

# The Impact of Soft Contract on Employee Culture in Indian Organizations



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### Abstract

The present study endeavors to explore the significance of soft contract between employer and employees and its impact on existing employee culture. The soft or psychological contract has been assessed on the indicators like: Employees willingness to fight for the organization; improving its image and protecting secrets; Contribution of employees for the development of the organization; Employees confidence in the organization for defending them; helping their families in a situation of crisis and focus of the organization to develop employees without any kind of exploitation. For the purpose, responses from three hundred respondents from twelve organizations of five different sectors were recorded and the obtained results reveal that the soft contract between employer and employees in the organization is positively related to employee culture that enacts a critical and fundamental role in achieving desired level of organizational performance.

### Keywords:

Employee Culture, Soft Contract, Indian Organizations.

### Introduction

Organizational culture and environment has always been vital to the organizational performance, and it comprises of and characterised by the status of relationships among employer and employees at workplace. In the existing dynamic and competitive scenario the organizations in order to sustain and grow the organizations need to focus on the people and their relationships with management. Traditionally employees use to work for just salaries and perks but today they expect respect, understanding, work-life balance, learning opportunities and other psychological bonding to extend their commitment towards the organization. In the competitive business scenario the marketers have the capacity and capability to offer lucrative pay packages and attracts the experienced talent from the other organizations. And with the diminishing possibilities of creating and sustaining competitive advantage on the basis of product and marketing strategies, the importance of people in the organizations has increased significantly.

Organizations in the present environment are required to extend more than just hard contract aspects and need to emphasise more on the indicators of soft contract and the employees psychological expectations pertaining to keeping promises, not exploiting them, offering potential for development, recognition and reward the efforts, utilizing potential by offering work of interest, addressing problem and ideas, and providing favorable emotional

environment, with an ethical attitude. The present research has been conducted mainly to study the impact of the soft or psychological contract between employer and employees and also on prevalence of employeeship culture in an organization for attaining organizational excellence.

### Conceptualization

The soft contract comprise the emotional aspects of work-life in a company including social terms, communication, psychological climate, management style, attitude towards people, ethics, tradition, team- spirit, sense of belongingness, security, challenges etc. These aspects relate to the culture and are difficult to describe and specify.

When the individual makes a wholehearted and goal-oriented effort within the three success areas namely productivity, relations and quality of the organization, a special kind of personal commitment is demonstrated and this commitment can be called as "employeeship". According to Moller (1994), when all employees are deeply committed to the survival and development of the organization and thus demonstrate employeeship, the organization can be said to have an "employeeship culture".

A person or an employee would make the whole hearted effort for the success of other, only when there exists relationship between them. The term relationship conceptually means fulfillment of mutual expectations of the two or more parties from each other. And while referring to the employer-employee relationship, the concept is taken in context to the expectations of the employees and employer from each other. Usually these expectations are formally and professionally exchanged each other in form of work contract and code of conduct on each other's part, pertaining to work, conduct, compensation, benefits etc. which is known as the hard contract. But there also exist a psychological bonding or soft contract that comprise the emotional aspects of work-life in a company including social terms, communication, psychological climate, management style, attitude towards people, ethics, tradition, team- spirit, sense of belongingness, security, challenges etc. These aspects relate to the culture and are difficult to describe and specify. The soft areas attempts to answer questions pertaining to relations including aspects like inspiring and motivating each other, communicating effectively, creating a vision and developing creativity, dealing with conflicts and critical situations, achieving enthusiasm, job satisfaction, pride, tolerance, flexibility and creating sense of belongingness and team-spirit.

