

Psychological Contract: It's Influence on Attrition in Manufacturing Sector

Saikat Chakrabarti, Ipseeta Satpathy, B.C.M Patnaik



Abstract: *Human resources in organisations are the only resources capable of exercising their intelligence and intellect. Naturally greater the distance and difference from their pre-entry expectations and post-entry experiences, more is the possibility of attrition. Organisations thus lose experienced employees. The researchers here have identified the factors behind the break of psychological contract by the employees. Predicting attrition is a challenging task for the Human Resource (HR) managers and employers. So, after analysing the loopholes in the earlier literatures, the researchers have attempted to discover the common components of psychological contract breach and violation causing attrition. Method of factor reduction has been used here. Finally, the authors have introduced two factors: (i) Effect of post-separation betrayal on psychological contract (PC) and attrition, (ii) Impact of global trade-war on the same, i.e., PC and attrition. The present article is instrumental for employers in identifying as well as controlling break of psychological contract and arresting attrition in manufacturing sectors. New factors, identified by the present authors, open up a new scope for future research in the manufacturing sectors.*

Keywords: *psychological contract; psychological contract breach; manufacturing organisation; components; attrition; factor reduction; relationship; work-culture.*

I. INTRODUCTION

Employees of any industrial organisation, it goes without saying, are human beings. To manage, handle or lead this animate, rational and sensitive resource or factor of production is a great challenge for HR-managers. A not-so-uncommon experience is that efficient, skilled and experienced employees, even unskilled ones very often show a tendency to quit, although they enjoy many facilities provided by employers. They hardly care for or pay minimum heed to psychological contract. If the causes of this attrition are not properly looked into beforehand, the employees may break all types of contract, written or psychological. Identifying the factors which influence attrition is important.

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* Correspondence Author

Saikat Chakrabarti*, Researcher, KSoM, KIIT Deemed to be University at Bhubaneswar, India.

Dr. Ipseeta Satpathy, D. Litt, Senior Professor, KSoM, KIIT Deemed to be University at Bhubaneswar, India.

Dr. B.C.M Patnaik, Professor, KSoM, KIIT Deemed to be University, Bhubaneswar, India.

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We know when any employee joins any manufacturing organisation, he or she has to sign a written contract. Such organisations do their best to retain the employees. Even after doing so, when there is attrition, it may be said in no uncertain term that the employees break a contract. It may not necessarily be a break of written contract, but no doubt, the employees break psychological contract. In the year 1960, Argyris proposed first the idea of psychological contract and later it was developed in 1989 by Denise Rousseau. Of late, controlling attrition has been posing a big problem for the industrial units including manufacturing sectors (Kraak et al., 2017). While identifying roots of the problems and the following impacts of the same on possibility of attrition, this research work examined the relation between the employees and their organisations. Herein lies the significance of psychological contract. This type of contract between two stake-holders, i.e., the authority and employee is expected to be mutually understood. Such contract is generally based on some expectations from either side. This is never a formal or a codified set of contracts (Bankins, 2015). It is thus a set of promises made between the two parties. Lack of co-operation in any form, between the two parties very often leads to undesirable consequences. The ultimate result of which is attrition. The application of psychological contract becomes all the more important in the case of motivating employees to work effectively and to make them committed to their job. Strength of psychological contract lies in the degree of fulfillment of the expectations of both the parties (Shahnawaz and Goswami, 2011). Employees should feel that the organisation is treating them fairly, doing justice to their efforts or works, appreciating their performance and rewarding them duly. Employees too should do better in their turn by working hard and by avoiding the thoughts of leaving the organisation. Employees expect psychological protection. By creating 'psychological safety climate' (i.e., by providing psychological health and safety) organisations can protect employees from psychological risk (Idris et al., 2014).

Managers generally make their best effort for minimizing employees' tendency to leave. This tendency to quit not only has an adverse effect on the financial aspect (Porter, 2011) of the organisation; it also affects the entire operation and work-culture of the organisation, starting from handling the talent pool to replacing the outgoing employee (Barvey, In press). According to the Aon Hewitt Attrition rate, India,

Salary Data, 2016, the rate of attrition in India's manufacturing sector is categorized in different ways. It is 19.1 % in life-science sector, 13.7% in consumer products, 13% in engineering services, 12.8% in chemical sectors; 9.7 % in cement industry, 9.6% in engineering manufacturing, 9.4% in energy sector, 9% in the automobile industry.

