

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

COLLEGE OF ARTS AND SOCIAL SCIENCES

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**ASSESSING THE IMPACT OF PSYCHOLOGICAL CONTRACT
FULFILMENT ON EMPLOYEE PERFORMANCE. A CASE STUDY OF
ASHANTI REGIONAL HOUSE OF CHIEFS.**

BY

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DECLARATION

I hereby declare that this dissertation is the result my own original research towards the Master of Business Administration (Human Resource option) Degree and that, to best of my knowledge, it contains no material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made and that no part of it has been presented for another degree in the University or elsewhere.

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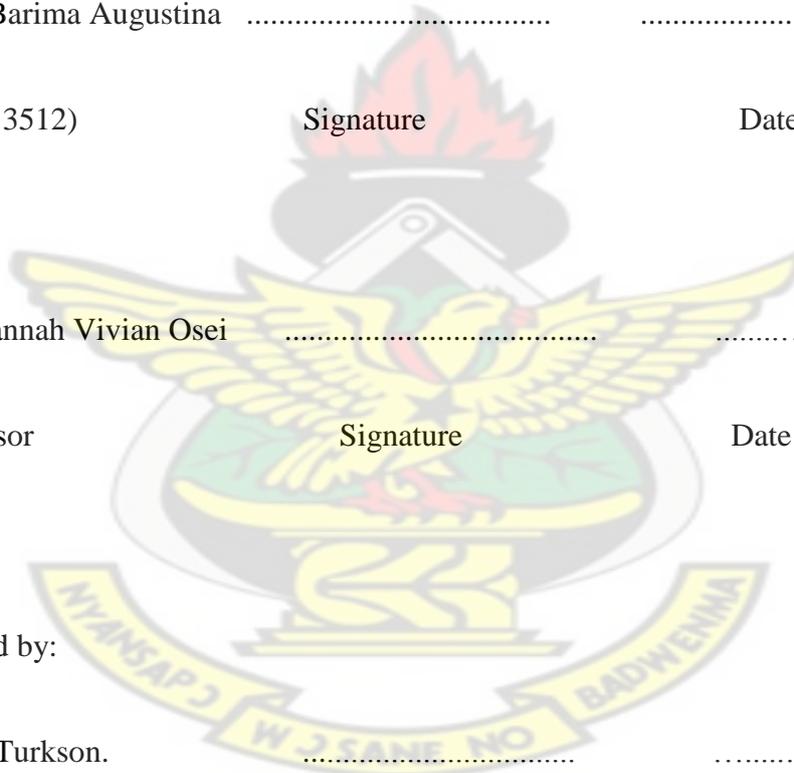
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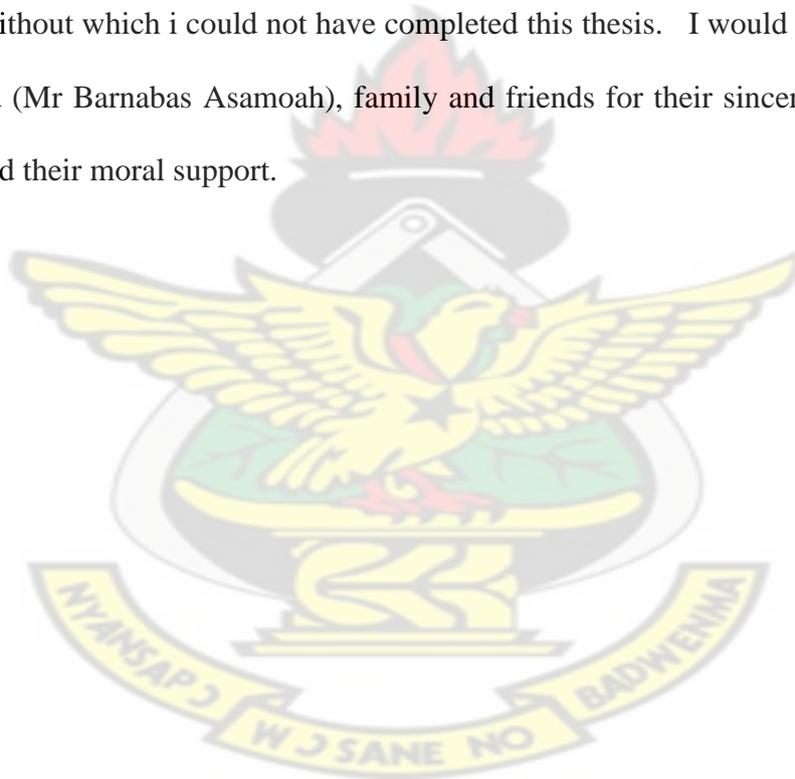


ABSTRACT

Psychological contracts are based on the perception of an agreement and research indicates that there is often disagreement between employees and managers as to the terms of a psychological contract. Contracts are normally thought to be based on agreement, so the term 'contract' might be misleading and inappropriate Cullinane and Dundon (2006). The main objective of the study is to assess the impact of psychological contract fulfilment on employee's performance at the Ashanti Regional House of Chiefs. The sources of data were both primary and secondary sources. The population for the study included staff and management of Ashanti Regional House of Chiefs. Kumasi metropolis was chosen as a case study area. Purposive and simply random techniques were used to select 200 respondents. The data were analysed using SPSS and Micro soft excel out of which 97% response rate was received. The survey discovered that, employees' performance was highly affected by the following factors; fulfilling all the responsibilities specified in my job description, doing a good job in terms of quantity and quality, being ready to help new employees with their work. It was further discovered that, gender is not determinant of psychological contract fulfilment. Moreover, factors that negatively affect employee's performance include; being very punctual at work and willing to accept almost any type of work assignment aside my job description. It was therefore recommended that, more attention should be based on employees' satisfaction at work and a good interpersonal relationship between the employers and the employees should be highly ensured through education and training for both employers and employees. Also, employees should be motivated through such packages such as pay increase, rent allowance etc. to boost their working performance to increase production in the organisation.

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DEDICATION

I dedicate this work to my father (Mr. Kwame Twum) who inspired me to do this programme.

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List of Abbreviations

RHC	Regional House of Chief
HRM	Human Resource Management
SPSS	Statistical Package for Social Science (SPSS)
Pc fulfilment	Psychological contract fulfilment
ARHC	Ashanti Regional House of Chiefs
HR	Human Resource



CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background of the study

In the world over psychological contract is among the world most pertinent issues been discussed. The concept has been in existence since 1960, the idea gained widespread currency in the academic and research fields of organisational psychology, organisational behaviour and Human Resource Management in the 1990s. Rousseau (1989, 1995) has stimulated much attention on the concept expanding on the meaning and broadening the horizons of the concept. This has manifested in most books and articles by him Rousseau (1995).

Psychological contract has gained contemporary popularity with human resource professionals since the 2002 employers and employee's survey in the United Kingdom found that 36% managers use the concept 'to manage the employment relationship' and that 90% agreed that it was 'a useful concept' (Guest and Conway 2002). Shields (2007) posits that psychological contract is about 'filling in the gaps' left by the formal legal contract of employment to constitute a more complete account of the entire range of mutual obligations between employer and employee. Proponents of psychological contract believed that the concept can be operationalised from a variety of perspectives. A first cut on operationalisation occurs with the decision whether or not to focus on aspects of the psychological contract believed to generalize across persons and settings. Morey and Luthans (1984) distinguished emic perspectives, addressing generalisable features, from etic ones, where the focus is on local and idiosyncratic content.

Assessments using standardised scales to assess the extent to which workers experience a “transactional” or “relational” arrangement with their employer generally are epic in nature, applying a common framework across a variety of situations. In contrast, ethnographic interviews probing the subjective experiences of workers, with no a priori framework to test, typically are emic in nature.

Emic assessments provide a qualitative description of the idiosyncratic meanings ascribed to employment (Arthur et al 1999). An emic perspective characterised scholarly work on the psychological contract conducted by early seminal writers on the topic (Argyris 1962; Levinson et al 1962; see Roehling 1996 for a historical treatment of the development of psychological contract research).

Psychological contracts are said to be highly subjective (McDonald and Makin 2000). However, there are some common features that categorize psychological contracts into ‘*transactional*’ and ‘*relational*’ contracts (McNeil 1985; Rousseau 1990). Transactional contracts involve short-term, specific, and monetary in nature beliefs such as competitive wage rates and performance-based pay. Relational contracts involve long-term, less specific, and monetary and non-monetary in nature beliefs such as job security, loyalty, training and development, career development, commitment and trust (Cavanaugh and Noe, 1999; Robinson et al 1994; Rousseau 1990).

The other aspect of psychological contracts occurs with the decision of whether to focus upon content, features, and/or evaluations (Rousseau and Tijoriwala 1998). The content of psychological contracts refers to the terms, elements and conditions which comprises the contract (e.g., specific obligations such as job security, or general types of obligations such as relational or transactional).

Psychological contract literature, further, argues that employer fulfilment of his promises will be reciprocated by employee satisfaction, commitment and motivation (Coyle-Shapiro and Kessler, 2000). For example, Robinson and Rousseau (1994) and Guest, et al (1996) support the view that employer contract has influential factor on job satisfaction and organisational commitment by employees. Bies and Tripp (1995) argue that the state of the psychological contract in terms of fulfilment or breach will result to positive or negative employee attitudes respectively, which in turn will have an impact on employees in fulfilling their promises which affects employee performance.

Sturges et al (2005) support the view that when an employer fulfils his promises made to his employee, it has a positive relation to employee commitment, supporting additionally that these attitudes will bring significant benefits to the organization in the form of increased efficiency. Generally, when employees are satisfied, committed and motivated in all cases, they will keep their promises to the organisation in the form of efficiency in performance.

1.2 Problem Statement

Employees keep their promises according to the behaviour of the “*good employer*”, or the “*history*” of the organization in keeping its promises to employees (Rousseau, 1995; Purcell and Hutchinson, 2007). Specifically, in the context of the employment exchange relationship, employees keep their promises if employers also keep their promises (Coyle-Shapiro, 2002; Coyle-Shapiro and Kessler, 2003). “*Reciprocity*” constitutes a core component in the psychological contract, meaning that employees positively respond to favourable behaviour from their employers (Rousseau and McLean Parks, 1993).

In cases where employees believe that employers have broken their given promises, this will have a negative effect on employee promises fulfilment (Coyle-Shapiro and Kessler 2000). Although the relationships between human resource management (HRM) and organisational performance appear to be statistically weak, empirical research since the late 1990s demonstrates that ‘HRM does matter’ (Guest et al 2003; Wright et al 2003).

Most past research on psychological contracts focuses on obligations in the context of the employment relationship. The present study aims at empirically testing the situation at the Ashanti Regional House of Chiefs using available theories and models on psychological contract. In the light of the above, the study will investigate the impact of psychological contract on employee performance at the Ashanti Regional House of Chiefs.

1.3 Objectives of the study

The objectives of the study are divided into two. Namely: General objective and specific objectives.

1.3.1 General Objectives

The general objective of the study is to assess the impact of psychological contract fulfilment on employee performance at the Ashanti Regional House of Chiefs.

1.3.2 Specific Objectives

In specific terms, the study will seek:

- 1) To ascertain the state of psychological contract at the Ashanti Regional House of Chiefs.

- 2) To identify the relationship between Gender and psychological contract fulfilment in Ashanti Regional House of Chiefs.
- 3) To measure the relationship between psychological contract fulfilments and employee performance at the Ashanti Regional House of Chiefs.

