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Role of the Psychological Contract Perception of Public Personnel on Task Satisfaction

Kamu Personelinin Psikolojik Sözleşme Algısının Görev Tatmini Üzerindeki Rolü

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Abstract: Psychological contract can be defined as the entirety of perceptions that are formed by way of interpretation of the messages that are transmitted on a mutual basis as relating to the relevant task using any method of communication outside of the formal hierarchical relationship in between administrators and personnel members in working life. On the other hand, the task-based pleasure that the personnel member derives taking into consideration the adjustment of his task for his own objectives and expectations can be defined with the concept of task satisfaction. Personnel members establish a perception of psychological contract in the organization in which they work as consciously or unconsciously. When the relevant perception overlaps with the individual goals and expectations, the personnel member will start to have a sense of satisfaction relating to the task which he conducts. From this angle, the higher the degree of overlapping is, the more the degree of satisfaction that will be obtained from the task being conducted. Moreover, obtainment of task satisfaction will have a clear impact as directly on the manner of conducting of the task, its efficiency and even its pace. In this sense, it is evaluated that the psychological contract will have a direct impact on the degree of satisfaction relating to the tasks that they conducted by both private sector personnel and public sector. The significance of the task satisfaction belonging to the public personnel being the subject of public service is indeed highly important in order to conduct the public service efficiently and effectively. Examination of the impact that the perception of the psychological contract will have on the task satisfaction for which it is possible to say that it is being shaped through the administrative climate in the organization where he works and the legislative provisions that are in force seems important due to the functioning of the public service. In order to examine the relevant impact, the survey work as based on the face to face method has been conducted as part of the work. With the questions that were prepared for the relevant survey and that were posed to the part of the personnel members of public institutions, endeavor was made to examine the level of impact of the perception that is formed with the public personnel on their task satisfaction as part of the psychological contract. From this angle, a face to face survey was applied as directly on 576 personnel members who possess different qualifications and service areas in total. In consequence of evaluation of the data which were gathered, it was determined that there is a high linear relationship in between the character of the perception that relates to the elements constituting the psychological contract and the level of task satisfaction.

Structured Abstract: In today's global competition environment, human resource has begun to become more significant for organizations in comparison to the past. Because the effectiveness of the organizations depends on the performance of personnel to a considerable extent. At this point, the impact of the

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psychological contract in the form of a confidential agreement that reveals the mutual expectations of the managers and personnel, the positive or negative outcomes that it provides for the organization is inevitable. While the organizations provide a remuneration against labor justly and as depending on their level of work as well as task continuity for their personnel as based on the psychological contract; the personnel make a promise of efficient work and dependency to the part of the organization. This informal contract that is based on oral and behavioural communication instead of being written is formed as based on mutual approval. Actions contrary to this contract or discontent out of the contract conditions make the member of staff remain inadequate at the time of performing his obligation and cause lack of trust of the personnel to each other.

This fact shows itself together with the effect on the public services when public institutions are in question. The basic requirement of the paradigm with a focus on citizens is that the services are conducted efficiently and effectively. Therefore, it may be stated that the feeling of satisfaction for the task (in this study, the word "task" was preferred over the word "job" because of the character of the public administration) that a public personnel conducts is high is an undeniable requirement. The state and level of effect of the psychological contract on the task satisfaction shows itself right at this point and the quality of the relationship between the two variables reflect on the quality of the public services.

The research was conducted in 576 personnel members in total who officiate in the Turkish Grand National Assembly (155) and in the Municipality of Nevşehir (97), the Provincial Health Directorate (70), the Provincial Security Directorate (61), the Provincial Directorate of Social Security Institution (53), the Provincial Directorate of Environment and Urban Affairs (52), the Provincial Directorate of Youth and Sports (43) and the Provincial Directorate of Agriculture and Forestry (45) that are located in the province of Nevşehir and that render public service in different fields of activity so as to determine the state and degree of impact of the psychological contract which is an unwritten agreement to which the public personnel are included or may get included as well as the tendencies that happen as based on it on the task satisfaction of the public personnel.

The survey method was used as part of the research in the form of face to face. The survey that was prepared for the research consists of three sections. The first section consists of 3 questions that were prepared to determine the demographic features of the participants. The second section consists of 13 questions to determine the state of the organization personnel relating to the psychological contract; the third section of 20 questions to determine the task satisfaction and vocational content of the organization personnel as all of which were made ready using the 5 point likert scale.