In metal industry it is minimum i.e., 5.4% . Employees are human resources; and human resources are so important a factor in industry that it cannot be substituted by any other factor (Monica and Krishnaveni, 2018). Pro-active employees are assets of the organisation and are, in fact, the main architects of organisational success (HR Focus, 2016). Studies reveal that Psychological Safety Climate (PSC) is a motivational factor for the employees of the organisation (Mansour and Tremblay, 2018). The above study helped the researchers to find out the way for increasing the Organisational Citizenship Behaviour (OCB). Their article also helped the present researchers in understanding the OCB effect on psychological contract.

Attrition means the trend of gradually-diminishing-number of employees in organisations (Latha,2013). A survey was conducted in the manufacturing organisations at Nellore district of Andhra Pradesh. The objective of the above study was to identify the causes of dissatisfaction and consequent attrition of the manufacturing-employees. The study also aimed at finding the effect of attrition on the manufacturing organisations of the said district. According to the study, attrition not only causes a loss of skill and knowledge. This also adversely affects business relations. Therefore, if any well-trained and experienced employee leaves the organisation, it becomes an irreparable loss for the organisation. That is why human resource managers are sincerely trying to find and root out the causes of attrition and make an all out effort to minimize the rate of attrition (Latha,2013). So, if break of psychological contract causes attrition, reasons and symptoms need to be properly studied.

In another study Barvey et al. (2018) emphasized the importance of controlling attrition. They used IBM Watson Attrition Data for their analysis. The authors here made an effort to identify the causes of attrition; and this might be a very useful source of information for human resource managers.

Our purpose of studying articles written and published earlier is to ascertain principal causes behind the break of psychological contract, which may mean Psychological Contract Breach (PCB) or Violation Psychological Contract. We also have tried to compare these factors with the factors of attrition. After completing factor-reduction of the data, the present researchers have identified the factors having impact on attrition. They have also surveyed literatures for finding out the factors influencing psychological contract. After this analysis they are in a comfortable position to take a note of the factors common to attrition and break of psychological contract. If human resource managers consider the issue with all seriousness and make sincere efforts to tide over the problem concerned, they will definitely feel and see that the solution is not very far to seek. Business concerns and industrial units very often have to confront with such problems. This is exactly what the present study focuses on and suggests probable solutions.

II. CONCEPTUAL CLARIFICATION

A. PSYCHOLOGICAL CONTRACT

The original idea of psychological contract dates back, as has already been mentioned, to 1960 and was introduced by

Argyris. This idea was further developed by Rousseau, D. in 1989. Retention of employees has, of late, been posing to be a matter of serious concern to the employers and owners of business and manufacturing sector (Kraak et al., 2017). At the time of searching various root-causes and their impact on retention, the researchers found it necessary to take into consideration the importance of investigating the relation between the organisation and its employees. One can find in it the significance of the concept of psychological contract. This is not a written contract, but an understood and implied one between the two stake-holders of organisations, i.e., between the employer and employee. This, in fact, refers to a set of expectations, and is not at all a formal or a codified set of contracts (Bankins, 2015). It is rather a set of promises made between these two parties. This seems to be a very common experience that breach of contract or violation of contract takes place when there is no mutual cooperation between administration and workers (Kraak et al., 2017). The psychological contract is fundamentally a subjective construct in nature. It is dissimilar to and different from other implied objective constructs (Rousseau, 1989 and Morrison and Robinson, 1997). According to a school of thinkers, psychological contract is prepared by the organisations. This contract speaks about the terms of an exchange-agreement between employees and their employers (Richard et al., 2009). It focuses on the shared responsibilities. Commitments, verbal or derived, mean obligations on the part of both employers and employees (Rousseau and Schalk, 2000). How far the obligations are fulfilled may be evidently clear through a proper surveillance on organisational practices and the services rendered by the workers (Robinson and Rousseau, 1994 and Cropanzano and Mitchell, 2005). Any rupture in psychological contract, be it through breach or through violation, is indeed a matter of concern for manufacturing organisations. The researchers, therefore, are to examine at length the existence or otherwise of a sense of good functional understanding in both the parties (Conway, N. and Briner, R.B., 2005).