Rousseau (1989) defined two forms of unwritten contracts, derived from relationship between organizations and their members. The first one is the psychological contract that is characterized by individual beliefs in a reciprocal obligation between the individual and the organization. The second is the implied contract which signifies the mutual obligations characterizing interactions existing at the level of the relationship. Rousseau (1990), states that psychological contracts are individual beliefs in reciprocal obligations between employees and employers. They defined two types of obligations, namely, Transactional Obligations and Relational Contract Obligations. The transactional relates to high pay and career advancement in exchange for hard work and relational focuses on job security in exchange of loyalty and a minimum length of stay. Further, these obligations are connected with two forms of legal contracts:

transactional and relational. Relational contract obligations for employers correlated with employee expected length of stay with the firm, whereas, transactional contract obligations were associated with careerist motive on the part of the employees.

Robinson and Morrison (1995), while examining the relationship between violation of an employee's psychological contract and civic virtue behavior defined the psychological contract as a set of beliefs regarding mutual obligations between employee and employer.

Hall and Moss (1998), discusses the new relationship that has replaced the "old" psychological contract covering job security in exchange for hard work and loyalty between the employee and employer in recent years and coined and described this new relationship as "protean careers" and "protean career contracts." The protean career is independent and directed by the needs and values of the individual; the protean career contract is thus with the self rather than with an organization.

For Moller (1994), the soft contract or the psychological contract deals with the things that people in the company expect and can offer to each other in psychological and informal areas. The elements of a soft contract are not present in a physical format like the hard contract. The soft contract areas not only cover the Organization's desired expectations but it also focuses on the employees expectations. Expectation from Employees may emphasize that organization should keep promises, it should not exploit the employees, shall offer potential for development, must recognize and reward efforts, should utilize potential by offering work of interest, it should listen to problem and ideas, it must have clear goals and live up to its mission and shall provide favorable psychological environment with an ethical attitude. The soft contract also covers the aspects related to commitment and sense of responsibility, loyalty, initiative and co-operation, integrity, tolerance and self-discipline, flexibility and acceptance to change, sense of belongingness towards organization, helps in improving organization's image, protects organizational secrets and contribution in overall development of the organization. These expectations are not part of the agreement of employment, and are less tangible in nature. These are the desired expectations and if fulfilled, can enhance the organizational effectiveness.

Thus, the expectations from both the parties are characterized by: Openness, Honesty, Mutual Respect, Commitment and Genuine Interest in helping each other. Such aspects can only be created through conscious and goal- directed efforts by both managers and staff. In order to introduce a culture of employeeship in an organization it is vital to make an effort in both the hard and soft areas.

### Operational Concept

For the purpose of this study the operational concept of Soft Contract as an essential aspect for prevalence of Employeeship culture has been coined as an intangible, unexpressed contract that contains expectations of both the groups' viz. employees and organization from each other i.e. the things which people in the organization can expect and offer each other in psychological and informal areas.

## Review of Literature

Robinson, Kraatz and Rousseau (1994) investigated the changes in employment obligations as perceived by employees. The study reveals that through the first few years of employment, the employees perceive that their obligation towards their employers is less and they perceive that their employers owe them more. The results also depict that the failure on employer's part towards fulfillment of its commitments is associated significantly with decline in some types of employee obligations.

Guzzo and Noonan (1994), systematically examine the psychological contract and human resource practices and found that these have significant impact on employees' commitment.

Robinson and Morrison (1995), analysed the relationship between violation of an employee's psychological contract and civic virtue behavior. The study was conducted on the sampled MBA graduates at the time of their hiring, after 18 months and 30 months on the job. The results revealed that if the employees feel that their employers had failed to fulfill employment obligations during the job, they were less likely to engage in civic virtue behavior during their career. The study also disclosed that this relationship was partly mediated by trust.

Hiltrop (1995) argues that the psychological contract or more specifically the expectations of employer and employees from each other has been changing dramatically in recent years and as a result, all sorts of pressures and trends on both sides, characterized by corporate employment stability, permanence, predictability, fairness, tradition and mutual respect, are out. And on the other hand, features of self-reliance, flexibility and adaptability have replaced the old characteristics. The study examines the human resource implications of the changing psychological contract, focusing on how organizations under pressure from greater competition, internationalization, and integration of functions can manage employees now facing increased professional risk and uncertainty.