The scale that was prepared to determine the levels of the psychological contract were formed by way of revising the scale of leader-member interaction (LMX-MDM) established by Liden and Maslyn (1998), the leadership practices scale that was developed by Taylor et al. (2014) and the proxemics field scale that was made use of Aliakbari et al. (2011) as part of their researches within the scope of the concept of managerial proxemics. On the other hand, the scale that was determined so as to determine the level of task satisfaction of the personnel members was formed by way of examination and adjustment of the scales with the same purpose by the hand of Allen and Meyer (1990) and Kuvaas (2006).

p value being equal to (.000), $p < 0.05$ states that there is meaningful and strong relationship between the degree of psychological contract and that of task satisfaction. In conclusion, if the statistical test practices that are given in tables are evaluated altogether ($p = .000$; $r = 0,831$), it becomes evident that there is relationship between the degree and tendency of the psychological contract and the degree of their task satisfaction in positive direction and significantly. Furthermore, it was determined that the degree of relationship was at ratio of 83,1 % which is pretty high. Therefore, the hypothesis of the research that is in the form of "*The interactions of the organization personnel during the time of the psychological contract that are positive increase the degree of task satisfaction.*" was acceptable.

In this direction, taking into consideration that the qualified and experienced nature of the administrators has a critical importance for leading the personnel, action should be taken on merits in appointments and promotions. As based on mutual continuous communication, correct way of leading and appropriate style of management, the degree of agreement of the parties of the psychological contract on this invisible contract will be on the increase. As a result, it is possible to state that the degree of task satisfaction of the personnel will be rising and then, contribution may be made for the procurement of a more quality and efficient public service.

Keywords: Public Administration, Management Psychology, Psychological Contract, Task Satisfaction, Public Personnel

Öz: Psikolojik sözleşme, çalışma hayatında yöneticiler ile çalışanlar arasında resmi hiyerarşik ilişkinin dışında, herhangi bir iletişim yöntemi kullanılarak göreve yönelik karşılıklı verilen mesajların yorumlanması ile oluşan algılar bütünü olarak tanımlanabilir. Çalışanın görevli olduğu faaliyetin kendi amaç ve beklentilerine uyum düzeyi doğrultusunda duyduğu görevsel haz ise görev tatmini kavramı ile ifade edilmektedir. Çalışanlar, görev yaptıkları kurumda farkında olarak ya da olmayarak bir psikolojik sözleşme algısı oluşturmaktadırlar. Söz konusu bu algı, bireysel hedefler ve beklentiler ile örtüştüğünde, çalışanın yürüttüğü göreve yönelik tatmin hissi oluşmaktadır. Bu bakımdan örtüşme düzeyi ne kadar yüksek olursa, yürütülen göreve yönelik hissedilen tatmin düzeyi o ölçüde artacaktır. Görev tatmininin sağlanmasının da elbette doğrudan görevin yürütülme biçimine, verimliliğine ve hatta hızına etkisi açıktır. Bu anlamıyla psikolojik sözleşmenin, hem özel sektör çalışanlarının ve hem de kamu personelinin yürüttüğü görevler konusundaki tatmin düzeyine doğrudan etki edeceği değerlendirilmektedir. Kamu hizmetinin öznesini meydana getiren kamu personelinin görevsel tatmininin yüksekliği, kamu hizmetinin verimli etkili yürütülmesi için elbette büyük önem taşımaktadır. Personelin çalıştığı kurumdaki yönetsel iklim ve geçerli mevzuat hükümleri ile şekillendiği söylenebilecek olan psikolojik sözleşme algısının görev tatminine yapacağı etkinin incelenmesi, kamu hizmetinin işleyişine nedeniyle önemli görülmektedir. Sözü edilen bu etkinin incelenmesi amacıyla çalışma kapsamında yüz yüze yöntem ile anket çalışması yürütülmüştür. Söz konu anket için hazırlanan ve örneklem seçilen kamu kurumlarının personeline yöneltilen sorularda psikolojik sözleşme kapsamında kamu personelinde oluşmuş olan algının, görev tatminlerine etki düzeyi incelenmeye çalışılmıştır. Bu itibarla, farklı nitelik ve hizmet alanına sahip kamu kurumlarında çalışan toplam 576 personel üzerinde doğrudan yüz yüze anket uygulaması yapılmıştır. Elde edilen verilerin yorumlanması neticesinde, psikolojik sözleşmeyi oluşturan unsurlara yönelik oluşan algının niteliği ile görev tatmini düzeyi arasında yüksek derecede doğrusal ilişki bulunduğu tespit edilmiştir.

