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## "A STUDY ON PSYCHOLOGICAL CONTRACT, DEPRESSION, STRESS AND ANXIETY OF EMPLOYEES" (Special reference to TATA Marcopolo Motors Limited, Dharwad)

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with the help of statistical tools such as percentage, mean, S.D, correlation & t-test.

**KEYWORDS:** Employees, Psychological Contract, Depression, Stress and Anxiety.

### INTRODUCTION

In the current scenario the corporate world is more often dependent on the human resources. And it is vital for all human resources department to analyze the problems underlying the personal. The psychological contract as a concept is fast becoming a topic for academic review and barely recognized among the majority of employees in the workplace.

This study focuses on the psychological contract of the employers and the employees in relation to the depression, anxiety and stress at the workplace. Here the objective refers to find the relationship between depression, anxiety and stress with psychological

### ABSTRACT

**T**his descriptive study has been undertaken to know about the psychological contract, depression, stress and anxiety of employees. The study was carried out TATA Marcopolo Motors Limited, Dharwad. The researchers have been used Non-probabilistic Convenient sampling method to choose 40 Executives as respondents for this study. The main aim of this study is to assess the significance of the relationship of depression, anxiety and stress of executives working in Tata Marcopolo with their psychological contract. Psychological

contract may be defined as an 'individuals' beliefs, shaped by the organization, regarding the terms of an exchange relationship between the individual employee and the organization (Beardwell, Holden and Claydon). Stress is unavoidable problem in every kind of organization irrespective of class, gender, age etc (Prakash & Dr. Kadakol, 2015). Depression may be termed as a serious medical condition in which a person feels very sad, hopeless, and unimportant and often is unable to live in a normal way (Webster) and anxiety is the feeling of fear or panic. Researchers have been analyzed data

contract of the employees. Psychological contract refers to the unwritten, undocumented and implicit obligations which are mutually understood. This refers to both the employees and the employers. This study tries to find out the impact of a better psychological contract which yields the organization through the employee performance.

The term 'mental contract' was initially utilized as a part of the mid 1960s however turned out to be more mainstream taking after the financial downturn in the mid 1990s. It's been characterized as '... the impression of the two gatherings, worker and boss, of what their common commitments are towards each other (CIPD). The Psychological Contract is a profound and fluctuated idea and is interested in an extensive variety of elucidations and hypothetical reviews. Fundamentally, the Psychological Contract alludes to the relationship between a business and its representatives, and particularly concerns common desires of sources of info and results.

## 2. CONCEPTUAL BACKGROUND:

**2.1. Psychological contracts:** It has been named: value-based, adjusted, transitional, social, cooperative person, steadfast, instrumental, powerless, unattached, contributing and solid (Macneil, 1985; McFarlane Shore, and Tetrick, 1994; Rousseau and McLean Parks 1993; Rousseau and Wade Benzoni, 1994; McLean Parks, Kidder, and Gallagher, 1998; Rousseau and Tijoriwala, 1998; Van lair Brande, 2002; Sels, Janssens and van sanctum Brande, 2004). The assortment of portrayals stems from the trouble to build up a standard measure to concentrate the substance of the mental contract. Additionally, Freese and Schalk (2008) stress that mental contracts might be contained many things that can be particular for a man or association. In this way, numerous specialists depict components or measurements of the mental contract.

**2.2. Depression:** It can influence the work profitability, judgment, capacity to work with others and general occupation execution. Failure to think completely or settle on choices may lead expensive missteps or mishaps. Likewise, it has been demonstrated that discouraged people have high rates if non-attendance or more prone to mishandle medications and liquor, bringing about different issues on and off the occupation. Side effects of dejection: Decreased efficiency, Morale issues, Lack of co operation, Safety dangers, mishaps, Absenteeism, Frequent proclamations about being drained constantly, Complaints of unexplained a throbbing painfulness and Alcohol as well as medication mishandle.

**2.3. Anxiety:** Anxiety disorders are highly treatable, yet only one third of those who suffer from anxiety disorder receive treatment. Anxiety disorders are medical illnesses. They are chronic, relentless and can grow if left untreated. Anxiety is an emotion characterized by feelings of tension, worried thoughts and physical changes like increased blood pressure (APA).