Robinson (1996) examines the theoretical and empirical relationship between employees trust in their employers and their experiences of psychological contract breach by their employers. The results of the study indicated that the relationship between trust and psychological contract breach is strong and multifaceted and that the trust mediated the relationship between psychological contract breach and employees subsequent contribution towards the organization.

Coyle-Shapiro and Kessler (2000), computed the state of the psychological contract from both the employee and employer perspective. The findings of the study suggest that the majority of employees have experienced breach of contract at some stage in their career. This was also supported by manager's view, as representatives of the employer, who further reveal that the organization, given its external pressures, is not fulfilling its obligations to employees to the extent that it could. Finally, the results indicate that employees are redressing the balance in the relationship through reducing their commitment and their willingness to engage in Employeeship behavior when they perceive that their employer have not fulfilled its part in the exchange process.

Coyle-Shapiro and Kessler (2002) explored the reciprocity within

the exchange relationship between the employee and employer using the psychological or soft contract. The findings of the study reveal that there is broad agreement between the two parties regarding the norm of reciprocity that governs the relationship. The results also divulge that perceived employer obligations are positively associated with employees' fulfillment of obligations.

Vos, Buyens and Schalk (2003) analysed the factors associated with changes in newcomers' psychological contract perceptions during the socialization process. The results reveal that changes in newcomers' perceptions of the promises they have made to employer are affected by their perceptions and contributions as well as by perceptions of inducements they have received from their employer. Changes in newcomers' perceptions of employer promises are affected by their perceptions of employer inducements received, but the impact of perceived employee contributions is moderately evident.

Guest (2004), points out the aspects that are leading to changes in employment relations and to the need of developing a conceptual framework that has contemporary relevance. The study proposes that the psychological contract provides a useful framework to study aspects of employment relations. Based on the proposal the author argues that the psychological contract needs extending greater weightage which may lead to incorporating issues of fairness and trust that lie at the heart of employment relations.

Sturges, Conway, Guest and Liefoghe (2005), investigated the relationship between different kinds of career management activities, the psychological contract, and outcomes of psychological contract fulfillment. The study reveals that both individual and organizational career management behaviors are linked to psychological contract fulfillment and that organizational career management help is associated with affective commitment and job performance. The study also states that the psychological contract fulfillment plays a key role in mediating the relationship between career management help and the organizational commitment that may further mediate between psychological contract fulfillment and individual career management behavior aimed at advancing career outside the organization.

Ho, Rousseau and Levesque (2006) examined the relationship between employees' social network positions and their psychological contract beliefs. The results disclose that employees brokering structural holes in the advice network believed the firm had greater balanced and transactional obligations to them and even the employees with cohesive ties in the friendship network also believed that the firm owed them more balanced and transactional obligations.

Vos and Meganck (2009) explored views of the HR managers and employees on the factors affecting employee retention, using the perspective of the psychological contract. The HR managers gave their view on the factors affecting employee retention and turnover and described their retention practices. A large sample of employees reported on the importance attached to five types of employer inducements commonly regarded as retention factors, on their evaluation of these inducements and on their loyalty. And the results exhibited that the HR managers focus more on the factors believed to cause employee turnover like career opportunities and financial rewards rather than on those believed

to affect employee retention including social atmosphere, job content and work-life balance. The focus on career opportunities was supported by the employee survey. The delivery of career opportunities had the strongest impact on employee loyalty while the impact of the delivery of financial rewards was found much smaller.

## Research Methodology

### Focus and Objective

The focus of the study is to assess the current state of soft contract between employer and employees and its impact on prevalence of employeeship culture in the organizations. And, thus, the core objective of the study is to examine the established soft contract among employer and employees its impact on Employeeship Culture in the sampled Indian organizations.