Anahtar Kelimeler: Kamu Yönetimi, Yönetim Psikolojisi, Psikolojik Sözleşme, Görev tatmini, Kamu Personeli

Introduction

In today's global competition environment, human resource has begun to become more significant for organizations in comparison to the past. Because the effectiveness of the organizations depends on the performance of personnel to a considerable extent. At this point, the impact of the psychological contract in the form of a confidential agreement that reveals the mutual expectations of the managers and personnel, the positive or negative outcomes that it provides for the organization is inevitable. While the organizations provide a remuneration against labor justly and as depending on their level of work as well as task continuity for their personnel as based on the psychological contract; the personnel make a promise of efficient work and dependency to the part of the organization. This informal contract that is based on oral and behavioural communication instead of being written is formed as based on mutual approval. Actions contrary to this contract or discontent out of the contract conditions make the member of staff remain inadequate at the time of performing his obligation and cause lack of trust of the personnel to each other.

This fact shows itself together with the effect on the public services when public institutions are in question. The basic requirement of the paradigm with a focus on citizens is that the services are conducted efficiently and effectively. Therefore, it may be stated that the feeling of satisfaction for the task (in this study, the word "task" was preferred over the word "job" because of the character of the public administration) that a public personnel conducts is high is an undeniable requirement. The state and level of effect of the psychological contract on the task satisfaction shows itself right at this point and the quality of the relationship between the two variables reflect on the quality of the public services.

Concept of Psychological Contract

The concept of psychological contract was used by Argyris in the year 1960 for the first time in order to express the relationships between the organization and the personnel. Argyris who made mention of the contract as a concept for the first time (1960) expressed it in the form of “the contract that is implicit and unwritten between the two parties to respect the norms of each other.” Levinson expressed the concept of psychological contract as a significant contribution at the time when the concept first emerged (1962) as: “the total of the mutual expectations between the personnel and the organization.” Schein stated this concept in another way (1980) as: “a series of expectations between the personnel himself and the organization in which he takes place that are unwritten.”

Kotter (1973) defined the concept of psychological contract as “the convictions of the person in relation to the conditions and situations in between the personnel and the administrator that are unwritten”. According to Rousseau (1989), the psychological contract actualizes in the form of trust that is put by the organization and the personnel to each other. The guarantee is given for the mutual expectations of the organization and the personnel and the obligation with the theme of benefit for the future has emerged (Rousseau, 1990). Together with Rousseau, the focal point of the concept of the psychological contract was drawn to the individual level (Coyle-Shapiro and Kessler, 2000). Therefore, it becomes evident that the concept of the psychological contract is in the form of personal view that consists of the obligations of the personnel for the organization on a personal level as well as the obligations of the administrator against the personnel (Freese and Schalk, 1995:207-223).

It is pretty difficult to state that there is a clear definition for the psychological contracts as a means to emergence of the attitude shown by the organization personnel as it includes abstract terms like perceptions, convictions, promises and obligations. Because, the sectoral differences complicate the definition; besides, the differences in the perspectives of the administrator and the personnel increase the degree of this difficulty (Topçu and Basım, 2015: 866).

The types of the concept of the psychological contract are examined under two titles in this field. These are transactional contracts and relational contracts.

Rousseau (1995) has listed them as below in the form of transactional and relational contracts;

Transactional Contracts:

are the type of contracts;

- Where the economic relations are short-term,
- Where some financial situations should get eliminated,
- Where personal support exists at minimum,
- That actualizes in a slice of time with restricted limitations,
- Where the conditions are evident and the two parties act according to the conditions,
- That do not have flexibility,
- Where people find out their capabilities;

Relational Contracts:

define the type of contract;

- Where a relationship with an indefinite period of time exists,

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- Where investment is made on a mutual basis,
 - Where the relationship established bind the parties to each other,
 - Where financial dependence is of importance as much as the emotional bond,
 - Where the state of change in the upcoming period is low and nonstationary,
 - Where the elements of contract are unclear and nonsubjective.