**Major signs and symptoms of anxiety disorder:** Although each anxiety disorders have its own distinct features, all include some degree of excessive ongoing anxiety fear or feelings such as, Sweating, Trembling, Nausea, and Difficulty in talking, Painful intrusive memories, Recurring, nightmares, Fatigue, Headaches, Muscle aches, and Irritability.

**2.4. Stress:** Stress is a general term applied to various psychological and physiological pressure experienced or felt by people throughout their lives.

**Emotional symptoms:** Negative or depressive feeling, Disappointment with yourself, Increased emotional reactions, Loneliness, withdrawn and Loss of motivation, commitment and confidence.

**Mental Health:** Confusion, Low concentration power & Poor memory

**Changes from the normal behavior:** Changes in eating habits, Increased smoking, Drinking, Drug taking cope, Mood swings effecting your behavior, changes in sleep pattern, twitchy nervous behavior and Changes in attendance.

### 2.5. Psychological Contract and Depression, Anxiety and Stress:

The psychological contract can be defined as "an individual's beliefs about the terms of the exchange agreement between employee and employer (Rousseau, 1989). It concerns the idea of an exchange between parties. Individuals enter employment with a set of beliefs, expectations and obligations, which they anticipate being met by their employer. In addition the employer holds a reciprocal set of beliefs expectations and

obligations leaving a binding exchange in place. Additionally, it is important to note that the psychological contract does not involve items found in the employment contract. Instead of objective and defined promises, it concerns more implicit, subjective and malleable ones.

### 3. SCOPE OF THE STUDY:

The psychological contract as a whole study along with the influence of the early background of the executives. The study reflects upon the depression, anxiety and stress of the individual with the psychological contract. This means how well or how hampering a psychological contract can be with the individual's with the extent of depression, anxiety and stress that the employees face.

### 4. OBJECTIVES:

This study aims to study all aspects of psychological contract and its relation with depression, anxiety and stress. While interpret the results we will get a clear idea about some aspects of psychological contract as this study chooses to explore the unwritten or undocumented mutual obligations between the employer and the employee.

1. To find out the significance of the relationship of depression, anxiety and stress of executives working in Tata Marcopolo with their psychological contract.
2. To identify how psychological contract holds good for the better performance of the employees working in Tata Marcopolo.

### 5. LITERATURE REVIEW:

Sebastian (2015) defines Psychological contract as, individual's belief regarding reciprocal obligations in a dual relationship such as employment. Agarwal, (2014) quoted as Psychological contract is the expectations which employee and employer have from each other and what they owe to each other. Further Lijo. K., Wanlamkumar Savio Lyngdoh (2016) have defined Psychological contract in their research i.e. relationship between psychological contract and job satisfaction among HR professionals in start-up organizations as Psychological contract deals with implicit reciprocal promises and obligations, the employer and the employee to manage differences pertaining to personality characteristics, demographic factors, and environmental, organizational characteristics and to correct the deviations for enhancing organizational performance and wellbeing of employees. Depression, anxiety, and emotional disorders were the fifth costliest of all disease categories. The average cost per case was \$1646, with 53% coming from indirect costs and 47% from direct costs (Johnston et al;2009). Prakash & Dr. Kadakol(2016) viewed stress as a The term stress is universal in nature, which means, it occurs to anybody irrespective of age, gender, language, occupation, country, and so on and concluded that, Long working hours, work load, poor pay are most impacting factors of stress and leisure, good communication, motivation, congenial culture can help to minimize the level of stress.

Ali Khan Khuwaja et. al (2010), in their research they conducted a cross-sectional, multi-center study and found that, identified that a large proportion of adults with diabetes had anxiety and/or depression and anxiety and depression as common components of diabetes care. Depression, anxiety and their co-morbidity are undertreated conditions that are associated with lower quality of life. This study adds to existing evidence that these conditions are clearly major health problems in Sweden, that need further efforts regarding preventive and treatment interventions (Johansson et al;2013).

### 6. HYPOTHESIS:

- H1: Depression anxiety and stress of executives are significantly related to their psychological contract.  
 H1a: The depression of executives is significantly related to their psychological contract  
 H1b: The anxiety of executives is significantly related to their psychological contract.  
 H1c: The stress depression of executives is significantly related to their psychological contract.

### 7. METHODOLOGY:



Non-probabilistic Convenient sampling method has been used to choose 40 Executives of Tata Marcopolo Motors Limited, Dharwad. Tools like Percentage analysis, Mean, S.D, correlation & t-test used for analyze the data.