B. PSYCHOLOGICAL CONTRACT BREACH

If workers feel themselves deprived from the facilities and commitments made or promised to them by the authority or administration, there is every possibility of breach of psychological contract (Conway and Briner, 2005). From the standpoint of keeping harmony and healthy cooperative spirit in work field, psychological contract breach is a factor to be reckoned with. The negative influences of such breach compel employers to appreciate the problems and aspirations of the workers. Thereby it goes a long way in predicting the employees' tendency to quit (Conway and Briner, 2005). Adverse impacts of breach of psychological contract range from: less job contentment, unenthusiastic attitude, low work performance to rising trend of leaving the organisation. Attrition, therefore, may be

said to be a combined result or consequence of all these factors taken together; and these are all somehow related, directly or indirectly – partly or wholly to components of psychological contract.

C. PSYCHOLOGICAL CONTRACT VIOLATION

Psychological contract violation (PCV) springs from employees' impression that the authority or administration has broken its job-related promises. This is, thus, an outcome of workers' mental dissatisfaction. The feeling of employees' dissatisfaction are generally found to be owing to causes ranging from minor level to betrayal (Morrison and Robinson, 1997). The onus is very often thrown at the door of the employers (Robinson et al., 1994 and Robinson, 1996). Psychological contract violation is the result of the impression of the employees of an organisation that a gulf of difference exists between what they were promised and what they actually get (Knights and Kennedy, 2005). In this case there is a component of emotional shock leading to distress, anger, a sense of injustice (Morrison and Robinson, 1997). This kind of emotional experience leads towards undesirable consequences : gradual loss of interest in fulfilling the commitments on the part of the employees and their increasing tendency of leaving the organisations (Knights and Kennedy, 2005). That is why, the present study has attempted to identify those factors exerting a considerable influence on attrition.

D. ATTRITION

Attrition means a gradual decrease in the total strength or number of workers of any business or industrial unit. This decline in the number of employees is mostly the result of the authority's failure to fill in the vacancy caused by the employee who creates a void by leaving the business or industrial units (Cambridge Dictionary Online). If an experienced and skilled worker resigns or quits, employer suffers loss in more than one sense. The rate of attrition sometime increases at such an alarming proportion that retention of employees very often becomes a matter of concern for employers. Apart from resulting in a loss of skill and experience, attrition also gives rise to a sense of uncertainty (Kumar and Yakhlef, 2016). Bendapudi and Leone (2002) in their study indicated clearly the adverse effects of attrition. They mentioned that if trust between the parties breaks, it consequently leads towards attrition, while a long term relation helps the organisation in retaining the talent and skill. The number of organisations suffering from and badly affected by the problem of attrition is not at all negligible and, therefore, should not be overlooked (Jaggi, 2010 and Demirbag et al., 2012). To meet this challenge of attrition, managers of organisations are now taking interest in identifying the crux of the problems and root them out. This affects the brand-value of industrial units.

III. REVIEW OF RELATED LITERATURE

In course of discussion on the theme the present researchers refer again to the proposal made by Argyris in 1960. The contract referred to here is an unwritten but implied one between employers and employees (Argyris, 1960 and Levinson et al., 1962). Psychological contract may be of two types: transactional and relational. Transactional contract is related to a certain tangible expectation which includes pay, wage, salary and compensation. Relational contract deals with the social or emotional expectations like value, respect, recognition, relation between employee and employer (Rajalakshmi and Naresh, 2018). The research work of Sutton and Griffin (2004) reveals the relationship

