

## **RELATIONSHIP BETWEEN PSYCHOLOGICAL CONTRACT AND EMPLOYEE PRODUCTIVITY – WITH REFERENCE TO POLICE CONSTABLES IN BANGALORE CITY**

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### **Abstract**

*Purpose – The objectives of the study is to understand the current psychological contract of police constables and its impact on employee productivity. Additionally, the study aims to identify any discrepancies between the perceived psychological contract and the actual contract provided by the organization. Research methods – The study is descriptive in nature and uses a mono method quantitative approach to collect data from the police constables. The total number of constables in Bangalore city was 2180 and the number of them satisfying the research criteria was 1524, out of which constables who interacted and permitted the researcher to collect primary data for the study were 130. The data collection tool was adapted from the previous studies, and the data was analyzed using the SPSS and AMOS software Results – The findings of the study show that there is moderate psychological contract among police constables. The relationship between psychological contract and employee productivity is significant and there is a strong positive relationship. The police department is suggested to focus on strengthening the psychological contract between police constables and the organization in order to enhance employee productivity. This can be achieved by clearly communicating the expectations and obligations of both parties and ensuring that they are aligned. By addressing any discrepancies between the perceived and actual contract, the organization can build trust and foster a positive work environment, ultimately leading to increased productivity among police constables. Originality – The originality of the study lies in its focus on the specific context of police constables, as previous research on the psychological contract has primarily been conducted in other industries. This study aims to fill the gap in the literature by examining the unique challenges and expectations faced by police constables, and how these factors impact their psychological contract. By understanding the intricacies of the psychological contract in this context, organizations can tailor their strategies and policies to better meet the needs of their police constables, ultimately leading to increased productivity and job satisfaction Implications - The implications of the study are to provide insights for police organizations in Bangalore city to improve their management practices and strengthen the psychological contract with their constables. This could lead to increased employee satisfaction and motivation, resulting in higher levels of productivity. Furthermore, by addressing any discrepancies between perceived and actual contracts, organizations can establish trust and transparency, fostering a positive work environment and enhancing overall employee performance. Ultimately, the findings of this study could contribute to the development of strategies that optimize the psychological contract and improve productivity among police constables.*

*Key words- Psychological Contract, Employee Productivity, Police Constables Funding Agency – UGC Minor Research Project funding*

### **Introduction**

In light of the increasing imperative to retain high-caliber personnel, it is crucial to comprehend the dynamics of the employee-employer interactions Du, Y., & Liu, H. (2020). By comprehending this concept, companies can formulate ways to foster favorable workplace results, perhaps resulting in enhanced productivity and employee retention (Rousseau, 2000).

The optimization of productivity and retention is crucial for employers in order to effectively manage and sustain prosperous businesses Atrizka, D., et al (2020). The primary determinant of success for all firms is productivity. The enhancement of productivity has been widely recognized as a significant driver of several economic and social phenomena Herrera, J., & De Las Heras-Rosas, C. (2021). In order to maintain profitability, it is imperative for companies to consistently enhance their productivity. Hence, it is imperative to effectively control productivity as well. The measuring of productivity is a widely used and effective instrument in the field of productivity management. Braganza, A., et al . (2021).

At the organizational level, productivity plays a crucial role in determining the profitability and sustainability of a company. It has been observed that companies with productivity levels surpassing the industry average often exhibit higher profit margins. Conversely, at the individual level, enhancing productivity in one's pursuits holds significant value in achieving personal fulfillment Phuong, T. H., & Takahashi, K. (2021). For individuals within a corporation or other organizational setting, possessing critical skills is crucial for career growth as it directly contributes to enhancing the overall productivity of the organization.