The primary peculiarities of the psychological contract have been defined by Levinson (1962) and his colleagues as below:

- The psychological contracts are based on the principle of volunteerism and since they do not have a written form as in the labor contract, they motivate the parties and ensure that their promises are fulfilled.

- In the agreement, both parties have to get cognizant of the conditions of the matter that has been agreed at the same level.

- The personnel determine the elements of the psychological contract as based on the data that are compiled from different researches.

- If as part of the psychological contract, if disturbance arises in performing some of the matters that are promised by one party and they cannot be actualized, this will cause other disturbances.

- The administrator and personnel who are aware of what they expect from each other constitute a logical and long-term form of work according to the psychological contract.

- Since everyone develops a psychological contract in their own view, in case of disruption of them, one of the parties may cause great disturbances.

- The psychological contracts are those which have an inexplicit character.

Violation of the Psychological Contract

Although the psychological contract is a type of contract which is inexplicit in terms of character; in case of violation of this contract, it possesses an explicit character. Whereas, the cases of psychological contracts are important for understanding their content and outcomes (Granrose and Baccili, 2006).

It may be stated that the theoretical perspectives relating to the violation of the psychological contract are based on the fact of discrepancy between the mutual expectations of the administrator and the personnel (Turnley and Feldman, 2000). The fact that the psychological contract is violated many times or incurs an important change bears importance because it affects the behaviours of the personnel (McDonald and Makin, 2000). The promises that are given to the personnel are being violated by the administrators many times (Hallier and James, 1997). However, the sole and required reason that gives rise to the actualization of the violation of the psychological contract is not the administrators' backing down from their promises. For actualization of the violation, the personnel have to perceive that the tasks and obligations relating to the psychological contract are not being fulfilled by the organization (Rousseau and Parks, 1993, akt. Turnley and Feldman, 2000). The violation of the psychological contract may actually not have to occur or the conviction of the personnel on actualization of the violation may not be pertinent. What bears importance for actualization of the violation is the conviction of the personnel as to the actuality of the violation. If the behaviours and attitudes of the personnel that have changed following the conviction on the violation are considered, it may be stated that this is the fundamental cause of the actualization of the violation (Robinson and Morrison, 1996; Pate and Malone, 2000). Therefore, the violation that is being perceived rather than an actual violation of the agreement have

constituted the basis of many researches. Additionally, every one action of the administrator to the contrary of the contract may not be considered as a violation by the personnel and may not cause harm to the psychological contract that has been concluded (Turnley and Feldman, 2000).

The violation of the psychological contract happens both psychologically and socially. Such psychological and social aspects can be exemplified in the form of mutual trust and obligation between the administrator and the personnel. Particularly, trust plays a significant part in case of the violation of the psychological contract. A weak or strong mutual trust between the personnel and the administrator may affect the time of realization of the violation, its correct interpretation and its being responded in a timely fashion. A weak trust between the personnel and the administrator before the violation may cause a selective attention to get possessed by the personnel and therefore the personnel may be considered to have perpetrated a violation of the psychological contract which actually does not exist.

Whereas, otherwise, meaning that before the violation, if the trust between the personnel and administrator is strong, the personnel may not realize, care or forget about the violation of the psychological contract. Therefore, trust is too significant because of the two situations. Firstly; mutual trust affects the perception of an actualizing incident in the form of a violation of the psychological contract or the time of its being perceived. Secondly; mutual trust forms a bridge between the psychological contract and the contribution that the personnel makes to the organization following the violation (Robinson and Morrison, 1996; Pate and Malone, 2000).

Task Satisfaction and Psychological Contract In Public Institutions

Hoppock states that task satisfaction is the entirety of the conditions that makes the personnel declare his satisfaction about his task psychologically, environmentally and physiologically. (Hoppock, 1935). The matter of task satisfaction has been made a matter of many researches and various definitions have been developed. Vroom has defined this as “emotional tendency” and has defined task satisfaction as the balance between the awards that the personnel confronts in the working environment and the preferences of that personnel as to such awards (Aslan, 2006). Whereas, Spector (1997) defines it as people’s feelings on their task preferences and the varying aspects of such professions.

