

**“PSYCHOLOGICAL CONTRACT FULFILLMENT AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY
OF SELECT PRIVATE COLLEGES OF CHHATTISGARH”**

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in

MANAGEMENT

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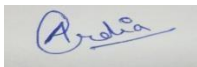
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2022

DECLARATION

I, hereby declare that the presented work in the thesis entitled “Psychological Contract Fulfillment & Organizational Citizenship Behavior: A study of Select Private Colleges of Chhattisgarh” in fulfillment of degree of **Doctor of Philosophy (Ph.D.)** is outcome of research work carried out by me under the supervision of Dr. Shikha Goyal, working as Associate Professor, in the Mittal School of Business, Faculty of Management, Lovely Professional University, Punjab, India. In keeping with general practice of reporting scientific observations, due acknowledgements have been made whenever work described here has been based on findings of other investigator. This work has not been submitted in part or full to any other University or Institute for the award of any degree.



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CERTIFICATE

This is to certify that the work reported in the Ph.D. thesis entitled “Psychological Contract Fulfillment & Organizational Citizenship Behavior: A study of Select Private Colleges of Chhattisgarh” submitted in fulfillment of the requirement for the reward of degree of **Doctor of Philosophy (Ph.D.)** in the Mittal School of Business, is a research work carried out by Akanksha Gardia, 41800770, is bonafide record of his/her original work carried out under my supervision and that no part of thesis has been submitted for any other degree, diploma or equivalent course.



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ABSTRACT

Manpower is considered as an integral part of the organization. The smooth functioning of any organization depends on the performances and behaviors of employees. Employer-employee relationship and incitements offered are the crucial source of employee loyalty and productivity. Relationship within the parties and benefits can now be implicated with the integration of psychological contract. This contract or agreement is an implied agreement different from the formal employment contract. The implied agreement includes all the aspects which are not mentioned in the expressed employment agreement. Many practitioners have incorporated the concept psychological contract in understanding the employer-employee associations and also derived measures of governing these associations. Psychological contract are the presumptions of employers and employees, employees form assumptions of receiving respect, recognition, equitable treatment, and other job-related resources, whereas employers expect quality outcomes, contentness towards organization, and participation in all other aspects of the company. The implied agreement possesses dual aspects; fulfillment of the contract and non-fulfillment of the contract. Non- fulfillment arises when either of the parties experience less or no realization of the expectations, and fulfillment of the agreement is ascertained when either of the parties experience over or actual realization of the expectations. These two aspects disburse outcomes which can be applied for organizational succession.

Several studies exist on psychological contract in the western regions, but limited researches are found in the Indian context. The study focuses on incorporating psychological contract in the Indian regions. Majority of the research can be found in breach or violation of the contract; realization aspect has limited or complete absence of research. Psychological contract fulfillment concept is incorporated in this study to reduce the gap in psychological contract in Indian region. Apart from this organizational citizenship behavior is linked with the contract as an integral outcome. Citizenship behaviors are in-role and extra-role behaviors of employees which are not formally

recognized and rewarded. The foremost purpose of this study is to recognize the association and influence of psychological contract fulfillment in organizational citizenship behavior in the Indian context. Along with this the thesis also strives to recognize the influence of moderators; employment type and generational differences amidst the alliance implied contract realization and organizational citizenship behavior.

As per the integration of met expectations and in role and extra role the motive, objectives and research theories were framed. The primary goal of the thesis is to recognize the alliance and aftermath of the predictor variable on the dependent variable. The goal led to development of certain objectives stated as;

1. Recognizing the alliance between the term fulfillment of contract and citizenship behavior.
2. Recognizing the aftermath between the above two variables
3. Recognizing the influence of employment/contract type and generational differences amidst the independent/predictor (PCF) and dependent/outcome (OCB) variable.

Presuppositions were made to analyze the results of above objectives. The variables in the study are made up of sub-parts or sub variables, like implied contract are formed of transactional and relational contracts, and citizenship behavior comprises of altruism, courtesy, civic virtue, conscientiousness, and sportsmanship. Presuppositions are formed keeping all the aspects of the variables. Individually and collectively the presuppositions are formed and estimated.

Structured questionnaire is taken to for the collection of data, appropriate sample size measures and suitable data collection technique has been incorporated in awareness of the current pandemic scenario. Data was gathered through both online and physical form. All the necessary measures are taken for refining the raw data; post this confirmatory factor analysis is calculated to determine the significance of constructs and items. Furthermore, analyses according to the presuppositions are done using the software SPSS and AMOS.

The results of this study are in sync with the previous practitioners stating an existing of alliance and influence of implied agreement realization on citizenship behavior. The fulfillment aspect of the contract in Indian University college level leads to an existence of association and influence over citizenship behavior. The categories of the contract were individually estimated to recognize their alliance and effect on citizenship behavior. Similarly, the dimensions of this implied contract were estimated individually with every single dimension of the citizenship behavior.

The findings suggest an existence of pragmatic alliance and effect amidst the variables contract fulfillment and citizenship behavior. Detailed analyses concluded that the dimensions are also positively associated with citizenship behavior; however, transactional contract fulfillment is not having influence on few dimensions of citizenship behavior, while relational contract fulfillment is having influence on all the dimensions. The moderator variables are also tested to recognize their influence on the major variables of the study. Among the moderators, contract type strengthens the relationship amidst the predictor and outcome variable, whereas age/generational difference do not have any influence.

