



# “A STUDY TO DETERMINE THE NATURE OF PSYCHOLOGICAL CONTRACT IN SELECTED SUGAR INDUSTRIES OF BELGAVI DISTRICT”.

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**ABSTRACT:** The purpose of the study was to understand and to determine the Nature of psychological contract in selected Sugar Industries of Belagavi district. The study was also conducted by administering questionnaire and interview containing in the area of psychological contract that is Initial expectation of the Employee, about the employee's relationship with management. The initial level of promises and commitments made by management, fulfillment of responsibilities and obligation towards the employment. Psychological contract is regarding unwritten obligations that are expected to be fulfilled, regarding career development and opportunities, communication and transparency and trust and mutual obligation between employees and management from the employee perspective. Total 300 employees were taken for the study, fifty employees from each six selected Talukas of Sugar factories from Belagavi district. Interview method was also used to collect their experience in the Sugar industries regarding their psychological contract. The analyses were carried out separately on the basis of Martial status, Designation, Experience and Qualification. To make an efficient and effectively competitive and motivated human resource in the industry, Management has to understand the nature of Psychological contract which is prevailing in their industries and to keep the psychological contract intact, and to meet employees unwritten expectations. Therefore proper care has to be taken that the breach of psychological contract should not happen in the Industry.

**Key words:** Psychological Contract, Expectation, Mutual Obligation, perception, Trust, reward and Benefits and Communication

**INTRODUCTION:** The present employment scenario has been changed, previously employees could rely on job security in exchange for their loyalty, but that is no longer the case. The present the feeling of security, fulfillment and satisfaction in the work place has been replaced by a sense of fear, uncertainty and stress. The Psychological Contract in the sugar industries refers to the unwritten, implicit and intangible set of expectations, perception and beliefs exists between employers and employees within the industries. Unlike the formal and legally binding aspects of an employment contract, the Psychological Contract is more of emotional and social agreement between two parties. Psychological Contract shapes the nature relationship, influences employee behaviors and attitudes and effects overall job satisfaction and organization commitment. The nature of Psychological Contract is characterized by fair compensation, work life balance, training and development, safety and health, commitment and sustainability expectation, team work, transparency and communication. It is very important to recognize that the Psychological Contract can vary among different organization within the sugar industries and also it may evolve due to changing external factors, labor market conditions and internal factors of the organization. As with any industry, an organization ability to understand, manage and fulfill the Psychological Contract. If the employees Psychological Contract is fulfilled, it can influence significantly on employee's engagement, job satisfaction and motivate human resource and there will be overall better organization performance in long term. Psychological Contracts are an individual's set of believes regarding the terms and conditions of a reciprocal exchange agreement between the focal person and another party (Rousseau 1989). Psychological Contract develops based on the premise that a promise has been made by the organization in terms of reward and benefits, career development and opportunities, communication, transparency, trust and mutual obligations.

Psychological contract plays very important role in understanding the changing relations between employers and employees in the organization. The Employment contract clearly explains the formal and tangible asset of the job, such as working hours, salary, other benefits, rules and duties. Whereas the Psychological Contract, which deals with intangible, emotional, and subjective aspects at the organization.

Psychological contract develops over a time through interactions, experience and communication between two parties. Psychological contract is not legally binding agreement but holds major important factor in shaping the attitude, behavior and level of commitment of employees.

Understanding the nature of psychological contract in industry and managing it, is very important for both the parties that is employer and employees. Employers must be aware of their employee's expectation and strive to create positivity in work environment which enhances trust and engagement in the industries. And employs too should communicate their needs and concerns openly and professionally with management or employer. Psychological contract is a complex and dynamic aspect of employment relationship in the industries. Management has to recognize and nurture the positive psychological contract which can lead to more productive and harmonious work environment for both the employees and employer.

## OBJECTIVES OF STUDY

To understand the nature of psychological contract within the industries and it's implications within the organization framework.

To examine factors that are influencing psychological contract.

To compare psychological contract on the basis of employees designation, experience, qualification and marital status.

## RESEARCH METHODOLOGY

The help of sector questionnaires primary data was collected from 304 sugar industries employees. The responses were collected through conversation and personal interviews.

Secondary data was collected from the published in reputed journals and reports.

## SAMPLING METHOD

Convenience sampling technique is used for the study from the selected sugar industries

Sample Size: Total 304 Employees were selected from the Sugar Industries of Belagavi District.