1.4 Research Questions

- 1) What is the state of psychological contract at the Ashanti Regional House of Chiefs?
- 2) What is the relationship between gender and psychological contract fulfilment in Ashanti Regional House of Chiefs?
- 3) What is the relationship between psychological contract fulfilment and employee performance at the Ashanti Regional House of Chiefs?

1.5 Significance of the Study

The study would contribute to the information on the effect on psychological contracts on employees' performance significantly which has a major role in the development of the organisation. This is because the study tries to assess the impact of psychological contract on employees' performance.

The findings would also enable organisations to formulate practical measures to address any presents and the future employees and employer's conflicts and enhance corporate performance. The findings of this study could be seen as a contribution to existing works on psychological contracts and employee's performance.

The study would further contribute greatly in building up academic knowledge in a wide range of issues.

The study would also play a significant role of helping further research into other aspects of the topic under consideration or other related topics in psychological contract and the general performance of employees.

1.6 Research Methodology

The choice of a research methodology according to Nyantakyi, (2007) is guided by the research questions and objectives, the focus of the study, the purpose of the study, the extent of existing knowledge, the amount of time and other resources available as well as the researcher's own philosophical underpinning. This study adopts a cross-sectional survey method.

Questionnaires were the main instruments used to collect the primary data. The use of questionnaire was employed to collect data from staff at the Regional House of Chiefs since this method is quicker in collecting information from a number of people at the same time. Secondly, the questionnaire was the most convenient method of eliciting responses to questions.

The sources of data were both primary and secondary sources. Primary sources of data collection included administration of structured questionnaire with selected staff members, management members and Board members of the ARHC. A total number of 200 people were contacted to administer the questionnaires using purposive and snow-balling sampling method.

Data collected from the questionnaire were analysed, summarised, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. Qualitative as well as quantitative methods were used in the analysis of the primary data collected. The quantitative data was analysed using

Statistical Package for Social Sciences (SPSS) and Microsoft Excel. The findings were presented in the form of tables, charts and figures. Content analysis technique was used to analyse qualitative data. Secondary data from already published and unpublished works relevant to the study were also reviewed.

1.7 Scope of the Study

The scope of the study covers all the workers at the Ashanti Regional House of Chiefs. In particular, the following of categories of employees were considered, namely; accountants, bailiffs, directors, typists and registrars. This study mainly focuses on the psychological contract and employee's performance at the Ashanti Regional House of Chiefs.

All other aspects of psychological contract outside the objective of the study were not considered. The scope is again, limited to only Ashanti regional house of chiefs, hence outcome of the study cannot be generalised outside Ashanti region. The choice of the study area was also influenced by the following reasons: access to relevant data and personnel; years of existence in the industry and the location of their branches (proximity to the researcher).

1.8 Limitation of the Study

Limitations are potential weaknesses or problems with the study identified by the researcher. The limitations often relate to inadequate measures of variables, loss or lack of participants, small sample sizes, errors in measurement, and other factors typically related to data collection and analysis. These limitations are useful to other potential researchers who may choose to conduct a similar or replication study Creswell (2005).

The limitations of this study include: The geographical expanse of the study area, inadequate financial resources and time constraints and readily available of relevant materials may also reduce the chances of contacting more respondents. Specifically, the limitations were identified as follows:

Inadequate information: The researcher found it difficult getting the necessary information on the study topic from the campus libraries.

Moreover, the researcher was faced with the problem of finance. The study could have been extended to include other region in the country to seek the opinions from other parts of Ghana. The financial constrain made it impossible but rather used the available resources to focused the study on Kumasi metropolis of Ghana only.

1.9 Organisation of the study

This research work would be organised into five main chapters. Chapter one is an introductory chapter to the research which discusses the background of the study, the statement of the problem and objectives of the study. Following closely are general and specific objectives, research questions, significance of the study, limitations of the research and the structure of the dissertation.

Chapter Two is a comprehensive review of already existing literatures to the study. This chapter deals with definitions of terms used in the research, discusses the conceptual framework relevant to the study. It also indicates a review of related literature of the impact of psychological contract on employee performance.

Chapter Three focuses on methodology and Organisational Profile study. This include discussion of the research design, sources of data, population , sampling techniques,

data collection instruments, data analysis techniques and organisational profile as well as issues from the field and ethics and how they were addressed.

Chapter Four discusses the analysis and interpretation of results and discussions.

Chapter Five presents summary of findings, conclusions on the basis of the findings and recommendations based on the findings.

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CHAPTER TWO

LITERATUREREVIEW

2.1 Introduction

Psychological contract originated in the 1960s the concept gained prevalent attention and consideration in the field of academic and research of organisational psychology, organisational behaviour and Human Resource Management in the 1990s following the publication of an important article, then a book, by Rousseau (1989, 1995) which inspired new interest in the idea.

Psychological contract has gained modern-day popularity with professionals in human resource; since the 2002 employers and employee's survey in the United Kingdom revealed that 36 percent of managers used the concept 'to manage the employment relationship' and that 90 percent strongly agreed that it was 'a practical concept' (Guest and Conway 2002).

Shields (2007) proposed that the concept of psychological contract is about filling in the gaps left by the formal legal contract of employment to constitute a more complete account of the entire mutual obligations between the employer and the employee.

The chapter presents more detail information beyond the conceptual meaning of the concept in line with the established objectives of the study. It underscores major areas such as; conceptualisation psychological contract, the contents of psychological contracts, types of psychological contract. Examining psychological contracts and its relationship with other constructs and to further determine the sudden recognition of the concept, the concept of organisation and employees performance has also been discussed in more detail in this chapter.

2.2 What are psychological contracts?

The psychological contract has been variously defined Guest and Conway (2002). This implies that no apparent definition is available to holistically explain the concept. Although, there are no clear definitions or satisfactory definitions on the concepts of psychological contracts, most writers deem it as inherent understanding and mutual agreement between employers and employees. The concept is often contrasted with other formal legal contracts that specify the role, responsibilities and obligations of the two key parties involved.

The American organisational psychologist Chris Argyris (1960) first used the term psychological contract. Argyris made mention to a psychological work contract and he defined it in terms of there being an inherent relationship between the employees and their employer. He believed that the psychological contract between the parties allowed for the term and fulfillment of each other's' needs.

Levinson et al (1962: 21) defined psychological contracts as a series of mutual expectations of which the entities to the relationship may not themselves be dimly aware but which nevertheless govern the relationship to each other. Within their study there is an emphasis on needs and that leads to the development of relationships where each party behaves in ways that fulfils the needs of the other party.

There are mutual elements to the relationship which will continue as long as the parties maintain to meet each other's' need and there is an assumption of reciprocity. Purvis and Cropley (2003) posits that such an assumption of reciprocity between the two parties in the exchange relationship remains fundamental to the definition of the psychological contract as laid out by the early writers.

Rousseau's (1989) aforementioned definition is also educative: The concept of psychological contract refers to an individual's belief concerning the terms and conditions of a reciprocal exchange agreement between the focal person and another party. Principal issues here include the belief that a promise has been made and a consideration offered in exchange, binding the parties to a set of reciprocal obligations.

Rousseau (1989) identified the following important features of the concept to include: The psychological contract is based on beliefs or perceptions of parties involved. It follows that different individuals will have potentially different conceptions of what the psychological contract actually involves.

The psychological contract is more implicit rather than explicit. It is considered to be inferred from the promises made or implied by the organisation or the employee. Therefore the parties are thought to draw conclusions as to the existence and substance of various promises and obligations based on the observed behaviours of the other party involve, Rousseau (1989).

The concept of psychological contract is ongoing and evolving. Unlike a written legal contract that might be set for a specific period, the terms of the psychological contract are (potentially) being continually 're-written' as the parties interact and mutual expectations, obligations and promises are generated and implied in their engagements.

2.3 Content of psychological contracts

Although there are no clear cut contents on the subject of psychological contract that inevitably vary across organisations and individuals, some experimental studies are

instructive. For example, Herriot, Manning and Kidd (1997) surveyed UK employees and managers and asked each group what employees can expect from their organisation, and what the organisation can expect from their employees. The findings are summarised below.

Table 2.1: The Content of the Psychological Contract

According to employees – what employees can expect from their organisation
1. Safe and congenial working environment (15.0%)
2. Fair and equitable pay with respect to market and across the company (11.9)
3. Fairness in selection, appraisal, promotion, redundancy of employees (10.8)
4. Providing adequate training (9.6)
5. Providing job security as much as is possible (9.6)
According to employees – what organisations can expect from their employees
1. To work contracted hours (32.1)
2. To do a good job in terms of quantity and quality (19.4)
3. To be honest (15.2)
4. Self-presentation – dressing and behaving correctly (10.5)
5. Flexibility – willing to go beyond job description when required (10.1)
According to managers – what employees can expect from their organisation
1. Fairness and consistency of benefits (16.4)
2. Humanity, acting in a responsible and supportive manner (14.3)
3. Fairness in selection, appraisal, promotion, redundancy (12.9)
4. Recognition for special contributions (10.8)
5. Safe and congenial working environment (8.7)
According to managers – what organisations can expect from their employees
1. To work contracted hours (28.1)
2. To do a good job in terms of quantity and quality (22.3)
3. To be honest (16.9)
4. Loyalty – staying with the organization and putting its interests first
5. Flexibility – willing to go beyond job description when required (11.6)

Source: Adapted from Conway and Briner (2005): 41, drawing on survey by Herriot, Manning and Kidd (1997)

Consistent with other studies, it is apparent that while there are similarities and differences in employees' and managers' perceptions of the terms and conditions of

the psychological contract, there is substantially more agreement about the obligations owed by employees than the obligations owed by the employer.

Evidently a number of the terms in the (typical) psychological contract reflect and spread out on the terms that might normally be found in the legal employment contract (e.g.: hours of work). Conversely others suggest the anticipation or expectation of behaviours beyond the terms of the formal contract, for example, organisational support, employee loyalty and flexibility and what are often referred to as 'extra role behaviours' on the part of the employee.

One of the most common distinctions used in interpreting psychological contracts recognises this variability.

Relational contracts, however, are based on a longer term relationship where a broader range of benefits and opportunities are provided in exchange for a deeper and more extensive commitment to the job and the organisation. These contracts tend to be more unstructured, uncertain and open-ended and evidently rely on a higher level of trust.

Rousseau also identified balanced contracts involving a combination of transactional and relational promises and obligations. Although transactional and relational contracts might appear, on first inspection, to be opposites, the idea of balanced contracts, and other practical evidence (Coyle-Shapiro and Kessler 2000), suggests that employees often have both relational and transactional contracts at work.

Fourth variant, transitional contracts have also been identified in circumstances where organisations change the terms of the contract in response to a predicament or short-term contingency.

Drawing on Rousseau and others, Shields (2007) has developed the following matrix elaborating these four forms of the psychological contract.