Several implications can be drawn from this study which is to be used by the employers in managing and understanding the employer-employee relationship. This study draws the significance of term psychological contract, the aspects which assist in its formation and the outcomes which are associated with it. Fulfillment aspect of the contract is studied in association with the outcome citizenship behavior. The in-role and extra-role behaviors lead to harmony within the organization and co-workers; focus is on work with enhanced participation in other relevant matters. Analysis of dimensions within the variables outline the actions which are desirable and favourable for the both the parties. Employers can integrate the favourable behaviors in encouraging and engaging the employees within the corporate.

This study possesses certain limitations, firstly the selection of limited variables. Other predictor and outcome variables, mediators and moderators can be incorporated in

effectively understanding the association and influence. This research is restricted to a particular sector; research on other sectors can be performed.

Some unique characteristics of this study are the incorporation of psychological contract in Indian perspective, and also the integration of same in faculties at college level. The study brings forth the theoretical foundations of the contract, and also discusses some of its ancestors and outcome. Future researchers can recognize various sources of further study from this thesis and can expand the psychological contract literature.

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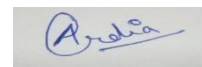
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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

The current globalized economy is leading to multiple alterations in the external and internal environment; this further leads to a diversified workforce and changes in the organizational structure; as an outcome, it becomes difficult for organizations to attain cordial relationships among employers and employees. The corporate workforce is rapidly increasing towards various segments and feminization; with this, the desires and expectations of the employees are difficult to recognize and interpret. The smooth functioning of an organization depends upon the performance and behavior of the people working in it; people's behavior depends on the relationships they possess with the group or the organization. These relationships (formal or informal) are formed due to certain similarities, perceptions, obligations, beliefs, and so on towards one another, which mark their significance in the performance of organizational people. The present study focuses on these perceptions, obligations, and trust, which cause people's behavior and response towards others. Success is significant and contingent on performance in every organization, which is further relied on the climate. Employer and employee association develops this kind of climate. Employer and employee enter into an implied agreement of giving and taking. One party's action towards the other encourages the latter to match the behavior or actions. This consent is known as a psychological agreement.

Psychological agreements are perceptions based on promises made or expressed about an exchange agreement between companies and communities (Denise M Rousseau). The exchange agreement means that the action or behavior favors or against the other and encourages a similar response. The implied contract relies on retaliation notion, and strives to demonstrate employer and employee relationships with much ease. An implied contract describes the obligations of both the parties one another, the fulfilled commitments and expectations towards one another are considered psychological

contract fulfillment (PCF), and the unmet commitments are known as psychological contract breach (PCB).

This study considers employees' perspectives on fulfilled contracts and one of its outcomes in terms of organizational citizenship behavior (OCB). Researchers have taken dyed aspects to understand psychological contract (PC), psychological contract fulfillment (PCF), and psychological contract breach (PCB) and its outcomes. Along with this, the psychological contract includes two dimensions, transactional and relational contract.

Organizational citizenship behavior is considered an extra-role behavior exhibited by employees who don't receive any reward for these behaviors. Whether the expectations are fulfilled or breached, both impact the organizational citizenship behavior of employees, so this study aims to recognize the association and aftermath within the variables PCF and OCB to identify the extent to which they are correlated and affected. A better interpretation of OCB can be made by understanding the sub-parts of OCB. The present study involves sub-parts in effectively understanding the variables PCF and OCB. Except for these variables, the researchers have also included other variables in their research to understand PCF and OCB. Those other variables are either treated as mediators or moderators. Mediator variables help interpret the causal relationship between the significant variables, whereas moderator variables strengthen the relationship between the critical variables. Similar to other research, this study involves two moderators, contract type and age, to understand their direction by including these variables.

The term psychological contract and its associated studies have been performed in different countries than India. India and its related states still need to improve in understanding, adopting, and implementing this concept. Very little research has been performed in India with a similar idea, most of which discusses the breach of the contract

and its outcomes. This study deals with the fulfillment of the agreement from an Indian perspective. Excluding corporate offices or banks and hospitals, this study will be conducted in the private colleges of the six significant Universities of Chhattisgarh, a state of India. The teaching workforce responses will be gathered to estimate the results of this study. The primary objectives of this study are (a) to estimate the relationship and influence of the significant variables, PCF and OCB, and (b) to analyze the role of moderating variables in the significant variables. Further headings will describe the variables and purposes of this study in detail.