Psychological contracts have been employed as a framework to analyze perceptions pertaining to the employee-employer relationship. Psychological contracts refer to the cognitive constructs that individuals possess on the unspoken obligations and expectations inherent in the agreement established between themselves and the organization (Rousseau, 2000). According to Sturges, Conway, Guest, and Liefoghe (2005), the fulfillment of the agreement between an employee and employer leads to an improvement in job performance. Conversely, when the employer breaches the contract, the employee may exhibit negative behaviors in the workplace. Previous studies have demonstrated that psychological contracts hold significant influence over several employee outcomes, including but not limited to satisfaction, productivity, commitment, and performance.

In essence, when employees perceive that the organization meets their expectations, they demonstrate a greater propensity to exert additional effort towards the attainment of organizational objectives Atrizka, D., et al (2020).. A range of factors such as organizational human resource policies, individual inclinations, and societal influences Du, Y., & Liu, H. (2020), effects the formation of psychological contracts, which are integral to employee expectations.

The psychological contract of police constables pertains to the implicit anticipations and responsibilities that exist between police officers and their respective organizations Duran, F. (2019). The concept involves the shared comprehension of the duties, obligations, and advantages that both entities consent to upon establishing a professional alliance Duran, F., Woodhams, J., & Bishopp, D. (2019). The psychological contract for police constables encompasses a dedication to the enforcement of laws, preservation of public order, and safeguarding of the community. In reciprocation, individuals anticipate equitable treatment, backing from their higher authorities, and prospects for professional advancement and enhancement. The establishment and upkeep of a favorable psychological contract holds significant importance in ensuring the efficacy and welfare of police constables within their arduous and demanding responsibilities. Vaishnavi, V., & Santhanalakshmi, K. (2022).

### **Significance of the Study**

In the present context, a prominent issue revolves around the strategies that firms might adopt to cultivate employee commitment and enhance their performance. Elevated levels of organizational commitment have been observed to foster behaviors such as loyalty, a propensity to go beyond expected duties, reduced rates of absenteeism, and heightened levels of productivity. One effective strategy for fostering employee commitment within firms, irrespective of their employment status as either core or temporary workers, is the exploration of employee desires and a thorough analysis of their psychological contract.

The potency of a psychological contract elucidates the job attitudes and performance of employees within the firm. Previous research has demonstrated that individuals who possess a robust psychological contract exhibit enhanced productivity, even in the absence of extensive oversight. A psychological contract characterized by flexibility has a reduced frequency of infractions. A robust psychological contract fosters a sense of voluntary commitment among employees. It results in a higher degree of consistent fulfillment in comparison to outcomes derived by coercion. Moreover, it serves as a source of motivation for employees to adhere to the terms and conditions outlined in the contract. The principles of equitable treatment, sincere intentions, and just transactions are found to be rooted in the moral foundations of the broader societal context.

## Review of Literature

The establishment of an effective psychological contract has been found to positively impact the level of job satisfaction experienced by employees. Over the past few decades, numerous scholars have conducted investigations on the relationship between the psychological contract and job happiness. According to Ballou's (2013) research, the act of breaching a psychological contract has a negative impact on employees' job performance, job satisfaction, and commitment. Yalabik (2014) has also observed that the psychological contract has a significant influence on employee outcomes, including job satisfaction and employee commitment. Moreover, it has been posited that the violation of the psychological contract has a negative impact on other aspects such as job performance, job satisfaction, and employee commitment. Hence, it is common practice for contemporary firms to prioritize the establishment and maintenance of a positive psychological contract between the employer and the employee.

Kaliski (2007) posits that job satisfaction encompasses a state of passion and contentment with one's work, serving as a crucial factor in attaining recognition, financial rewards, career advancement, and the fulfilment of other objectives.

Based on Gouldner's (1960) concept of the norm of reciprocity, it can be posited that in situations where employers fail to fulfill their commitments and duties, employees respond by adjusting their contributions to the organization. This adjustment may manifest as a reduction in effort and performance. Therefore, it is anticipated that there exists a negative association between psychological contract breach and employee job performance. Furthermore, when the firm effectively fulfills its promised commitments, employees may have heightened motivation and exhibit discretionary behaviors, such as heightened effort and engagement in organizational citizenship activities.