Table 2.2: Types of Psychological Contract

	Specified performance contingencies	Unspecified performance contingencies
Short-term	<p>Transactional (new deal)</p> <p>Espoused deal: ‘If you perform at a high level for as long as we need you, we will provide you with exciting work and opportunities to develop your human capital and employability’</p> <p>Rewards based on short-term role performance, especially task behaviour and results. Emphasis on individual performance and rewards. Rewards matched to external markets.</p> <p>Example: Sales, executive and senior management roles.</p>	<p>Transitional</p> <p>Espoused deal: ‘If you work harder than before, we may be able to keep you on, but you may have to be prepared to take a pay freeze or pay cut’</p> <p>Rewards not linked to performance or membership. Work intensification. Reward levels in decline. Incentives to quit or accept redundancy deals.</p> <p>Example: during restructuring or downsizing.</p>
Long-term	<p>Balanced</p> <p>Espoused deal: ‘If you contribute consistently as a team player and organisational citizen, we will offer you a reward mix that balances your needs and ours’</p> <p>Rewards based on contribution, broadly defined including competencies, membership, task or results, and citizenship. Flexible balance between collective and individual performance, intrinsic and extrinsic rewards, short and long term incentives, flexible benefits and work-life balance. Example: high involvement work teams</p>	<p>Relational (old deal)</p> <p>Espoused deal: ‘If you are loyal and work hard and as directed we will provide you with a secure job, steady pay increases and internal training and promotion opportunities’</p> <p>Rewards based on individual membership, length of service or seniority, loyalty. Rewards emphasise internal equity, incremental adjustment and fixed benefits.</p> <p>Example: traditional business</p>

Source: Shields

2.4 The popularity of psychological contract

The variations and multi-dimensional views of psychological contract suggest some of the reasons for the contemporary popularity of the concept. While the terms of formal legal employment contracts have undoubtedly changed in most western economies in recent decades as deregulation of labour markets and working conditions, decentralisation of bargaining and de-unionisation have increased, many of the changes have occurred beyond the formal employment contract.

It is often observed that contemporary work arrangements offer employees a very different 'deal' than traditional work arrangements. Under the traditional deal, employees received a degree of seniority, development, training, job security and reasonably extensive benefits and career pathways guaranteed pay increases in exchange for working designated hours according to defined job descriptions.

The new deal at work (Cappelli 1999) by contrast, is based on the need to work more intensively across a broader range of tasks, using of different skills that employees have already acquired, and assuming greater accountability for outcomes and high performance in exchange for contingent pay without job security. The different forms of the psychological contract provide a means of interpreting the extent of these profound changes at work.

From a different perspective the psychological contract signals a new ground of contestation at work and over work. The fundamental contradiction of contemporary work is the incompatibility of flexibility and commitment (Bratton 2007: 43). Employers, facing intensified competition, have increasingly called for increased productivity and performance from employees.

Under the influence of ideas associated with strategic Human Resource Management they have sought to achieve this through increasing employee commitment to the job and the organisation as a way of driving and sustaining greater work intensity and high performance. However at the same time they have sought to drive down costs through, amongst other things, 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.

2.5 Problems associated with the concept of the psychological contract

There is little doubt that the concept of the psychological contract has struck a chord with practitioners and researchers alike. It has, what psychologists call, high 'face validity' in other words, it has a significance with people's experience; it 'feels right' at some level. Nevertheless, as a concept for research and practice, there are some problematic issues:

Given that there need not be any actual agreement between the parties, are psychological contracts really contracts at all?

Psychological contracts are based on the perception of an agreement and research indicates that there is often disagreement between employees and managers as to the terms of a psychological contract. Contracts are normally thought to be based on agreement, so the term 'contract' might be misleading and inappropriate Cullinane and Dundon(2006).

Are psychological contracts really mutual and voluntary, or are the terms of the offer and acceptance in fact determined by management acting unilaterally? While

definitions of the concept imply a degree of equivalence between two parties. The parties are managers (acting on behalf of organisations) and employees. Managers seem to be the ones proposing the terms of the contract, and employees seem to be the ones interpreting and making the contract Cullinane and Dundon(2006)

It follows, that most studies seems to speak about employees forming psychological contracts, which managers have to fulfil or breach, which leads to behavioural consequences for employees. Research does not focus on organisations forming a psychological contract; against which employee behaviour is pronounce Cullinane and Dundon(2006).

The importance and nature of the exchange between an organisation and employee is not clear. The idea of a mutual exchange is vital to the psychological contract; however it is not clear about what is being exchanged for what. It is obvious that employees have expectations about what employers will do for them and employees also have an understanding that they are expected to do certain things in response to their expectation .Cullinane and Dundon(2006).

However it is not clear from research whether individual elements of the contractual deal are regarded as being exchanged for each other (eg: 'I will work on weekends as required only as long as my manager allows me to take time off during the week when demand is slack') or whether employees make a more holistic calculation of an entire package of promises and obligations for another package of promises and obligations (eg: 'I'll continue to do the right thing overall by my employer while they continue to do the right thing by me')Cullinane and Dundon(2006).

2.6 The concept of organisation

Most authors fail to address the issue of who is involved in the psychological contract relationship on the part of the organisation. Coyle-Shapiro and Kessler (2000: 907) reflect that, ‘the conceptualization and operationalisation of the employer has been treated as unambiguous and unproblematic.’ This has meant that in research terms different things have been measured when looking at interactions between the organisation and the employee.

When considering the composition of organisations in terms of people, the concept of organisational culture is helpful. Schein (1984) broadly defined organisational culture as the pattern of basic assumptions that a group has discovered or developed in learning to cope with internal and external problems and that have worked well enough to be considered valid and taught to new members as the correct way to perceive, think and feel in relation to these problems.

Cultures can be analysed as having three levels (Schein 1985): artefacts such as externally visible symbols of an organisation’s culture, including rules and procedures; values and norms of behaviour; and implicit, taken-for-granted assumptions, which are very difficult to detect but which invisibly shape the visible. Culture can be transmitted through stories, about heroes and villains, and about significant events in the organisation’s history. Culture can be associated with ways of thinking and feeling, and talking. Discourse plays an important role and can help shape stories, and the various (explicit and implicit) messages they attempt to convey.

Organisational culture plays a role in the development and the maintenance of the psychological contract. Makin, Cooper and Cox (1996: 250) suggest that organisational culture and the psychological contract are, ‘so closely related that it is

impossible to say which one causes the other, since the culture determines how people relate, and how they relate determines what sort of contract exists between them.’ As cultures, ‘organisations are chiefly systems of human interaction and people carry their emotions and wider social needs into work with them’ (Tourish and Hargie 1998: 56)

Regarding the psychological contract, Guest (1998: 650) states that, ‘It is concerned with the interaction between one specific and another nebulous party. The contract resides in the interactions rather than in the individual or organisation.’ This is key when examining who is contracting with whom and leads to consideration of the question, who is the nebulous party?

The issue is further complicated as the formation of the psychological contract in part may be as a result of administrative contract making and organisations’ structural signals. Rousseau (1995: 63) categorised human contract makers (managers, co-workers and recruiters) and administrative contract makers (structural signals such as mission statements, job advertisements, performance criteria, and compensation and benefits etc).

2.6.1 Parties involve in psychological contract

Rousseau (1995) distinguishes these as: Principals: individuals or organizations making contracts for themselves (e.g. proprietors who hire an employee or sell a product personally); and Agents: Individuals acting for another (e.g. recruiters who convey commitments in the name of the organisation, or trainers who might promise unrealistic learning opportunities). The contract talks still about the organization’s representative and the employee’s representative not individuals occupying similar positions within the organisation.

Rousseau highlights that there are many different combinations of interactions, including principal-to-principal contracts, agent-to-principal contracts, principal-to-agent contracts and agent-to-agent contracts. Her descriptions take no account of the possibility that there may exist employee-to-employee psychological contracts and within her construct there is always one party who could be perceived as being in a more powerful position than the other.

However, Rousseau (1995: 60) does acknowledge that, 'any person who conveys some form of future commitment to another person is potentially a contract maker.' She also highlights that co-workers can be a powerful source of describing to potential new recruits the types of psychological contracts that exist as the potential co-workers describe their own experiences and beliefs. These 'stories' can be perceived by potential employees as being the views of the organisation when this may not be the case.

Herriot, Manning and Kidd (1997) observe that different agents of the organisation may be sending different messages regarding the content of the psychological contract and Rousseau and Greller (1994) note that people do not necessarily differentiate between a manager making commitments on behalf of the organisation and a manager making those commitments personally.

They also highlight that when managers speak on behalf of organizations they may say more than the organisation expects them to say. Again this highlights the anthropomorphizing of the organisation as it can or cannot want something in its own right. In effect, it is likely to be the wishes of another employee within the organisation that are or are not being communicated, particularly in the case of large organisations where principal contract makers are not as apparent at most levels.

Shore and Tetrick (1994) believe that the employee is likely to view their manager as the chief agent responsible for establishing and then maintaining the psychological contract. Tekleab and Taylor (2003: 586) point out that, 'messages from top management often refer to employees in general, but they do not state each respective employee's obligations and inducements.' Tekleab and Taylor (2003) took the position in their research that the immediate line manager represented the organisation when looking at perceived obligations and reactions to perceived obligations. Within large organisations the role of the line manager in the psychological contract needs to be further explored.

Guest and Conway (2002) note that in large organisations the issue of who is the employer may be more problematic than in smaller organisations. In the case of large public sector organizations, such as local authorities and the British National Health Service (NHS), there is an array of alternative options for whom the employee may think is their employer and whilst the line manager may be the individual others identify with as the 'nebulous other' this may not be the case. The matter is further complicated as managers differ in many ways within the same organizational environment and when carrying out similar roles (Liden, Sparrowe and Wayne 1997).

Stories play an important role in the formation of psychological contracts and this is likely to be particularly true in the early socialization of individuals into an organisation. Prospective and new employees hear stories about the organisation and what they can expect and what other employees' own experiences has been (Rousseau 1995). Conway and Briner (2005) refer to the socialization process and a large element of that contains story telling as existing employees tell 'stories' about the

organisation and the way that individuals within it behave. However, in addition to humans, there are administrative contract makers.

2.6.2 Administrative Contract

Administrative contract makers can be linked to cultural artifacts, and these will vary according to organisation ownership, size and strategy. Perry and Porter (1982: 92) note that, 'It is especially difficult for many public agencies to instill employees with a sense of personal significance.

One reason for this is that it is often difficult for public sector employees to observe any link between their contributions and the success of their organizations'. Equally when considering the role of various contract makers, in large organisations there can be a disconnection between mission statements and individuals on the ground. Organisations often rely on structural signals such as memos and mission statements.

In large organizations' this can be problematic as individuals may see a gap between the mission statement of the organisation and their own contribution. It is also necessary to consider the vast array of structural signals that exist in large organizations. Structural signals which could be interpreted as elements of administrative contract making could also be described as artifacts and be seen as part of an organization's culture, discussed earlier.

Further research is required to explore these structural-cultural signals as a form of contract maker, an under-researched organizational 'who' in the literature. Having reviewed the organisation as one (nebulous) contracting party, we now turn our attention to the other more obvious 'who' is the employee.

2.7 The concept of employees in psychological contract

Often, employees are treated as a homogenous group within the psychological contract literature. However, we suggest that individual characteristics impact on their approach to contracting. I recognize that there are many potentially influencing characteristics, but focus here on personality and professional, two interrelated concepts. These are emerging in recent research but warrant further discussion.

2.7.1 The concept of Performance

The Oxford English dictionary defines performance as the “accomplishment, execution, carrying out, and working out of anything ordered or undertaken”. Armstrong and Baron (2005) argue that performance is a matter not only of what people achieve, but how they achieve it. Bates and Holton (1995) suggest that performance is a multidimensional construct, the measurement of which depends on a variety of factors. Brumbach (1988) offers the most precise definition. “Performance means both behaviours and results. Behaviors are also outcomes in their own right and can be judged apart from results”.