1.2 PSYCHOLOGICAL CONTRACT

1.2.1 Concepts & Definition

PC is an informal agreement that exists between an employer and an employee. Several dimensions are included in the contract, which is intuitive, based on single person's insight, ever-changing, and dependent on obligations, anticipations, and assurance. Argyris and Levinson (1960) introduced the concept of a 'psychological work contract' that emphasized the inferred association between the subordinate and the leader in place of the leadership style applied by many leaders. The work was further studied by Levinson and Schein (1965, 1970, 1980). According to the authors, the concept of PC was a relevant approach to administering the behaviors of an employee within the organization. In the findings of Schein, it was clear that the aspirations of the organization and employees are numerous and are changed regularly. Post this, the psychological contract was given little significance, and limited research was done on this particular topic. The term PC boomed with the research done by Rousseau (1989). Rousseau discussed PC as a belief or trust of an individual towards the other in terms of a reciprocal arrangement between the contract parties or the setup. PC has its origin in cooperative behavior and social exchange theory regulations. Before joining the organization, an individual possesses certain beliefs; these beliefs are formed with the impact of culture, previous background, and general institutional knowledge. PC explains

these beliefs and experiences of employees after joining the organization. The expectations of an employee from the employer or the organization are framed before joining the organization, mainly at the recruitment and selection time; after entering the organization, these presumptions are affected by other facets within the organization and lead to multiple end products.

Like other concepts, PC also comprises certain sub-parts that define psychological contracts more effectively. Relational psychological contract (RPC) and transactional psychological contract (TPC) are the two dimensions that assist in explaining PC. The transactional contract is considered the short-span assumption of employees from the employer; this is majorly considered materialistic or economical and possesses limited involvement of the parties to the contract or agreement. Whereas relational contract is broad and for a longer span, employer and employee have significant involvement, which is not restricted to materialistic or economic exchange; instead, this contract provides loyalty, commitment, and trust (Aggarwal & Bhargava, 2010). Like the coin, which has two sides, PC has two aspects; fulfillment and breach. When either party's expectations or obligations get fulfilled, it is known as psychological contract fulfillment (PCF). When these expectations remain unfulfilled, it is considered a psychological contract breach (PCB). Both these aspects, PCF and PCB, are linked with outcomes similar to PC; positive results are connected with the fulfillment aspect of the agreement, whereas the breach is linked with negative consequences, which are to be moved in a positive direction through appropriate steps. This study focuses on the realization aspect of the non-written agreement linked with citizenship behavior (OCB). The previous research has marked their significance in explaining these two concepts, PCF and OCB; in doing so, some authors have adopted specific other ideas; following the footsteps, this study incorporates contract type and age in understanding the direction of PCF and OCB. Every individual working to earn a living under a particular person or entity is considered an employee. The teaching workforce is considered employees for this research, and their

expectations, beliefs, and aspirations will be included in PC to the extent they are fulfilled.

1.2.2 Psychological Contract Fulfillment

The unwritten or implied agreement is recognized as a distinctive aspect of generalizing manpower behavior within an organization. The two aspects of this agreement or contract are violation and fulfillment. The contract, which majorly contributes to understanding the outcomes of employment association, is the breach aspect of the contract. The breach is a stage wherein the employees experience failure of obligations that have been promised. The breach's antonym is considered the fulfillment of the contract; this means that the employees experience over-fulfillment or fulfillment of the promised obligations (Conway et al., 2010). Many researchers have recognized that breach causes adverse effects on the outcomes, which can rarely be recovered by experiencing the fulfillment of the contract.

Within an organization, every individual has a particular set of expectations and promises from their employers or the organization. Promises and expectations may vary from person to person or for groups and teams. In organizations, individuals' perceptions of their fulfillment and the non-fulfillment of the contract get influenced by the perceptions of the group of people (Tekleab et al., 2019). When the employers meet the promises and expectations, then they experience the fulfillment of the said contract. Mostly when employees experience a breach of the contract or promises, they tend to balance the contract by limiting their contributions and participation, whereas in fulfillment, the met expectations trigger reciprocation, which enables employees to contribute and participate more. In coordination with a breach, agreement realization is linked with consequences; enriched conviction, enhanced occupational satisfaction, enhanced performance, organizational citizenship behavior, and many more (Rahman et al., 2017; Bi et al., 2019; Bravo et al., 2019). Experience of satisfaction encourages similar behaviors even though future promises are yet to be fulfilled.

The dimensions of the psychological contract, relational and transactional, are the ones which can highlight the contributions of both agreements. While studying the fulfillment aspect, these dimensions will be considered and integrated into generalizing the conclusions. Numerous studies on contract breach or fulfillment have been performed overseas than in India. This study will be the first to study psychological contract fulfillment in one of the states of India. The psychological contract is associated with several outcomes. It will strive to recognize the association with the same. Organizational citizenship behavior will be examined in this research as one of the significant-end products.

1.2.3 Antecedents of Psychological Contract Fulfillment

The ancestors of contract can be grouped into three sub-sections; individual and social aspect, within organization aspect, and last is the outside organization or other elements (Conway & Briner, 2009). Based on these three aspects, an individual's psychological contract is formed. The above categories are the mainsprings for fulfillment of psychological contract. An employee joining the organization enters into an employment contract, including the boundaries within an organization and employee performance. HR practices adopted by the organization or its members lead to increased expectations, which the employee perceives to be realized or recognized with time. Similarly to this, employees interact with their co-workers and immediate managers (line managers) regularly, and their behaviors and actions influence how the employees perceive their organization and their psychological contract fulfillment.