According to Rousseau (1989), a breach of the psychological contract is characterized by the failure to fulfill the expectations of one of the involved parties. When an employee receives the anticipated outcomes, it has the ability to elicit a response in terms of attitude and/or conduct (Kickul & Lester, 2001). Hess and Jepsen (2009) established a correlation between the fulfillment of psychological contracts and three cognitive reactions, namely satisfaction, commitment, and turnover intention. Research conducted by Hess and Jepsen (2009) has demonstrated that levels of job satisfaction can significantly influence emotional connection, affect, and the intention to stay within a company. This phenomenon could be attributed to the fact that when employees experience a decline in fulfillment, they may endeavor to regain

equilibrium. Additionally, the authors highlight that employees have the potential to diminish their loyalty and trust, as well as withdraw their efforts and contributions.

### **Research Gap**

Based on the review of literature it is evident that a number of research studies have been carried out in the area of Psychological Contract and Employee Productivity in different parts of the world. But there are not adequate studies in the field of productivity and psychological contract specifically focusing on police constables. In particular, the research work with respect to these two variables are not conducted in Bangalore city. Therefore, an attempt is made to analyze the relationship between psychological contract and Employee productivity of police constables in Bangalore city.

### **Statement of the Problem**

The literature study reveals that while retention does not provide a significant barrier, maintaining high levels of morale and motivation among employees is indeed a noteworthy concern. The inherent characteristics of the job position held by police constables often give rise to potential disturbances, including extended work hours, insufficient breaks, elevated stress levels, work-related pressure, distressing incidents, an imbalance between work and personal life, and the constant expectation to remain vigilant. These factors can pose challenges to maintaining optimal levels of productivity.

The constabulary encounters undisclosed obstacles due to their assignment as Orderlies, responsible for serving officers at their dwellings, which deviates from their original hiring responsibilities. The study has examined concerns pertaining to these facets and determined whether there is a correlation between the degree of psychological contract and the productivity levels of police constables. The primary inquiry to be examined is to the potential correlation between the psychological contract and productivity. What strategies can be used to enhance or maintain the current position in light of the findings?

### **Research Objectives**

- To measure the psychological contract level of police constables.
- To measure the level of employee productivity.
- To study the relationship between psychological contract and Employee productivity.

## Research Methods

Area of the study - The emergence of huge population has brought about sea changes in the demographics of protection and safety of citizens in Bangalore city. Hitherto, there have been not many studies about police constables in terms of measuring their levels of psychological contract and productivity. Therefore, the researcher selected Bangalore district for conducting a study on psychological contract and its relationship with productivity levels of police constables in Bangalore city. In the present research study, the selection of the constables is based on the inclusive criteria, where the police constable should have more than four years of experience.

The total number of constables in Bangalore city was 2180 and the number of them satisfying the above criteria was 1524, out of which constables who interacted and permitted the researcher to collect primary data for the study were 130.

Methodology and Sources of data - The research study is empirical in nature, where quantitative research was used for data gathering and analysis. The study was conducted through cross sectional descriptive study. To carry out the study, the structured questionnaire technique was used to get insight about the issues explored in the present study. For the purpose of the study, primary data is collected from police constables having a minimum of four years of work experience. The secondary data was collected from journals, books, websites etc.

Sample design - This study is based on data collected from 130 police constables working in Bangalore. The study followed two- stage sampling design. In the first stage, 1524 constables based in Bangalore, were selected. In the second stage, totally one hundred and thirty respondents were selected for the study. Selected employees with four years of work experience were randomly approached to fill in the developed questionnaire.

In this study, Employee productivity is considered to be a dependent variable for Independent variables viz., Psychological contract (05 components - Relational/Transactional Contract, employer commitment/obligation towards employees, commitment/obligation towards employer, employer's relationship with the employee, employee's relationship with the employer and Biographic details (06 components - Year of joining the organization, Total years of experience, Gender, Marital Status, Qualification and Age.

