

INDIVIDUAL LEVEL GENERATIONAL DIFFERENCES IN THE DEVELOPMENT OF PSYCHOLOGICAL CONTRACT: THE CASE OF PAKISTAN

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ABSTRACT

Individuals in changing generations are different; aiding in explanation of the same, citations of 18-interviews of white-collar personnel working in discrete organizations in Pakistan helped the researchers explore and endorse individual level generational differences for encoded factors of Psychological Contract (PC). The study entails extensive discussion in PC development with a meticulous focus on three generational clusters: Baby Boomers, Generation-X and Generation-Y. It is endorsed throughout the generated themes that the development of psychological contract varies in different generations. In the case of Pakistan, the career stages of the job play an intersecting role during employment timeline depending upon the organization nature as public or private. The association has shown meaningful and extremely influencing role in PC development. The findings show that the organizations in Pakistan display poor conditions of nationwide employment theory and practice, which are worsening the context of PC development, and the recruitment houses would soon be realizing the significance for PC as per their growing 3600 survival needs to become multinationals. Thus, the study postulates that it is indispensable for organizations to execute its implementation in the organizational context.

Keywords: *Generational Differences; Psychological Contract (PC); Qualitative Study.*

INTRODUCTION

Individuals in the changing generations are different. Despite this, they share similar thoughts, principles, and behaviors (Coyle-Shapiro & Conway, 2005), as they practice shared time or events (Tolbize, 2008). The relevant literature revealed that the generational differences exist

among workers, for instance, the changing characteristics of workforce explain some of the important changes that have taken place over the past decade in worker attitudes (Heuvel, 2014), and expectations (Benson & Brown, 2011). The influence of historical and social factors are also relatively constant in every cohort of life (Twenge, Campbell, Hoffman, & Lance, 2010; Lub, Bal, Blomme, & Schalk, 2016) and also hands out to differentiate one group from another in requisite of significant feelings (Raja, Johns, & Ntalianis, 2004), needs, or affirmed plans, in relation to the proposed work (Sparrow & Cooper, 2003).

Generations and their Dimensional Differences

Generations have been reviewed by distinct angles and parameters in many studies. Heuvel (2014), argues in their research about changing insights for organizational consideration in dealing with different generations. As per the preferences of ageing workforce, Deepthi and Baral (2013), proposed timeline cohorts (allies) that are put in an exclusive group that share the same birth years and consequently form significant development aspects of life events at important stages, for instance they found flexible working arrangements, higher salaries, and more financial leverage. Park and Gursoy (2011), stress that work engagement is different for diverse generations. Benson and Brown (2011), found that some of the major differences are present in antecedents of sub-variables of Psychological Contract (PC) between generational groups. Twenge et al. (2010); and Lub (2013), validate that the context of work values is different for different generations. Sparrow and Cooper (2003), assert that the generations are well-thought-out to be a collection of an identifiable cluster that may stand in shared birth-years, age, location or noteworthy life actions or events that happened at different critical times of their development. Kotter (1973), identified that organizations are encountered to immense policy pressures. Lub et al. (2016), proposed that definition and implementation as per the employment generational gap holds in between newcomers and older workers.

Identification of different researchers about the widespread study of generational cohorts and attributes in relation to the present workforce and later to be realized as personnel at revolving of the millennium is good enough to proceed (Table 1). Each generational cluster is supposed to have three waves (split into the periods of five to seven years in cohort), transpired as first wave, Core group and Last wave (Heuvel, 2014; Park & Gursoy, 2011; Benson & Brown, 2011; Twenge et al., 2010; Tolbize, 2008;

Sparrow & Cooper, 2003). The literature reviewed above exposed a wide gap of identifying a preference for different generations in response to different types of PC (relational, transactional, balanced, or transitional). Thoughtful attention is not given to the context of understanding and involving key attributes for discrete generations in the development of PC (Table 1). However, to our knowledge, the focus on three generations study has not yet been considered, moreover, in Pakistan context. As the variable under the study has a qualitative perspective to initiate; this research was conducted to expose the following themes in the development of PC in working around three-generations of Pakistan. Moreover, the traditional cohort has been cut-off from the sample because this stratum might have retired as per the number of working years passed by their age.

Table 1. An Illustration to Discrete Generational Cohorts and Attributes.

Generation Cohorts	Year-Born (Timeline)	Attribute(s)
Traditional	1909-1945	- Have high experience of conventional aspects/situations. - Retired/Near to retirement.
Baby Boomers	1946-1964	- Have psychology of obtaining the Power. - Victims to civil, political, religious, and business revolutions. - Responsible for caring the ageing (old) parents. - Entering in the age of advanced designations. - Ambitious to materialistic success.
Generation-X	Early 60's – 1982	- Focus is on family, financial and social security. - Have more enthusiasm to be individual. - Are more concerned about modern management practices. - Higher qualification and educational competency.
Generation-Y	1983-1994	- Entering the age of employment. - The first generation born in the advanced computerized age. - Greater sense to build virtual network rather than the local network. - Values for money and is a victim to the individualism of parents. - A higher level of wealth is attained before career startup.
(Sparrow & Cooper, 2003); Lub, 2013); (Tolbize, 2008); (Twenge, Campbell, Hoffman, & Lance, 2010)		

Generational Response to PC Development: The derivative point of this study is to encircle generational response to PC development (Lub, 2013). We find that our sample that is Pakistan seems to be an under-developing nation; thus it is quite significant for us to assess right kind of respondent who may be aware of PC, its value, and his or her response towards PC development for the employed organization (Guest, 1998). Enforcing the response difference, we infer the very first theme of study as:

Do individual employee generations respond differently to PC development?

Generational Preference to PC Context and Development: Response of an individual employee towards PC development can be in a number of assortments related to study outcomes and discussion; as per the literature, gap is available for consideration in under-developed nations regarding the questions as who is the one who prefers PC context to be adopted in organizations or by individuals. Thus, we infer the *second theme* of study as:

Which generation is more centric to the first choice of PC context and development?