Several researchers have done their research and identified many causes for psychological contract fulfillment that are theoretical in nature, whereas HR practices have been empirically recognized as a cause in discussing the fulfillment of agreement (Guest & Conway, 2002; Katou & Budhwar, 2012). According to the study, HR practices, which include training and development, pay and benefits, career development, and other opportunities, are considered investments in employees by the organizations.

The line managers also transmit positive behavior, treating all the employees equally, involving them in activities, and providing encouragement to the employees who shape the pragmatic influence of the organization. Similar to the above two, co-workers share their work experiences, display interest in the employees' well-being, and possess a social impact on employees. This study will discuss all these aspects, HR practices, co-workers' support, and line managers, in explaining the antecedents of psychological contract fulfillment.

1.2.4 Outcomes of Psychological Contract Fulfillment

The notion of the contract is significant because of the outcomes associated with it and which affect the organization primarily. Some examples of the effects of psychological contracts are organizational commitment, organizational identification, organizational performance, turnover intentions, organizational citizenship behavior, and the like. These outcomes can be a boon or curse for the organization relying on the understanding of the realization or non-realization of the agreement. The meaning of contract realization and non-realization in this parlance indicates fulfillment and non fulfillment of the contract; non fulfillment is alternatively recognized as breach or violation which is linked with results unfavorable for the organization, whereas fulfillment turns out to be favorable as it is linked with positive results. Employees experiencing psychological contract fulfillment exhibit improved organizational performance reduced turnover intentions, enhanced organizational commitment, enhanced organizational citizenship behaviors, and the like. Opposite to these positive outcomes, employees experiencing psychological contract breach or violation indulge in adverse consequences, some of which are; the intention to quit is increased, the performance of employees is reduced, commitment is reduced, involvement in organizational activities is reduced and limited participation in organizational citizenship behavior.

This study will focus on some of these outcomes linked with psychological contract fulfillment. Previous researchers have studied intentions of leaving (Willem, De Vos &

Buelens, 2010), in-role, and extra-role behaviors (Coyle-Shapiro & Kessler, 2003; Shih & Chen, 2011; Turnley & Feldman, 1999), corporate loyalty (Herriot Manning & Kidd, 1997; Millward & Hopkins, 1998; Coyle-Shapiro & Kessler, 2000; Guest & Conway, 2000, 2002; Hornung & Glaser, 2010; Parzefall & Hakanen, 2010; Conway, Guest & Antoni & Syrek, 2012; Katou, 2013), work contends (Tomprou et al., 2012), as the outcomes of contract realization. The outcomes mentioned above are boons for the organizations.

1.3 Organizational Citizenship Behavior

The present study's second important variable is organizational citizenship behavior (OCB). Studies connecting PC and OCB in different permutations and scenarios exist in the literature review. Bateman and Organ were the first to create the term (1983). Katz's research (1964), which examines inventive and impulsive behavior beyond job constraints and differentiates between lower and higher performers, lies at the heart of OCB's history. The OCB approach of Blau (1964) is derived from the social exchange theory. According to Barnard (1938), successful organizations are systems where employees collaborate to achieve organizational goals. Barnard emphasized how important it is to strike the right balance between inducements and contributions. Successful organizations, as per Katz and Kahn (1966), must elicit three types of contributions from employees to be competent: (a) attract and retain people inside the system, (b) confirm that participants demonstrate reliable accomplishments, trying to meet and ideally outpacing specific modest quantitative and qualitative aspects, and (c) arouse imaginative and instinctive behavior, performance with the introduction of the idea of extra-role cooperative behavior. Katz expanded on Barnard's discoveries on cooperative acts. Katz stressed that to attain organizational goals, there must be inventive and impulsive behavior outside the position specifications.

It has been recognized by several authors that organizational citizenship behavior is an outcome of psychological contract fulfillment. OCB is expected to have a good influence

on a company. Many researchers have affirmed that OCB is beyond official framework, and are the behaviors which are expected from the employees within the organization. There are majorly five dimensions of organizational citizenship behavior, which many authors commonly adopt.

Altruism is a kind of OCB in which the employees show their willingness to help others complete the work on time and expect nothing in return.

Courtesy is a kind of behavior where the employees try to maintain an amicable relationship with them to maintain a peaceful or conflict-ridden environment. Timely sharing of information, providing resources, etc., are certain noticeable behaviors.

In sportsmanship, in this behavior, the people, though aggrieved by certain activities or environments, tend to remain silent and ignorant towards them to maintain positive relationships favorable towards the organization's success.

Conscientiousness, this kind of behavior, is identified as behaviors such as punctuality, maintaining cleanliness in the office, attending interaction sessions, etc. These kinds of behaviors are identified as behaviors that are beyond expectations.

Civic Virtue in this kind of OCB, the employees, tends to participate in activities of political importance. They possess the perception of being an integral part of the organization and have the right to participate in its affairs. Voting rights and speaking rights are some examples of this behavior.

The present study strives to draw attention to this relationship within the private college construct. It focuses on deriving the association, and aftermath between the predictor and outcome variable.