Measurement Scale - A standard scale of Psychological Contract Questionnaire adapted from Millward & Hopkins, 1998; and Rousseau, 1995 is adopted for gathering primary data.

The standard Millward & Hopkins, 1998; and Rousseau, 1995 scale consists of 51 statements

(05 components) on psychological contract and for employee productivity 23 statements (six components) are taken and six Biographic details are considered.

Plan of Analysis - In the present study, Frequency and percentage are calculated to study the Biographic variables; Mean and Standard Deviation are used to measure the variables of psychological contract and Employee Productivity; To measure the relationship between psychological contract and Employee Productivity, Pearson Correlation is calculated.

## Results and Discussion

### Objective-1: To measure the level psychological contract

**Table 1 - Level of psychological contract**

Sl. No.	Variables	Mean	Standard Deviation
<b>X1</b>	Relational contract	64.6	4.94
<b>X2</b>	Employer's obligation towards employees	50.5	1.52
<b>X3</b>	Employee's obligation towards employer	<b>24.5</b>	<b>2.16</b>
<b>X4</b>	Employer's relationship with employees	<b>08.7</b>	<b>1.01</b>
<b>X5</b>	Employee relationship with employer	<b>08.2</b>	<b>1.25</b>
<b>Over all mean percentage</b>		<b>31.3</b>	<b>2.17</b>

Source: Primary Data

The above table indicates that Relational contract has scored high mean percentage (64.6%), followed by employers' obligation towards employees (50.5%). On the other hand, employee's obligation (24.5%), Employers relationship with employees (08.7%) and employee relationship with employer (8.2%) has scored low mean percentage.

### Objective-2: To measure the level of employee productivity

**Table 2 - Level of Employee Productivity**

Mean	16.64
Standard Error	0.081
Median	16
Mode	16
Standard Deviation	0.810
Sample Variance	0.656
Kurtosis	-1.05
Skewness	0.753
Range	2
Minimum	16
Maximum	18
Sum	1664
Count	100

Source: Primary Data



The mean percentage of employee productivity is 16.64. Standard deviation for employee productivity is 0.81 that showing higher dispersions from the mean value of the study. The accepted level of standard deviation is between -2 and +2. Standard deviation describes the dispersion of data values around the mean. Median is the central item in a group of observations arranged in an ascending or descending order. Here median percentage for employee productivity is 16. Range for employee productivity is 2 between the ranges of 1-5. "Range refers to the extreme values in a set of observations.

**Objective-3: To study the relationship between psychological contract and employee productivity**

Table 3 - Relationship between psychological contract and employee productivity

	Variables	'r' value
X1	Relational contract	- 0.003 <sup>NS</sup>
X2	Employer's obligation towards employees	-0.021 <sup>NS</sup>
X3	Employee's obligation towards employer	0.010*
X4	Employer's relationship with employees	0.014*
X5	Employees relationship with employer	0.031*

Source: Primary Data

For finding out the nature of the relationship between psychological contract and employee productivity, the zero order correlation coefficients were computed. The results revealed that three components of psychological contract showed significant relationship in order of ranking viz., employee obligation ( $r = 0.010^*$ ), Employer relationship ( $r = 0.014^*$ ), and employee relationship ( $r = 0.031^*$ ) have a positive and significant relationship with employee productivity. On the other hand, relational contract ( $-0.003^{NS}$ ) and employer obligation ( $-0.021^{NS}$ ) has negative but non-significant relationship with employee productivity. It is apparent from the findings that there is a significant but low relationship between psychological contract and employee productivity.

