Rousseau (1989) explicitly distinguishes between conceptualization at the level of individual and at the level of the relationship, focusing in her theory on individual employees' subjective beliefs about their employment relationship. Rousseau also distinguished between relational contracts which implicitly depend on trust, loyalty and job security and transitional contracts where employees do not expect a long lasting relationship with their employer or organization, but instead view their employment as a transaction, Rousseau and Wade-Benzoni, (1995). The strength of this relationship between employer and employee is dependent on number of factors, for example Barling et al, (1998). Guest and Conway, (2002) offer a model of psychological contract where they suggested that strength of psychological contract is related to management practices of the organization. Research on the concept of psychological contract Guest and Conway (2004) has illustrated the following:

- The relationship between organizations and their employees has undoubtedly undergone dramatic change in recent decades, particularly in white-collar industries. The co-dependency between employee and organization that provided the major underpinning of the psychological contract has weakened considerably.
- The psychological contract's versatility suggests that it, along with related constructs such as violation and change, has a central role to play in organizational behavior by better specifying the dynamics of the employment relationship. The psychological contract is clearly an important ingredient in the business relationship between employers and employees and can be a powerful determinant of workplace behavior and attitudes. It provides a potentially fruitful construct with which to make sense of and explore employment relationships.

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The idea of organizational effectiveness is especially important for non-profit organizations as most people who donate money to non-profit organizations and charities are interested in knowing whether the organization is effective in accomplishing its goals.

An organization's effectiveness is also dependent on its communicative competence and ethics. The relationship between these three is simultaneous. Ethics is a foundation found within organizational effectiveness. An organization must exemplify respect, honesty, integrity and equity to allow communicative competence with the participating members. Along with ethics and communicative competence, members in that particular group can finally achieve their intended goals.

Several models have emerged for the study of organisational effectiveness; different models give emphasis on different views. The effectiveness of organization is achieving goals at the organisational level is called organizational effectiveness Cameron and Whetten, (1983); Quinn and Rohrbaugh, (1983). The organisational effectiveness is also defined as the extent to which an organization fulfills the objectives, Thibodeaus and Fevilla, (1995). Organizational Effectiveness is the extent to which the organization achieves its goals with the use of minimal resources. Organisational effectiveness depends on (1) members having interpersonal and small group skills and personal attitudes and technical competencies needed to be effective contributors to the organization and (2) members committing high levels of psychological energy to their work and task competencies may be encouraged by both the organizational structure and organizational culture Johnson And Jhonson,(2006)

Rational perspectives emphasize goal attainment and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment -- this includes information processing, profitability, flexibility, and adaptability. Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria. Also often there are different evaluation criteria applied by those who assign tasks and those who evaluate performance. Often effectiveness criteria involve self-interest, are stated as universalistic and objective, and cause conflict and disagreement among subgroups. Organizational image could be helpful not only in attracting, but also in retaining employees. Carmete And Freund, (2002) Effective organization integrates human capital approaches as strategies for accomplishing their mission, programmatic goals and results. The effectiveness of this integration and alignment is judged by how well it helps achieve organizational goals Bhatnagar, (2007)

OBJECTIVES OF THE STUDY

- To standardize and measure the impact of psychological contract on organizational effectiveness
- To study the factors affecting organizational effectiveness.
- To study the factors affecting of psychological contract
- To find out relationship between psychological contract and organizational effectiveness
- To open new vistas for further researches.

THE STUDY

The study was exploratory in nature. The data was collected with the help of self designed questionnaire. The responses were collected on the LIKERT SCALE of 1 to 5, Where 1 stands for minimum satisfaction and 5 stands for maximum satisfaction. The survey was conducted in manufacturing industries of Gwalior region. 243 respondents from manufacturing industries were taken on the basis of convenient sampling.