1.4 Moderators' Contract Type and Age

Employment implies an association between an employer and an employee regarding fulfilling the agreement with which the association is formed. As per this agreement, an employee agrees to provide certain services to the employer based on their knowledge

and capabilities. In return, the employer provides a certain agreed amount to the employees for their services. Regarding employment, an employer can be an independent person, an agent, or an organization that employs the other person for services. An employee is an individual who assists the employer in realizing their goals by providing services. Every organization has its staffing aspirations for which the employers or an organization hire employees. The work environment, productivity needs, and economic background influence hiring a suitable employee for the organization. These causes lead to selecting an employee from various kinds. There are several kinds of workers or employees: self-employed and those who are actual employees working under some organization or employer. Employees working under an employer are also categorized into full-time, part-time, temporary, and seasonal employees.

1.4.1 Permanent Employees

Permanent employees are the employees who are recognized as full-time workers or employees employed by employers. These employees are entitled to all the benefits not given to temporary employees. Permanent employees are not used for a specific time duration; instead, they share an association with the organization for a more extended period.

1.4.2 Temporary/Adhoc/Contractual Employees

Several names in the Indian sector recognize temporary employees, and these employees are named fleeting or Adhoc or contractual or contingent workers or employees. These employees' appointment is made for a specific time frame and some particular project or task. They are not entitled to benefits regarding payment, security, allowances, behaviors, and treatments offered to a full-time employee.

In an organization where diversity exists, people have varied reactions to different aspects of employment. Temporary and permanent employees also differ in their responses regarding psychological contract fulfillment and organizational citizenship

behavior. In this study, these two kinds of employees will be integrated as moderators to recognize their influence on the association amidst the variables of unwritten agreement realization and firm citizenship behavior.

1.5 Age/Generational Differences

The concept of "generation" is enigmatic, and researchers and professionals have made frequent progress in understanding it. A generational group has been considered a squad containing people who have had similar cultural and contemporary events. Such events bring people from the same generation together, causing them to share familiar beliefs and causing a substantial proportion of them to perceive the world predictably. Kopperschmidt (2000) gives a popular definition of a generation as "an observable community that shares age ranges, age region, and key life occurrences at the essential developmental stage." The generations or the categories of the age group which has been mainly recognized are; veterans, baby boomers, Generation X, Generation Y, and Millennial.

Sociological theories anticipate the ideological foundation for the concept of generation. According to Mannheim (1952), A generation is a collection of individuals "who embrace similar phenotypic traits, connection, and tradition, as well as a historical consciousness that tends to incorporate." The term "generation" has two significant parts, according to Mannheim (1952). First, a shared orientation in ancient space, and then a unique awareness of such a chronological situation is developed by activities and concerns of that period. (Gilleard, 2004). Different squads remember multiple events, all of which occurred during their teen years. The interplay of personal and national history appears to have had generational consequences (Schuman & Scott, 1989). The majority of non-western studies have used different generational groups defined in the western literature, and they were primarily repetitions of previous research.

1.5.1 Different Generations

Employees in this research have been categorized into five generational groups:

Generation I: born before 1955

Generation II: born amidst 1964 - 1955

Generation III: People born amidst 1965 - 1980

Generation IV: People born amidst 1981 - 1996

Generation V: People born amidst 1997 - 2012

As per their birth years, the generational names by which they are recognized are:

Generation I: Baby Boomers

Generation II: Baby Boomers II

Generation III: Generation X

Generation IV: Millennial

Generation V: Gen Z

Although there has been no apparent connection to the United States population shifts, India has adopted generational identities and timescales of the United States regarding gen x and gen y. This suggests that in India, Gen Y refers to those people born between the years 1980 and 1999. Those born between 1966 and 1979 are recognized as Gen X. Members of the previous folk who may have historically participated on the advisory committee are on their way out. The baby boomers are the generation after that. They are the growing elderly group, set to retire in a few years. Hence, Gen X and Gen Y generations have climbed to the forefront of the prime-age workforce. The remaining traces of traditional office standards and ideals are also hustled out, drawing the professional revolution to a close. Employees' employment expectations refer to the circumstances they anticipate at the workplace to carry out the tasks in mind successfully. When these aspirations are realized, employees will be encouraged to execute at their

greatest rank. The professional ethics, ideals, and perspectives of successive generations vary greatly, encompassing many job demands.

Every generational group has its traits and features that separate them from the other, while there are chances that they share some similarities. While baby boomers are satisfied with what they receive from the organization, Millennials strive for increased salaries and a fluid work atmosphere (Jennings, 2000). The varied expectations of people from the above generational groups affect their perception of many things, be it salary, work atmosphere, loyalty, mobility, and the like. This study integrates this variable as a moderator to recognize the influence of the generational group members' perspectives on the correlation within met expectations and citizenship behaviour.

1.6 Lack of psychological contract fulfillment research in the Indian context

The majority of existing psychological contract studies has been conducted in countries that are outside Indian borders, highlighting the limited research in non-Western areas (Katou & Budhwar, 2012). The relevance of this research on India is critical because of being a large economy (Budhwar & Varma, 2010). India is characterized by "distinct cultures, laws, economies and other political and social aspects," according to Budhwar (2012) (p. 2516). In addition, an assessment of psychological contract studies in India indicated that no study has looked at psychological contract fulfillment in this setting. Identifying this gap turns out to be a cause of this study. In this research, psychological contract fulfillment and one of its outcomes will be discussed to recognize whether this contract possesses an association and influence on the citizenship behaviors of the people in India. To integrate the concept into the Indian context, a state in the central region of India was selected, and then the study was performed. The framework applied in this study is similar to previous foreign research.