### Research Design

The research design of the present study is exploratory - cum - descriptive - cum - diagnostic. It is exploratory because no absolute study has been conducted by earlier scholars to focusing on the aspect of soft contract and its impact on employeeship culture in organizations. It is descriptive in nature as the study builds its foundation on the basis of the review of relevant literature which examines the facets related to the concept. Also, the study is diagnostic since an attempt has been made to see the impact of existing state of soft contract on prevalence of employeeship culture in the sampled organizations.

### Universe and Survey Population

Organizations from five different sectors, including banking, consumer durables, information technology, production and telecom, operative in India comprises the universe of the study. Though, the survey population of the study is narrowed to only twelve organizations, selected on the basis of purposive non-random sampling technique. Consequently, the researcher has chosen Bank of America, Royal Bank of Scotland, HDFC Bank and State Bank of India from the Banking Sector; Samsung and Haier from the Consumer Durables; Tata Consultancy Services and Infosys from Information Technology; APL Apollo Tubes and Coal India Limited from Production; and Bharti Airtel and ZTE India from Telecom Sector to represent the Survey population.

### Sample and Sampling Technique

Managers / Executives were chosen to represent the sample of the respondents from the selected organizations. Due to homogeneity in perception of respondents from each organization and since, the respondents belonging to a particular organization have indicated more or less the same position pertaining to the statements incorporated in the questionnaire and, thus, a uniform number of 25 managers/executives have been taken as respondents sample on the basis of non-random-purposive and quota sampling techniques, making a total of 300 respondents.

### Data Collection

The research being investigative in nature, the observations and inferences of the study are drawn mainly on the basis of primary data. And, for the collection of primary data we have confined mainly to the techniques of questionnaire, telephonic discussion with respondents and observations. To adjudge the prevalent state

of soft contract between employer and employees and its association with employeeship culture, the responses were obtained on seven statements pertaining to the aspects like: Employees willingness to fight for the organization, improving its image and protecting secrets; Contribution of employees for the development of the organization; Employees confidence in the organization to defend them, helping their family in a situation of crisis; and focus of the organization is to develop employees without any kind of exploitation. The perceptions of the respondents on each item were measured on Likert-type five point Scale. Spearman Brown Split half method and test-retest method was used to test the reliability of the developed scale and the validity of the scale was established on the basis of opinions of experts and by calculating correlation between items and total obtained scores for measurement.

### Hypothesis

In view of the importance of prevailing state of soft contract and its impact on employeeship culture, it may be hypothesized that **Virtuous the Soft Contracts between Employer and Employees, commendable would be the level of Employeeship Culture.**

### Analysis

#### Data Analysis

For the purpose of analysis of the prevailing status of soft contract and its impact on employeeship culture in the sampled organizations, PSAW statistical package version 18.0 was used. To arrive at conclusions and observations, statistical measures including the mean scores of the respondents and the cumulative mean scores along with standard deviation from each organization were calculated, followed by One-way ANOVA which was applied to confirm the differences and variance statistically. Further, Duncan's Range Test (Post Hoc Group Comparison) was also applied to explore the significantly differing groups. A statement and organization-wise percentage analysis was also conducted to confirm the results.

To analyze the prevalent Employeeship culture in the sampled organizations on the basis of element of Soft Contract, simple mean scores of the respondents of each organization were calculated ( $n = 25$ ) and the results for mean scores have been presented in Table: 1.

The computed mean scores of the respondents of State Bank of India have the lowest score followed by Coal India Limited and APL Apollo Tubes, Infosys and ZTE India have the next lowest scores. On the other hand, respondents from Tata Consultancy Services have the highest mean scores on the element of Soft Contract contributing to the prevalent state of Employeeship culture in the organization, followed by Haier, Royal Bank of Scotland, HDFC Bank, Samsung, Bank of America and Airtel.