between pre-entry expectation and post-entry experience. Their study also throws considerable light on psychological contract breach and its impact on job satisfaction. If employees get freedom of work, they feel the presence of comfortable working atmosphere. This feeling inspires them to stay in the organisation (Schyne and Collani, 2002). If the experiences of the employees match with their expectations, they become satisfied and fulfill their commitments (Sutton and Griffin, 2004 and Chaubey and Bisht, 2016). Restubog et al. (2012) in their study mention that there is a conditional indirect effect of psychological contract-violation on predicting workplace violation. This is all the more evident in those employees who have a penchant for work-culture. In another study it was revealed that the cultural deviation also has an effect on psychological contract in medium sized firms (Atkinson et al., 2014). According to Zaidman and Elisha (2016), the cultural factors too have a considerable influence on psychological contract; and that is felt mostly in the multinational organisations. If, relationship between the employee and employer is affected due to any cultural factor, it has an impact on psychological contract and it may lead towards attrition of employees. Edwards and Karau (2007) spoke of the ideal employment relationships through social contract scale and psychological contract scale. This study has an application-value in managerial practice and this may help the managers to control attrition. Agarwal (2015) in his article, has stated how the employee-obligations to employer have changed; and these findings have implications for both researchers and managers in understanding the relationship. The present researchers have studied several articles on relationship and psychological contract by authors like Curran et al., 1993; Kichul et al., 2004; Huges and Palmer, 2007 and Nadin and Catherine, 2007. All these articles laid stress on the fact that if the relationship between the employee and employer is not very healthy, it will affect psychological contract in a negative manner which ultimately may lead towards attrition. Maintenance of good relations between employee and employer very often depends on the role played by certain demographic factors like age, education, marital status, distance from home etc. In their study Heijden et al. (2009) stated that the development opportunity is there more in the young employees than in the older ones. So, the age factor has a considerable influence on psychological contract. Restrepo and Salgado (2013) identified some demographic effects on psychological contract and on attrition. According to the study, chance of breaking psychological contract is more in the female employees than in their male counterparts. It becomes evident when we consider another demographic profile, that is, marital status. The chance of rupturing psychological contract is visibly more in married women. The study also revealed the fact that a feeling of loose psychological contract is more among those employees who live in the neighbouring city than among those who come from distant places (Restrepo and Salgado, 2013). Ng. and Fledman, (2009) revealed that age might be considered as an important moderating factor governing psychological contract.

Employees of any organisation prefer to have some sort of assurance or a feeling of security from their employers. If there are uncertainties in the job, employees will leave their organisation (O'Neil, 2008). Uncertainty in job and diverse work-culture are related to psychological contract. Zaidman and Elisha (2016) in their article stated that breaking of this contract leads towards attrition. Atkinson et al. (2014) observed that in the cases of medium sized firms, cultural deviations and the dynamic or passive regulatory effects have a significant influence on the psychological contract. In a separate study in 2012, Restubog et al. had found a conditional indirect effect of psychological contract violation in predicting workplace violation. This is all the more evident in those employees who have a high degree of work-culture. Previous literatures identified different components of psychological contract. Some of them have already been discussed. One of the remaining components, yet to be discussed, is job-satisfaction. This emphasis on job satisfaction has been pointed out by Sutton and Griffin (2004). Again, in two different studies Chaube and Bisht (2016) found the effect of job satisfaction on psychological contract. They laid stress on the promises and obligations of both the parties, i.e., employee and the employer. Monte (2017) discussed how and why workers' efforts differ depending on the sector they are employed in. Moreover, their study focuses on the difference in effort shown by employees in private sectors. The article highlights the importance of job satisfaction. If employees are satisfied, it is expected that they would be able to maintain balance in their work-life. Studies have shown the impact of worklife-balance on psychological contract. In their study Deery and Jago (2015) pointed out various components of attrition. They observed that worklife-balance is a very important factor to be considered. Millennials minimize their aspiration and expectation regarding work-life balance and social life during recession. According to the article published by Hauw and Vos in 2010 this also seems to have an influence on psychological contract. It has been pointed out that the end of the organisation is met better by means of maintaining interpersonal relations. Trust has also a role of no mean significance in building good interpersonal relation. Studies also show the impact of trust on psychological contract. In a study in 2011, Shahnawaz and Goswami laid stress on employees' trust. They laid stress on the employees' trust on the organisation. Loss of trust turns out to be a major cause of psychological contract breach. In a separate study it has been stated that if the organisations fail to fulfill their commitments and expectations of employees, probability of breaking psychological contract increases. As a result, the rate of attrition also increases (Seopa et al., 2015). Shahnawaz and Goswami (2011) discussed three types of commitments which an employee has to make to an organisation. This is what further governs the employee-retention capacity in public and private Indian organisations. In another article the author (Shen, 2010) found that psychological contract violations take place as and when an employee feels that the organisation has failed to fulfill one or more of its obligations. Agarwal and Bhargava (2010) explained how the employees' perception about their employers' extent of meeting the commitments and their socio emotional needs, plays an important role on the