Generational Choice to PC types in PC Development: It has been found that the employee visualizes fair policy and justified practices as a base of definition to develop a PC context in his or her mind. Now it depends on one's personal choice to define PC as an array of types and prioritize a particular type of a PC (Aggarwal & Bhargava, 2009), that is either to develop relational, transactional, balanced or transitional in mental mapping; either it may rely on inclination of individual goals or enforcement of organizational culture (Aselage & Eisenberger, 2003). Thus, we infer the third theme of study as:

What kind of generational differences (based on attributes of a generation) infers an employee towards Choice of PC types in PC development?

Generational Factors of Difference in PC Development: Finding the PC context and generation wise preference difference, is a part of explanatory research framework served by three above study themes. However, still we comprehend that it is not just a privilege alone but it is now more ethical for the study to assemble generational responses and induce the same towards a fact-finding study, to come up with factors that exist in generational employment of an underdeveloped nation to provide a good stand to the study outcomes and display valid significance of the study. Therefore, we infer the *last theme* of study as:

What are the differentiated contributing factors of individual preference in PC development?

Psychological Contract

The psychological contract holds in between a person and his affiliated organization in a sense that it is a collective and shared concept of value

exchange for hidden aspects, to form a requisite relationship (Schein, 1965). PC is an unspoken contract that specifies what each member anticipates, giving and receiving from one another, in their affiliation (Kotter, 1973). It is an individual's faith regarding specified legal settings and fulfilling the exchange of reciprocal agreement (Rousseau, 1989). It emerges when one party considers the future promise of returns for a contribution provided (Guest, 1998). It is a series of hope that states willingness to provide and gain, to form a relational factor (Sims, 1994). Emergent millennium studies recommend that a PC is a distinctive set of give-and-take expectations apprehended by employees in relation to their commitments and entitlements (Sparrow & Cooper, 2003). It is a two-way shared value-agreement of responsibility (Guest, 2004); an exchange of employment relations (Coyle-Shapiro & Conway, 2005), or an exchange of promises and commitments (Schalk & Soeters, 2008), that must have a clear inclination of communication (Guest & Conway, 2002).

Relationship between Generational Cohorts and PC

Interpretation of attributes cited in Table 1 provides generational relation to PC in a sense that each of the generations stands at a different stage in developing and defining PC context for them Lub et al. (2016). As the traditional cohort (1909-1945) are more centric towards PC context of inducements for their contribution of a lifetime commitment to the organization (the third stage of the explanatory framework, See table 2) and may need high social recognition and entitlement to endorse their work engagement as per human esteem and self-actualization needs.

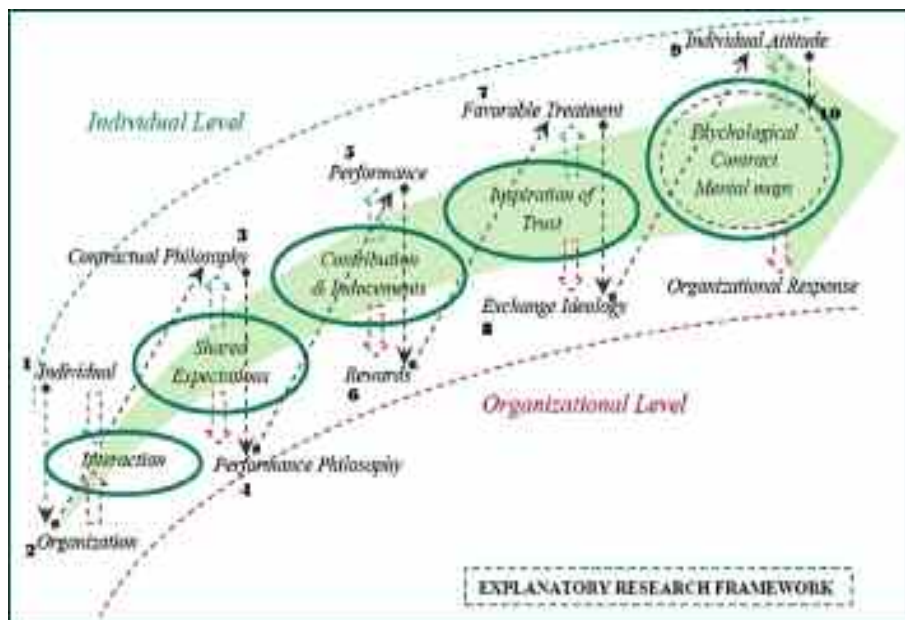
Baby boomers (1946-1964) take place at the fourth stage of the explanatory framework (table 2) as they are diverted to PC context to obtain inspiration of trust by favorable treatment; exchange ideology for power, decision role, independence of work; and a sharing experience of what they have been victim to several strikes and their outcomes. They might now make it a sure game of materialistic success for their offspring to display achievement in their life span (Lub, 2013).

Generation-X (Early 60's-1982) at present, stands at partially in two stages that are the second and fourth stage of the explanatory framework (Table 2), as they might now refer to PC context of belongingness needs; they need trust and need to be trusted (Lub et al., 2016); they need shared expectations to better describe long-term relational and contractual philosophy to ensure their performance marks (Robinson & Morrison,

2000); as they are directed towards higher individualism and independence (Lub, 2013), with implied modern management practices as per their competitiveness of higher education and qualification in comparison to other generations. They may intensify their efforts to make money and improve family lives (Twenge & Campbell, 2008).

Generation-Y (1983-1994) may take a placement in two stages as well, that is the first and the second stage of explanatory framework for a PC context track route (See table 2); as they are newly hired employees or hired instantly, they need to grow their interaction within organizational circle and may quickly then proceed to define contractual philosophy of shared expectations for performance management at their earliest; as they are inborn in highly fast-tracking career growth (Lub et al., 2016); and influenced by the computerized and scientific age (Lub, 2013). They may also tend towards social needs as they have a good financial standing by their natives and fathers; their priority is to be recognized virtually rather than by their family and surroundings (Twenge & Campbell, 2008).

