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STAY OR QUIT: THE ROLE OF PSYCHOLOGICAL CONTRACT ON TURNOVER INTENTIONS

KAL YA DA GİT: PSİKOLOJİK SÖZLEŞMENİN İŞTEN AYRILMA NİYETİ ÜZERİNDEKİ ROLÜ

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ABSTRACT

In the process of achieving the objectives of the organizations, the continuous efforts of employees are critical. There are many factors that affect the continuity of employees' efforts. One of these factors is psychological contract. The psychological contract consists of reciprocal expectations between the employee and the organization. However, in this study, the concept of psychological contract was evaluated in terms of employees. Employees wish to fulfill their expectations in the psychological contract. If these expectations are met, employees can continue their work and make their efforts continuous. The main purpose of this study is to find the effect of psychological contract on turnover intentions. In order to accomplish these purposes, a survey based study was conducted on total 118 employees working in a call center in Bayburt province of Turkey. Data were collected with the questionnaires filled by these employees. According to the results, psychological contract has a negative effect on turnover intentions. At the same time, relational contract negatively affects turnover intentions and transactional contract also positively affects it.

Keywords: Psychological Contract, Relational Contract, Transactional Contract, Turnover Intentions, Call Centers.

ÖZ

Örgütlerin amaçlarını gerçekleştirmeleri sürecinde çalışanlarının gösterecekleri sürekli çabalar kritik bir öneme sahiptir. Çalışanların çabalarının sürekliliğini etkileyen pek çok faktör bulunmaktadır. Bu faktörlerden birisi de psikolojik sözleşmedir. Psikolojik sözleşme, çalışan ve örgüt arasındaki karşılıklı beklentilerden oluşmaktadır. Fakat bu çalışmada psikolojik sözleşme kavramı, çalışanlar açısından değerlendirilmiştir. Çalışanlar, psikolojik sözleşmedeki beklentilerinin yerine getirilmesini arzu ederler. Bu beklentilerin karşılanması durumunda ise çalışanlar işlerine devam ederek, çabalarını sürekli kılabilirler. Bu açıklamalara dayanarak, bu çalışmanın temel amacı, psikolojik sözleşmenin işten ayrılma niyeti üzerindeki etkisini bulmaktır. Ayrıca yine bu çalışmada psikolojik sözleşme kavramının alt boyutları olan ilişkisel ve işlemsel sözleşmenin de işten ayrılma niyeti üzerindeki etkileri sorgulanmıştır. Bu amaçları başarmak için, Türkiye'nin Bayburt ilinde bir çağrı merkezinde çalışan toplam 118 çalışan üzerinde ankete dayalı bir çalışma yapılmıştır. Veriler, buradaki çalışanlar tarafından doldurulan anketlerle toplanmıştır. Sonuçlara göre, psikolojik sözleşmenin işten ayrılma niyeti üzerinde olumsuz bir etkisi vardır. Aynı zamanda, ilişkisel sözleşme işten ayrılma niyetini negatif yönde etkilerken, işlemsel sözleşme ise işten ayrılma niyetini pozitif yönde etkilemektedir.

Anahtar Kelimeler: Psikolojik Sözleşme, İlişkisel Sözleşme, İşlemsel Sözleşme, İşten Ayrılma Niyeti, Çağrı Merkezleri.

1. INTRODUCTION

In the last decade, call centers have spread over a wide area, especially among trade centers, in order to maintain and manage customer relations (Dhanpat et al., 2019:73). These employment centers are one of the main symbols of today's global economy and are designed for customer-oriented organizations. The services offered are continuous and can be obtained from virtually any location, eliminating working hours limits and geographical barriers. According to Paul and Huws (2002), this form of structuring is the most advanced form of e-business and is also a fundamental element of economic globalization (Chambel & Alcover, 2011:115-116).

Despite all the advantages, working conditions in call centers are often poor. Wages are low and workload is intensive. Tasks are routine and employees have minimal control over their jobs. Performance objectives may not be realistic, but are strictly controlled by auditors. Horizontal structures offer limited promotion opportunities. Education is rare and shallow. The quit rates are high, and low entry and exit barriers in the industry mean that firms often change hands and move. Call centers are often affected by high turnover rates and most employees view their work as a temporary job or a part-time job that is compatible with other activities (Alcover et al., 2012:839). Therefore, this negative climate has changed the employees' perceptions and reactions about the employment relationship such as employee-employer relationship (Zhao et al., 2007:647).