From the definition, and interpretations above, it can be argued that performance is not just about outputs, it is also concerned with actions and behaviours demonstrated to achieve given targets. This issue will feature strongly through the research. Much has been written on the need to manage performance.

The Audit Commission acknowledged this, suggesting in 1995 that performance management had become something of an industry in its own right, dominated by “industry experts” and management consultancies (Audit Commission 1995). Performance management is now considered an important part of normal management

(Rose and Lawton 1999) and is increasingly accepted as an integral part of public sector management (Wisniewski and Olafson 2004). However, Hale and Whitman (2000) cite research by the Institute of Personnel Management (1992) that suggests no consistent definition emerged from over 1800 employers surveyed. Williams (2002) also indicates that performance management is difficult to define. This suggests a lack of understanding of performance measure issues from those who are subject to the processes, and this will be explored later.

During research for this project, over 30 definitions of performance management were uncovered. Most adopted a common strand along the lines of the definition provided by Armstrong (2000) who writes “performance management is a strategic and integrated process that delivers sustained success to organisations by improving the performance of people who work in them, and by developing the capabilities of individuals and teams”. The author, as a practitioner of Performance Management, offers the following, adapted from by Walters (1995) Performance Management is about the arrangements organisations make to get the right things done successfully. The essence of Performance Management is the organisation of work to achieve optimum results and this involves attention to both process and people.

Further research by Armstrong (2000) suggests that when it is used well, it will contribute to organization success, and as such, is a vital management function. Radnor and McGuire (2004) also argued this point, but their research revealed, through a case study at Bradford Health Authority, that effective performance management in the public sector could be considered to be closer to fiction than fact. Of all the literature reviewed on the wider subject of performance management,

Radnor and McGuire (2004) are amongst the minority in conducting in-depth attitudinal surveys that aid their findings.

2.8 Psychological contracts relationship with other concepts

Psychological contracts are closely related to a number of other concepts often referred to by organisational psychologists, and organisational development and Human Resource Management practitioners, including:

Organisational Commitment: Organisational Commitment is the degree to which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organisation (Robbins et al 2008: 80). The existence of a strong, relational psychological contract would seem to be very similar to a high level of organisational commitment. Studies have indicated a strong correlation between the breach of a psychological contract and lower organisational commitment (eg: Lester et al, 2002).

Employee Engagement: Employee engagement is now one of the most widely recognised construct amongst organisational development and Human Resource professionals. It refers to an individual's satisfaction with, involvement with, and zeal for the work they do (Robbins et al, 2008: 81). The relationship between engagement and psychological contract is unclear. It might be assumed that engagement might require a strong relational contract; it might also be possible that employees draw difference between employer's behaviour evaluation and employee's commitment to their work.

Perceived Organisational Support: Since this concept is much less known in organisational psychology (but see: Rhoades and Eisenberger, 2002), it is particularly

close to the employee's point of reference to their psychological contract, measuring 'the degree to which employees believe the organisation values their contribution and cares about their well-being' (Robbins et al, 2008: 80).

Organisational Justice: Organisational justice is the degree to which processes and outcomes at work are considered as fair by employees, appears to be very similar to the idea of psychological contract. Most studies has indicated that various measures of either practical or distributive justice correlate with various behavioural and attitudinal outcomes in much the same way that measures of the psychological contract do (Conway and Briner 2005: 76). This might suggest that the concept of the psychological contract is not necessary given that the concept of organisational justice is virtually a proxy.

2.9 Summary of the chapter

The concept of the psychological contract remains controversial, there is no doubt that since the early 1990s it has proven popular with organisational researchers and human resource practitioners. For all its potential problems, the concept does highlight that there is a critical set of implicit understandings that inform the expectations, attitudes and behaviour of employees and managers at work. In other words, there is much more to employment relations at the workplace than simple adherence to the terms of any written contract of employment. The psychological contract provides a framework for recognising, interpreting and understanding these expectations and behaviours. For managers and human resource managers in particular, this understanding can provide key insights into one of the critical variables of the contemporary organisation: employee motivation Bratton (2007)

CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.1 Introduction to methodology

This chapter looks at the research design, population, sample and sampling techniques used for the study. Other sub topics in the chapter include data collection procedures, analysis, ethical consideration, as well as validity and reliability issues of the study. The overall purpose is to accomplish the study objectives.

3.2 Research Design

The choice of a research methodology according to Nyantakyi, (2007) is guided by the research questions and objectives, the focus of the study, the purpose of the study, the extent of existing knowledge, the amount of time and other resources available as well as the researcher's own philosophical underpinning. This study was a descriptive case study.

According to Yin (2003) a case study design should be considered when: (a) The focus of the study is to answer “how” and “why” questions; (b) You cannot manipulate the behaviour of those involved in the study; (c) You want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or (d) The boundaries are not clear between the phenomenon and context. This descriptive of case study was used to determine the impact of psychological contract fulfilment on employee performance risk management in sustainable construction in Ghana by focusing on Ashanti Regional House of chiefs.

3.3 Sources of data

The researcher used primary and secondary data.

3.3.1 Primary data

Primary data was collected through questionnaire administration. Questionnaire was developed in line with organisational standards as well.

3.3.2 Secondary data

Secondary data was obtained from documents at the Regional house of chiefs. Further Information was obtained from published and unpublished books, journals, newsletters, periodicals, articles and the Internet.

3.4 Study population

Population in research according to Babbie (2007) is the aggregation of elements from which the sample is actually selected. The target populations for the study were all staffs at the Ashanti Regional House of Chiefs in the Ashanti region of Ghana. The researcher selected 200 respondents for the study, comprising of employees and employers.

3.5 Sampling techniques

Basically, the study deployed two sampling technique of purposive and convenience to select 200 respondents for the study, comprising of employees and employers.

A purposive sampling defines a form of non-probability sampling in which decisions concerning the individuals to be included in the sample are taken by the researcher, based upon a variety of criteria which may include specialist knowledge of the

research issue, or capacity and willingness to participate in the research. Some types of research design necessitate researchers taking a decision about the individual participants who would be most likely to contribute appropriate data, both in terms of relevance and depth.

In this study purposive sampling was applied to select heads of departments for an in-depth interview. On the other hand, convenience sampling is also known as grab, opportunity, accidental or haphazard sampling. With this method, the researcher used subjects that are easy to reach. As the name describes, the researcher chooses subjects because of convenience. Convenience sampling is a non probability method.

This means that subjects are chosen in a nonrandom manner, and some members of the population have no chance of being included. With non probability sampling, researchers have no way of calculating how well their sample represents the population as a whole. In general, probability sampling is considered to be more stringent and accurate than non-probability sampling, but it is not always feasible. In this study convenience sampling was used to select respondents to administer the questionnaire.

Reason for the choice of above sampling technique was as a result of time and cost factors. Besides, it is often used in pilot or exploratory studies when the researcher wants an inexpensive and quick way to discern whether further research is warranted.

3.6 Data Collection Instrument

A combination of techniques will be used in data gathering. This combination of techniques is employed so that the strength of each method is maximized to overcome the weakness of using a single method Sarandakos (2005). The researcher made five

visits to the Regional house of chief, taking note of how employers and employees desires are met. The researcher used both primary and secondary data.

Secondary data would be obtained from documents at the Regional house of chiefs. Further Information would be obtained from published and unpublished books, journals, newsletters, periodicals, articles and the Internet.

Primary data was collected through questionnaire administration with. Questionnaire will be developed in line with organisational standards as well.

3.6.1 Pre-Testing

The instruments for the study were pre-tested at the KNUST business school. Any problems that will be identified in the instruments will be rectified before the administration of the question and collection of data during the actual research work.

3.6.2 Data Handling

The collected data from the questionnaires was entered into SPSS software programme. The data was checked for completeness and all corrections were made. The details of the study procedures regarding the selection criteria, the interpretation of items in the instruments were thoroughly discussed to ensure that, there is standardization and uniformity in understanding and translating of the questions in the tools so as to strengthen its reliability and validity. The data collection which will be conducted and completed, the tools which will be examined will be corrected and kept with the researcher under lock and key.

3.7 Data analysis technique

Data analysis played a major part in the completion of this study. Data was reviewed after the collection of filled questionnaires and compilation of data from the interview was also performed. A critical analysis was done after which the data was interpreted and represented. Both quantitative and qualitative analysis of data was done. Quantitative methods involves proceeding for the positivist assumption that, if something exists, it exists in some degree and can therefore be numerically measured. Qualitative methods were more of open-ended and required the researcher to elaborate with words convincingly, concerning the motive. The approaches for qualitative analysis of data involved data reduction, coding, tabulation and calculation of summarizing statistics. Microsoft Excel and Statistical Package for Social Studies (SPSS) were used. The scores for all questions were summed up and the average score taken.

3.8 Ethical Considerations

This relates to moral standards that the researcher should consider in all research methods in all stages of the research design. The researcher followed three principles of the Belmont Report, namely beneficence, respect for human dignity as well as justice (Polit et al 2001:75).

3.9 Organisational Profile

Ashanti Regional House of Chief is under the Ministry of Chieftaincy and Traditional Affairs. The Mission statement is to develop an effective interface between Government and civil society on matters relating to chieftaincy and Traditional affairs for the promotion of peace for the development of Ghana. The vision of Ministry is to

preserve, sustain and integrate the regal, traditional and cultural values and practices to accelerate wealth creation for National Development.

The Ashanti Regional House of Chiefs has 34 traditional councils and 4 divisional Councils. There are 39 paramount chiefs registered under Ashanti Regional House of Chiefs. There are 215 staffs of different positions. Some of the activities carried out are to settle cases relating to chieftaincy issues of traditional areas in Ashanti Region. Managing activities of Paramount Chiefs. Psychological contract fulfilment is very important in every organisation. Ashanti Regional House of Chiefs employees feel neglected in many promises made to them by their employer.

Kumasi is located in the tropical rain forest region of Ghana and therefore had all the advantages offered by natural landscape, especially urban trees, forest and wetlands (Tipple, 2007; cited in Quagraine, 2011 (ed) Adarkwa, 2011). The city was popularly known as "the Garden City" because of its many beautiful species of flora and fauna. It is the capital of the Ashanti Region and is the second-largest city in Ghana. Located in the south-central part of the country.

Kumasi is approximately 300 miles north of the Equator and 100 miles north of the Gulf of Guinea. The city is bordered to the north by AfigyaKwabre District and Kwabre East District, to the east by Ejisu-Juaben Municipal and Bosomtwe-AtwimaKwanwoa District, to the west by AtwimaNwabiagya District and to the south by AtwimaKwawoma District. The terrain surrounding Kumasi is relatively undulating while the countryside is lush with tropical vegetation (Kumasi Metropolitan Assembly, 2013).