**Table 1: Mean Scores of sampled organizations on Soft Contract and prevailing Employeeeeship Culture.**

Sr. No.	Organization	Mean Scores
1	Bank of America	29.52
2	Royal Bank of Scotland	30.52
3	IIDFC Bank	30.28
4	State Bank of India	18.52
5	Samsung	30.00
6	Haier	31.12
7	Tata Consultancy Services	32.16
8	Infosys	20.92
9	APL Appolo Tubes	20.56
10	Coal India Ltd.	20.00
11	Airtel	28.48
12	ZTE India	23.92

Subsequently, the cumulative mean score and standard deviation of all the sampled organizations for the dimension of prevalent Employeeeeship culture in the organizations on the basis of Soft

Contract were calculated. The cumulative mean score was computed at 26.33 with Standard Deviation 6.15 (N = 300) and the results are presented in Table: 2.

**Table 2: Cumulative Mean and Standard Deviation (N = 300)**

Sr. No.	Dimensions	Mean	Standard Deviation
1.	Soft Contract and Employeeeeship Culture	26.33	6.15

The One Way Analysis of Variance was applied to examine whether the calculated mean scores are significantly differ

statistically or not. The summary of results is exhibited in Table: 3.

**Table 3: Summary table of One-way Analysis of Variance (ANOVA)**

Sr. No.	Dimensions		Sum of Squares	Df	Mean Square	F
1.	Soft Contract and Employeeeeship Culture	Between Groups	7194.83	11	654.07	45.68**
		Within Groups	4123.84	288	14.32	
		Total	11318.67	299		

The responses of the respondents of the twelve organizations in context to prevalent Employeeeeship culture on the basis of issues related to Soft Contract, differ significantly with value of "F" = 45.68 and degree of freedom = 11, 288 which is significant at 0.01 level of confidence.

According to the obtained value of "F" from the One Way Analysis of Variance (ANOVA), at least one group is different from the other significantly on this dimension. Thus, Duncan's Range Test (Post Hoc group comparison) was applied to identify the significantly different groups and the results for the same are unveiled in Table: 4.

**Table 4: Summary table of Duncan's range test (Post Hoc Group Comparison).**

Sr. No.	Organization	Subset for alpha = .05 (N = 25)					
		1	2	3	4	5	6
1	State Bank of India	18.52					
2	Coal India Limited	20.00	20.00				
3	APL Apollo Tubes	20.56	20.56				
4	Infosys		20.92				
5	ZTE India Ltd.			23.92			
6	Airtel				28.48		
7	Bank of America				29.52	29.52	
8	Samsung				30.00	30.00	30.00
9	HDFC Bank				30.28	30.28	30.28
10	Royal Bank of Scotland				30.52	30.52	30.52
11	Haier					31.12	31.12
12	Tata Consultancy Services						32.16

On the basis of obtained mean scores through Duncan's test it is revealed that State Bank of India scored the lowest whereas, the score of Tata Consultancy Services was found to be highest. As a result of the Comparison of the scores, the twelve organizations formed six subsets based on the differences in the scores. Tata Consultancy Services with the highest mean scores, along with Haier, Royal Bank of Scotland, HDFC Bank and Samsung formed one subset (6). Also Haier, Royal Bank of Scotland, HDFC Bank and Samsung formed another subset (5) with Bank of America. With indifferent scores Royal Bank of Scotland, HDFC Bank, Samsung, Bank of America and Airtel formed the third subset (4). On the other hand with the lowest score State Bank of India along with Coal India Limited and APL Apollo Tubes forms a subset (1). With insignificant difference in scores Coal India Limited and APL Apollo Tubes formed another subset (2) with Infosys. However, ZTE India had significantly different scores from all the other eleven organizations and did not fall under any of the other subsets.

In order to assess the virtuousness of the soft contract between employers and employees and its impact on their respective organizations for creating employeeship culture, percentage analysis was also conducted and the results confirmed the outcomes obtained through Mean Scores, Standard Deviation, Analysis of Variance and Duncan's Range Test as the overall percentage scores for all the sampled organizations and items stand between 52.91 and 91.89. From the results it is also evident that the State Bank of India followed by Coal India Ltd, APL Apollo Tubes and Infosys have scored least i.e. between 52.91 and 59.80 per cent. On the other hand, the level of soft contract between employer and employees is highest in Tata Consultancy Services, Haier, HDFC Bank, Samsung, Bank of America, Royal Bank of Scotland and Airtel as reflected through obtained percentage scores which fall between 91.89 and 81.40. However, it is moderate in case of ZTE India (Refer to Table: 5).