Item to total correlation was applied to find out internal consistency of the questionnaire

Table 1: Showing Reliability of Questionnaires

s.no	Variable	No. of items	Reliability
1.	Psychological contract	48	0.915
2.	Organizational effectiveness	24	0.947

Table 2: Showing Factors of Psychological contract

Factor name	Total	%variance	Variable convergence	Loading
1.employer's commitment	12.478	26.550	28. organisation is concerned about my personal welfare.	0.793
			26.organisation provides me to develop makeable skills	0.788
			15. My career path in organization is clearly mapped.	0.764
			21.organisation provide me with job assignment that enhance career	0.762
			33. I participate in decision making.	0.753
			25. Opportunity to prove my worth is provided	0.738
			27. Organization provides me job security	0.736
			20. On the job training is provided for professional capabilities	0.703
			17. I will work in company indefinitely.	0.688
			19. Opportunities for promotion are provided.	0.632
			14. Reasonable chances of promotion if I work hard.	0.628
			37. I am proud to be part of this organization.	0.615
			29. I am rewarded fairly	0.611
			23. Organization provide assistance in relocation	0.599
			32. Job assignments enhance my career.	0.575
			9. I feel part of this team	0.565
			2 Ambiguity	7.430
41. My employer does not involve me in decision making.	0.799			
45. My commitment towards employer is uncertain.	0.796			
43 employer pays less and gets more	0.793			
47. I do not trust employer.	0.760			
3 Organizational flexibility	2.191	4.472	40. My employer does not trust me.	0.623
			49. Employer plans my work	0.574
			31. I made personal sacrifice for the organization	0.671
4.Self well being	1.394	2.845	22. Flexi time options available	0.565
			24.organisation provides me choice of my location	0.532
			35. I perform only the required task.	0.794
5. Job loyalty	1.851	3.777	36. I do only for what i am paid.	0.513
			12. I do only what is required to get the job done	0.467
			8. I work purely to get the job done.	0.706

Factor name	Total	%variance	Variable convergence	Loading
			10. My loyalty is defined by the terms of contract.	0.442
6.Career expectation	1.290	2.632	4 I expect to achieve goals	0.706
			3 I expect to gain promotion	0.616
7. Work norm	1.236	2.523	2.I prefer to work strictly defined set of working hour	0.756
8.Loyalty	1.142	2.331	39.I hold all important information	0.794
			34.I am loyal to my present organization	0.405
9. Monetary resources	1.059	2.161	16.I work to achieve short term goals	0.556
			44.Employer provides me with resources to get the job done	0.567
10.Contribution	1.105	2.256	13.I am motivated to give 100% to this company	0.586
11 Employee involvement	1.041	2.069	It is not important to get too involved in the job	0.436

Reliability analysis was done to check reliability of questionnaire.

Factor analysis was applied to identify the factors affecting psychological contract and organisational effectiveness.

Regression analysis was used for finding the magnitude of relationship between psychological contract and organizational effectiveness

RESULT

Reliability is the consistency of the measurement, or the degree to which an instrument measures, the same way each time it is used under the same condition with the same subjects. To measure reliability of the two variables cronbach's alpha reliability is calculated using SPSS software. The reliability of both the variables is found to be excellent.

ITEM TO TOTAL CO-RELATION

The item-total correlation test is performed to check whether any item is not consistent with the rest of the scale and thus can be discarded. Through item to total correlation two items of psychological contract were dropped as they were found to be inconsistent. The correlation value of these two items was less than 0.1252 which was calculated through the formula

$$\sqrt{\frac{3.8416}{n+1.8416}}$$

All the item of organizational effectiveness scale was accepted as they were consistent with the scale.

Factor Analysis

Exploratory factor analysis is to determine the underlying factors structure of a data or a construct. This helps in identifying the number and nature of underlying factors. It is a means of examining the interrelationships among the items

of a scale that were used to reveal the cluster of items that have sufficient common variation to justify their grouping together as a factor.

Factor Analysis of Psychological Contract

All items of psychological contract were subjected to factor analysis. In factor analysis the all items converged into 11 factors . 21 items were under first factor named, employer's commitment, 7 items were converged under second factor; ambiguity, in third factor 3 items were there and the third factor is named as organisational flexibility, self well being was fourth factor in which 3 items were there, job loyalty was fifth factor in which 2 items were there, the sixth factor was career expectation in which 2 items were there, the next factor work norms got 2 items, factor loyalty converged 2 item , monetary resources got 2 items, the tenth factor contribution was having only one item and the eleventh factor was employee involvement in which 1 item was there.