Table 2. Exploratory Research Framework



Source(s): Self-generated explanatory research framework for PC development in view of Individual and Organizational Applications based on: (Rousseau, 1989; Guest, 2004; Aselage & Eisenberger, 2003; Guest, 1998; Sparrow & Cooper, 2003).

PC Development and Explanatory Research Framework

Back to fifty-five years, PC arrived as a tool to understand organizational behavior (Argyris, 1960), but perhaps now it seems to be developed because of ongoing layoffs, downsizing mergers, acquisitions, and outsourcing strategies (Heuvel, 2014). More specifically the peer review studies in literature put a spy eye on PC development and thus a framework construct has been proposed in this study, to better clarify research themes explaining on centricity and emphasize the array of what it is revolving around. Five of valuable work factors have been introduced with the help of generational cohorts as per understanding and influence of individual and organizational level for PC development; what counts best for an individual level is successful response towards shifting trend of globalization in affiliation to achieve a sustainable competing state towards interaction of employment profile (Kataria, 2015), shared expectations (Sparrow & Cooper, 2003), contribution recognition and surety of inducements, advocacy and inspiration of trust (Robinson & Morrison, 2000) in specified terms and conditions (Guest, 2004), and likewise Mental Maps that are being constructed in mind of an individual employee for PC development.

Individual and Organization Interaction: An interaction is an interface (Lub, 2013), or a communication mode that proves to be a pioneer source of PC development in between an individual and organization. As the importance inflows in the study of Guest and Conway (2002) that effective communication trends and practices can better exercise the influence of PC to illustrate value-based relations. It is the core obligation of affiliation to promote a rich culture and decide what, how and when to communicate for good outcomes and to understand the employment attitude. The interaction may involve the definition of basic contents of growth & development, salary benefits, supportive work culture, resource availability and equity for good PC development (Raja, Johns, & Ntalianis, 2004; Aggarwal & Bhargava, 2009). An interaction may be considerably affected by a generational gap of employment bonding; thus, a close eye must be affixed in HR practice that addresses individual differences, else a massive bounce of failure can be found in achieving the prescribed goals (Sparrow & Cooper, 2003).

Shared Expectations to Contractual and Performance Philosophy: Shared expectations are an outlook window towards both parties as to form a parameter of the contract so that philosophy of performance may be

enlightened to make success an obvious factor in the employee work engagement. The ideology of effective individuals is to seek first to understand and then to be understood. Thus, a good circle of management can, of course, promote value-based working culture thereby providing clearer contractual terms and conditions to better comprehend employee satisfaction so as to cut the cost of operations (Heuvel, 2014). Consequently, successful recognition of shared expectations may involve context of good employee confidence (Twenge & Campbell, 2008); decision making, creativity (Twenge & Campbell, 2008); productivity and work independence (Twenge et al., 2010); reduced shifting, conflict and stress (Kotter, 1973). Further, factor implication revolves in changing ageing employment preference of shared expectations to define contractual and performance philosophy (Lub et al., 2016)

Contribution to Performance and Inducements to Rewards: Contributions are to provide a donation of efforts, skills, time and resources to the affiliated organization by an individual and anticipate for inducement that is incentive or encouragement in form of rewards (Lub, 2013; Lub et al., 2016). This lies in recognizing a good sense of responsibility between the two that can be proved as a significant determinant to the development of a valuable PC. Implication of the aspect lies in complexity of individual nature towards psychology of contribution and inducement that is completely based on who inherits what, like very basic contents for which individual begins to develop associations of PC are age, gender, type of work, hours worked, tenure, income, education, level in the organization, employment contract and ethnicity (Guest, 1998; Guest, 2004); and personality (Raja, Johns, & Ntalianis, 2004; Twenge and Campbell 2008), as well for the outcomes of higher flexibility in working hours, increased salary, and security providing incentives.

Inspiration of Trust to favorable Treatment and Exchange Ideology: Inspiration of trust refers to generate a brainwave in the individual mind to clarify the organizational view for employee betterment and growth, as it provides shelter to mediating employee variables like good employment timeline, remain in motivation and neglected intention to quit the job. The need here is to highlight modernized concept of exchange ideology and intellectual business strategies to improve relational state of employee-employer that may be possible with the help of people's management practices rather than HR practices as a whole; as it illustrates the significance of Human capital, changing time and quality

of employment relationship, that enhances development nodes of PC in individual minds (Heuvel, 2014). The implication lies in the growing pressures of professional generational gap Lub et al. (2016). The personal human traits of an employee have been a building force to employ a crystal clear exchange ideology by organizations to inspire individual employee trust and to promote a node of favorable treatment in one's mind, to avoid incoming mishaps by primarily focusing value-based relations (Twenge & Campbell, 2008).

PC Mental Maps to Individual Attitude and Organizational Response: Mental maps are brain plots that refer to PC development, enforcing that a pioneer source of introducing the PC mental maps is an individual, who when bonded to an affiliation begins to form some of perceptions or factors regarding relations that might be indefinite and informal or maybe presumed (Robinson & Morrison, 2000). Individual attitude refers to a source of optimistic or pessimistic employee behavior for affiliation to PC development (Twenge & Campbell, 2008), in response, the organization, initiates a perceived culture to an individual for work engagement and outcomes (Deepthi & Baral, 2013). The factor is having high implications for work-behaviour and job engagement as it is an unseen association of an employee in context to employment power; materialistic success; family, financial and social security (Twenge & Campbell, 2008), and the factors like qualification, educational competency; and technical know-how; are basics to trigger generational differences in employment attitude that might significantly contribute to development of PC (Heuvel, 2014; Deepthi & Baral, 2013).

RESEARCH DESIGN

This exploratory study intends to address the generational differences that propose to put an emphasis on the context of PC development in the concentrations of individual employees; thus, a qualitative approach is optimized to better illustrate the meaningful outcomes for generational differences as per study themes. The primary source contains a direct interview methodology with an open-ended questionnaire. Whereby proper meetings lasting for around 35 minutes each, with discrete ageing respondents from distinct industries were made. Participants were having differential generation-relation; 18 interviews were carried out based on three clusters of generations taken in the sample as Baby Boomers, Generation-X and Generation-Y and each was comprised of six respondents.