One of the perceptions of the employment relationship between the employee and the employer is the psychological contract. Psychological contract is the basis of the employees' beliefs and experiences about the business relationship. Therefore, it is expected that employees will have significant results in their attitudes and behaviors related to their work (Johnson & O'Leary-Kelly, 2003:629). It has been demonstrated by some researchers that the concept of psychological contract is an important factor in shaping the attitudes and behaviors of employees (Guest, 1996; Robinson, 1996; Lester et. al., 2002; Raja et. al., 2004; Suazo, 2009). Furthermore, the failure to fulfill or violate the psychological contract has been shown to intensively produce attitudinal and emotional reactions (De Cuyper & De Witte, 2006:396).

Psychological contract violations may cause employees to reassess their job and organizational position. A good estimator is needed to estimate the outcome of this assessment. Turnover intention is an extremely powerful concept that helps us to understand employees' attitudes and behaviors in general. The turnover intention is the greatest predictor of whether an employee will leave the organization. It is stated that there are several factors that may affect such a decision to leave or stay (Das et al., 2013:19). In this study, the effect of employees' perceptions of psychological contract on turnover intention was investigated.

2. RESEARCH THEORY AND HYPOTHESES

Psychological contract violation occurs when an employee believes that the organization fails to fulfill one or more commitments in the psychological contract (Gupta, et al., 2016:2809). If the expectations in the psychological contract are not fulfilled, the contract will be violated and this will lead to a change in the attitudes and behaviors of the employees (Hemdi & Abdul Rahim, 2011:78).

Previous studies suggest that psychological contract violations can be as destructive as legal contract violations and lead to negative consequences such as high levels of anti-productivity business behavior, absenteeism, and turnover intention (Alcover et al., 2017:16). In contrast, employees experience the fulfillment of the psychological contract and respond by showing positive organizational attitudes such as commitment and intention to remain in the organization (Lub. Et al., 2016:656).

Psychological contract violation can be considered as one of the most important precursors of employees' turnover intentions or even turnovers (Lub et al., 2012:554). According to the literature, there are a number of studies indicating that psychological contract violations may lead to an increase in the turnovers of employees (Robinson & Rousseau, 1994; Schalk et al., 1998; Turnley & Feldman, 1999; Zhao et al., 2007; Montes & Zweig, 2009; Shahnawaz & Goswami, 2011; Aykan, 2014; Arshad, 2016) Based to these explanations, the general hypothesis of the research was established as follows:

H1 = Psychological contract has a negatif effect on turnover intentions.

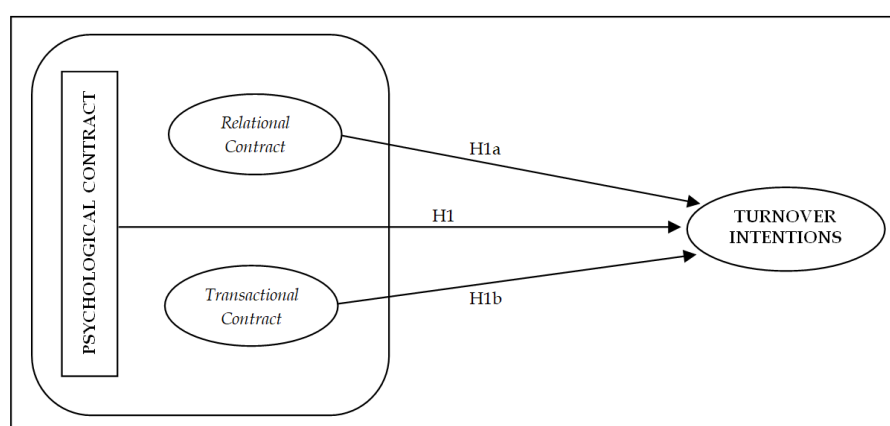
Psychological contract is seen as a two-component structure in terms of transactional and relational (Raja et al., 2004:350). The distinction between the transactional and relational aspects of a psychological contract is a fundamental issue that is closely related to the content of the implicit contract. A transactional contract is based on economic and material exchanges, a short-term perspective and calculated instrumental

relationships. Rather, a relational contract is based on a relationship established on socio-emotional exchanges, a long-term perspective, and trust and organizational commitment. Empirical studies have shown that transactional contracts negatively affect both individual and organizational outcomes, while relational contracts have positive effects on them (Alcover et al., 2012:840-841).