Factor Analysis of Organizational Effectiveness

All items of questionnaire related to organizational effectiveness were analyzed using factor analysis using SPSS and the items converged into three factors. The first factor organizational policy and commitment consisted of 14 items. The second factor organizational climate was made up of 9 items and 1 item converged to make the third factor role conflict

IMPACT OF PSYCHOLOGICAL CONTRACT ON ORGANISATIONAL EFFECTIVENESS

Y (dependent variable) =29.538 + 0.560X (independent variable)

Table 3: Showing Factors of Organisational Effectiveness

Factor name	Total	%variance	Variable convergence	Loading
1. Organizational policy and commitment	11.028	45.951	19.effective training and development program	.804
			23. Adequate and timely feedback	.722
			7. Existence of rules and procedure	.712
			9. Work process/ methods are adequate	.675
			22.encourage employee involvement	.675
			20. Job assignment help people to grow.	.646
			24.organisation make use of diverse talent of people	.632
			17.organisation provide counseling	.617
			8.organisation supports in achieving core mission	.590
			11 all necessary roles in organization are filled.	.590
			5. Reward based on performance.	.564
			10. Equipment well suited to meet objectives	.553
			3. Innovation is encouraged.	.553
			15.changes are communicated	.485
2 organisational climate	1.168	4.867	1. I participate in changes that affect me.	.744
			13. I am clear about roles of others.	.684
			6.Leaders provide vision and directions.	.654
			18.Organisation encourages to be creative about job	.653
			14. I am clear about my roles.	.613
			21. Our organization views changes as positive.	.604
			2.Diverse talents are used well	.595
			16.Employees adopt disciplined approach	.571
3. Role conflict	1.145	4.772	12.little overlap or conflict in roles	.847

Table 4: Showing Regression Analysis

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	29.538	6.039		4.891	.000
	Pc	.381	.036	.560	10.497	.000
A. Predictors: (constant), psychological contract						
B. Dependent variable: organizational effectiveness						

Regression Equation

$$Y=a+bX$$

X=psychological contract (independent variable)

Y=organisational effectiveness (dependent variable)

The statistic (table 4) show that the beta value (0.560) is significant even at 0% so it can be concluded that the null hypothesis is rejected which states that there is no significant impact of psychological contract on organizational effectiveness. Hence, the psychological contract significantly contributes in enhancing organizational effectiveness.

According to the literature, the psychological contract is regarded as the key factor influencing employees' attitudes when employees are treated well by organizations; they are willing to contribute to the organizations in return and increased effectiveness, Raja, Johns, & Ntalianis, (2004).

DISCUSSION OF FACTORS

1. **Employer's commitment:** This came out as first factor of psychological contract. It is having total of