Because of its geographical location, it is the business and commercial hub connecting almost all parts of the country. For being the most commercialized centre in the region

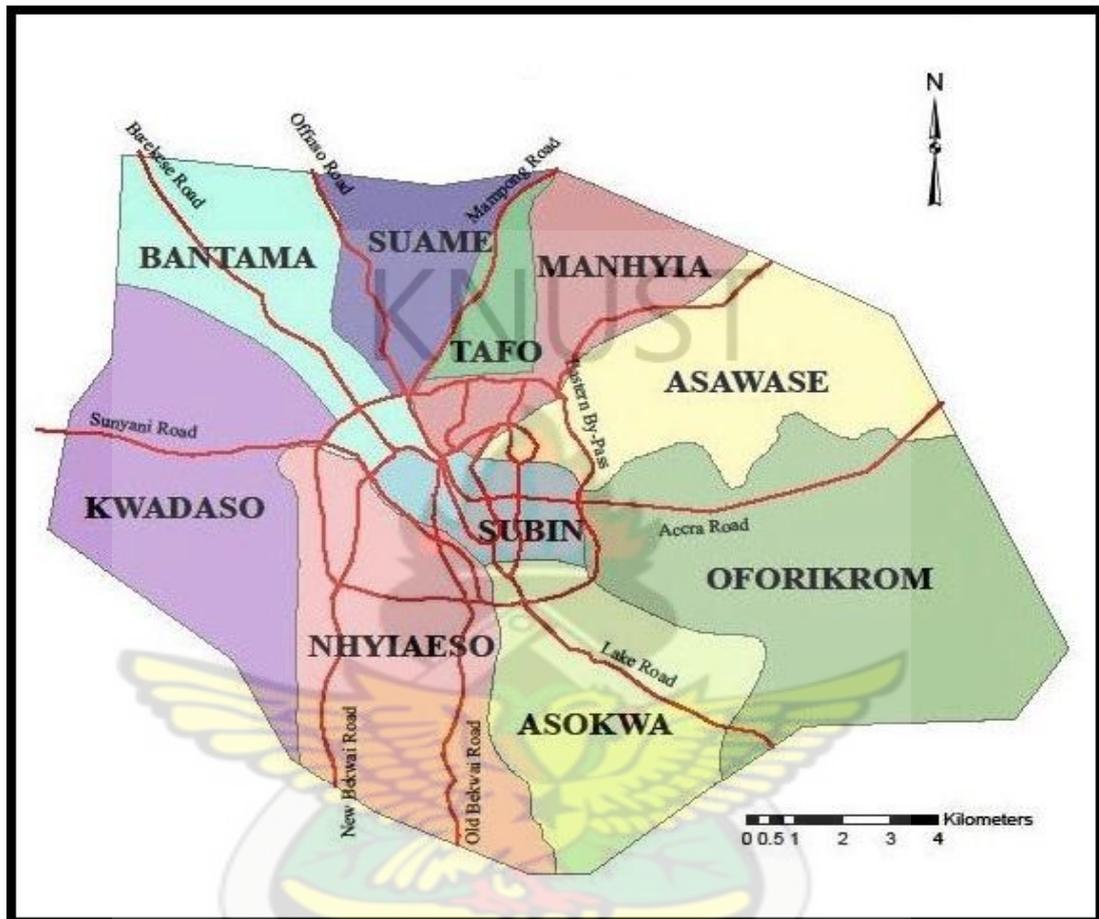
due to its central location, the City attracts investors from outside Ghana into different types of businesses such as agriculture, construction, mining, timber, trade and marketing, services, education, culture and sports.

This makes Kumasi to be one of the most urbanized cities in Ghana because of the growth of industry, large volume of commercial activities in and around the city and high number of migrants (Kumasi Metropolitan Assembly, 2013).

The city comprises of 10 sub-metros namely; Bantama, Suame, Tafo, Manhyia, Asawase, Oforikrom, Asokwa, Subin, Nhyiaeso and Kwadaso as shown in the city map in figure 3.1. In the past decades, the city has had a large number of green spaces including city gardens such as the Kejetia round about garden, Asafo Tennis Court, Kumasi Children's Park, Prince of Wales Park and Kumasi Zoological gardens. Most of these gardens have been changed for commercial purposes (Daily Graphic, 2013).

Due to that fact, the city needs to develop socio-economic infrastructure and green space facilities in order to service the fast growing city. For instance promoting people's health through enhanced physical activities, reduced blood pressure and stress level to its residents with well-maintained and managed green spaces in the city must be pursued.

Figure 3.1 Study areas in the Metropolitan context showing Sub-Metros areas



Source: Kumasi Metropolitan Assembly, 2013

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis of findings conclusion and recommendations of the primary and secondary data with particular reference to the responses received as well as variables identified from literature. The findings of the study were captured in the forms of tables and figures in line with the established objectives.

Correlation and cross tabulations were also used to show practical relationships between some variables. Before analysing the data, the questionnaires were cleaned up to remove possible errors to ensure accuracy, consistency, uniformity and completeness. The data gathered were analysed quantitatively. Overall, 200 questionnaires were sent out of which 196 were completed and sent recording 97% response rate.

4.2 Demographics of Respondents

4.2.1 Respondents' Gender

It was found that, majority of the respondents that is, 106(54.1%) out of the total 196 respondents were males. The remaining 90(45.9%) respondents out of the total 196 respondents were females. This implies that, male employees dominate in various organisations as shown in the table below.

Table 4.1 Respondents' gender

	Frequency	Percent
Male	106	54.1
Female	90	45.9
Total	196	100.0

Source: Field survey, 2014

4.2.2 Respondents' Age

The study revealed that, out of the total 196 respondents, majority of them that is, 48 (24.5%) were in the age group of 31-40 years whereas few respondents that is, 34(17.3%) were in the age group of 21-30 years. This implies that, most of the employees sampled for this study were middle aged as shown in Table 4.2

Table 4.2 Ages of Respondents

	Frequency	Percent
21-30	34	17.3
31-40	48	24.5
41-50	40	20.4
51-60	39	19.9
61 and above	35	17.9
Total	196	100.0

Source: Field survey, 201

4.2.3 Respondents' Marital Status

It was discovered that, most employees that is, 149(46%) were married whilst the remaining that is, 47(24.0%) were females. This implies are that, majority of the employees are responsible as married people are perceived to be responsible as shown in table 4.3

Table 4.3 Respondents' Marital status

		Frequency	Percent
	Single	47	24.0
	Married	149	76
	Total	196	100.0

Source: field survey, 2014

4.2.4 Respondents' Education

It could be inferred from Table 4.4 below that, out of the overall 196 respondents, the majority that is, 87(44.4%) were first degree holders whilst 22(11.2%) respondents had master's degree. However, 11(5.6%) respondents were SHS graduates. This implies that, the educational level of the respondents was very high as the majority of them have tertiary education.

Table 4.4 Respondents' Education

		Frequency	Percent
	Masters degree	22	11.2
	First degree	87	44.4
	HND	68	34.7
	SHS	11	5.6
	Other specify.....	8	4.1
	Total	196	100.0

Source: Field survey, 2014

4.2.5 Respondents' Tenure

From Table 4.5 below, it was discovered that, majority of the respondents that is, 90(45.9%) out of the overall 196 respondents had 6 years and above working experience in their organisations whereas, few respondents that is, 10(5.1%) had less few years of working experience in their organisation. This implies that, majority of the respondents had many years of working experience.

Table 4.5 Respondents' Tenure in the organisation

	Frequency	Percent
less than 1 year	10	5.1
2-3years	52	26.5
4-5years	44	22.4
6years and above	90	45.9
Total	196	100.0

Source: Field survey, 2014

4.2.6 Respondents' Hours of work

From Table 4.6 below majority of the respondents that is, 100(51.0%) work for 5-8 hours in their organisations. 94(47.9%) respondents' work for 8-12 hours in their organisations and only 2(1.0%) respondents work for 1-4 hours in their organisation. This implies that, majority of the respondents have long working hours. This has a positive effect on productivity as it is the output per man hour.

Table 4.6 Hours on the average worked per day.

	Frequency	Percent
1-4hours	2	1.0
5-8hours	100	51.0
8-12hours	89	45.4
Others	5	2.5
Total	196	100.0

Source: Field survey, 2014

4.2.7 Respondents' Position in the organisation

The demographics sought to know the position of the respondents in the organisation. From table 4.7 below, all the respondents had respectable positions in their organisations however, majority of the respondents were assistant registrars.

Table 4.7 Respondents' Position in the organisation

Director	28	14.3
Accountant	39	19.9
Regional Registrar	41	20.9
Assistant Registrar	52	26.5
Typist	18	9.2
Others	18	9.2
Total	196	100.0

Source: Field survey, 2014

4.3 Cross Tabulation and correlation results of demographics

This section presents the cross tabulation and correlation on gender and position, gender and tenure, education and position and education and tenure.

4.3.1 Findings on the cross tabulation on gender and position in the organisation

Table 4.8 below shows there is no significance difference between respondents gender and their position in the organisation (p value=0.10). This implies that, respondents gender is a not a qualification to positions designation in the organisation.

Table 4.8 Cross tabulation of Respondents' Gender and Position in the organisation

		Position in the organization						Total
		Director	Accountant	Regional Registrar	Assistant Registrar	Typist	Others	
Respondents Gender	Male	15	24	28	28	3	8	106
	Female	13	15	13	24	15	10	90
Total		28	39	41	52	18	18	196

Pearson Chi-square value =15.032^adf= 5

p value =0.10

Source: Field survey, 2014

4.3.2 Correlation of Respondents' gender and position

From Table 4.9 below, there is a position and weak correlation between respondents' gender and positions in the organisation. The correlation value is 0.149 and the significance value is 0.037. This implies that, respondent's gender does not affect their position in their organisation.

Table 4.9 Correlation of Respondents' Gender and Position in the organisation

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.149	.071	2.096	.037 ^c
Ordinal by Ordinal	Spearman Correlation	.154	.072	2.169	.031 ^c
N of Valid Cases		196			

Source: Field survey, 2014

4.3.3 Correlation of respondents' gender and tenure in the organisation

There is a negative and a weak correlation between respondents' gender and their tenure in the organisation. This implies that, gender does not have effect on how many years they spend in the organisation. The correlation value is -0.46 and the significance value is 0.526. As shown in Table 4.10.

Table 4.10 Respondents' Gender and Tenure in the organisation

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval	by	Pearson's R	-.046	.071	.526 ^c
Ordinal	by	Spearman Correlation	-.044	.071	.544 ^c
N of Valid Cases		196			

Source: Field survey, 2014

4.3.4 Cross tabulation of Respondents education and Position in the organisation

This section presents cross tabulation of respondents' education and position in the organisation. Study found that, there is a significant difference between the respondents' education and position in the organisation (p-value=0.000). From the Table 4.11 below, 8 of respondents with Masters Degree were Regional Registrars. Also 28 of respondents with bachelor degree were Assistant Registrars. Respondents with higher education occupy the best position in their organisation.

Table 4.11 Respondents' education and Position in the organisation

		Position in the organisation						Total
		Director	Accountant	Regional Registrar	Assistant Registrar	Typist	Others	
Respondents education	Masters degree	6	3	8	4	1	0	22
	First degree	10	18	18	28	5	8	87
	HND	10	17	15	17	6	3	68
	SHS	1	0	0	2	4	4	11
	other specify..	1	1	0	1	2	3	8
Total		28	39	41	52	18	18	196

Pearson Chi-Square value = 48.373^adf= 20

p-value = 0.000

Source: Field survey, 2014

4.3.5 Correlation of respondents' education and position in the organisation

There is a positive and strong correlation between the respondents' education and their position in the organisation. The correlation value is 0.231 and the significant value is 0.001. This implies that, respondents' education determines respondents' position in the organisation as shown in Table 4.12 below.