The study put an emphasis on workforce domain in Sindh province, Pakistan. Table 3 shows complete sketching of demographics with their means, standard deviation, and a number of respondents to each classification for eighteen respondents. Pie charts are also given according to birth year (figure 1) and employment timeline (figure 2) with their weighted percentage. Secondary data was also cited by reviewing diverse publication of articles and concerned book chapters of other writers and researchers to ensure and relate the study outcomes.

	Mean	MC (Standard Dev.)	No. of Respondents = n		Mean	MC (Standard Dev.)	No. of Respondents = n
Gender	1.22	0.428	Male - 14	Organization Type	1.28	0.462	Private - 13
			Female - 04				Public - 05
Qualification	1.56	0.511	Graduate - 08	Age Group (years)	1.90	0.648	21-25 - 06
			Advanced - 04				26-30 - 06
Employment Timeline	1.70	0.941	11-24 - 02	Generation	1.90	0.818	40+ - 04
			25+ - 08				Baby Boomers - 08
Birth Year	1.80	0.818	1946-1964 - 04	Generation X - 05	1.80	0.818	Generation Y - 04
			1965-1982 - 06				



Figure 1 and 2: Pie Charts

Instrument Structure and Strength

A momentous review of relational studies endowed with some typical ideas to measure differences in horizons of a three-fold typology of generational cohorts. The instrument was an inclusive combination of 32 questions, pertained to several aspects of the study, as per the proposed framework regardless of seven classified demographics. Initial questions were in heads of demographics as per Table 3. All of the embarked items were a complete series of open-ended questions, based on research framework, factors with their citation sources as follows; Individual and Organization to *Interaction* with 5 items coded from Tolbize (2008); Heuvel (2014); and Guest (1998); *Shared Expectations* to Contractual and Performance Philosophy with 06 items coded from Kotter (1973) and Sparrow and Cooper (2003); *Contribution* to Performance and *Inducements* to Rewards with 06 items coded from Kotter (1973); Twenge et al. (2010) and Coyle-Shapiro and Conway (2005);

Inspiration of Trust to Favorable treatment and Exchange Ideology with 03 items coded from Rousseau (1989); Heuvel (2014); and Benson and Brown (2011); *PC Mental Maps* to Individual Attitude and Organizational Response with 05 items coded from Kotter (1973) and Sparrow and Cooper (2003); Questions related to *PC Orientation* were also included to know about PC acknowledgment with 04 items coded from Kotter (1973); Guest (1998); and Sparrow and Cooper (2003).

Further, a series of dichotomous questions were asked in the *brainstorming section* related to *finding attributes of Generations in Pakistan* (Table 4) with 14 items coded from Sparrow and Cooper (2003); Lub (2013); Tolbize (2008) and Twenge et al. (2010); *PC development Nodes or factors for an individual Employee* with 15 items coded from Sparrow and Cooper (2003); Tolbize (2008); and Heuvel (2014); and finally *Employee Attitude* (Table 5) with 15 items coded from Tolbize (2008); and Heuvel (2014).

Table 4. An Illustration to Generational Attributes of Pakistan workforce

<i>Attribute (s)</i>	<i>Baby Boomers</i> (1946 - 1964)	<i>Generation-X</i> (Early 60's - 1982)	<i>Generation-Y</i> (1983-1994)
You are near to retirement or retired.	YES (83%) NO (17%)	NO (100%)	NO (100%)
<i>You have psychology of obtaining the power.</i>	YES (100%)	YES (100%)	YES (100%)
You have experienced civil, religious, and business revolutions time.	YES (100%)	NO (100%)	NO (100%)
You are ageing parents (you have a younger and elder child).	YES (100%)	NO (100%)	NO (100%)
You are near to advancement of designation.	YES (50%) NO (50%)	NO (100%)	YES (33%) NO (67%)
You prefer materialistic (worldly) success.	YES (50%) NO (50%)	YES (67%) NO (33%)	YES (67%) NO (33%)
Your focus is on family, financial and social security.	YES (100%)	YES (100%)	YES (83%) NO (17%)
You prefer individual work.	YES (17%) NO (83%)	YES (83%) NO (17%)	YES (83%) NO (17%)
<i>You are more concerned to modern management practices.</i>	YES (100%)	YES (100%)	YES (100%)
You have a higher qualification and educational competency.	YES (50%) NO (50%)	YES (67%) NO (33%)	YES (67%) NO (33%)
You are now entering in the age of employment.	NO (100%)	YES (17%) NO (83%)	YES (83%) NO (17%)
You are born in an advanced computerized age.	NO (100%)	YES (33%) NO (67%)	YES (83%) NO (17%)
You have greater sense to build virtual (social) network rather than local network.	YES (33%) NO (67%)	YES (100%)	YES (100%)
<i>You have attained a higher level of wealth before career startup.</i>	NO (100%)	NO (100%)	NO (100%)