**Primary Data:** DASS and PCI Questionnaire comprising of 21 items to measure the severity of a range of symptoms in both Depression and Anxiety. The essential function of the DASS is to assess the severity of the core symptoms of Depression, Anxiety and Stress. Accordingly, the DASS allows not only a way to measure the severity of a patient's symptoms but a means by which a patient's response to treatment can also be measured.

**Scoring the DASS:** The scale to which each item belongs is indicated by the letters D (Depression), A (Anxiety) and S (Stress). For each scale (D, A & S) sum the scores for identified items. Because the DASS 21 is a short form version of the DASS (the Long Form has 42 items), the final score of each item groups (Depression, Anxiety and Stress) needs to be multiplied by two (x2).

**The Psychological Contract Inventory (PCI) is designed to serve two basic purposes:** 1) as a psychometrically sound tool for assessing the generalizable content of the psychological contract for use in organizational research, and 2) as a self-scoring assessment to support executive and professional education.

## 8. FINDINGS:

- + We can find from the graph that 61% of the executives face normal extent of depression. (Table No.1)
- + Anxiety faced by the employees says that most of the employees have normal level of anxiety with 55% while employees facing moderate level of anxiety are 20%. (Table No.2)
- + We found that, level of stress faced by the employees here in the organization is at the lower side as we can see 82% of the employees from the sample population have a normal level of stress. (Table No.3)
- + We found that, 38% of the employees feel that their employer has concern for their well being and 30% of the employees said slightly feel by their employer about their well being. (Table No. 4)
- + There is a significant difference between 0 to 2 & above 3 on the PC14 and expressed significantly high in PC14. (Table No.5)
- + There is significant & positive correlation between psychological contract with depression ( $r=0.32$ ;  $P<0.05$ ) and stress ( $r=0.44$ ;  $P<0.01$ ) so hypothesis is accepted. (T-6)
- + The psychological contract among the employees is an implicit concept among the executives and found that the psychological contract is not much of big concept taken as an important one. But it is necessary for the HR department to understand this concept and work on it for the better productivity and team work.
- + Employee and an employer can be affected by the early back ground, the influence of the kind of education which also has a long lasting impact on how to deal with things and situations. This can deeply impact on the level of and create conflicts with their work. Hence, higher the depression lower the psychological contract.
- + Stress also increases the working consistency of the employees but in a healthy way:
- + This can be asserted that in a way the stress can be used for the betterment of the employees if it is taken in a positive sense. Since individuals vary according to their opinions and functions. Stress cannot be taken as a supplementary for motivation.
- + Anxiety is a natural emotion one carries, but a strict employer is sure to impose or add more anxiety to the employee and make him more anxiety prone. Hence the psychological contract between the employer and the employee should go on a same pace. One sided psychological contract will definitely loose the tract of a healthy psychological contract.

## 9. SUGGESTIONS:

- + Assessment of the interrelationship between the supervisor and an employee has to be periodically checked.
- + Awareness about the concept of psychological contract and its importance should be carried out.

- + The needs of the employees should also be taken care of at the workplace to create an ambience of health work.
- + As an organization, equal treatment is to be given both to the supervisor and the subordinate in terms of rules as it enhances the psychological contract in the organization.
- + An organization should ensure its support and assistance to its employee. This not only increases the moral of the employee it retains him in an organization too.

## 10. CONCLUSION:

In conclusion we can say that the psychological contract, depression anxiety and stress is one thing that can be summed up to make it up we can say that, the findings in the psychological contract says that it is necessary to have a good relationship with the employees and its supervisors. Depression on the other side has to be on a lesser pace to make the work efficiency of the worker increased from all the side. In conclusion we can say that the stress, anxiety and depression are all a part of an individual.

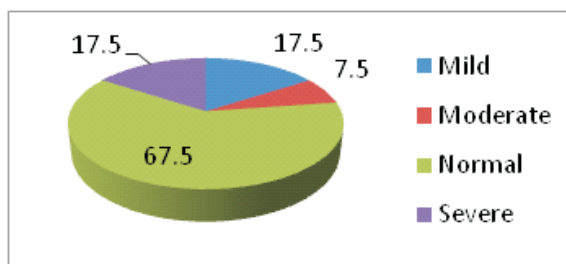
The psychological contract as it is said an unwritten or undocumented pact between an employee and the employer can be affected by the early back ground, the influence of the kind of education which also has a long lasting impact on how to deal with things and situations. This can deeply impact on the level of and create conflicts with their work. Hence this fact of higher the depression lower the psychological contract. And lower the depression, higher the psychological contract. Hence the organization has to build certain fundamentals for the benefit of the organization as whole and he employees as individuals.