Stratified random sampling method is used to ensure representation of job role, experience and education qualification. Purposeful sampling is used to collect from selected participant.

## DATA ANALYSIS

During the analysis of the study, it has been observed that among 304 respondents. 264(86.8%) respondents were married. 40(13.2%) Respondents were unmarried. 92(30.3%) Respondents were Supervisor. 90(29.6%) Respondents were Assistant Manager. 122(40.1%) Respondents were Manager. 26(8.6%) Respondents were having 1 to 5 Years of work experience. 136(44.7%) Respondents were having 5 to 10 Years of work experience. 46(15.1%) Respondents were having 10 to 20 Years of work experience. 96(31.6%) Respondents were having 20 and above 20 years of work experience. 92(30.3%) Respondents were having Degree, 212(69.7%) Respondents were having Master Degree.

## Expectation

Table 1

Response	Employees opinion on initial expectation when you joined this organization.		Employees response for level of satisfaction was at higher tempo after joining the organization.		Employees opinion on better employee relationship will gain better job satisfaction.		Rating of Employees on level of promises and commitment made by management during recruitment.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Disagree	20	6.6			50	16.4	74	24.3
Neutral	52	17.1	72	23.7	26	8.6	72	23.7
Agree	172	56.6	212	69.7	118	38.8	92	30.3
Strongly Agree	60	19.7	20	6.6	110	36.2	66	21.7
Total	304	100.0	304	100.0	304	100.0	304	100.0

In this survey 20 (6.6%) respondents were of opinion that they are disagree while initial expectation. And 52 (17.1%) respondents are neutral while initial expectations, 172 (56.6%) and 60 (19.7%) respondents agree and strongly agree during initial expectation.

The above table 1 explains, 72(23.7%) respondents were of opinion that they are Neutral, 212(69.7) respondents were Agree, 20(6.6%) respondents were Strongly Agree while level of satisfaction was at higher tempo.

The above table 1. Also explains, 50(16.4%) respondents were Disagree, 26(8.6%) respondents were Neutral, 118(38.8%) respondents were Agree and 110(36.2%) respondents were strongly agree that the better employee relationship will gain better job satisfaction.

From the above table no.1 it speaks 74(24.3%) respondents were Disagree, 72(23.7%) respondents were Neutral, 92(30.3%) respondents were Agree and 66(21.7%) respondents strongly Agree this is about the level of promises and commitments made by management.

## Perception

Table No 2

Response	Your opinion on fulfillment of primary responsibilities & obligations as an employee.		The organization has expectations from me in terms of performance		The organization has an expectation from me in terms of behaviors.		The organization has an expectations form me in terms of Contribution.		You feel there are any implicit or unwritten obligations that you are expected to fulfill.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Disagree	52	17.1	26	8.6					72	23.7
Neutral	26	8.6	20	6.6	52	17.1	26	8.6	26	8.6
Agree	186	61.2	142	46.7	142	46.7	162	53.3	186	61.2
Strongly Agree	40	13.2	116	38.2	110	36.2	116	38.2	20	6.6
Total	304	100.0	304	100.0	304	100.0	304	100.0	304	100.0

From the above table, 52(17.1%) respondents were Disagree, 26(8.6%) respondents were Neutral, 186(61.2%) respondents were Agree and 40(13.2%) respondents were strongly agree about their fulfillment of primary responsibility and obligations as an employee.

As per the table no.2, 26(8.6%) respondents were Disagree, 20(6.6%) respondents were Neutral, 142(46.7%) respondents were Agree and 116(38.2%) respondents strongly Agree about their expectation in term and performance.

Above table no.2 shows, 52(17.1%) respondents were Neutral, 142(46.7%) respondents were Agree and 110(36.2%) respondents strongly Agree about the organization has an expectation from employees in terms of behaviors.

Above table no.2 Explains,26(8.6%) respondents were Neutral, 162(53.3%) respondents were Agree and 116(38.2%) respondents strongly Agree about the organization has an expectation from employees in terms of contribution.

As per the above table no 2 it speaks,72(23.7%) respondents were Disagree, 26(8.6%) respondents were Neutral, 186(61.2%) respondents were Agree and 20(6.6%) respondents were strongly agree that any implicit or unwritten obligations that their expected fulfill.