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### Discussion

The reasons for the low level of relationship between the psychological contract and employee productivity were found based on the results obtained and personal interactions with the employees. These causes will now be examined and presented under the following headings:

The concept of a Relational Contract (RC) refers to a type of contractual agreement that emphasizes long-term relationships and cooperation between parties involved, rather than solely focusing on strict legal obligations and enforcement mechanisms. The majority of police personnel have indicated that the main sources of stress and disruption in their work are inadequate personal time, a lack of acknowledgement for their accomplishments, the pressure to achieve deadlines, the need to work overtime, the handling of crisis situations, and the delivery of unfortunate news or messages. Over time, individuals see that despite dedicating extensive hours to their profession, being subjected to uncertain and risky circumstances, and making numerous sacrifices, they are not adequately compensated, resulting in a diminished level of motivation. The individuals also conveyed that while they

prioritize their professional responsibilities, it becomes difficult to obtain leave during genuine personal crises. This situation not only has psychological implications, but also affects their loyalty and sense of belonging.

- Employer Obligation: Despite the increasing incidence of criminal activities, the State government has not adequately expanded the number of police stations. The current personnel shortfall has resulted in an excessive workload being placed on the remaining employees. The findings indicate that a significant proportion of the participants express a high level of dissatisfaction in relation to their remuneration package, additional perks, and opportunities for career advancement. Individuals see a rise in the expense of living, familial obligations, and societal expectations, while concurrently observing a lack of commensurate growth in their remuneration and incentives. According to the study, a significant proportion of participants reside in rented accommodations, leading to challenges in covering their rental and transportation costs. The employees conveyed their perspective that there lacks a systematic methodology for assessing their performance and contributions from a scientific standpoint. The significance of training in the field of law enforcement cannot be overstated. Mandatory training at the introductory level is a prerequisite for all individuals serving as constables. Subsequently, periodic on-the-job training is provided. However, the employees perceive the training they receive as insufficient and believe that the risk of cyber-related offenses has significantly escalated, necessitating a comprehensive understanding of Information Technology. The majority of police personnel prioritize their employment in light of the job stability it offers.

The staff emphasized the importance of maintaining a heightened state of vigilance and ensuring the safety and well-being of the residents within their designated area of responsibility during nocturnal work hours. The aforementioned phenomenon has a significant impact on individuals' well-being, as it disrupts the biological rhythm of the human body, resulting in a range of health ailments.

The responsibilities of employees: Employees may not demonstrate a strong commitment to attending work, even when they perceive the task to be of significant importance. The staff conveyed that they make numerous sacrifices in the interest of the firm. The individuals express a perception that they are not afforded equitable possibilities for advancement, educational development, and career progression. The allocation of cases by authorities is influenced by personal relationships, so impeding the advancement and professional growth of individuals involved. The constables assert that they do not consider the temporal aspects

or duration of their employment when it pertains to safeguarding the members of the community. These individuals willingly put their lives at risk in order to provide protection, demonstrating a lack of hesitation in assuming their responsibilities. Moreover, the individuals conveyed their sentiment regarding the fulfillment derived from safeguarding the populace and the limited display of appreciation, which serves as a motivating factor in their chosen occupation, regardless of the prevailing challenges.

The employer-employee connection is a fundamental aspect of the modern workplace. The employees express a significant lack of trust in their superiors, perceiving that decision-making is influenced by personal agendas. Numerous constables perceive a disparity between their reasonable requests and the level of attention and support they receive, which they perceive as being inferior to that supplied to other governmental entities. To enhance the situation, it is imperative to prioritize equitable compensation, favorable working conditions, and respectful treatment from supervisors.

The employees perceived that several behaviors, including bureaucratic intervention, absenteeism, job pressure, malpractices such as corruption, and political interference in transfers and postings, significantly impacted their mental well-being and contributed to a sense of disruption. The individual perceives a lack of acknowledgement for their dedication and commitment to their employment.