psychological contract. In a study, Abu-Doleh and Hammou (2015) developed a model and examined the effect of personal beliefs on the psychological contract-breach and organisational outcome. While considering previous literatures the present researchers have found an article in which Ruchika and Prasad (2017) tried to point out that the impact of a company's unique message, ability to stand out of the crowd and its strategy help in building a sense of trust, informal obligations and perceptions between the organization and its workers. This study concerned also highlighted some important factors which attract and retain talents in the organisation and help simultaneously in maintaining psychological contract and controlling attrition (Ruchika and Prasad, 2017). Tension or mental stress also has an effect on psychological contract. A group of researchers integrated two important theories: social exchange theory and conservation of resources theory. It has been found that stress is responsible for psychological contract breach (Bordia et al., 2017). One more factor that deserves mention for having its impact on psychological contract is safety (Walker, 2013). The research-work under discussion states that safety-obligation is connected with psychological contract breach. If safety obligation earlier promised is not fulfilled, there occurs a breach in psychological contract. Working condition seems to be another crucial factor which has an influence on psychological contract. Lipplel et al. (2016) laid emphasis on working conditions and found that this factor has an effect on psychological contract breach. In a different study Kakarika et al. (2017) reveal that workplace bullying has an adverse effect on job-satisfaction and ultimately results in psychological contract breach. While focusing on the key-reasons of attrition, it has been found that low salary, remote or no possibility of further training or skill-development, lack of proper maintenance, indifferent attitude to creation of a favourable ambience, undue pressure of work, strain, tension etc are no less responsible. In some cases, failure to appreciate and address the genuine causes of the employees not happy with the nature of job, allotted to him or her, also has a large share of responsibility behind attrition (Castro Lopse et al., 2017). If organisations are really eager to control attrition, there must be an environment of mutual trust and transparent communication (Kumar and Yakhlef, 2016). According to Kumar and Yakhlef (2016), transparency between the stakeholders helps in controlling attrition. Study reveals that a trust-based and a value-based communication helps the organisations in controlling attrition (Dyer and Singh, 1998). Viitaharju and Lähdesmäki (2012) focused on frequent and cordial exchange of information. According to the authors such interactions reduce the chances of information-asymmetry and communication gap; and this helps in controlling attrition. If there is an attrition, succession planning will provide support. Succession planning is a helpful tool in managing organisational workforce. It helps the organisation to become ready for changes in future. It also helps in organisational vulnerability issues while controlling attrition (Hall, 1986).

OBJECTIVES

- To identify the factors behind violation or breach of psychological contract.
- To analyse nature of psychological contract violation and breach of psychological contract for finding out reasons behind attrition and suggesting ways of controlling the same in the manufacturing sector.

V. METHODOLOGY

So far as method is concerned, the researchers have made use of SPSS, i.e., statistical software. Data on which the analysis has been done consist of twenty two variables. Out of them twenty one are independent variables. To reduce the number of variables or factors the researchers have applied the Principal Component method of factor reductions. Two of the said factors (Business Travel and Job Involvement) are of with very insignificant value (0.031 and 0.046 respectively). So they have not been taken into consideration. The number of factors was therefore reduced to six different significant components. Identification of the characteristic features of the samples through application of the method of descriptive statistics has been done prior to the factor analysis. To find out the causes of psychological contract break, the researchers have studied previous literatures. Finally they have pointed out the reasons of attrition which seem to be similar those of psychological contract breach or violation.

VI. RESULTS AND DISCUSSION

To analyse the data the present researchers have taken the help of secondary data source. They have considered IBM Watson Attrition Data to analyse the causes of attrition in the manufacturing sector. From the entire data-set they extracted the data of the employees who are working with the Research and Development (R&D) department of the manufacturing sectors. The researchers have done the initial analysis on the data-set. Past literatures have been used as source of information regarding violation and breach of psychological contract and attrition. The features of the data may be had of the table that follows:

Table 1. Characteristics of the Sample

Head	Characteristics
Number of respondents	961
Age	18 - 29: 22.6% ; 30 - 45 :59%; 46 - 60 : 18.4 %
Gender	Female : 39.4 % ; Male: 60.6 %
Marital status	Unmarried : 31.6 % ; Divorcee :23.3 % ; Married : 45.1 %
Educational qualification	Below College : 12 %; College: 18 %; Bachelor : 39.4%; Masters :26.5%; Doctorate:4.1%
Distance (From residence of employees to workplace)	1km to 10km :69.7 % ; 11km to 20km : 16.5 % ; 21km to 30km :13.8%;