1.7 Aim, objectives, and research questions

This research aims to identify the association and aftermath of the met expectations with the citizenship behaviour within Indian context. The four primary objectives of this research are:

1. To study the relationship between psychological contract fulfillment and organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh.
2. To study the impact of psychological contract fulfillment on organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh.
3. To study the moderating effect of age on the relationship between psychological contract fulfillment and organizational citizenship behavior.
4. To study the moderating effect of contract type in the relationship between psychological contract fulfillment and organizational citizenship behavior.

The research questions which are associated with these objectives are;

- What is the relationship between psychological contract fulfillment and organizational citizenship behavior?
- What is the relationship between transactional contract fulfillment and organizational citizenship behavior?
- What is the relationship between relational contract fulfillment and organizational citizenship behavior?
- Does psychological contract fulfillment impact organizational citizenship behavior?
- Does transactional contract fulfillment impact the dimensions of organizational citizenship behavior; sportsmanship, conscientiousness, altruism, courtesy, conscientiousness, and civic virtue?

- Does relational contract fulfillment impact the dimensions of organizational citizenship behavior; sportsmanship, conscientiousness, altruism, courtesy, conscientiousness, and civic virtue?
- How contract type strengthens the relationship between psychological contract fulfillment and organizational citizenship behavior?
- How does age strengthen the relationship between psychological contract fulfillment and organizational citizenship behavior?

As per the objectives, the pictorial representation of the primary variables of this study is shown in fig 1.7.1 below:

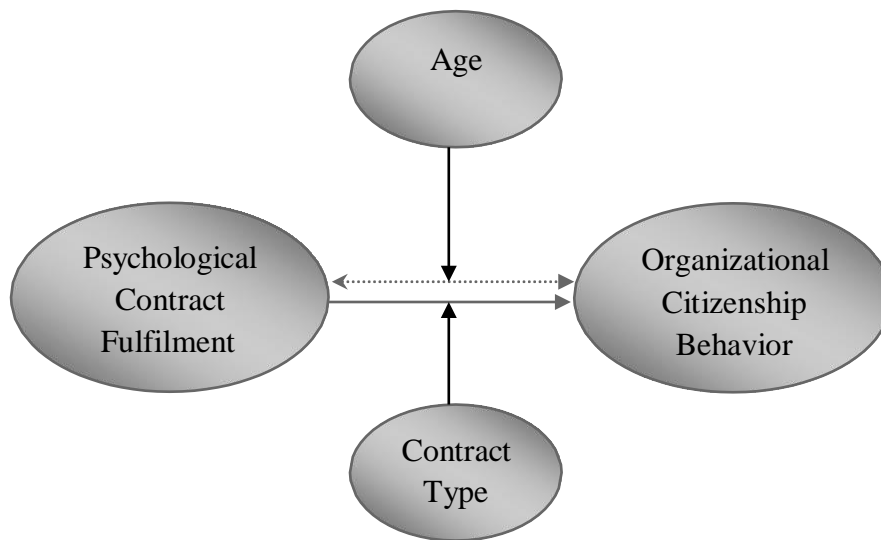


Figure 1.7.1 Major Variables of the Study

1.8 Research Methodology

A quantitative research approach has been selected to fulfill the objectives of this study. An existing structured questionnaire was distributed to collect responses from the employees. The survey questionnaire was distributed to 900 teaching staff of the six mentioned universities' private colleges. Six hundred four responses were collected, out

of the 566 responses were further analyzed, and interpretations were drawn. This study examined the data using SPSS and AMOS structural equation modeling techniques.

1.9 Significance of the study

The relevance of the thesis can be recognized as follows; firstly, the survey focuses on India's Middle Western region (state). Secondly, the analysis is performed in the region's private colleges of universities and their employees, making it the rarest research area in the Indian sector. Thirdly, this research adds more insights in the literature of contract fulfillment and citizenship behaviour within Indian zones; this link is similar to many researchers outside Indian regions. Lastly, this study marks its uniqueness by including contract type and age (generational differences) as moderators amidst the association of primary variables.

In context to results, this thesis signifies the relevance of psychological contract fulfillment in shaping employees' citizenship behaviors. The thesis highlights the aspects of psychological contract fulfillment that majorly influence the facets of organizational citizenship behavior and through which the behaviors can be encouraged. This study leads to the conclusion it encourages employers of private colleges to enhance employee behaviors towards the organization. The moderators also showcase their influence on the primary variables, which effectively generalize the relationship between the sole significant variables.

1.10 Organization of this study:

Chapter 1 explains the thesis's relevant aspects. This chapter starts with the summary of research context, moving on with the description of the study's primary research interests, purposes, research questions, and conclusions. In the epilogue, an outline of the thesis' architecture is addressed.