- 12.478 and % variance of 26.550. In these factors total 21 items converged. Harold Andrew Patrick (2008) also included the items like job security, promotion, welfare, fair pay and rewards opportunity to vary work schedule, fairly rewarded, promotion, job assistance etc in the factor called employer commitment, Barling et al (1998). Guest and Conway (2002) offer a model of psychological contract where they suggested that strength of psychological contract is related to management practices of the organization. Huiskamp & schalk, (2002) also suggested that proper regard, every clarity, fairness and good communication. Every employer will appreciate employees dealing properly with confidential information and doing good work and proper feedback is very important. The organization is expected to provide high pay, advancement, training and development and job security are important content of psychological contract Randle (1997), Cooper and Cox (1996).
2. **Ambiguity:** This is second factor of psychological contract having total of 7.430 and % variance of 15.164. The factor has 7 items of psychological contract in it. Less the ambiguity towards employer as well as work in the mind of employee more positively it will affect the relationship with organization commitment; Bratton (2007) will be strong and will increase productivity.
 3. **Organizational flexibility:** This is third factor of psychological contract having total of 2.177 and % variance of 4.632. The factor has 3 items of psychological contract. Richard Hall (1962) suggested that the organizational flexibility determine the strength of psychological contract to a large extent. If organization or employer remains little bit flexible towards employees the strong will be the psychological contract. Bratton (2007), flexibility plays important role in perspective of psychological contract. Organisational support, Richard Hall (1962) to the employee is vital part of psychological contract. Greater labour flexibility that has tended to result in harsher working conditions for most employees. The lens of the psychological contract magnifies the ways in which employers are demanding more for less in the contemporary workplace.
 4. **Self well being:** This is fourth factor of psychological contract having total of 1.820 and % variance of 3.873. The factor has 3 items of psychological contract. Patrick (2008) suggested that the employee self centered behavior negatively affect strength of psychological contract towards employer.
 5. **Job loyalty:** This is fifth factor of psychological contract having total of 1.362 and % variance of 2.889. The factor has 2 items of psychological contract. Individual employees are expected to provide hard work, loyalty and commitment or sacrifice Rousseau And Wade Benzoni (1994) also suggested loyalty , trust in management as important issue in psychological contract.
 6. **Career expectations:** This is sixth factor of psychological contract having total of 1.288 and % variance of 2.741. The factor has 2 items of psychological contract in it guaranteed pay increases, reasonably extensive benefits and career pathways, in exchange for working designated hours according to defined job descriptions Cappelli (1999) are now in new deal of contract
 7. **Work norms:** This is seventh factor of psychological contract having total of 1.195 and % variance of 2.542. The factor has 2 items of psychological contract. Maguire (1998) emphasized on reasonable workload, reasonable number of hours and moderate level of stress are important for developing strong psychological contract.
 8. **Loyalty:** This is eighth factor of psychological contract having total of 1.122 and % variance of 2.387. The factor has 2 items of psychological contract in it Richard Hall's research suggest that the anticipation or expectation of behaviours beyond the terms of the formal contract like employee loyalty is important part of changing contract i.e psychological contract. Robinson et.al. (1994) also suggested that information regarding work and proprietary information form part of psychological contract.
 9. **Monetary resource:** This is ninth factor of psychological contract having total of 1.105 and % variance of 2.352. The factor has 2 items of psychological contract in it organizational commitment can be defined as 'the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization' Robbins et al (2008). The existence of a strong, relational psychological contract would seem to be very similar to a high level of organizational commitment. Studies have indicated a strong correlation between the breach of a psychological contract and lower organizational commitment Lester et al (2002). Robinson (1996) stressed on sufficient power responsibility and resources are part of psychological contract.
 10. **Contribution:** This is tenth factor of psychological contract having total of 1.027 and % variance of 2.186. The factor has 1 item of psychological contract. Mumford (1995) stressed that motivation, enthusiasm of employees affect psychological contract positively.
 11. **Employee involvement:** This is eleventh factor of psychological contract having total of 1.013 and % variance of 2.155 the factor has 1 item of psychological contract. Maguire (2007) and Maguire (1998) said that

sense of belonging that is personal involvement in work plays important role in psychological contract.

12. **Organizational policy and commitment:** This emerged as first factor of organizational effectiveness having total of 11.028 and % variance of 45.951. The items of the factor are effective training and development program, adequate and timely feedback, existence of rules and procedure, work process/methods are adequate, encourage employee involvement, job assignment help people to grow. Organisation make use of diverse talent of people, organisation provide counseling, organisation supports in achieving core mission, all necessary roles in organization are filled, reward based on performance, equipment well suited to meet objectives, innovation is encouraged, changes are communicated. According to the analysis of the research data by Min-Huei (2003) there are seven factors effecting organizational effectiveness: (1) personal characteristics, (2) leadership styles, (3) organizational culture, (4) working environment, (5) model of organizational operation, (6) flexibility, (7) organizational commitment. A study of the factors effecting organizational effectiveness (Min-Huei, Chien.(2003)
13. **Organizational climate:** This is the second item of organization effectiveness. Hanhdna and Adas (1996) identified fourteen factors in which organisational climate was one in which changes in organization and roles and responsibilities were also present. Boerman and Bechger (1997) identified participative decision making i.e participation of employee in decision making, communication and bringing change improve effectiveness of organization. Mark(1985) identified that specialization, departmentalization, chain of command, span of control, centralization, decentralization and formalization are the different dimensions of organizational structure which are the most direct determinants of organizational effectiveness
14. **Role conflict:** This is the third factor of organization effectiveness. It is having only one factor that is little conflict over roles in the organization, Mark (1985) also identified formalization and decentralization as important issues related to organisational effectiveness.

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