Table 4.12 Correlation of respondents' education and position in the organisation

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.231	.076	3.314	.001 ^c
Ordinal by Ordinal	Spearman Correlation	.172	.075	2.434	.016 ^c
N of Valid Cases		196			

Source: Field survey, 2014

4.3.6 Correlation of Respondent education and tenure in the organisation

In Table 4.13, there is weak correlation between the respondents' education and their tenure in the organisation. The correlation value is 0.067 and the significance value is 0.348. This finding also confirms that, respondents' education has effect on their tenure in the organisation.

Table 4.13 Respondents' education and tenure in the organisation

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.067	.071	.941	.348 ^c
Ordinal by Ordinal	Spearman Correlation	.052	.074	.732	.465 ^c
N of Valid Cases		196			

Source: Field survey, 2014

4.4 Descriptive Statistics

This section presents the descriptive statistics of employee performance, psychological contract fulfilment and state of psychological contract fulfilment.

4.4.1 Descriptive Statistics of employee performance

The present view supports the study of Bates and Holton (1995) which suggest that performance is a multidimensional construct, the measurement of which depends on a variety of factors. Brumbach (1988) offers the most precise definition. "Performance means both behaviours and results. Behaviours are also outcomes in their own right and can be judged apart from results". From table 4.14 below, 10 variables are observed as factors that affect employees' performance.

All these factors have means above 3.0. It was identified that, these factors; fulfilling all the responsibilities specified in my job description with a mean of 4.06, doing a good job in terms of quantity and quality with a mean of 4.08, being ready to help new employees with their work with a mean of 4.02, always completing all my assigned duties with a mean of 4.01 had a high affect on employees performance, as they recorded the highest means.

Whereas, there factors; being very punctual at work with a mean of 3.92 , consistently meeting the formal requirement of my work with the same mean of 3.92 and willing to accept almost any type of work assignment aside my job description with a mean of 3.90 had low affect on employees performance. This implies that, more attention should be focused on these factors, fulfilling all the responsibilities specified in my job description, doing a good job in terms of quantity and quality, being ready to help new employees with their work, always completing all my assigned duties, as they had high effect on employee's performance.

Armstrong (2000) summed all the above, when he writes “performance management is a strategic and integrated process that delivers sustained success to organisations by improving the performance of people who work in them, and by developing the capabilities of individuals and teams”. The author, as a practitioner of Performance Management, offers the following, adapted from by Walters (1995) Performance Management is about the arrangements organisations make to get the right things done successfully. The essence of Performance Management is the organisation of work to achieve optimum results and this involves attention to both process and people.

Table 4.14 Employee's performance

	Mean	Std. Deviation
I fulfil all the responsibilities specified in my job description	4.06	.890
I sometimes neglect aspects of the job that I am obligated to perform	3.47	1.161
This organisation really inspires the very best in me in the way of job performance.	3.72	.880
I consistently meet the formal requirement of my work.	3.92	.719
I do a good job in terms of quantity and quality	4.08	.716
I am ready to help new employees with their work.	4.02	.675
I always complete all my assigned duties.	4.01	.702
I would be willing to accept almost any type of work assignment aside my job description	3.90	.797
I am very punctual at work	3.92	.849
I am given ample opportunity to participate in decisions that would affect my work area.	3.35	1.225
Valid N (listwise)		

Source: Field survey, 2014

4.4.2 Descriptive Statistics on psychological contract fulfilment

This interpretation of the different forms of the psychological contract suggests some of the reasons for the contemporary popularity of the concept. While the terms of formal legal employment contracts have undoubtedly changed in most western economies in recent decades as deregulation of labour markets and working conditions, decentralisation of bargaining and de-unionisation have accelerated, Many of the changes have occurred behind or beyond the formal employment contract (Bratton 2007).

Bratton (2007) view can be linked to the present study since they complement each other to some extent. From table 4.15, 10 variables are used to measure the extent to which psychological contract is fulfilled between the employers and employees. All the 10 variables recorded means above 3.00 .It was identified that, these variables; I feel good to be part of the organisation with a mean 3.52 and I am given a fair salary based on my experience also with the same mean of 3.52 are very good indications of psychological contract fulfilment.

This shows that, employees are highly fulfilled in terms of the benefits they derived from their organisation. Whilst, these variables, I feel that my employer has fulfilled most of the promises made to me when I was hired with a mean of 3.06, Since my employer has fulfilled most of my promises I feel confident in performing my job with a mean of 3.05 recorded the least means. These variables indicate weak psychological contract fulfilment as they recorded the low means.

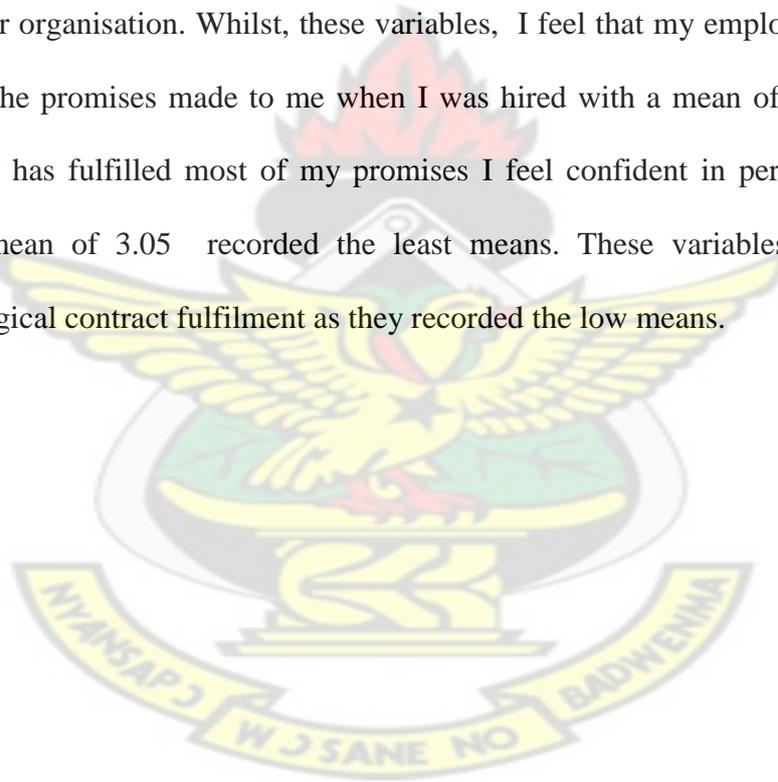


Table 4.15 Psychological contract fulfilment

	Mean	Std. Deviation
I feel that my employer has fulfilled most of the promises made to me when I was hired	3.06	1.063
Since my employer has fulfilled most of my promises I feel confident in my performing my job.	3.05	1.147
I am willing to go beyond my job description when required	3.32	1.142
So far my employer has done an excellent job of fulfilling the promises made to me.	3.24	1.124
I am treated with respect in my organisation	3.52	1.074
I am given a fair salary based on my experience.	3.35	1.266
Taking into account my efforts that I put into this organisation, I feel that I am fairly rewarded.	3.18	1.171
I feel my organisation has fulfilled promises made to me.	3.19	1.143
I have received promises in exchange of my contribution to the organisation	3.21	1.115
I feel good to be part of the organisation	3.52	1.040
Valid N (listwise)		

Source: Field survey, 2014

4.4.3 Descriptive statistics of state of psychological contract

The mean and standard deviation of the variables were computed. From a different perspective the psychological contract signals a new ground of contestation at work and over work. The fundamental contradiction of contemporary work is the incompatibility of flexibility and commitment (Bratton 2007). Employers, facing intensified competition, have increasingly called for increased productivity and

performance from employees. From table 4.16, 10 variables are used to determine the state of psychological contract between employers and employees.

All the variables recorded means of 3.0 and above. It was identified that, these variables that is, committed to working with others to achieve performance with mean of 4.15, meeting organisation goals and performance with a mean of 3.96, I am loyal to the organisation with a mean of 3.87, treat fellow employees fairly at equitable with a mean of 3.85 determine good state of the psychological contract between employers and employees. This implies that, there is a good relationship between the employers and the employees.

Whereas these variables, my organisation provide Safe and congenial working environment with a mean of 3.43, my organisation provide Fair and equitable pay with respect to market and across the company with a mean of 3.26 and my organization provides fairness in selection, appraisal, promotion, redundancy with a mean of 3.31 depicts a weak state of the psychological contract between the employers and the employees as they recorded low means. It is often observed that contemporary work arrangements offer employees a very different 'deal' than traditional work arrangements. Under the traditional deal, employees received a degree of job security, training, development, seniority and guaranteed pay increases, reasonably extensive benefits and career pathways, in exchange for working designated hours according to defined job descriptions.

The 'new deal at work' (Cappelli 1999) by contrast, is based on the need to work more intensively across a broader range of tasks, using a greater variety of skills that employees need to have already acquired, and assuming greater accountability for outcomes and high performance in exchange for contingent pay without job security.

The different forms of the psychological contract provide a means of interpreting the magnitude of these profound changes at work.

Table 4.16 State of psychological contract

	Mean	Std. Deviation
My organisation provide Safe and congenial working environment.	3.43	.997
My organisation provide Fair and equitable pay with respect to market and across the company.	3.26	1.021
My organisation provides Fairness in selection, appraisal, promotion, redundancy	3.31	1.047
My organisation provides me with adequate training	3.47	1.107
I am treated fairly in my organisation.	3.66	.992
I am loyal to the organisation	3.87	.797
I am committed to working with others to achieve performance	4.15	2.949
I meet organization goals and performance	3.96	.750
I remain adaptable to the role requirements.	3.83	.864
Treat fellow employees fairly at equitable	3.85	.825
Valid N (listwise)		

Source: Field survey, 2014

4.5 Regression results

This section presents the regression results of Gender and psychological contract fulfilment and employee performance and psychological contract fulfilment.

4.5.1 Relationship of employee's performance and psychological contract fulfilment

From the descriptive table below, employee's performance recorded the highest mean of 3.8444 with a corresponding standard deviation of 0.46709. On the other hand, psychological contract fulfilment had a mean value of 3.2633 and deviation of 0.78052. This implies that there was a consistency in the respondents answers on performance hence the high mean value. Moreover, there was some level of inconsistency in the respondent's answers on psychological contract fulfilment hence the high deviation value. Explaining further the above, respondents were consistent in responding to questions on performance but were inconsistent in responding to questions on psychological contract fulfilment. This issue of inconsistency is part of the issues the present study aim to address.

Table 4.17 Descriptive Statistics of employee performance and pc fulfilment

Descriptive Statistics			
	Mean	Std. Deviation	N
performance	3.8444	.46709	196
Pc fulfilment	3.2633	.78052	196

Source: Field survey, 2014

4.5.2 Correlation of employee performance and Psychological contract fulfilment

According to Lester et al (2002), the existence of a strong, relational psychological contract would seem to be very similar to a high level of organisational commitment. Studies have indicated a strong correlation between the breach of a psychological contract and lower organisational commitment. From the correlation table below,

when employee performance and psychological contract were correlated; the directions of the two variables indicate a positive relationship.

However, the strength of the relationship was low ($R = 0.337$) indicating a weak relationship. The p-value was estimated to determine whether or not the relationship is significant. Sig. value was observed as 0.000. This implies a significant relationship between the variables $p\text{-value} < 0.05$.