According to Locke (1976), task satisfaction is: “the positive emotional state that a person is in as he evaluates his job and his experiences at work” (Kuşluvan and Kuşluvan, 2005: 183). Whereas, according to Moorhead and Griffin (1996); task satisfaction is a positive emotional attitude that gives the return of the professional values belonging to a person and that results from occupational consideration. According to another definition, task satisfaction is stated in the form of: “the pleasant feeling that a success you get out of work provides. (Locke and Henne, 1986: 21). Porter, Lawler and Hackman have defined task satisfaction as: “the professional attitude that is determined as depending on the difference between the amount of results that an individual expects to get and the amount of results that he gets.” (Osborne, 2002). Whereas, in another definition, it becomes evident that: “the feeling that is felt because of the result considering the state of overlapping of all kind of acquisitions that a personnel gets from his work and by reason of his work and his expectations that he needs and that are personal.” (Yenihan, 2014).

Relating to the public institutions, it may be stated that the psychological contract turns to a combination of the administrator’s individual traits and implementations that are administrative based and the legislative provisions. From this aspect, it is considered that task satisfaction that is being shaped under the impact of the personnel members relating to the task has a multi-dimensional relationship with the perception of the psychological contract that has a place in the organization where he works. The perception of psychological contract is formed by way of interpretation of the present administrative implementations as well as the legislative provisions as a combination by the public personnel. When this perception overlaps with the individual task-

based objectives and expectations, it is being expected that the personnel feels at ease and works in a more diligent and devoted way with the task that is being conducted by him. On the contrary, since the public personnel will have a task-based dissatisfaction, it will hinder an effective and efficient conducting of the public service significantly.

From this angle, it may be stated that the dimension and degree of the perception of the psychological contract has an impact on the presentation of the public service directly and therefore it is pretty important to research this relationship and to show it in the correct way.

Evaluation Of The Research Data So As To Determine The Impact Of The Psychological Contract On The Level Of Task Satisfaction Of The Public Personnel

In this section, the findings that are obtained from the surveying data relating to the connection between the psychological contract that occurs with the upper units/structures for which the personnel that officiate in the public institutions are responsible and their level of task satisfaction are being evaluated. After the personal traits of the participants of the survey are stated, the data that are obtained will be shown in tables and then be explicated.

Purpose, Scope and Method of the Research

The research was conducted in 576 personnel members in total who officiate in the Turkish Grand National Assembly (155) and in the Municipality of Nevşehir (97), the Provincial Health Directorate (70), the Provincial Security Directorate (61), the Provincial Directorate of Social Security Institution (53), the Provincial Directorate of Environment and Urban Affairs (52), the Provincial Directorate of Youth and Sports (43) and the Provincial Directorate of Agriculture and Forestry (45) that are located in the province of Nevşehir and that render public service in different fields of activity so as to determine the state and degree of impact of the psychological contract which is an unwritten agreement to which the public personnel are included or may get included as well as the tendencies that happen as based on it on the task satisfaction of the public personnel.

The survey method was used as part of the research in the form of face to face. The survey that was prepared for the research consists of three sections. The first section consists of 3 questions that were prepared to determine the demographic features of the participants. The second section consists of 13 questions to determine the state of the organization personnel relating to the psychological contract; the third section of 20 questions to determine the task satisfaction and vocational content of the organization personnel as all of which were made ready using the 5 point likert scale.

The scale that was prepared to determine the levels of the psychological contract were formed by way of revising the scale of leader-member interaction (LMX-MDM) established by Liden and Maslyn (1998), the leadership practices scale that was developed by Taylor et al. (2014) and the proxemics field scale that was made use of Aliakbari et al. (2011) as part of their researches within the scope of the concept of managerial proxemics.

On the other hand, the scale that was determined so as to determine the level of task satisfaction of the personnel members was formed by way of examination and adjustment of the scales with the same purpose by the hand of Allen and Meyer (1990) and Kuvaas (2006).