The dynamics of the employee-employer relationship. The staff conveyed their initial enthusiasm and dedication upon joining the department, although they currently experience significant dissatisfaction with several parts of the working circumstances at the police station. The conditions observed are indicative of the performance, efficiency, and consequent work culture prevailing at the level of the police station. The primary concerns expressed by the constables included a shortage of modern weaponry, insufficient staffing levels, a lack of patrol vehicles, limited availability of rapid response vehicles, inadequate water and sanitation facilities, outdated wireless communication infrastructure, and antiquated furniture within the police station. The constables voiced dissatisfaction with the issues that were raised. Within the police organization, it can be argued that a lack of suitable informal and insufficient formal mediation mechanisms between superiors and subordinates contributes to the presence of tension and conflict.

## Conclusion

The researcher made a diligent effort to study the data collected from police constables stationed at various police stations and thereafter interpret the findings in order to draw a conclusion. The productivity of employees is currently suboptimal due to various causes. Enhancing these characteristics will result in a more efficient and effective workforce. Put differently, a consensus among the majority of police constables exists regarding the notion that fundamental alterations in employers and their viewpoints would enhance the current state of the psychological contract. The researcher moreover arrived at the determination that police constables hold the assumption that their performance can be enhanced solely when they are handled with a sense of belongingness and understanding about their challenges. The researcher also conducted data analysis to ascertain the occupational preferences of the participants. The study reached the conclusion that factors such as work-life balance, a healthy work environment, a clean workplace, sufficient wellness programs, technology-focused training, and recognition through rewards and praise will enhance employee motivation and satisfaction, leading to increased productivity and overall well-being.

## Suggestions

The psychological contract, which forms the foundation of our work relationship, encompasses our subjective impressions and beliefs regarding the mutual agreement between us and our employer. Regrettably, in instances when equilibrium is not attained in this transaction, violations of the contractual agreement may arise. This phenomenon is frequently observed and can ultimately lead to diminished levels of trust, work satisfaction, and performance.

The significance of psychological contracts between employers and employees cannot be understated. Nevertheless, the examination of the psychological contract's "state" is infrequently investigated and frequently disregarded without explicit acknowledgment or resolution. In the majority of instances, these contracts are seldom openly deliberated upon, mostly due to the absence of effective communication methods that would facilitate such discussions in a comfortable manner. The discussion of our perceptions may be seen inappropriate by certain others; nonetheless, it is crucial to confront them anyway.

This dynamic can be efficiently addressed. One crucial aspect is the inclusion of the psychological contract in workplace discussions, as it is essential to recognize and address factors that can influence it. This necessitates managers possessing the requisite skills to

initiate discussions regarding the dynamic with their workforce, while also fostering an environment where employees feel comfortable expressing their perspectives without reservation. In order to foster the development of healthy organizations, it is imperative that we enhance our level of transparency regarding this fundamental dynamic.

In addition, it is important to evaluate several other factors.

One important aspect in establishing strong relationships is the development of trust. The centrality of the manager-employee relationship to the psychological contract's well-being necessitates the presence of sufficient levels of trust. Enhancement of this aspect can be achieved by incorporating work environments that encompass comprehensive career assistance, consistent behavioral patterns, and a steadfast commitment to integrity in actions. In order to prioritize these areas, managers demand sufficient training.

- The psychological contract undergoes ongoing recalibration during the duration of a work engagement. An essential factor in preserving equilibrium is the provision of an environment conducive to fostering open dialogue regarding the job relationship. This facilitates the development of a collective comprehension of the contractual agreement.

- Engaging in the practice of transparency. It is imperative for organizations to prioritize transparency right from the beginning of the work relationship, particularly when it comes to aspects such as future training, development, and promotions. The establishment of crucial components of the contract frequently occurs in the initial stages of the employer-employee association, potentially even during the recruitment process.