Table 5. An Illustration to Brain Storming Section for PC Development

<i>PC development nodes/factors for an individual Employee</i>	Baby Boomers (1946 - 1964)	Generation -X (Early 60's - 1982)	Generation -Y (1983- 1994)	Em- ployee Attitude	Baby Boomers (1946 - 1964)	Generation -X (Early 60's - 1982)	Generation -Y (1983- 1994)
Job Description	YES (100%)	YES (100%)	YES (100%)	Optimistic	YES (100%)	YES (100%)	YES (100%)
Role Definition	YES (100%)	YES (67%) NO (33%)	YES (67%) NO (33%)	Dedicated	YES (83%) NO (17%)	YES (100%)	YES (100%)
Terms & Conditions	YES (100%)	YES (100%)	YES (100%)	Driven	YES (83%) NO (17%)	YES (83%) NO (17%)	YES (50%) NO (50%)
Employment Policies	YES (100%)	YES (83%) NO (17%)	YES (67%) NO (33%)	Balanced	YES (100%)	YES (67%) NO (33%)	YES (83%) NO (17%)
Future Opportunities	YES (67%) NO (33%)	YES (67%) NO (33%)	YES (17%) NO (83%)	Determined	YES (83%) NO (17%)	YES (100%)	YES (50%) NO (50%)
Performance Measurement	YES (33%) NO (67%)	YES (33%) NO (67%)	YES (33%) NO (67%)	Dependent	YES (67%) NO (33%)	YES (33%) NO (67%)	YES (67%) NO (33%)
Work-details	YES (83%) NO (17%)	YES (100%)	YES (83%) NO (17%)	Competent	YES (83%) NO (17%)	YES (100%)	YES (83%) NO (17%)
Work-Culture	YES (33%) NO (67%)	YES (50%) NO (50%)	YES (67%) NO (33%)	Polite	YES (100%)	YES (100%)	YES (83%) NO (17%)
Non-financial Rewards	YES (33%) NO (67%)	YES (50%) NO (50%)	NO (100%)	Challenging	YES (50%) NO (50%)	YES (83%) NO (17%)	YES (83%) NO (17%)
Financial Rewards	YES (100%)	YES (83%) NO (17%)	YES (100%)	Confident	YES (100%)	YES (100%)	YES (100%)
Queries & Feedback	YES (33%) NO (17%)	YES (100%)	YES (50%) NO (50%)	Broad-minded	YES (100%)	YES (100%)	YES (67%) NO (33%)
Justice Criteria	YES (17%) NO (83%)	YES (33%) NO (67%)	YES (50%) NO (50%)	Sacrificing	YES (83%) NO (17%)	YES (67%) NO (33%)	YES (50%) NO (50%)
Job fairness	YES (67%) NO (33%)	YES (67%) NO (33%)	YES (100%)	Leadership	YES (83%) NO (17%)	YES (67%) NO (33%)	YES (83%) NO (17%)
Goal Serving	YES (67%) NO (33%)	YES (100%)	YES (83%) NO (17%)	Thankful	YES (100%)	YES (83%) NO (17%)	YES (83%) NO (17%)
Mission explanation	YES (67%) NO (33%)	YES (67%) NO (33%)	YES (83%) NO (17%)	Hard-working	YES (100%)	YES (100%)	YES (100%)

RESULTS AND DISCUSSION

Assessment Techniques

Themes of the study were purely qualitative based on finding generational differences, thus we promptly moved to indulge Nvivo10 queries, widespread used in identifying meaningful concepts for qualitative datasets. Queries run were drawing *word clouds*, making *cluster analysis*, generating *tree maps*, revealing *word frequency*, finding commonality by *word searching* and *matrix coding query* (generation v/s response-words coded) and finally creating *pie-charts*. SPSS was also indulged to get *weighted percentage* results for demographics and for dichotomous questions (Table 3, 4 and 6).

Referring to worldwide research for generational attributes done earlier in our work (*Table 1*), it was taken as a prime responsibility to this study to ensure compatibility of generational attributes of three clusters with Pakistan workforce, and thus we began to confirm the same as for generations of Pakistan are concerned. *Table 4* shows a comprehensive weighted percentage of responses for each generation in confirming the attributes uncovered in worldwide research. Three notable points are in italics; whereby all of the generations in Pakistan are completely directed to having the psychology of obtaining the *power*, extremely concerned about *modern management practices*, and have not attained a higher level of wealth before their career startup. All the other items are being shared in percentage weighted values showing a clear difference of expressions value for generations.

Factor Wise Discussion for Generations Response

Psychological Contract Orientation: The factor was pre-requisite to find either PC holds in organizations in Pakistan or not and if holds or not what are theme explored ideas of the workforce around the informational level they perceive. *Baby boomers* exposed for a poor awareness about PC that might be because competitive HR practices were absent in their time from the early 50s to 60's and thus they were found very much conventional. They argued a lot that PC is embedded more in public firms than private firms as because of benefits are more retained by an employee at a government job. They were quite sentimental and of course think today for conventional promises like increased personal security and job promotions on seniority basis; endorsing that a PC is a complete aspect of need fulfilment for them and they are highly optimistic for promises to be fulfilled by the employer over the job and after due retirement. Moreover, they prefer to be balanced for choosing PC type.

Generation-X, in contrast, has a better awareness about PC that might be because of improving the state of competitive HR in their times of late 60's to early 80's. They are straight-forward in getting higher rewards (Benson & Brown, 2011), that are more tied to work-based promises that are higher performance, made to them by their employers. They even think that PC is an occupied element of public firms only not by private firms, arguing that PC is an aspect of showing job commitment to the employer and thus employer would work for their betterment at all. They are optimistic as well in getting promises to be fulfilled by their employer. Moreover, they prefer

to be relational and balanced for choosing PC type.

Generation-Y is best at illustrating the value and awareness of PCs, this is because rapidly changing practices of competitive HR in their times from the early 80's to late 90's. They are pioneers to achieve even better than two, especially for rewards endorsing that PC should be restrained to private entities and there is no need of PC in public firms as they are state-owned. They think more of future promises are tied to individual career development (Lub, 2013), arguing that PC is an adjacent aspect of the psychological settlement. They are optimistic as well in getting promises fulfilled by the employer but prefer to be transitional, relational, and balanced as per organizational goodwill and work culture for choosing PC type.

Psychological Contract Mental Maps (Employee Attitude): The factor was a requirement to uncover how a PC is ensuring the comfort of an employee and value-adding factor in organizations in Pakistan. *Baby boomers* exposed that each working day is a new addition of value in their work experience. They replied work-environment in their organizations is mixed as if we assist someone it might be in future proof as caring or as a cause of troubleshooting for us (Deepthi & Baral, 2013); a point is to be noted here that much of baby boomers sample was related to public entities and changed response can do occur when all of baby boomers sample is considered from private entities. They value work, self-respect, family, benefits, and company goodwill (Tolbize, 2008); in contrast, they think their organization values for work, performance, clients, and boss satisfaction with no complaints. They respect their company and desire to work near hometown.