**Table 5: Summary of percentage analysis on Soft Contract and Employeeship Culture**

Sr. No.	Statement / Organizations	Bank of America	Royal Bank of Scotland	HDFC Bank	State Bank of India	Samsung	Haier	Tata Consultancy Services	Infosys	APL Apollo Tubes	Coal India Limited	Airtel	ZTE India	Composite
1	Organization is sure that every employee is willing to fight for the organization	80	85.6	80	48.8	80.8	83.2	80.8	58.4	58.4	57.6	81.6	68	71.9
2	Every employee helps to improve the image of the organization	82.4	84	86.4	48.8	87.2	91.2	97.6	64	60	51.2	84	72.8	75.8
3	Every employee protects secrets of the organization	82.4	87.2	86.4	59.2	87.2	89.6	93.6	58.4	59.2	64.8	81.6	67.2	76.4
4	Everybody contributes to the development of the organization	84	88	88	59.2	84.8	87.2	88	65.6	65.6	57.6	78.4	76	76.9
5	Every employee is confident that the organization will defend them	86.4	88	87.2	51.2	89.6	91.2	91.2	60	58.4	52.8	78.4	60	74.5
6	Every employee is confident that organization will help their family in a situation of crisis	86.4	87.2	88.8	50.4	84	88.8	94.4	53.6	53.6	57.6	80.8	68	74.5
7	Employees are sure that the organization will contribute to their development	88.8	90.4	88.8	52.8	86.4	91.2	97.6	58.4	56	58.4	84.8	66.4	76.7
		84.34	83.77	86.51	52.91	85.71	88.91	91.89	59.8	58.74	57.14	81.4	68.3	75.2

The item-wise percentage analysis also affirmed that the psychological bonding between employees and employer is an important domain to strengthen the employeeship culture in the organization as the obtained composite scores for all the seven items are ranging between 71.09 and 76.90 per cent. However, employees of State Bank of India, Coal India Ltd, APL Apollo Tubes and Infosys perceived that in their organizations the emotional contract between employer and employees is very weak and, hence, the prevalent employeeship culture is also not very strong as in case of almost all items the percentage scores fall between 48.80 and 65.60 per cent. Meaning there by their employees are not committed to fight for the organization, to improve the image of the organization, to protect secrets of the organization and to the development of the organization. Contrary to this, employees are also not confident that their organizations will defend them and help their families in a situation of crisis and also not sure about the contribution of organizations for their development.

### Major Observations

The following observations may be recorded, on the basis of One-way ANOVA, Duncan's Range Test and statement and organization-wise percentage analysis:

- The responses of the respondents of the twelve organizations in the perspective of prevalent employeeship culture on the element of Soft Contract differ considerably with the value of "F" as it is significant at 0.01 level of confidence.
- According to the respondents of State Bank of India with the lowest mean score, it may be inferred that, the sub elements of Soft Contract are inapplicable in the organization. On the other, with highest mean score, the prevalence of Soft Contract is significant and contributes in the construction of employeeship culture at Tata Consultancy Services.
- The organizations falling within the subsets (6), (5) and (4) formed by the Tata Consultancy Services with highest mean score along with Haier, Royal Bank of Scotland, HDFC Bank, Samsung, Bank of America and Airtel did not differ much on this dimension. And, thus, it may be deduced that with highly positive orientation of Soft Contract, employeeship culture is prevailing noticeably in these organizations.
- Subset (1) and Subset (2) formed by organizations - State Bank of India along with Coal India Limited, APL Apollo Tubes and Infosys did not differ much with significantly lower scores. Therefore, it may be extracted that these organizations do not exhibit adequate prevalence of employeeship culture as far as on the basis of Soft Contract is concerned.
- However, with significantly different but comparatively low score, the prevailing employeeship culture at ZTE India can not be considered significant at least on the basis of the components of soft contract.
- On the basis of Percentage analysis it may be inferred that apart from State Bank of India, Coal India Limited, APL Apollo Tubes and Infosys where the relationship bond based on soft contract is significantly weak, it is moderate at ZTE

India and is highly virtuous for rest of the organizations including Airtel, Royal Bank of Scotland, Bank of America, Samsung, HDFC Bank, Haier and with strongest at Tata Consultancy Services.