## Rewards & Benefits

**Table No 3**

Response	Yes, I agree that the rewards & benefits given by the organization are meeting my expectations.		Yes, I am satisfied with the fairness & adequacy of the rewards & benefits I currently receive.		Yes, there have been some changes happened in the rewards & benefits that I was initially promised.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Disagree	96	31.6	20	6.6	66	21.7
Neutral	76	25.0	166	54.6	46	15.1
Agree	112	36.8	98	32.2	166	54.6
Strongly Agree	20	6.6	20	6.6	26	8.6
Total	304	100.0	304	100.0	304	100.0

As per the above table, 96(31.6%) respondents were Disagree, 76(25.0) respondents were Neutral, 112(36.8%) respondents were Agree and 20(6.6%) respondents were strongly agree that the rewards & benefits given by the organization are meeting their expectations.

Table no 3. Explains, 20(6.6%) respondents were Disagree, 166(54.6%) respondents were Neutral, 98(32.2%) respondents were Agree and 20(6.6%) respondents were strongly agree that they are satisfied with the fairness & adequacy of the rewards & benefits.

Table no.3 shows, 66(21.7%) respondents were Disagree, 46(15.1%) respondents were Neutral, 166(54.6%) respondents were Agree and 26(8.6%) respondents were strongly agree about the any changes happened in the rewards & benefits they were initially promised.

## Career development & opportunities

**Table No 4**

Response	The growth & development opportunities I expect to have within the organization have been fulfilled or matched.		I am satisfied with the opportunities for advancement, leading & skill development provided by the organization		I believe the organization has fulfilled its obligations regarding our career progression.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree			26	8.6	26	8.6
Disagree	76	25.0	52	17.1	44	14.5
Neutral	50	16.4	90	29.6	136	44.7
Agree	158	52.0	116	38.2	78	25.7
Strongly Agree	20	6.6	20	6.6	20	6.6
Total	304	100.0	304	100.0	304	100.0

As per the above table 76(25.0) respondents were Disagree, 50(16.4) respondents were Neutral, 158(52.0) respondents were Agree and 20(6.6) respondents were strongly agree that the growth & development opportunities they expect to have within the organization.

As per the table no 4 it explains, 26(8.6) respondents were Strongly Disagree, 52(17.1) respondents were Disagree, 90(29.6) respondents were Neutral, 116(38.2) respondents were Agree and 20(6.6) respondents were strongly agree that satisfied with the opportunities for advancement, leading & skill development provided by the organization

The above table no 4 speaks, 26(8.6) respondents were Strongly Disagree, 44(14.5) respondents were Disagree 136(44.7) respondents were Neutral, 78(25.7) respondents were Agree and 20(6.6) respondents were strongly agree that they believe the organization has fulfilled its obligations.

## Communication & Transparency

**Table No 5**

Response	Yes, I accept organization communicates with me about its decision		Yes, I agree that the organization communicate with me about its changes		Yes, I agree the organization communicate with me about its future plans.		Yes, I feel I am well informed about the organization's goals, strategies & policies.		Yes, I feel that there are gaps in communication that affects my understanding of my role & the organization's expectations.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree			26	8.6						
Disagree	96	31.6	46	15.1	116	38.2	98	32.2	66	21.7
Neutral	112	36.8	86	28.3	92	30.3			70	23.0
Agree	96	31.6	146	48.0	96	31.6	114	37.5	168	50.3
Strongly Agree							92	30.3		
Total	304	100.0	304	100.0	304	100.0	304	100.0	304	100.0

As per the above table 96(31.6%) respondents were Disagree, 112(36.8%) respondents were Neutral, 96(31.6%) respondents were Agree that the organization communicate its decision

In this survey 26(8.6%) respondents were Strongly Disagree, 46(15.1%) respondents were Disagree, 86(28.3%) respondents were Neutral, 146(48.0%) respondents were Agree, about the organization communication.