While *Generation-X* reacted that each working day is an improvement in their work experience. They believe that work-environment in their organizations is supportive and encouraging (Moore, 2014). They value the quality of work and personal benefits; indifference, they consider their organization values for commitment and efficient working by employee work, and have high respect for their affiliation and conditional preference for job placement and are no more flexible in considering the disparity between job placement and personal choice (Aselage & Eisenberger, 2003). Each working day is an improvement in learning for *Generation-Y*. They believe work-environment in their organizations is mixed; endorsing that helping others would be assisting fellowmen or irritating

ones own-self at work. They value more for social and esteem needs with the passage of changing time Lub et al. (2016); they say needs are changing by time and they believe there is value for the fulfilment of all those needs; indifference they deem their organization values for higher work contribution and no more than that. They respect their affiliation as their own identity (Moore, 2014); and have the least preference for job placement and are highly flexible in considering inconsistency in between job placement and personal choice.

Interaction: It is an interface that tends to acknowledge for what has been said to others, meaningful in a sense that working organizations are providing the right information for the job to candidates when they are hired or not in Pakistan. It is more sophisticated that at the end of this section, a question measuring in weighted percentage was asked from generations and that provides a clear sense of what employee perceives about interaction (Robinson & Morrison, 2000), generation wise. No doubt in *Baby boomer's* timeline, hiring was just filling a seat regardless of employment competency in Pakistan and thus baby boomers confirmed the same that they were not even properly communicated when they were hired. Their response was like an inactive person about providing feedback to HR for job-related discrepancies. But more interesting they revealed whenever an organization is modifying their job they are being asked for modification and its acceptance and rejection as per their seniority level. They say higher authorities are approachable subject to job authority and their mean-score for interaction is about 62.5%.

Generation-X was effectively communicated when hired due to growing HR competency. They disclosed feedback is periodically provided to HR for job-related discrepancies. But more interestingly they are just informed whenever their job is modified and are not asked about their acceptance and rejection. Higher authorities are approachable subject to the proper channel and provided a mean-score of about 74.16% for interaction. *Generation-Y* is also properly communicated when hired, disclosed they are fresh, and feedback is not yet properly provided to HR for job-related suggestions. Interestingly they are directed to accept whatever is changed for their job or complete changing of their job. Higher authorities are not accessible and provided a mean-score of about 70.83% for interaction.

Shared Expectations: PC is all about expectations (Robinson &

Morrison, 2000), and this factor helped us to know about shared expectations formed between the two parties for job fulfilment in Pakistan. *Baby boomers* are of the view that a unit or departmental head is responsible for whatever expectations are being formed and promoted by their subordinates as per behavioral factors for an organization, simply it is shared in between them and the organization. They provided that no opportunity holds for improving their lives in their organizations (Benson & Brown, 2011), their supervisors and colleagues are good-fit but differ section to section and department to department. They are more committed to professional life and adjust their personal life. They think their organization is not spending enough time to explore their capabilities. Their mean-score for shared expectations is about 63.6%.

Generation-X inclines that a frontline person is more responsible for forming an array of personal shared expectations, but it is somehow shared as well. Opportunities are held for improving their lives, admitting work supervisors and colleagues are helpful everywhere. They partially adjust their personal life over a professional. Their organization is striving to explore its capabilities and placing them accordingly as well with a mean score of this factor for about 75%. *Generation-Y* disposes of how expectations are not shared and the employee himself is responsible for forming expectations about job opportunities held for them as well as for improving lives, confirming that work supervisors and colleagues are cooperative. They sometimes adjust to their personal life as a professional but prefer personal freedom (Coyle-Shapiro & Conway, 2005). They validated that the organization pretends to explore their capabilities, but nothing holds like that with a mean score of about 58.33% that is the lowest score by a generation.

Inducements & Rewards: Rewarding an employee is an integral part of promoting a PC dimension of giving in return for contribution (Coyle-Shapiro & Conway, 2005), and thus this factor is of good worth to be included in the discussion model to find out best for the same in Pakistan. *Baby boomers* prefer to contribute higher as they are of the view that contributing higher would reward them higher, but with the conventional methodology of paperwork that is time-consuming. They desire for higher social contribution in the organization and are responsible and caring for others too. Work is their personal accomplishment and motivator. Financial rewards are satisfying for them

but no gain in non-financial rewards. They confirmed that their organizational reward system is not good and provided a mean-score of 61.25% for the strength of this factor.

Generation-X prefers to contribute moderately for job and social role with paperless philosophy of work. They are responsible as well but self-caring. Work is learning for them, financial and non-financial rewards do not satisfy them, endorsing that high improvement is needed for organizational reward system up-gradation and provided a mean-score of 65.41% for the strength of organizational reward system. *Generation-Y* is very much fresh at employment but prefers to contribute less than *Generation-X* even with the same paperless work philosophy. They are situational at providing social contributions subject to their own ease; they are responsible but benefit-oriented, work is boosting their confidence level, financial and non-financial rewards are limited for them on jobs but organizational reward system is fulfilling their basic needs of employment as per economic conditions of Pakistan, providing a mean-score of 64.16% for strength of factor.

Inspiration of trust: PC is at all trust inspiring attribute of an organization that helps individuals to retain positive mental nodes with organizational system and setting that corresponds to higher results (Lub, 2013; Aselage & Eisenberger, 2003). The same has been inclined to expose for good study and measures in Pakistan. *Baby boomers* are traditional thinkers, having less information in hand for HR but prefer clear job rules and employment policies to be depicted in organizational employment (Lub et al. 2016). They trust their organization and are satisfied, wish for high job security (Coyle-Shapiro & Conway, 2005), and provided a mean-score of 65% for inspiration of trust.