Chapter 2 brings forth a discussion of contemporary research that involves both Meta - analytical findings. This chapter laid the theoretical foundations for the rest of the study. This chapter concentrates on an overview of the significant variables and moderators,

including their terminology, chronology, and different frameworks; psychological contract, organizational citizenship behavior, age, and contract type. Finally, after discussing the Indian psychological contract literature, this chapter considers the study's applicability in the Indian context. It also explores the origins and results of unwritten contract fulfillment simultaneously. The academic and non-theoretical explanations for the parameters investigated in this thesis are stated in this chapter.

Chapter 3 bestows an outline of the research techniques applied in this research. It also supports the choice of study technique in light of the authenticity, consistency, comparability, and conditions that are conducive requirements. In contrast, the chapter contains the conceptualization of all the elements to be investigated and performs a detailed discussion of the powerful administration tool, the questionnaire. This chapter also highlights the population, sample size, and structure of the same. It presents the theoretical introduction of the techniques applied to examine the results of this study. Finally, this chapter addresses moral considerations, including knowledgeable participation, confidentiality, and secrecy.

Chapter 4 this section presents a detailed examination of the research purposes and associated hypotheses. The chapter begins with substantiating and correcting the quality of the data collected. Post this, it explains the questionnaire's validity and reliability and the individual constructs by performing confirmatory factor analysis. Furthermore, this chapter brings forth the study of particular objectives and the hypothesis associated with those specific objectives. Apart from this, the section discusses the interpretations post each analysis.

Chapter 5, the study's last portion, reports on the findings and inferences taken from the reference of the current psychological contract fulfillment and organizational citizenship behavior literature. It reveals the importance of these discoveries for organizations and professionals, and it also shows the shortcomings in regards to the thesis. At last, future research directions are highlighted for further research.

CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

The review of literature chapter brings forth the task performed by several authors, initiating from its origin to the recent actions taken. This chapter will highlight the historical roots, theoretical background, genres, the extraction and repercussion of the psychological contract, organizational citizenship behavior, age or generation, and employment type.

2.2 Early History of PC

The introduction of 'Psychological Contract' can be traced from the year 1960; the awareness of this term was brought by researchers Argyris and Levinson. Previous researchers in their study consider leadership style for understanding the subordinate and leader relationship, the concept of 'Psychological Work Contract' highlights the inferred association between a subordinate and a leader. Argyris has drawn psychological contracts from this leadership style which the supervisors in history majorly applied.

The above concept has its evolution from Barnard's equilibrium theory in 1938. This theory focuses on the balance or equality that sustains amidst the agreement or contract parties. According to the theory, a reciprocal relationship exists amidst the parties; wherein employees choose to perform organizational tasks as per the norms, in return for incitements, bonuses and rewards. This made clear that employees' contributions depend on the incitements that the organization provides in return for their work. Barnard discusses the enormity of the equilibrium maintained within gifts and incitements. This signifies the eminence of employee contribution towards the organization and the provocations towards the former.

The organization's incitements include all the required physical stimulations, enlargement participation opportunities, and any other possibilities, attractions, or benefits that favour the employees. This model emphasizes the exchange behavior, which impacts employees' decision to indulge with the organization.

In 1964, Blau tried to explain social interaction by defining the social exchange theory. Blau believed that this social interaction possesses a tremendous significance for the people; he continuously strived to understand the prominence and manifestations of this interaction which shapes the base for pooled results, an example of which can be the allocation of potentiality within the society. Blau suggested that social interactions differ from economic interactions in terms of impact; he believed that social interactions have a long-term impact than others. He also believed that social interactions lack fairness concerning the exchange between the parties. The lack of justice in social interactions forces people to compound their efforts to reciprocate similar behavior and perform based on the benefits received. Blau has explained the concept of Peter as; an altruist people encourage social interactions by returning in the manner of gifts received, but the core reason for doing so is to receive rewards by performing well with one another (Blau, 1964).

The interrelation process begins when one party supplies something that holds value for another party. The valuable offering is expected to favour action or some other tangible offering, or a non-tangible offering includes appreciation, support, respect, and the like. This valuable supply often relies on the person's position and status; it might be possible that a preference from a manager and the above hierarchy can lead to a different reaction than an appreciation received from the lower-level employees. The exchange relationship does not regulate the exchange parties; they tend to reciprocate similar behavior as an outcome of obligation. When a commending deal is witnessed, the other parties' reciprocation increases, influencing their relationship by converting them into more valuable and understanding.

The interaction state that helps form a mutual relationship affects future exchanges and associations, and the bond is expected to sustain beyond the boundaries of business with continuous reciprocation between the parties. An organization's exchange relationship is different as the parties are majorly involved in the transactional or economic arrangement. The formal agreement amidst the parties states that employees' will be responsible for working under the norms of the organization and performing all the duties assigned by the same; in return for their work, employees receive salaries, rewards, and other benefits. Following this trend, either the party supplies more than the formal agreement, and to restore the balance, the receiving party performs the task in favour of the supplier. In the organization, when the employee witnesses receiving more incitements than promised so, to maintain the balance, the employee reciprocates in actions that are favourable for the organization. This phenomenon develops a social interaction between the parties. The members of the interrelation feel indebted toward one another and reciprocate in such a manner. This generalizes that economic and social interrelation influences the association between an employer or organization and an employee. The members perform activities beyond the accepted employment contract with much support and ease.