The above table no 5 speaks, 116(38.2) respondents were Disagree, 92(30.3) respondents were Neutral, 96(31.6) respondents were Agree that the organization communicate its future plans

The table no 5 shows, 98(32.2) respondents were Disagree, 114(37.5) respondents were Agree and 92 (30.3) respondents were strongly agree, that they are well informed about the organizations goals, strategies & policies

The table no 5 speaks 66(31.6) respondents were Disagree, 70(23.0) respondents were Neutral, 168(50.0) respondents were Agree, that any gaps in communication that affects understanding of their role & the organization expectation

### Trust & Mutual Obligation

**Table No 6**

Response	Yes, I believe the management of the organization has trust on me.		Yes, I believe the organization trusts & values its employees.		Yes, I feel that there are instances where the organization failed to meet my expectations or violated my expectations.	
	Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Strongly Disagree	26	8.6				
Disagree					98	32.2
Neutral	46	15.1	116	38.2	132	43.4
Agree	160	52.6	142	46.7	74	24.3
Strongly Agree	72	23.7	46	15.1		
Total	304	100.0	304	100.0	304	100.0

As per the above table, 26(8.6%) respondents were Strongly Disagree, 46(15.1%) respondents were Neutral, 160(52.6%) respondents were Agree and 72 (23.7%) respondents were strongly agree that they believe the management of the organization has trust on them.

The table no 6 shows, 116(38.2) respondents were Neutral, 142(46.7) respondents were Agree and 46 (15.1) respondents were strongly agree that they believe the organization trusts & values.

The table no 6 speaks, 98(32.2) respondents were Disagree, 132(43.4) respondents were Neutral, 74(24.3) respondents were that any instances where the organization failed to meet their expectations or violated their expectations.

**Table No 7**

Marital Status			Yes, I feel that there are implicit or unwritten obligations that I am expected to fulfill.				Total
			Disagree	Neutral	Agree	Strongly Agree	
Married		Count	65	22	159	18	264
		% Within Married	24.6%	8.3%	60.2%	6.8%	100.0%
		% Within Marital Status	90.3%	84.6%	85.5%	90.0%	86.8%
Unmarried		Count	7	4	27	2	40
		% Within Unmarried	17.5%	10.0%	67.5%	5.0%	100.0%
		% Within Marital Status	9.7%	15.4%	14.5%	10.0%	13.2%
Total		Count	72	26	186	20	304
		% Within Marital Status	23.7%	8.6%	61.2%	6.6%	100.0%
		% Within Marital Status	100%	100%	100%	100%	100%



Chi-Square Test			
	Value	Df	Asymp.Sig (2-Sided)
Pearson Chi-Square	1.331 <sup>a</sup>	3	.722
Likelihood Ratio	1.395	3	.707
Linear-by-Linear Association	.469	1	.494
N of Valid Cases	304		

H0- Marital Status of Employees (Married and Unmarried) in the Sugar industries are not associated on their nature of the psychological contract.

H1- Marital Status of Employees (Married and Unmarried) in the Sugar industries are associated on their nature of the psychological contract.

The above table speaks about the association tests between Marital Status and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.722 which is greater than 0.05 so H0 accepted and H1 rejected. It means there is no significant difference between married and unmarried employees of sugar industries about the nature of the psychological contract.

Above table explains out of 304 respondents of sugar industries about the nature of the psychological contract. Among 264 (86.8%) married respondents, 65(24.6%) respondents were disagree, 22 (8.3%) respondents were neutral, 159(60.2%) respondents were agree and 18 (6.8%) respondents were strongly agree. An unmarried respondents 40 (13.2%) sugar industry employees, 7 (17.5%) respondents were disagree, 4 (10%) respondents were neutral, 27 (67.5%) respondents were agree and 2 (5.0%) respondents were strongly agree On any implicit or unwritten obligations that they were expected to fulfill. H0 accepted and H1 rejected.

**Table No 8**

Designation		Yes, I feel that there are implicit or unwritten obligations that I am expected to fulfill.					Total
		Disagree	Neutral	Agree	Strongly Agree		
Supervisor	Count	20	0	72	0	92	
	% Within Supervisor	21.7%	0	78.3%	0	100.0%	
	% Within Designation	27.8%	0	38.7%	0	30.3%	
Asst. Manager	Count	0	0	90	0	90	
	% Within Assistant Manager	0	0	100.0%	0	100.0%	
	% Within Designation	0	0	48.4%	0	29.6%	
Manager	Count	52	26	24	20	122	
	% Within Manager	42.6%	21.3%	19.7%	16.4%	100.0%	
	% Within Designation	72.2%	100.0%	12.9%	100.0%	40.1%	
Total	Count	72	26	186	20	304	
	% Within Designation	23.7%	8.6%	61.2%	6.6%	100.0%	
	% Within Designation	100%	100%	100%	100%	100%	

Chi-Square Test			
	Value	Df	Asymp.Sig (2-Sided)
Pearson Chi-Square	169.470 <sup>a</sup>	6	.000
Likelihood Ratio	211.090	6	.000
Linear-by-Linear Association	16.825	1	.000
N of Valid Cases	304		

H0- Designation wise Employees in the Sugar industries are not associated on their nature of the psychological contract.