Cavanaugh and Noe (1999) found that psychological contracts in new work environments tend to be more operationally oriented and characterized by low levels of organizational commitment, employees putting their own interests and aspirations at the forefront, and a strong intent to voluntarily leave the organization. Guest (1998) suggested that there is a linear relationship between behavioral variables that affect outcomes including psychological contract and turnover intention. On the basis of this, Guest and Conway (1997) discovered that the existence of a positive psychological contract, in other words, a relational contract, is associated with a weak voluntarily turnover intention. On the other hand, Schalk and Van Rijckevorsel (2007) found that transactional contracts are associated with stronger turnover intention (Alcover et al., 2012:841). Based to these explanations, the following sub-hypotheses have been established:

H1a = Relational contract has a negative effect on turnover intentions.

H1b = Transactional contract has a positive effect on turnover intentions.



Şekil 1: Research Model

3. METHODOLOGY

3.1. Sample and Procedure

The sample of this research consists of employees of a call center company operating in Bayburt province. This study, which was designed as a survey-based field study, was conducted on a total of 118 call center employees. Within the scope of the research, the questionnaire forms were distributed to the participants by face to face interviews and two days were given them to complete these forms. At the end of this period, completed questionnaires were received by hand.

According to the frequency analysis, 55.1 percent of the participants were male and 44.9 percent of the participants were female, the mean age of the participants was 24.81; 11 percent of the participants are married and 89 percent are single, 46.6 percent of the participants were high school graduates, 53.4 percent of them were university graduates, and lastly the mean organizational tenure of the participants was 14.43 months.

3.2. Measures

Psychological Contract: 17-item short version of the Psychological Contract Scale developed by Millward and Hopkins (1998) was used to measure the perceptions of participants in relation to the psychological contract. The items in this scale which deal with the psychological contract in transactional and relational dimensions were answered with a 5-point Likert type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

According to the results of exploratory factor analysis conducted in accordance with the original structure of the psychological contract scale, two sub-dimensional structures with a total variance of 50% were supported. However, it should be noted that the factor loadings of items 4-8-9-15 and the anti-image correlation of item 17 were less than 50 percent and therefore these items were excluded from the analysis.

The Cronbach's alpha coefficient of the scale was 75 percent (Transactional dimension = 64 percent, Relational dimension = 84 percent).

Turnover Intentions: Turnover Intentions Scale developed by Mobley et. al. (1979) was used to measure the turnover intentions of participants. In order to measure the participants' turnover intentions, Mobley et. al. (1979) Scale of Intention to Leave was used. The scale consists of 3 items and was answered with a 5-point Likert-type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

As a result of the explanatory factor analysis conducted in accordance with the original structure of the turnover intentions scale, a single factor structure with a total variance of 78 percent was supported. The Cronbach's alpha coefficient of the scale was calculated as 86 percent.

4. FINDINGS

4.1. Correlations

Table 1 presents the Spearman correlation coefficients between the research variables. According to the table, significant and positive relationships between psychological contract and its sub-dimensions relational contract ($r = ,860$) and operational contract ($r = ,609$) are determined. This shows that both dimensions can represent the concept of psychological contract. There is a significant, but negative relationship between psychological contract and turnover intentions ($r = -,338$). Finally, a significant and negative relationship is found between turnover intentions and relational contract ($r = -,458$), while a significant and positive relationship is found with transactional contract ($r = ,185$).

Table 1: Spearman Correlations

	Mean	Std. Dev.	1	2	3	4
1. Psychological Contract	3,66	,63	1			
2. Relational Contract	3,53	,86	,850**	1		
3. Transactional Contract	3,84	,77	,539**	,064	1	
4. Turnover Intentions	2,64	1,29	-,300**	-,458**	,185*	1

**p<,01

*p<,05

4.2. Testing Hypotheses

Table 2 shows the data for regression analysis to test the research hypotheses. In this study, a total of three hypotheses have been proposed and two different regression models have been developed to test these hypotheses. Gender, age, marital status, educational status and organizational tenure variables were added to both models as the control variables in order to reveal the real effects of psychological contract and its sub-dimensions on turnover intentions.

In the first model, it is aimed to reveal the effect of psychological contract on turnover intentions. According to table 2, model 1 is generally significant ($R^2 = ,164$; $F = 3,641$). When the beta coefficients are examined, it is seen that control variables do not have significant effects on turnover intentions, while psychological contract has a significant and negative effect on turnover intentions. It is found that the psychological contract explains 34 percent of the change in turnover intentions ($\beta = -,341$). With this result, H1 hypothesis is accepted.