Table 1 has been prepared on the basis of available data and available information collected from the respondents. The table shows that the majority of the respondents are from the middle age group. 59% of the total respondents i.e., 567 out of 961 are middle aged. 60.6% i.e., 582 respondents are male. Among the employees 45.1% i.e., 433 respondents are married. While considering the educational background of the respondents, the present authors have noted significantly

remarkable feedback from holders of Bachelor Degree. Percentage of the same stands at 39.4% (379 from among 961 respondents in all). Majority of the employees (69.7 %) live within 10km proximity of their organizations. The sampling adequacy has been measured by the researchers in terms of Kaiser-Meyer-Olkin (KMO) value. Result of the current analysis shows that KMO value is 0.756; and this is greater than 0.6. The result also indicates that it is possible to form smaller sets of components with the variables or factors concerned.

Table 2 Rotated Component Matrix^a

	Components					
	1	2	3	4	5	6
Age		0.813				
Distance			-0.535			
Education		0.539				
EnvSat=Environment Satisfaction				0.585		
Gender		0.803				
JR=Job Role					0.469	
JS=Job Satisfaction					0.546	
MS=Marital Status		-0.569				
OT= Over Time				0.666		
PSalaryHike=Percentage Salary Hike					0.585	
PerRating=Performance Rating						0.634
RS=Relationship Satisfaction With Manager			0.54			
TWX=Total Work Experience	0.513	0.663				
TrainingLastYear			0.508			
WLB=Work Life Balance						0.564
YinPC=Years in the Present Company	0.898					
YinCR=Years in the Current Role	0.861					
YsLP=Years Since Last Promotion	0.683					
YwCM=Years with Current Manager	0.85					

By using Principal Component method (PCA) the researchers have reduced the data into 6 components. Component 1 includes factors like total work experience, years since last promotion, years in present company, years with current manager and years in current role, which have been termed as Work Experience. This component finds support in the past literatures of psychological contract break (Schyne and Callani, 2002; Sutton and Griffin, 2004).

Age, education, gender, total experience and marital status have been summed up and brought under the head Demographic component. This is Component 2 in our present article. Our contention is backed up by the following authors like Heijden (2009), Ng. and Feldman (2009), Restrepo and Salgado (2013) in their literatures on break of psychological contract.

Distance, relationship with manager, and training in the last year have been clubbed together as Component-3 in the name and style of Relationship. This component is also supported by Curran et al.(1993), Kichul et al.(2004), Edwards and Karau (2007), Huges and Palmer (2007), Nadin and Catherine (2007), Atkinson et al. (2014) and Agarwal (2015). Overtime work and environment satisfaction are here termed as Work Culture. This becomes Component 4, and gets its support from past literatures on psychological contract (O'Neil, 2008; Restubog et al., 2012; Atkinson et al., 2014 and Zaidman and Elisha, 2016). Component 5 i.e., Job Satisfaction includes job role, job satisfaction and percentage of salary hike. This component has gains its support from previous articles (Sutton and Griffin, 2004; Chaube and Bisht, 2016; Monte, 2017). Component 6, has been named here as Work-Life Balance which comprises of performance rating and work life balance. The articles that support Component 6 are those of Deery and Jago (2015) and Hauw and Vos (2010) . These six components (Work Experience, Demographic, Relationship, Work Environment, Job Satisfaction and Work Life Balance) influence attrition separately as well as collectively.

VII. PRACTICAL IMPLICATION AND FUTURE RESEARCH

The result of this study is important in identifying the causes and various aspects of break of psychological contract and for highlighting the know-how of controlling attrition. Organisations are giving their effort to control attrition; and one of the most important challenges now-a-days is retention of productive employees (Satpathy et al., 2018 and Chakrabarti et al., 2019). As employees are the only animate resource in the organisation, their aspirations are very high and naturally the probability of leaving the organisation is also very high. The two main points addressed in our article are : tackling the problem of attrition and rooting out its causes. If managers of organisations concentrate on the areas of psychological contract-breach and violation, they will be able to minimise the percentage of attrition. To increase the strength of psychological contract the organisations are trying to develop a sense of belongingness (Rich et al., 2010). The present study attempts to give a right direction to the managers for solving the problem of attrition. Managers of the organisations may accept the difficult situations as a challenge. When their main assets, that is, their employees express their desire or show any indication of leaving the organisation, managers of the organisation should leave no avenue unexplored to put an end to the problem of attrition (Mansour and Tremblay, 2018). The components of attrition and psychological contract-breach and violation identified in the present study will help the organisations to sort out the problem. While exploring the possibilities of different practical applications of the present study, the authors have presented hereafter two case-studies which have helped them contribute two new factors : (i) Effect of post-separation betrayal on psychological contract and attrition (ii) Impact of global trade-war on psychological contract and attrition.