H1- Designation wise Employees in the Sugar industries are associated on their nature of the psychological contract.

The above table speaks about the association tests between Designation and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between designations of employees of sugar industries about the nature of the psychological contract.

Above table explains out of 304 respondents of sugar industries about the nature of the psychological contract. Among 92 (30.3%) supervisor respondents, 20(21.7%) respondents were disagreed and 72(78.3%) respondents were agreed. Assistant supervisor respondents 90(29.6%) sugar industry employees, 90(100.0%) respondents were agree. Manager respondents 122(40.0%) sugar industry employees, 52(42.6%) respondents were disagree, 26(21.3%) respondents were neutral, 24(19.7%) respondents were agree and 20(19.4%) respondents were Strongly agree on any implicit or unwritten obligations that they were expected to fulfill. H0 rejected and H1 accepted.

**Table 9**

Experience		Yes, I feel that there are implicit or unwritten obligations that I am expected to fulfill.					Total
		Disagree	Neutral	Agree	Strongly Agree		
1-5 Years	Count	0	0	26	0	26	
	% Within 1-5 Years	0	0	100.0%	0	100.0%	
	% Within Experience	0	0	14.0	0	8.6	
	Count	20	0	116	0	136	
	% Within 5-10 Years	14.7%	0	85.3%	0	100.0%	
	% Within Experience	27.8%	0	62.4%	0	44.7%	
	Count	0	26	20	0	46	
	% Within 10-20 Years	0	56.5%	43.5%	0	100.0%	
	% Within Experience	0	100.0%	10.8%	0	15.1%	
20Years Above	Count	52	0	24	20	96	
	% Within 20 Years above	54.2%	0	25.0%	20.8%	100.0%	
	% Within Experience	72.2%	0	12.9%	100.0%	31.6%	
Total	Count	72	26	186	20	304	
	% Within Designation	23.7%	8.6%	61.2%	6.6%	100.0%	
	% Within Designation	100%	100%	100%	100%	100%	

Chi-Square Test			
	Value	Df	Asymp.Sig (2-Sided)
Pearson Chi-Square	290.727 <sup>a</sup>	9	.000
Likelihood Ratio	257.271	9	.000
Linear-by-Linear Association	30.223	1	.000
N of Valid Cases	304		

H0- Less experience and more experience Employees in the Sugar industries are not associated on their nature of the psychological contract.

H1- Less experience and more experience Employees in the Sugar industries are associated on their nature of the psychological contract.

The above table speaks about the association tests between experience and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between experiences of employees of sugar industries about the nature of the psychological contract.

Above table explains out of 304 respondents of sugar industries about the nature of the psychological contract. Among 26(8.6%) 1-5 years experienced respondents, 26(100.0%) respondents were agreed. 5-10 year experience respondents 136(44.7%) sugar industry employees, 20(14.7%) respondents were disagree and 116(85.3%) respondents were agreed. 10-20 year experience respondents 46(15.1%) sugar industry employees, 26(56.5%) respondents were neutral, 20(43.5%) respondents were agree. 20 years and above experience respondents 96(31.6%) sugar industry employees, 52(54.2%) respondents were disagree, 24(25.0%) respondents were agree and 20(20.8%) respondents were Strongly agree on any implicit or unwritten obligations that they were expected to fulfill. H0 rejected and H1 accepted.



Table No 10

Qualification		Yes, I feel that there are implicit or unwritten obligations that I am expected to fulfill.				
		Disagree	Neutral	Agree	Strongly Agree	Total
Degree	Count	0	0	72	20	92
	% Within Degree	0	0	78.3%	21.7%	100.0%
	% Within Qualification	0	0	38.7%	100.0%	30.3%
	Count	72	26	114	0	212
	% Within Master Degree	34.0%	12.3%	53.8%	0	100.0%
	% Within Qualification	100.0%	100.0%	61.3%	0	69.7%
Total	Count	72	26	186	20	304
	% Within Qualification	23.7%	8.6%	61.2%	6.6%	100%
	% Within Qualification	100%	100%	100%	100%	100%

Chi-Square Test			
	Value	Df	Asymp.Sig (2-Sided)
Pearson Chi-Square	94.903 <sup>a</sup>	3	.000
Likelihood Ratio	124.467	3	.000
Linear-by-Linear Association	77.683	1	.000
N of Valid Cases	304		

H0- Qualification of Employees in the Sugar industries is not associated on their nature of the psychological contract.