This present view supports the works of Conway and Briner(2005) who posit organisational justice as the degree to which processes and outcomes at work are regarded as fair by employees, appears to be very similar to the idea of an intact psychological contract. Research has indicated that various measures of either procedural or distributive justice correlate with various behavioural and attitudinal outcomes in much the same way that measures of the psychological contract do.

Table 4.18 correlation of employee performance and psychological contract fulfilment

Correlations			
		performance	Pc fulfilment
Pearson Correlation	performance	1.000	.337
	Pc fulfilment	.337	1.000
Sig. (1-tailed)	performance	.	.000
	Pc fulfilment	.000	.
N	performance	196	196
	Pc fulfilment	196	196

Source: Field survey, 2014

4.5.3 Model Summary of employee performance and psychological contract fulfilment

Bates and Holton (1995) suggest that performance is a multidimensional construct, the measurement of which depends on a variety of factors. Brumbach (1988) offers the most precise definition. “Performance means both behaviours and results. Behaviours are also outcomes in their own right and can be judged apart from results”.

The regression analysis was conducted to determine causal relationship between the dependent variable (employee’s performance) and the independent variable (Psychological contract fulfilment). R square explains the total variation in dependant variable (employee’s performance) due to impact of the independent variables (psychological contract fulfilment).

The result reviews a low positive correlation between psychological contract fulfilment and employee performance e.g. correlation (R) value is 0.337 as indicated in the correlation table. Regression coefficient (R^2) is 0.114. This implies that the psychological contract fulfilment explains 11.4% variations on employee performance. It further explains the level of causal relationship that exists between the variables.

Table 4.19 model summary of employee performance and psychological contract fulfilment

Model Summary										
Model	R	Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					Change	1	2	g. Change	F	
	.37 ^a	.14	.09	4085	.14	24.906		194	.000	
Predictors:		(Constant), pc fulfilment								

Source: Field survey, 2014

4.5.4 ANOVA of employee performance and psychological contract fulfilment

The p-value for the statistics is (p-value = 0.000) < 0.05. This means that psychological contract fulfilment is a significant predictor of the employee's performance. In other words ANOVA table illustrates that significance level is 0.000 which is less than 0.05. Hence, the predictor (psychological contract fulfilment) has a significant influence on the constant (employee's performance). The ANOVA table below show further explains the variance in the prediction.

Table 4.20 Anova of employee performance and psychological contract fulfilment

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.840	1	4.840	24.906	.000 ^a
	Residual	37.703	194	.194		
	Total	42.544	195			
a. Predictors: (Constant), pc fulfilment						
b. Dependent Variable: performance						

Source: Field survey, 2014

4.5.5 Coefficients of employee performance and psychological contract fulfilment

The results show that psychological contract fulfilment has influence on employee's performance. Beta (β) value is 0.202. This can be explained that 20.2% variations in employee's performance at Ashanti Regional House of Chief is due to psychological contract fulfilment (p -value < 0.05). Collinearity statistics revealed that Variance Inflation Factor scores are less than three (3) ($VIF = 1.0 < 3$) which is an indication that multicollinearity was not major concern. The coefficient table below explains further the relationship.

Table 4.21 Coefficients of employee performance and psychological contract fulfilment

Coefficients											
Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.186	.136		23.477	.000					
	pcfulfilment	.202	.040	.337	4.991	.000	.337	.337	.337	1.000	1.000
a. Dependent Variable: performance		Variable:									

Source: Field survey, 2014

The researcher discovered that psychological contract fulfilment is a significant predictor of employee's performance. That means psychological contract fulfilment has an influence on employee's performance. Several literature have stressed on psychological contract fulfilment and its influence on employee performance.

There is the need to acknowledge the fact that authors including, Rosseau (1999), Coyle-Shapiro and Kessler (2000), Cullinaine and Dundon (2006) have stressed on the importance of psychological contract fulfilment on employee commitment, organisational justice and employee performance.

The present study supports the outlined assertion that psychological contract fulfilment is predictor of employee performance in Ashanti Regional House of Chiefs. It was discovered that, employee's performance at Ashanti Regional House of Chiefs is influenced by psychological contract fulfilment.

4.6 Identifying the relationship between Gender and psychological contract fulfilment

From the Table 4.22 below, respondent gender recorded a mean of 1.46 with a corresponding standard deviation of 0.500. On the other hand, psychological contract fulfilment had a mean value of 3.2633 and deviation of 0.78052. This implies that, there were a lot of variations on respondents' gender hence the lower mean value.

Table 4.22 Descriptive Statistics of gender and psychological contract fulfilment

Descriptive Statistics			
	Mean	Std. Deviation	N
Pc fulfilment	3.2633	.78052	196
Respondents Gender	1.46	.500	196

Source: Field survey, 2014

4.6.1 Correlation of gender and psychological contract fulfilment

From the table below, there is a very weak and positive relationship between Gender and psychological contract fulfilment. This relationship is again insignificant p-value > 0.05 The study revealed that, gender has no significant influence of psychological

contract fulfilment and also the (Gender) has insignificant influence on the constant (psychological contract fulfilment).The results show that Gender has relatively low influence on psychological contract fulfilment in Ashanti Regional House of Chiefs.

Table 4.23 Correlation of gender and psychological contract fulfilment

Correlation			
		Pc fulfilment	Respondents Gender
Pearson Correlation	Pc fulfilment	1.000	.057
	Respondents Gender	.057	1.000
Sig. (1-tailed)	Pc fulfilment	.	.215
	Respondents Gender	.215	.
N	Pc fulfilment	196	196
	Respondents Gender	196	196

Source: Field survey, 2014

4.6.2 Model Summary of gender and psychological contract fulfilment

The model summary table below shows the summary of the regression results. R square explains the total variation in dependant variable (psychological contract fulfilment) due to impact of the independent variable (Gender). The result reviews a low positive correlation between Gender and psychological contract fulfilment e.g. correlation (R) value is 0.057 as indicated in the correlation table above. Regression coefficient (R^2) is 0.003. This implies that respondents Gender explain 0.3% variations on psychological contract fulfilment. This value is inconsequential and the researcher can conclude that Gender is not a determinant of psychological contract fulfilment.

Table 4.24 Model summary of gender and psychological contract fulfilment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.057 ^a	.003	-.002	.78127	.003	.624	1	194	.430
a. Predictors: (Constant), Respondents Gender									

Source: Field survey, 2014

4.6.3 ANOVA^b of gender and psychological contract fulfilment

The p-value for the statistics is (p-value =0.430) >0.05. This means that Gender is not a significant predictor of psychological contract fulfilment. In other words ANOVA table illustrates that significant level is 0.430 which is greater than 0.05. Hence, the predictor (Gender) has insignificant influence on the constant (psychological contract fulfilment). The ANOVA table below show further explains the variance in the prediction.

Table 4.25 Anova of gender and psychological contract fulfilment

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.381	1	.381	.624	.430 ^a
	Residual	118.415	194	.610		
	Total	118.796	195			
a. Predictors: (Constant), Respondents Gender						
b. Dependent Variable: pc fulfilment						

Source: Field survey, 2014

4.6.4 Coefficients of gender and psychological contract fulfilment

The results show that Gender has relatively low influence on psychological contract fulfilment. Beta (β) value is 0.057. This can be explained that 5.7% variations in employee's performance at Ashanti Regional House of Chief is due to psychological contract fulfilment (p -value < 0.05). Collinearity statistics revealed that Variance Inflation Factor scores are less than three (3) ($VIF = 1.0 < 3$) which is an indication that multicollinearity was not major concern. The coefficient table below explains further the relationship.

Table 4.26 Coefficients of gender and psychological contract fulfilment

Coefficients											
Model		Unstandardised Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.134	.173		18.151	.000					
	Respondents Gender	.088	.112	.057	.790	.430	.057	.057	.057	1.000	1.000
a. Dependent Variable: pcf fulfilment											

Source: Field survey, 2014

Gender has insignificant influence on psychological contract fulfilment. The researcher discovered that gender is not a predictor of psychological contract fulfilment. Literature doesn't say much about gender and psychological contract fulfilment.

The study revealed that gender doesn't have any influence on psychological contract fulfilment in Ashanti Regional House of chiefs. This is because the organisation is not

gender sensitive. When the organisation is fulfilling psychological contract of employees, the organisation will not fulfil male employees and leave female employees. The organisation will fulfil all employees psychological contract.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents findings summarised from the interpretation and discussions in the previous chapter, a drawn conclusion from the major findings and a recommendation.

5.2 Summary of findings

5.2.1 Demographics

The study found that, majority of the respondents for the studies were males, which represented 54.1% out of the 100%. Also 24.5% of the respondents were in the age group of 31-40. The study revealed that 46% of employees were married that and 44.4% of respondents were first degree holders.

The study further discovered that, majority of the respondents that is, 45.9% had 6 years and above working experience in their organisation. Again, majority of the respondents are occupying respectable positions in their organisations however, 26.5% of the respondents were assistant registrars.

The study found that, there is insignificant difference between respondents gender and their position in the organisation (p value=0.10).

Also, there was a positive and weak correlation between respondents' gender and positions in the organisation. The study discovered that, there was no significance difference between the respondents' gender and their tenure in the organisation.

There was a negative and a weak correlation between respondents' gender and their tenure in the organisation. There was also a significant difference between the respondents of education and position in the organisation.

There was a positive and strong correlation between the respondents highest of education and their position in the organisation. Moreover, there was a significance difference between the respondents' education and tenure in the organisation. There was weak correlation between the respondents' education and their tenure in the organisation.

5.2.2 Ascertaining the state of psychological contract

The study found that employees are committed to working with others to achieve performance, meeting organisation goals and performance, being loyal to the organization, treating fellow employees fairly at equitable, to depict good state of psychological contract between employers and employees. This implies that, there is a good relationship between the employers and the employees.

However, my organisation provide Safe and congenial working environment, my organization provide fair and equitable pay with respect to market and across the company and my organisation provides fairness in selection, appraisal, promotion, redundancy, depict a weak state of the psychological contract between the employers and the employees as they recorded low means.

5.2.3 Identifying the relationship between Gender and Psychological Contract fulfilment

There was a very weak and positive relationship between Gender and psychological contract fulfilment.

The result reviews a low positive correlation between Gender and psychological contract fulfilment and also gender is not a determinant of psychological contract fulfilment. ($R^2 = 0.003$)

The study revealed that, gender was not a significant predictor of psychological contract fulfilment and also the predictor (Gender) has insignificant influence on the constant (psychological contract fulfilment). The results show that Gender has relatively low influence on psychological contract fulfilment in Ashanti Regional House of Chiefs.

5.2.4 Measuring the relationship between Employee performance and Psychological contract fulfilment

The study discovered that, respondents were consistent in responding to questions on performance but were inconsistent in responding to questions on psychological contract fulfilment. This issue of inconsistency is part of the issues the present study aim to address.

There was a positive and weak relationship between employee performance and psychological contract and the p-value was estimated implies a significant relationship between the variables.

The study found a very weak positive correlation between psychological contract fulfilment and employee performance. A Regression coefficient (R^2) of 0.114 implies that the psychological contract fulfilment explains 11.4% variations on employee performance. It further explains the level of causal relationship that exists between the variable.

The study found that, psychological contract fulfilment was a significant predictor of the employee's performance. It was discovered that, employee's performance at Ashanti Regional House of Chief was influenced by psychological contract fulfilment.