- Feedback and acknowledgment are important aspects in several contexts, including academic, professional, and personal settings. Sufficient feedback pertaining to performance is a crucial element within the realm of professional employment, as it serves to clarify various aspects of the contractual relationship between employees and employers. Moreover, it is frequently seen that while organizational objectives are duly acknowledged, the same level of recognition is not always extended to individual achievements. Consequently, the contract may experience degradation.

- Ensuring work is congruent with individual strengths. One crucial factor that can significantly impact the well-being of a psychological contract is the meticulous alignment of individual contributors with the specific responsibilities they are assigned. When individuals are assigned tasks that exceed their competence or go outside the boundaries of their designated responsibilities, there is a potential for failure, which can ultimately lead to irreparable harm to the contract.

- The concept of mindfulness. In the current context, the adoption of mindfulness as a means of self-management and interpersonal interaction, coupled with the cultivation of agility and enhanced attention, is deemed crucial for achieving success and fostering greater engagement and involvement within the institution.

It is anticipated that in the future, there will be a heightened level of consciousness regarding the psychological contract, as well as a deeper understanding of the factors that play a role in its establishment, sustainability, and achievement. Nevertheless, in order to effectively restore a compromised contract, it may be necessary to embrace the notion of relinquishing negative emotions, so facilitating progress towards resolution. Upon embarking on a deeper investigation, it is possible to discover that a breach may not have been intentionally or maliciously produced, but rather due to a deficiency in mutual comprehension. The provided link leads to an article discussing the topic of "Mending the Psychological Contract at Implications

The concept of the psychological contract pertains to the implicit understanding between an employer and an employee, wherein both parties communicate their respective expectations. There exists a lack of documented commitments between the two entities. Moreover, when an employee's expectations are met by their employer, the employee has a sense of belonging and increased satisfaction inside the firm. The current study aimed to investigate the correlation between perceived psychological contract and employee productivity within service organizations. The findings revealed a limited association between psychological contract and employee productivity.

The establishment of trust through the psychological contract facilitates a greater propensity for both sides to demonstrate transparency and candor. When there is a lack of fear of betrayal from both the employee and the employer, it facilitates a more conducive environment for both parties to express their personal needs, grievances, or experiences. This enables individuals to engage in a constructive and beneficial manner.

When the obligations and expectations outlined in the psychological contract are fulfilled, it is expected that all facets of the professional partnership would experience enhanced efficiency and effectiveness. The cultivation of a heightened level of trust, respect, and understanding has the potential to foster a mutually beneficial and emotionally nourishing interpersonal connection.

In the context of a more efficiently managed workplace, it is expected that both employees and employers will have an increased level of job satisfaction. There exists a correlation

between increased job enthusiasm and elevated morale, which can have a good impact on several aspects of job performance.

The findings of the research provide practical implications for both supervisors and employees. The results indicate that it would be beneficial for supervisors to prioritize both staff satisfaction and productivity. Moreover, it is imperative for supervisors and subordinates to establish and uphold a psychological contract that fosters affective commitment, thereby enhancing employee happiness and diminishing turnover intentions. In order to enhance employee productivity through the establishment of a psychological contract, it is imperative to cultivate a suitable organizational culture and implement robust policies pertaining to career development, employee welfare, and rewards systems.

The study's findings can be utilized in the formulation of policies pertaining to employee productivity and the improvement of the psychological contract. These findings have consequences for both theoretical understanding and practical application. This study only examines the relationship of psychological contract and employee productivity. However, as indicated by prior scholarly research, numerous variables exert an influence on employee productivity.

The psychological contract has the potential to influence many variables, and this study included both an independent variable and a dependent variable. The sample obtained from the population was of a somewhat limited size. The data collected for this study was cross-sectional in nature and was gathered during a two-week time period.

The investigation was undertaken at a limited number of stations, despite the presence of numerous stations within the state. The present study suggests that future researchers investigating the same topic should consider incorporating additional variables, utilizing a larger sample that is more representative of the community, exploring alternative sampling strategies, extending the duration of data collection, and employing diverse methods for data gathering.

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