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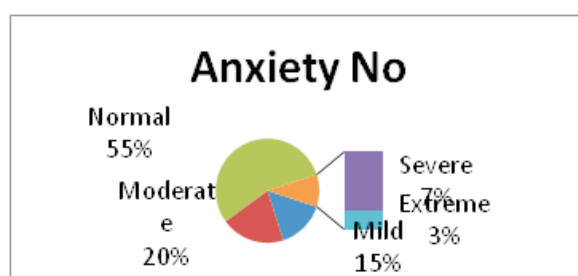
**Table No. 1. Shows the level of depression of the executives:**

Depression	
Extent	Percentage
Mild	17.5
Moderate	7.5
Normal	67.5
Severe	17.5



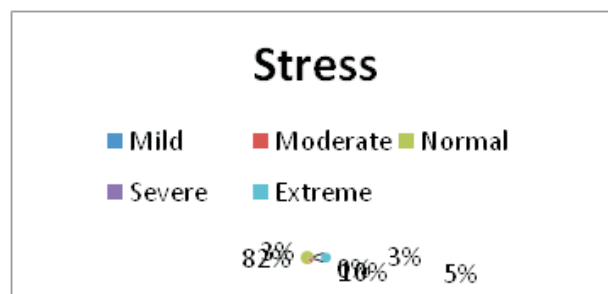
**Table No. 2: shows the level of anxiety experienced by the employees in Tata Marcopolo.**

Anxiety		
Extent	No	Percentage
Mild	6	15
Moderate	8	20
Normal	22	55%
Severe	3	7.5
Extreme	1	2.5



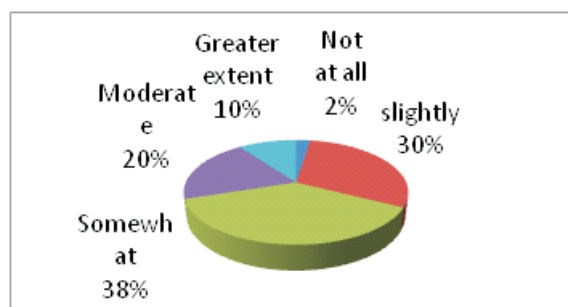
**Table No. 3: shows the level of stress faced by the employees at Tata Marcopolo.**

Stress		
Extent	No	Percentage
Mild	2	5
Moderate	4	10
Normal	33	82.5
Severe	0	0
Extreme	1	2.5



**Table No. 4: Psychological contract: Concern for an employee's long term well being**

Concern for long term well being	Percentage
Not at all	2.5
Slightly	30
Somewhat	37.5
Moderate	20
Greater extent	10





**Table No. 5: T-test:**

Variables	NOD	N	Mean	Std. Deviation	t-value
PCI1_t_score	0 to 2	20	51.6889	9.81907	1.07
	Above 3	20	48.3111	10.14119	
PCI2_t_score	0 to 2	20	50.3581	11.51143	.22
	Above 3	20	49.6419	8.51353	
PCI3_t_score	0 to 2	20	51.1665	12.15712	.73
	Above 3	20	48.8335	7.38939	
PCI4_t_score	0 to 2	20	50.8860	10.86115	.55
	Above 3	20	49.1140	9.25452	
PCIT_t_score	0 to 2	20	51.4528	10.67858	.91
	Above 3	20	48.5472	9.31598	
Depression_t_score	0 to 2	20	48.2182	10.10390	1.13
	Above 3	20	51.7818	9.82296	
Anxiety_t_score	0 to 2	20	46.4231	7.23734	2.39*
	Above 3	20	53.5769	11.22268	
Stress_t_score	0 to 2	20	48.6047	7.68369	.88
	Above 3	20	51.3953	11.92163	

**\*P<0.05 significant**

**Table No.6: Correlation test:**

	Depression	Anxiety	Stress
Psychological Contract	.320*	.296	.442**

**\*. Correlation is significant at the 0.05 level (2-tailed)**

**\*\*. Correlation is significant at the 0.01 level (2-tailed)**



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