5.3 Conclusion

Based on the findings in above, the study therefore concludes as follows: The study has identified 'what' the psychological contract is and how this has shifted from a focus on expectations to promises and obligations, and perceptions of observable behaviour.

First and foremost, employees' performance was highly affected by the following factors; fulfilling all the responsibilities specified in my job description, doing a good job in terms of quantity and quality, being ready to help new employees with their work, always completing all my assigned duties.

Moreover, factors that negatively affect employee's performance include; being very punctual at work, consistently meeting the formal requirement of my work and willing to accept almost any type of work assignment aside my job description.

Sequel to the above, the study further conclude that, more attention should be focused on factors such as fulfilling all the responsibilities specified in my job description, doing a good job in terms of quantity and quality, being ready to help new employees with their work, always completing all my assigned duties, as they had high effect on employees' performance.

The study found that these variables to be very good indicators of psychological contract fulfilment, I feel good to be part of the organisation and I am given a fair salary based on my experience as these variables recorded high means.

However, I feel that my employer has fulfilled most of the promises made to me when i was hired , since my employer has fulfilled most of my promises I feel confident in performing my job were identified to be weak indicators of psychological contract fulfilment as they recorded low means.

The study found committed to working with others to achieve performance, meeting organisation goals and performance, being loyal to the organisation, treating fellow employees fairly at equitable, to depict good state of psychological contract between employers and employees.

However, my organisation provide Safe and congenial working environment, my organisation provide fair and equitable pay with respect to market and across the company and my organisation provides fairness in selection, appraisal, promotion, redundancy, depict a weak state of the psychological contract between the employers and the employees.

Gender was not a predictor or determinant psychological contract fulfilment in Ashanti Regional House of Chiefs.

5.4Recommendations

The following recommendations are made based on the findings of this study

5.4.1 Employees participation in decisions making

Employees should be allowed to participate in decisions concerning their area of work. This would go a long way to boost their performance as they feel belonged to the organisation. Involving employees in decision making help management to have different views of solutions to problems confronting the organisation and help come out with plausible and effective measures for growth and development of the organisation.

5.4.2 Employees training

Employees should be given adequate training pertaining to the position they are to occupy in the organisation. The world is changing and new methods of doing things are emerging. As a result of changes employee have to update their skills and competency to increase production.

5.4.3 Fulfilment of promises made to employees

The employer must fulfil most promises made to workers. This would develop confidence in their job performance. This will let employees put up their best at work and will be willing to work extra hours when the need arises. This is because from the study most employees' promises were not fulfilled.

5.4.4 Provision of safe working environment

The organisation must provide safe and congenial working environment to ensure that, the workers have sound mind to concentrate on their daily activities in the organisation.

5.4.5 Provision of Incentives for employees

Employees should be provided with incentives, treat them fairly and providing them with fair and equitable pay with respect to market to ensure that, the employees would be highly motivated to meet organisational goal and enhance employees' performance to increase productivity in the organisation.



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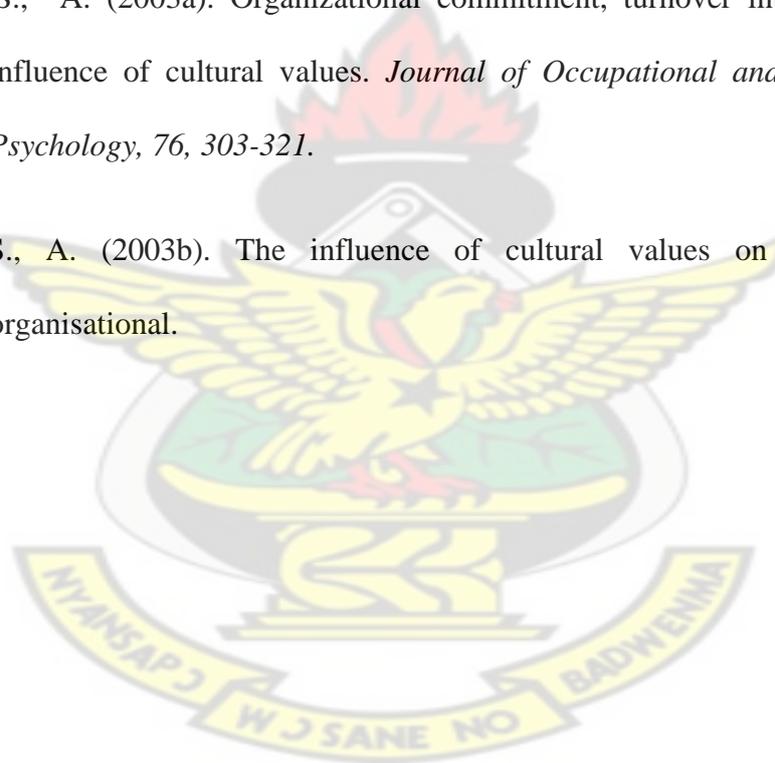
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APPENDIX A

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,

KUMASI

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGERIAL SCIENCE

I am a researcher pursuing post graduate program at the above mentioned institution undertaking a research on “**Assessing the impact on psychological contract fulfilment on employee performance**” This questionnaire is for research purpose and respondents are requested to respond as naturally as possible. Your anonymity is assured. Please be specific as possible.

EMPLOYEES AND MANAGEMENT

SECTION A-BACKGROUND INFORMATION OF RESPONDENTS.

Please tick (√)

1. Gender (a) Male [] (b) Female []

2. Age (in years)

21-30 [] 31 – 40 [] 41-50 [] 51 – 60 [] 61 and above []

3. Marital Status: Single [] Married []

4. Highest level of education

Master’s Degree [] First Degree [] HND [] SHS []

Others Specify.....

5. How long have you been working in this organisation?

Less than 1 year [] 2-3 years [] 4-5 years [] above 6 years []

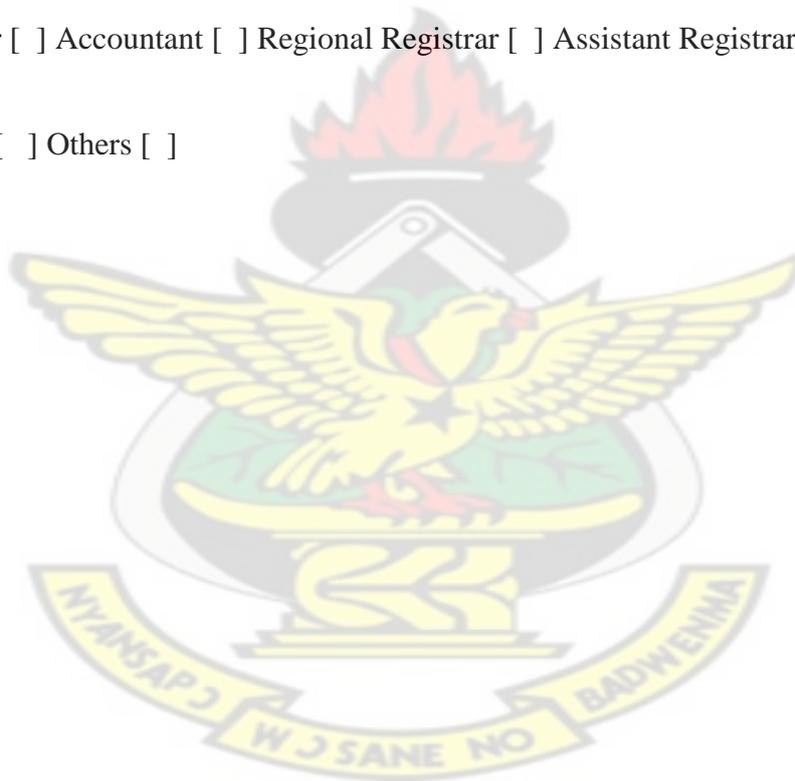
6. How many hours on the average do you work per day?

1-4 hours [] 5-8 hours [] 8-12 hours []

7. What is your position in the organisation?

Director [] Accountant [] Regional Registrar [] Assistant Registrar []

Typist [] Others []



SECTION B: EMPLOYEES PERFORMANCE

With respect to your own feelings about the workplace in which you are now working, please indicate the degree of your agreement or disagreement with each statement by ticking the most appropriate box: Use the following scale to answer the questions.

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Employees Performance	5-Point Likert Scale				
1. I fulfil all the responsibilities specified in my job description.	(1)	(2)	(3)	(4)	(5)
2. I sometimes neglect aspects of the job that I am obligated to perform.	(1)	(2)	(3)	(4)	(5)
3. This organisation really inspires the very best in me in the way of job performance.	(1)	(2)	(3)	(4)	(5)
4. I consistently meet the formal requirement of my work.	(1)	(2)	(3)	(4)	(5)
5. I do a good job in terms of quantity and quality.	(1)	(2)	(3)	(4)	(5)
6. I am ready to help new employees with their work.	(1)	(2)	(3)	(4)	(5)
7. I always complete all my assigned duties.	(1)	(2)	(3)	(4)	(5)
8. I would be willing to accept almost any type of work assignment aside my job description.	(1)	(2)	(3)	(4)	(5)
9. I am very punctual at work.	(1)	(2)	(3)	(4)	(5)
10. I am given ample opportunity to participate in decisions that would affect my work area.	(1)	(2)	(3)	(4)	(5)

SECTION C: PSYCHOLOGICAL CONTRACT FUFILMENT.

Use the following scale to answer the questions.

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

Psychological Contract Fulfillment.	5-Point Likert Scale
11. I feel that my employer has fulfilled most of the promises made to me when I was hired.	(1) (2) (3) (4) (5)
12. Since my employer has fulfilled most of my promises I feel confident in my performing my job.	(1) (2) (3) (4) (5)
13. I am willing to go beyond my job description when required.	(1) (2) (3) (4) (5)
14. So far my employer has done an excellent job of fulfilling the promises made to me.	(1) (2) (3) (4) (5)
15. I am treated with respect in my organization.	(1) (2) (3) (4) (5)
16. I am given a fair salary based on my experience.	(1) (2) (3) (4) (5)
17. Taking into account my efforts that I put into this organization, I feel that I am fairly rewarded.	(1) (2) (3) (4) (5)
18. I feel my organization has fulfilled promises made to me.	(1) (2) (3) (4) (5)
19. I have received promises in exchange of my contribution to the organisation.	(1) (2) (3) (4) (5)
20. I feel good to be part of the organisation.	(1) (2) (3) (4) (5)

SECTION D STATE OF PSYCHOLOGICAL CONTRACT

Use the following scale to answer the questions

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

My organisation provides Safe and congenial working environment.	(1) (2) (3) (4) (5)
My organisation provides Fair and equitable pay with respect to market and across the company.	(1) (2) (3) (4) (5)
My organisation provides Fairness in selection, appraisal, promotion, redundancy.	(1) (2) (3) (4) (5)
My organisation provides me with adequate training.	(1) (2) (3) (4) (5)
I am treated fairly in my organisation.	(1) (2) (3) (4) (5)
I am loyal to the organisation	(1) (2) (3) (4) (5)

I am committed to working with others to achieve performance.	(1)	(2)	(3)	(4)	(5)
I meet organisation goals and performance.	(1)	(2)	(3)	(4)	(5)
I remain adaptable to the role requirements.	(1)	(2)	(3)	(4)	(5)
Treat fellow employees fairly equitable.	(1)	(2)	(3)	(4)	(5)

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