In the article entitled "Employer Unfairly Blacklisted An Employee. Here's What Happened", O' Donnell (2016) raised an issue related to employee-separation which may create a scope for future research. The author discussed a case- study

where a female employee had a sad and bitter experience with her last organisation in terms of behaviour and treatment. In her mid-career she was forced to sign a separation letter, in which it was mentioned that the confidentiality of the agreement would be maintained by both the parties. After the incident, the employee tried for two years to get another job. Even after satisfactory performance in the interviews she could not crack any of them. She then investigated the matter and found that her last employer broke the agreement between her and the organisation and blacklisted her, although the reason of separation was mainly improper behaviour of her managers in the last organisation. This might be a case of post-separation betrayal and a matter of psychological shock that affected her ability. Thomas in his article introduced a term "enhanced interrogation" [Thomas,(2017),pp.125] which reminds one of the incident mentioned above. This psychological shock may insist her on spreading a negative word-of-mouth about the organisation. This badly affects the psychological contract of the existing employees of the organisation. If the intensity of such psychological shock is too deep, it may influence some of the existing employees to leave the organisation. This has a definite effect on the rate of attrition. In an article Börjeson (2017) mentioned the effect of betrayal on the organisation. That is why the issue - "effect of post-separation betrayal on psychological contract and attrition" - has been introduced here as a factor which might be an area of further study by the future researchers.

Trade-war in the world leaves behind an uncertainty in the domain of employment. Kapoor and Sherif (2006) in their study mentioned the effect of technological changes in managing global human resources and in controlling attrition. This was further supported by some media reports. The reports highlighted the fact that some of the major manufacturing organisations had stopped doing their business. Such incidents generally have an impact on global economy. This adverse business climate leads the employees to suffer from a sense of insecurity and uncertainty. This type of adverse business climate itself plays a role in breaking psychological contract leading to attrition. This opens up newer areas of research. The authors of this article, therefore, have emphasised in introducing a new factor, that is, 'impact of global trade-war on psychological-contract and attrition'. Concentrating on the aforesaid new area may be useful to the future researchers in their studies on this area.

VIII. LIMITATION AND CONCLUSION

This study leaves certain scope for conducting a similar survey on other sectors too. A sector-wise comparative study and research may also be conducted in due course. The purpose of the present article is to find out the major causes and roots of attrition, which are alike to some factors causing break of psychological contract. We may, therefore, conclude that these two sets of factors are almost identical and inter-related. Considering the global business environment, the researchers of the present work have identified newer scope for its practical application and for future research with a wider perspective.

At the end of their study they have also introduced two new factors in connection with psychological contract and attrition, namely: global trade war and post separation betrayal. The present analytical study may be of considerable support to the managers of organisations in dealing with the problems under discussion and in taking appropriate steps to control attrition.

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AUTHORS' PROFILE



Saikat Chakrabarti : Research scholar at KIIT Deemed to be University, Area of research - OB & HR, Working with IEM, Kolkata, West Bengal as an Assistant Professor. Possesses 1st class degree in both MBA and B.Tech. Authored articles in national and international journals and book chapters.



Dr. Ipseeta Satpathy (D.Litt): Having more than 15 years of teaching and administrative experience. Senior Professor, Dr. Satpathy is from OB and HRM Specialization. Presently she is in KSoM, KIIT Deemed to be University. In Lynchburg College, USA, she is a Visiting Professor. She is a Supervisor of more than 12 Ph.D holders. She is an author of more than 100 published national and international research articles and 6 books. To address faculty members and students, Dr Satpathy got invitation by University of Massachusetts, USA.



Dr. B.C.M Patnaik: Dr. Patnaik has six years of industry and sixteen years of teaching expertise. Presently he is working as a Professor in School of Management, KIIT Deemed to be University. He has authored more than 70 research articles in various national and international journals. He has also published 10 conference papers. Awarded three times as Best Faculty twice in Wilsonia Group and once by GIMT, New Delhi.