- Thus, on the psychological bonding, our observations reflect that Tata Consultancy Services, Haier, Royal Bank of Scotland, HDFC Bank and Samsung are concentrating more on soft contracts between employer and employees in comparison to State Bank of India, Coal India Limited, APL Apollo Tubes and Infosys, where the soft contracts are not valued much in spite of being one of the most important element to create employeeship culture, mainly to retain talented employees and for the success of their organizations.

The literature and the relevant studies on the aspect pertaining to the soft contract contributed by Rousseau (1989 and 1990); Moller (1994); Guzzo and Noonan (1994); Robinson, Kraatz and Rousseau (1994); Robinson and Morrison (1995); Hiltrop (1995); Robinson (1996); Hall and Moss (1998); Coyle Shapiro and Kessler (2000 and 2002); Vos et al. (2003); Guest (2004); Sturges, et al. (2005); Ho, Rousseau and Levesque (2006) and Vos and Megnack (2009) have also confirmed the above obtained results of the study.

### Major Deficiencies

If we consider the results of organization wise and item wise analysis relating to soft contract and employeeship culture, the situation in State Bank of India, Coal India Limited, APL Apollo Tubes and even in Infosys is very much disappointing. As divulged by the respondents from these organizations that there is a lack of confidence on the part of organizations about the willingness of employees to fight for the organization, to improve the image of the organization, to protect the secrets of the organization and to develop the organization. Similarly, the employees are also not confident that whether their organizations will contribute to their development, will help their family in a situation of crisis and defend them in all kinds of situations. Thus, it seems that there exists no mutual trust between employees and managements of these organizations.

### Recommendations

- Today employees are not satisfied merely with the aspects of hard contract, rather they are more interested in subjective psychological ingredients which are responsible to create a strong bond of relationship between both employer and employees. And, therefore, there is a strong need to create mutual understanding and trust between the employees and the organizations to strengthen the soft contract aspects for transforming the employees into organizational citizens in State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys.
- The prevalence of employeeship culture depends on the needs of the organization, the nature of business, the competitive market situation, the existing economic scenario, the management style, working relations, commitment of the organizations towards the society and adaptive culture of the organization. Therefore, the organization must inculcate the employeeship culture by keeping in view the above aspects.

- To strengthen employeeship culture in order to achieve greater commitment from employees, the organization must limit the bureaucratic role and break down the hierarchical system and also promote the culture of learning, creative and innovative organization. Further, the organization must create open information system, formulate career plans, recognize contribution of employees and should focus on over all development of its employees for the successful execution of employeeship culture.
- As stated, employeeship is not one time phenomenon rather it is a continuous process and, therefore, it should be closely monitored on a regular basis and if any modification or adaptation is needed, must be promptly carried out.

### Conclusion

Thus, from the above statistical observations it could be determined that except State Bank of India, APL Apollo Tubes, Coal India Limited and Infosys, the state of soft contract among employees and employer in their respective organizations is either moderate or highly virtuous. It is in strongest state at Tata Consultancy Services followed by Haier, Royal Bank of Scotland, and HDFC Bank and the status at Samsung, Bank of America, ZTE India and Airtel is also favorable. The attained results also reveal and confirm that soft contract and prevalent employeeship culture are positively allied and are significant for organizational progressiveness. Therefore, the managements should make every effort to strengthen the psychological relationship between employers and employees to inculcate the employeeship culture in their organizations.

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