Generation-X also favors clear job rules and employment policies that are fair to be represented in the organizational setting (Deepthi & Baral, 2013). They partially trust their organization and wish for high job security (Lub, 2013), as well as providing a mean-score of 72.91% for inspiration of trust. Finally, *Generation-Y* supports clear job rules and employment policies to be adopted in organizational management practices. As they are new and are trying to build trust for their organization, wish for high job security like the two clusters and provided a mean-score of 68.33% for inspiration of trust.

Themes Validation as Per Discussion and Results

Do individual employee generations respond differently to PC development?

It is an endorsement of this study, we have been able to know that differentiation among generations does hold by their attributes, response to discrete PC relational factors, their mental nodes related to PC development and finally their attitude that cannot be changed at any cost (Aselage & Eisenberger, 2003). The workplace is different for older bosses with younger employees and younger bosses with older employees changing the role and response of a diversified workforce (Twenge & Campbell, 2008; Benson & Brown, 2011). Again, the mix of fast-tracking stars and slow learners in different generations do hold and meet different outcomes for PC development in our study (Deepthi & Baral, 2013). Generations highly affect PC orientation, interaction in an organization, shared expectations, inducement, and rewards for their input and finally reaching the top of the building ladder of the PC development framework.

Which generation is more centric to the first choice of PC context and development?

Each generation is value comparing node to another with some commonality of work value and responsible behavior in the context of developing PC. But the level of reciprocity in Pakistan has been aroused after the millennium and our study revealed that Generation-Y is more centric to the first choice of PC development. But regardless of situational factors, our study also confirms that the rest of two generations also prioritizes for PC promotion as per its value outcomes and significance. This means each of job obligations is bisected by the value being provided in return to its performer.

What kind of generational differences (based on attributes of a generation) infers an employee towards Choice of PC types in PC development?

Based on their habits, knowledge, attitude, skills and work-life experience as confirmed by generating coded queries in Nvivo10, it is found that baby boomers are more centric to the thread of good organization, shared values for working, fulfilment of job promises, preference of providing time to family, improved financial quality and a trusted system at all; Generation-X is more

centric to thread of value promises, enhanced organizational reward, personal needs fulfilment, finding good in work culture, trust need in contractual philosophy and prefer for psychological settlement; Generation-Y is more centric to thread of nature of work in organization, working is to be measured in number of hours worked, trust is needed in numeric values, shared contribution with individual mental comfort and needs high interaction by organization leadership (Tolbize, 2008). It can be validated for the theme in Pakistan that generational differences based on the factor of *Personal development* infer an employee towards the choice of PC types in PC development.

What are the differentiated contributing factors of individual preference in PC development?

Results indicate that generations may have a list of perceived, simultaneous, and differentiating factors as per the context of their background (Coyle-Shapiro & Conway, 2005). Their living surroundings or conditions differs from time to time. While making a brain-storming (Table 5), we found they perceive different meaning of a promise, expectations, interaction, quantity and quality of work, learning, working conditions and values, contractual philosophy, rewarding arena, trust inspiration, commitment, Human resource practicing portfolio and above all forming the compatibility of their personal attitude towards PC development nodes (Table 6) and the significance of each. Table 6 was included to observe the level of information that is provided to the employee in the recruitment process and for the attitude that he brings to the workplace, owing for what he differs from others by his generation classification.

Table 6. An Illustration of Generational Differences

<i>Factors</i>	<i>Baby Boomers</i> (1946 - 1964)	<i>Generation-X</i> (Early 60's - 1982)	<i>Generation-Y</i> (1983-1994)
1 PC Orientation	<ul style="list-style-type: none"> - Poor awareness about PC. - PC holds more in public than private firms. - Conventional promises like personal security and promotions are there. - PC is an aspect of need fulfilment. - Optimistic for promise fulfilment from the employer. - Completely balanced. 	<ul style="list-style-type: none"> - Better awareness about PC. - PC holds more in public firms only. - Highly performance-based promises are made. - PC is an aspect of commitment. - Optimistic for promises fulfilment from the employer. - Partially relational & balanced (50-50). 	<ul style="list-style-type: none"> - Best awareness about PC. - PC holds more in private. - Future promises like career development are made. - PC is an aspect of the psychological settlement. - Optimistic for promises fulfilment from the employer. - Transitional, relational & balanced as per situation is.

<p style="text-align: center;">2 <i>PC Mental Maps (Employee Attitude)</i></p>	<ul style="list-style-type: none"> - Work is value-adding. - Work-environment is mixed (caring and troubleshooting). - Value for work, respect, family, benefits, and company; in contrast their organization values for work, performance, clients, and boss satisfaction with no complaints. - Respect for their company is good for them. - Prefer job placement near hometown and are not flexible. 	<ul style="list-style-type: none"> - Work is an improvement in experience and skills. - Work-environment is supportive and encouraging. - Value for the quality of work and self-benefits; in contrast their organization values for commitment and efficient work. - Respect for their company is their own respect. - Have a conditional preference for job placement and are less flexible. 	<ul style="list-style-type: none"> - Work is an improvement in learning. - Work-environment is mixed (caring and irritating). - Value for social and esteem needs depending on changing needs dimension; in contrast their organization values for higher work contribution. - Respect for their company is their own identity. - Have the least preference for job placement and highly flexible to location.
<p style="text-align: center;">3 <i>Interaction</i></p>	<ul style="list-style-type: none"> - Not properly communicated when hired. - Less aware to provide feedback for work to HR. - Asked for their job modification. - Higher authorities are easily accessible to them as per job designation. - Their mean-score for interaction is 62.50%. 	<ul style="list-style-type: none"> - Properly communicated when hired. - Feedback for work is taken periodically by HR. - Just informed for their job modification. - Higher authorities are accessible with a proper channel. - Their mean-score for interaction is 74.16%. 	<ul style="list-style-type: none"> - They are also properly communicated when hired. - Feedback for work is not yet taken by HR. - Not even informed for their job modification. - Higher authorities are not accessible. - Their mean-score for interaction is 70.83%
<p style="text-align: center;">4 <i>Shared Expectations</i></p>	<ul style="list-style-type: none"> - Expectations are shared but the unit head is more responsible for promoting employee expectations. - No opportunities hold for improving their living standards in the organization. - Supervisors and colleagues are good but differ from unit to unit. - Adjust their personal life for professional commitment. - Think their organizations are not spending enough time to explore their capabilities. - Their mean-score for shared expectations is 63.6%. 	<ul style="list-style-type: none"> - Expectations are shared but a frontline person is more responsible. - Opportunities hold for improving their living standards in the organization. - Supervisors and colleagues are cooperative everywhere. - Partially adjust their personal life for professional life (50-50). - Think their organizations are striving to explore their capabilities. - Their mean-score for shared expectations is 75%. 	<ul style="list-style-type: none"> - Expectations are not shared; the employee is responsible for himself. - Yes, opportunities hold for improving their living standards in the organization. - Supervisors and colleagues are cooperative. - Sometimes adjust their personal life for professional but prefer personal freedom. - Thinks their organization pretends to explore their capabilities, nothing is like that. - Their mean-score for shared expectations is 58.33%.