The results of the scale reliability test within the research survey that were calculated using SPSS P.18 programme are given below:

Table 1: Results of Scale Reliability Test

	Cronbach's Alpha Value	Number of Scale Items
Scale of Psychological Contract	,703	13
Scale of Degree of Task Satisfaction	,878	20
Scale of Unified Survey	,831	33

After the application of Cronbach's Alpha Test; the reliability of the Psychological Contract scale was calculated at the level of “.703”; on the other hand, the reliability of the Task Satisfaction as equal to “.878”. The given values indicate that these two scales possess “expected reliability and “high reliability” (Büyükoztürk, 2007).

Within the scope of the research model, the independent variable was estimated to be the psychological contract; on the other hand, the dependent variable the level of task satisfaction. As part of the research, in order to test the hypothesis in the form of H1: “*The interactions of the organization personnel at positive level in the process of the psychological contract increase the levels of task satisfaction.*”, the correlation analysis and regression analysis from among the statistics tests were put to use using the programme SPSS P.18.

Evaluation of the Findings of the Research

In this section of the study, the demographic and vocational features of the participants of the survey as well as the findings to test the hypothesis of the study (the presence, direction and level of the relationship between the psychological contract aiming at the personnel and their task satisfaction) are stated.

a. Demographic Features of the Participants

The frequencies and percentage distributions that are calculated relating to the variables of the demographic features of the participant organization personnel that were applied the research survey are indicated in the Table 2.

Table 2: Demographic Features of the Participants

Gender	f	%	Age	f	%	Status	f	%
Female	327	56,8	21-30	36	6,3	Officer	486	84,4
Male	249	43,2	30-40	63	10,9	Assistant manager, branch manager, chief	39	6,8
			40-50	91	15,8	Manager, department chairman	51	8,9
			50-60	351	60,9			
			60-65	35	6,1			
Total	576	100	Total	576	100	Total	576	100

As is evident in the Table 2, 56,8 % of the participants of the survey are female and 43,2 % of them are male. 6,3 % of the participants are those personnel who are at the age range of 21-30, 10,9 % of them are those at 30-40, 15,8 % of them are those at 40-50, 60,9 % are those at 50-60 and the remaining 6,1 % are those at 60-65. On the other hand, other information that was obtained indicates the status distribution of the participants. According to it; while a segment of 84,4 % declared that they were officers, a ratio of 6,8 % of the participants declared themselves to be

medium-level managers such as assistant manager, branch manager, chief and a segment of 8,9 % declared that they were senior managers such managers, department chairmen.

b. Analysis of the Findings of the Research

The findings that were obtained can be analyzed under two titles in the form of psychological contract and the task satisfaction levels.

Psychological Contract

Within the framework of the analyses that were done according to the responses to the questions on the matter to determine the psychological contract levels relating to the public personnel; the entirety of the participants stated that they did their job for money. Again 99,5 % indicating the inclusive majority stated that they were just coming to perform their work. In parallel to the given data, again the participants declared that they just fulfilled the requirements of the work. The most important matter that have to be made mention of at this point is the presence of a possible and directly proportional relationship between the task satisfaction depending on the material elements and the psychological contract and task awareness. However according to the response that attracts attention in the form of an observation that may be deemed a contradiction to this relationship depending on material elements; a participant ratio of 97,0 % declared that they did not expect an additional charge for overtime work. Although the work that is performed is being fulfilled with financial worries here too, it is possible to state that the prominent primary element is the holiness of state and task awareness.

On the other hand, it was determined that a participant personnel at a ratio of 99,5 % came to work just to perform their work. If the personnel were asked whether they would contribute to the organization by 100 % against the rights and benefits that they would receive in the future; again a ratio of 99,5 % gave a positive opinion on this matter. The ratio of the personnel who considered that the career plan was determined clearly in the organization for which they worked is equal to 50,7 %. Whereas, a segment of 49,3 % thinks negatively on this matter.

While the ratio of the personnel that expects a progress in the organization was observed at a low degree with 25,4 %, the ratio of the personnel who expected to rise against their period of service and their efforts to obtain targets was observed more highly as 42,9 % comparatively. At this point, the fact that makes a difference of 17,5 % in between the two similar positive results is that the personnel considers that they are entitled to rise psychologically and that they are of the opinion that they do not possess that kind of opportunity under material conditions and the institutional competition. While the ratio which felt themselves a part of the team was equal to 33,3 %, the ratio that thought negatively became 66,7 % as observed at a higher ratio than expected.