Table 2: Model 1 Regressions

MODEL 1	Turnover Intentions
1. Gender	-,134
2. Age	,031
3. Marital Status	,168
4. Educational Level	,083
5. Organizational Tenure	-,050
6. Psychological Contract	-,341**
R	,406
R²	,164
F	3,641
p	,002

**p<,01

*p<,05

In the second model, the effects of the relational and transactional contracts on the turnover intentions are revealed. According to Table 3, model 2 is also significant ($R^2 = ,317$, $F = 7,295$). When the sub-dimensions are added to the analysis, it can be said that the explanatory power of the model increases. In terms of beta coefficients, as in model 1, the control variables do not significantly affect the turnover intentions. It is found that the relational contract has a significant and negative effect on the turnover intentions and explains 52 percent of the change in turnover intentions ($\beta = -,521$). On the other hand, it is found that the transactional contract has a significant and positive effect on the turnover intentions and explains 17 percent of the change in turnover intentions ($\beta = ,171$). According to these results, H1a and H1b hypotheses are supported.

Table 3: Model 2 Regressions

MODEL 2	Turnover Intentions
1. Gender	-,118
2. Age	,057
3. Marital Status	,093
4. Educational Level	,042
5. Organizational Tenure	-,054
6. Relational Contract	-,521**
7. Transactional Contract	,171*
R	,563
R²	,317
F	7,295
P	,000

**p<,01

*p<,05

5. CONCLUSION

The main purpose of this study is to reveal the effect of psychological contract on turnover intentions. At the same time, sub-purposes of this study is to find how the relational and transactional contracts, as sub-dimensions of the psychological contract, affect the turnover intentions. Three hypotheses have been proposed in order to realize the basic and sub-purposes and they have been tested on the call center employees identified as samples. The findings are given below:

First of all, the relationships between the variables of the study are determined using correlation analysis and a significant and negative relationship is revealed between psychological contract and turnover intentions. In addition, significant relationships between sub-dimensions of psychological contract and turnover intentions are also discovered. Accordingly, there is a negative relationship between relational contract and turnover intentions, despite a positive relationship between transactional contract and turnover intentions.

After revealing the relationships between the research variables, testing of the research hypotheses was started. Two regression models are created by using multiple regression analysis. Gender, age, marital status, educational status and organizational tenure were also included as control variables to reveal the real effects of both the psychological contract and its sub-dimensions on the turnover intentions. According to the findings obtained from the analysis of the first model, control variables do not have significant effects on turnover intentions, while psychological contract has a negative effect on turnover intentions. In other words, it can be said that if the employees perceive that their expectations in the psychological contract are met, their turnover intentions decreases, and on the contrary, their turnover intentions increases when they perceive that the expectations are not met. These results are similar to previous studies (Takase et al., 2016; Kodden and Roelofs, 2019; Malik and Khalid, 2019; Sheehan et. Al., 2019).

The expectations in relation to the employees in the process of achieving the objectives of the organizations are that they have highly performance and maintain this. However, it should be noted that employees have some expectations from their organizations and that they want these expectations to be met by their organizations to ensure consistently high performance. The important point here is to know that if the organizations fulfil the expectations of their employees, the employees will also respond this with positive attitudes and behaviors. Otherwise, it is likely that employees will exhibit negative attitudes and behaviors towards their organizations. In such a case, it would be a dream to expect employees to improve their performance.

According to the findings of the second model, the relational contract has a negative effect on the turnover intentions, but the transactional contract has a positive effect on the turnover intentions. In other words, relational contracts reduce the turnover intentions of employees, while transactional contracts increase the turnover intentions of employees. There are some studies supporting these results (Behery et al., 2016; Mai et. Al., 2016; Ronnie, 2016; Umar and Ringim, 2015; Zen et. Al., 2019).

In the case of relational agreements, employees feel trust and loyalty to their organizations and can establish long-term relationships with them. This situation reduces the turnover intentions of employees. On the contrary, since the transactional contracts are based on shorter economic expectations, the bond between the employee and the organization will depend on cotton yarn. Employees may not be able to establish long-term relationships with workplaces, since they focus solely on economic interests, and this may lead to increased turnover intentions.

According to the above results, it can be said that the most critical suggestion for companies in this study is to prepare an organizational environment that can meet their psychological and social expectations instead of establishing a relationship with employees based solely on economic interests. Thus, it is thought that the employees will be able to meet their performance requirements and stay in their jobs for a long time.

This study has some limitations. First of all, the results obtained in this study are valid only for the sample of this study. For more general results, larger samples should be studied. In future studies, it is predicted that working with samples from other professional fields may contribute to a better understanding of the conceptual relations.

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