<p style="text-align: center;">5 <i>Inducements & Rewards</i></p>	<ul style="list-style-type: none"> - Prefer to contribute good enough with paperwork and higher social contribution in the organization. - Are responsible and caring for others too. - Work is their personal accomplishment and motivator for them. - Are satisfied with their financial rewards but no gain in non-financial rewards. - The organizational reward system is not good. - Their mean-score for reward system 61.25%. 	<ul style="list-style-type: none"> - Prefer to contribute moderately with paperless work and moderate social contribution in the organization. - Are responsible but self-caring. - Work is their learning. - Are completely unhappy with their financial and non-financial rewards. - Organizational reward system needs to be improved. - Their mean-score for reward system 65.41%. 	<ul style="list-style-type: none"> - Prefer to contribute least with paperless work and situational social contribution in the organization. - Are responsible but benefit-oriented. - Work is boosting their confidence. - Limited financial rewards and no non-financial rewards for them. - Organizational reward system is satisfactory as per economic conditions. - Their mean-score for reward system 64.16%.
<p style="text-align: center;">6 <i>Inspiration of Trust</i></p>	<ul style="list-style-type: none"> - Prefer clear job rules and employment policies. - Trust their organization. - Desire high job security for trust inspiration. - Their mean-score for inspiration of trust is 65%. 	<ul style="list-style-type: none"> - Also, prefer clear job rules and employment policies. - Partially trust their organization (50-50). - Desire high job security. - Their mean-score for inspiration of trust is 72.91%. 	<ul style="list-style-type: none"> - Prefer clear job rules and employment policies. - Try to build trust for their organizations. - Desire high job security for trust inspiration. - Their mean-score for inspiration of trust is 68.33%.

CONCLUSION

Among three-generational clusters holds some similarities and some distinctions were found (Benson & Brown, 2011). All generations show that all of them are highly polite and hardworking to respond in discrete working situations (Moore, 2014). The debatable PC development differentiation lies in each and every stage and factor where the employees are in at career stage in explanatory framework (*Table 2*), with a fact that gender differentiation also impacts in feminine or masculine leadership (Benson & Brown, 2011); and technological cut-off in jobs can form a bisecting relationship in PC development for an individual (Twenge & Campbell, 2008).

Baby boomers acknowledged that their principles are highly affected by savvy generations of today; preference of value factors available in PC development framework in this study is changing day by day. They consign employment relationship practices as transparent (Guest, 1998), their expectations tied to work-circle have improved, enumerated situations are positively influencing their behavior towards better PC outcomes for their employer, they enjoy lesser, work higher and thus behave strongly on promises being made to them by employer, their trust

and commitment is highly mediated by age factor in expectations assessment, thus organizations value their interference and suggestions that ultimately bring positive word-of-mouth endorsement for rest of two generations to display optimism and dedication in work (*Table 5*). Generation-X and Y in support of study themes confirmed that study is best at assuming for organizations which avert practice of satisfying all three clusters with one-fit (same) model of the employment relationship (Moore, 2014). X and Y are no doubt more informed employees but lack to cope with complex situations as balanced, are less determined and sacrificing as compared to baby boomers. Even though they are competent, challenging and grasp on good leadership skills but they less thankful to whosoever provides them with the employment in Pakistan. Career development from starting is their religion.

Referring to discrete discussed situations, it implies that organizations in Pakistan display poor conditions of nationwide employment theory and practice that are worsening the context of PC development and recruitment houses that do not have yet build PC circle would soon be realizing the significance for PC as per their growing 360^o survival needs to become multinationals. Moreover, worldwide researches also prove that organizations understanding deeper generational distinctions will be endowed to added success in long-run and would better be coping with destructive counter pressures than others (Twenge & Campbell, 2008). Their profits would be a reaping outcome of their employee commitment and satisfaction but discussing all this matter for Pakistan, study implies that it will even take decades to decode the value of PC in perspectives of generational differences. Finally, we provide the outcome theme that PC development is different in different generations of Pakistan Lub et al. (2016); because of the career stage they are in at workplace, intersecting role of their employment timeline (Coyle-Shapiro & Conway, 2005), and nature of organization (Deepthi & Baral, 2013), that is either public or private as per their psychology and willingness.

RESEARCH IMPLICATIONS

Organizations in Pakistan can get help as proposed factors in explanatory research framework are contributing at their best in understanding relative importance (*Table 2*) and rating of PC with a citation of individual employee well-being at work in clarifying what is best to be adopted to increase their commitment and satisfaction and lessen

breaching of contract. It will bring a pleasant state for work culture and workers productivity endorsing theory and practice of HR at an individual level. HR line managers must also be assigned responsibility to assess unrealistic and realistic expectations formed by employees that results in contract breach and improve for that with a solution of fostering the employee to make creative but realistic demands in Pakistan. Organizations can also conduct sessions for praise programs that are imperative in providing prestige to the workforce, whereby understanding reciprocity is theme point to pioneering long term relation in initiating meaningful fulfilment of psychological contractual philosophy in the employment relationship.

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