H1- Qualification of Employees in the Sugar industries is associated on their nature of the psychological contract.

The above table speaks about the association tests between Qualification and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between qualifications of employees of sugar industries about the nature of the psychological contract.

Above table explains out of 304 respondents of sugar industries about the nature of the psychological contract. Among 92(30.3%) Degree holder respondents, 72(78.3%) respondents were agreed, 20(21.7%) respondents were Strongly agreed. Master Degree Holder respondents 212(69.7%) sugar industry employees, 72(34.0%) respondents were disagree and 26(12.3%) respondents were neutral, 114(53.8%) respondents were on any implicit or unwritten obligations that they were expected to fulfill. H0 rejected and H1 accepted.

## Results and Discussion:

In the subject of promises and commitment 24.3% respondents were Disagree, 23.7% respondents were Neutral, 30.3% respondents were Agree and 21.7% respondents strongly agree on level of promises and commitment made by management.

In this research observation, 23.7% respondents were Disagree, 8.6% respondents were Neutral, 61.2% respondents were Agree and 6.6% respondents were strongly agree that any implicit or unwritten obligations that their expected fulfill.

In this research it has observed that 6.6% respondents were Disagree, 54.6% respondents were Neutral, 32.2% respondents were Agree and 6.6% respondents were strongly agree that they are satisfied with the fairness & adequacy of the rewards & benefits

In this research it has observed that 8.6% respondents were Strongly Disagree, 17.1% respondents were Disagree, 29.6% respondents were Neutral, 38.2% respondents were Agree and 6.6% respondents were strongly agree that satisfied with the opportunities for advancement, leading & skill development provided by the organization

In this survey 32.2% respondents were Disagree, 37.5% respondents were Agree and 30.3% respondents were strongly agree that they are well informed about the organizations goals, strategies & policies

In this survey 38.2% respondents were Neutral, 46.7% respondents were Agree and 15.1% respondents were strongly agree that they believe the organization trusts & values.

## As per chi-square test

1. The association tests between Marital Status and nature of the psychological contract of Sugar Industries' Employees. Here the Pearson Chi Square sig value is 0.722 which is greater than 0.05 so H0 accepted and H1 rejected. It means there is no significant difference between married and unmarried employees of sugar industries about the nature of the psychological contract.
2. The association tests between Designation and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between designations of employees of sugar industries about the nature of the psychological contract.
3. The association tests between experience and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between experiences of employees of sugar industries about the nature of the psychological contract.
4. The association tests between Qualification and nature of the psychological contract of Sugar Industries Employees. Here the Pearson Chi Square sig value is 0.000 which is less than 0.05 so H0 rejected and H1 accepted. It means there is significant difference between qualifications of employees of sugar industries about the nature of the psychological contract.

## CONCLUSION

The main intention of this study was to compare the overall impact of psychological contract breach on employees of selected sugar industries. The sugar industries are like many other factors the nature of psychological contract in sugar industries is a complex and multifaceted relationship between employees and employer.

In every sugar industry there is an evidence of explicit and implicit agreement between employers and employees regarding benefits and rewards system, expectation and responsibility. These agreements are influenced by various factors such as social norms historical practices organization culture and individual perception. Nature of psychological contract will vary across different segments of the industries, And even among employees within same work place. In every organization both employers and employees need to be willing to renegotiate terms and conditions and to adapt to new realities to maintain a mutually beneficial relationship.

The nature of the psychological contract in sugar industry is not solely dependent on tangible factors like salary and other benefits but it is also influenced by intangible elements such as trust job security and opportunities for career growth. Sugar industries that prioritizing in building and maintaining a positive psychological contract that are more likely to encourage a motivated and committed workforce, leading to enhance productivity and overall performance.

To foster the passive psychological contract within the sugar industries employers should strive for open communication, transparency, and fairness in dealings with employees and on regular basis employees perception and expectations will help to identify areas in which they can bring the improvement.

The nature of psychological contract is shaped by organizational factors societal norms and individual perception. By nurturing a constructive, balanced and positive psychological contract in the sugar industry can enhance loyalty of purpose motivated and engaged employees lead to the sustained success in this competitive sector.

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