A segment that is equal to 93,2 % from among the personnel considers that their efforts are rewarded. The matter that draws attention at this point is despite the ratio of those who expect a progress is low, the relevant high ratio may stem from material acquisitions. Furthermore, the personnel ratio who consider that they possess an opportunity to get promoted if they work hard was observed at a ratio of 94,4 % which is more higher than the previous similar questions. The consequence to get derived is that the personnel is willing for a promotion and that they are not pretty willing for the effort that is being needed.

Degree of Task Satisfaction

As a result of the analysis of the replies that were given with the purpose of the measurement of the degree of task satisfaction of the participant personnel; it was determined that personnel at ratio of 93,6 % replied that the task that they conducted took up their time; whereas a segment of 6,4 % gave a negative reply to the given question. While 96,0 % of the personnel considered that the task that they conducted provided them with an independent working opportunity, a segment of 4 % stated that they did not possess that kind of opportunity. Likewise,

the ratio of the personnel that considered that the task that they conducted provided them with the opportunity to perform different things from time to time was determined to be 94,3 %. As part of the analyses to get derived from the given three questions, the high data that are obtained from the positive replies points to the fact that an intra-organizational individual freedom and mentality could exist.

While the ratio of those who have the opinion that the administrators manage those under their control well was equal to 53,8 % it becomes evident that the ratio of those who consider that they have relative decision making skills is pretty low as 19,2 %. The main element that determines the important differences in between is the type of management that arises from the hierarchical structure. Thus, it may be indicated as the reference point that the best management is taken as a reference in perception from the perspective of good management and a higher management is taken as a reference from the perspective of decision making. On the other hand, from the perspective of implementing the decision that were taken, the positive reply that is equal to 13,8 % and the negative reply that is equal to 86,3 % indicate that the decision that are taken by the top management may get loose in the management in low levels.

The ratio of the personnel who stated that they conducted a task which made them gain respectability in society was determined to be 87,6 % and a participant ratio that is equal to 2,4 % who had a negative opinion on this matter was observed. Furthermore, while a personnel ratio that is equal to 51,6 % stated that the task that they conducted provided them with a conscientious responsibility, personnel at a ratio of 48,4 % gave a negative opinion on the matter. Another point that drew attention in this sense is the fact that 94,1 % of the personnel stated that the work that they performed gave the chance to do things for others. The ratio that thought to the contrary was observed as 5,9 %.

The segment who considered that the task that they conducted provided them with a guarantee for the future makes up a ratio of 48,1 %. The personnel who make a statement to the contrary was determined to be 51,9 %. As the opportunity to get promoted was questioned, a segment that is equal to 51,6 % gave a positive reply. The participant ratio who gave a negative opinion on this matter became 48,4 %. 94,1 % of the personnel consider that their working conditions are good. A segment that is equal to 5,9 % stated that the conditions were not good. At the point of the material elements, only a segment of 16,7 % of the personnel stated that the remuneration that they earned in return for the work that they performed was at an adequate level. On the other hand, the personnel who gave a negative statement makes up a segment of 88,4 %.

The participant personnel at a ratio of 99,5 % considers that the task that they conduct is an opportunity to lead people; to the contrary, a segment of 0,5 % have the opinion that they do not possess this opportunity. Likewise, if asked whether the task that they conducted provided the opportunity to accomplish with their own skills, a segment of 57,5 % gave a positive reply; on the other hand, a segment of 12,5 % replies negatively.

While the ratio of those who consider that the task that they conduct provided them with the opportunity to put their opinions and convictions easily was determined to be 48,1 %; the ratio of those who had a negative thought on this matter was equal to 51,9 %. Furthermore, again a segment at a ratio of 48,1 % stated that the work that they conducted provided them with the opportunity to make use of their own methods during the task, the ratio of those who were thinking negatively was determined to be 51,9 %.

While the personnel who considered that they were appreciated during the time of their task was observed to be 87,5 %, the personnel who had the opinion that the task that they conducted provided them with the feeling of success was determined to be 51,6 %. The ratio of the personnel who stated that they got along well with their colleagues makes up the participant

segment that is equal to 99,5 %. Solely a segment that is equal to 0,5 % gave a reply to the contrary.

c. Findings in relation to the Relationship between the Degree of Psychological Contract and Task Satisfaction and Testing of the Hypothesis

To test the hypothesis that is stated in the form of “H: *The interactions of the organization personnel during the time of the psychological contract that are positive increase the degree of task satisfaction.*”, a correlation and anova f variance tests were conducted using the SPSS 18.0 statistical analysis programme.

Table 3: State and Direction of the Relationship between the Psychological Contract and the Degree of Task Satisfaction Anova F Variance Analysis

Model	Sum of Squares	df	Mean Square	F	P (sig.)
Regression	47213,363	1	47213,363	1280,870	,000 ^a
Residual	21157,859	574	36,860		
Total	68371,222	575			

Table 4: State and Direction of the Relationship between the Psychological Contract and the Degree of Task Satisfaction Regression Model Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	16,769	,908		18,466	,000
ITTOPLAM	,443	,012	,831	35,789	,000

a. Dependent Variable: PSTOPLAM

p value being equal to (.000), $p < 0.05$ states that there is meaningful and strong relationship between the degree of psychological contract and that of task satisfaction.

Table 5: Correlation Test for the Relationship between the Ethical Climate Perception and the Degree of Task Satisfaction of the Personnel

		Psychological Contract	Task Satisfaction
Psychological Contract	Pearson Correlation (r)	1	,831**
	Sig. (2-tailed) (p)		,000
	N	576	576
Task Satisfaction	Pearson Correlation (r)	,831**	1
	Sig. (2-tailed) (p)	,000	
	N	576	576

There is a significant and an apparent connection between the degree of psychological contract and that of task satisfaction of the personnel that is directly proportional and at a level of “,831”. According to it, it seems possible to explain the change in task satisfaction with the change in the degree of the psychological contract at a ratio of 83,1 %.

In conclusion, if the statistical test practices that are given in Table 3 and Table 4 are evaluated altogether ($p = ,000$; $r = 0,831$), it becomes evident that there is relationship between the degree and tendency of the psychological contract and the degree of their task satisfaction in

positive direction and significantly. Furthermore, it was determined that the degree of relationship was at ratio of 83,1 % which is pretty high. Therefore, the hypothesis of the research that is in the form of “*The interactions of the organization personnel during the time of the psychological contract that are positive increase the degree of task satisfaction.*” was acceptable.

Conclusion

The psychological contract that constitutes the total of the mutual informal expectations between the personnel and the administrators has a significant impact on the task satisfaction of the personnel. It may appear in pretty different forms because of the presence of the style of management, the characters of the administrators and the personnel, the degree of qualification of the personnel for the task and the peculiarity of the task. The psychological contract which makes the administrator and personnel try to come to terms with where the mutual expectations are revealed invisibly constitutes a huge positive impact on the task satisfaction if the parties put their signature in a harmonious invisible agreement and when their expectations are overlapping. Whereas, otherwise, the level of the task satisfaction falls down; the parties have to work without harmony within a mutual sense of insecurity. It is clear that to what degree that kind of situation will affect the conducting of the public services negatively.

Indeed, as a result of the statistical analysis of the survey data that were applied as a part of the study, it became evident that there is a pretty high linear positive relationship at the level of $r=.831$ between the quality of the task satisfaction and the perception of the psychological contract. According to it, it became evident that the perception of the psychological contract had an impact on the task satisfaction with a ratio of 83,1 %. Particularly, it was observed that when there is sensitivity on the matters of career expectation, job respectability and remuneration and the personnel expectations, administrator practices and organization policies overlap on such matters, it will have a huge positive impact on task satisfaction. Whereas, on the contrary, it may stated that the personnel that is the subject of the public service will possess a nature that does not embrace development, is dissatisfied and stable.

It is clear that this situation will have a negative impact on the efficiency of the public services. It is pretty significant that the personnel policies and practices of public organizations support the career and task satisfactions of the personnel. In this direction, taking into consideration that the qualified and experienced nature of the administrators has a critical importance for leading the personnel, action should be taken on merits in appointments and promotions. As based on mutual continuous communication, correct way of leading and appropriate style of management, the degree of agreement of the parties of the psychological contract on this invisible contract will be on the increase. As a result, it is possible to state that the degree of task satisfaction of the personnel will be rising and then, contribution may be made for the procurement of a more quality and efficient public service.

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