The psychological contract is a term which is originated from the social interrelation concepts. As per the research done by several authors, this research focuses on expanding the idea. The psychological contract is considered the communal expectations that are not implicit to the parties involved; instead, they are obliquely governed by the same (Levinson, 1962). Levinson has also contributed by highlighting the kinds of employee aspirations, which are dormant or unconscious expectations and conscious or responsive expectations. Schein (1965, 1970, and 1980) has applied the concept of the psychological contract in understanding the behavior of employees within an organization. As per Schein, an employer or organization and the employees possess numerous aspirations from one another, which are not rigid; instead, it continuously changes with time and demands ongoing observation. Schein has drawn attention to the fundamental behavior of

psychological contracts and enlarged the incitement-benefaction model. He has also linked the organization's roles and psychological contract in explaining the employer-employee conjectures.

Schein highlighted previous experiences, norms, socializing needs, and other needs and wants of an employee to be the initial causes for the development of a psychological contract; however, these are not just the only reason for the action of the psychological contract. Several other facets exist that lead to developing a 'work psychological contract' (Schein, 1980). In 1973, Kotter explained the conjectures of employer and employee; he also analyzed the inconsistency between employee and employer expectations. Kotter explained the term 'mismatched'; an employee receiving more than promised is a mismatch scenario, and to maintain the match, the employee performs tasks.

Portwood and Miller (1976) presented a specimen of the psychological contract. They discussed the facets that affect employees' aspirations within an organization: work attitudes, knowledge of the job, work environment, experiences, and individuals' inner needs. Correspondingly, managerial procedures, practices, and performances influence an organization's aspirations. This was also identified that changes in employee performance, work satisfaction, and commitment could be witnessed when employees' aspirations match the exact job functionality.

The unwritten contract is the parties' presupposition concerning the norms of a mutual relationship arrangement (Rousseau, 1989). Limited recognition was given to the psychological contract post the early task performed. Rousseau introduced this concept again and initiated the scope for several other types of research.

2.2.1 Concepts and definition

Several researchers have defined “psychological contract”, few definitions are;

"The perception of the reciprocal promises and obligations inherent in the job relationship by sides, organization, and individual." (Guest & Conway, 2002).

"The mutual expectations held by employees and their employers regarding the terms and conditions of the exchange relationship" (Kotter, 1973; Rousseau and Tijoriwala, 1998).

"Expectations held by the individual employee specify what the individual and the organization expect to give and receive from one another in their working relationship" (Armstrong and Murlis, 1998).

"The perceptions of both parties in the employment relationship and the obligations implied are considered" (Herriot and Pemberton, 1997).

"The perception of the obligations entailed in the job relationship by both parties, organization, and individual. When these perceptions are formed, they undergo psychological contracting." (Herriot and Pemberton, 1995).

"Individual beliefs, shaped by the organization, regarding terms of an exchange agreement between individuals and their organization" (Rousseau, 1995).

"The bundle of unexpressed expectations exists at the interfaces between humans" (Spinder, 1994).

"A promise was made, and consideration was offered in exchange, binding the parties to reciprocal obligations. An individual's perception of the terms and conditions of a reciprocal exchange arrangement between the focused person and another party." (Rousseau, 1989).

The above definitions help us understand the concept and describe the following features from the above descriptions;

- The first feature is the belief of both parties.
- The second feature states the suppositions of both.

The psychological contract is dynamic and ever-changing.

- Related to the second feature, it can be interpreted that employees' aspirations are implicit or not expressed out loud.
- The contract is mutual.
- It can be implicit and explicit, but the implicit contract is valued.
- This contract succeeds in developing an association among the parties to the contract.
- This contract is more perceptual.
- This contract has been derived by applying the concepts of several disciplines; hence it is a multidisciplinary concept.
- Psychological contract is relatively flexible and ever-changing.

Based on the above concept, the psychological contract is the perceptual, implicit, and mutual association between the organization or employer and the employee or, in general, between the parties. This contract is a belief of responsibilities and aspirations between the parties.

In the present study, a psychological contract is an unspoken arrangement between an employer and an employee. It is the reciprocal interrelation of assurances between the parties throughout the hiring process and the trade of conjectures and responsibilities between an employer and employee. Shared beliefs of society, workgroups, job information, and organization affect the aspirations and obligations of the parties; with the role of knowledge and time, the parties contract to revive their responsibilities and conjectures. The flexibility of the contract demands its continuous renegotiation. Employees expect their employers to offer them opportunities for advancement, awards, recognition, a positive work environment, work-life balance, remuneration, the ability to resign, respect, dignity, and job content. Employers also require employees to meet the

following criteria: performance, compliance, adherence to rules, flexibility, and adaptability.

The work on the psychological contract is followed by definitions and extended to the various types and typologies. The dimensions and typologies of PC are explained in the following paragraphs.

2.2.3 Dimensions of Psychological Contract

2.2.3.1 Tsui, Pearce, Porter, and Tripoli (1997)'s Categorization of Psychological Contract

Tsui used an identical categorization of psychological contracts. Tsui developed this categorization relying on the investment level of both the parties (employer and employee) after assessing HR activities. In contrast to earlier categories, this category is unrelated to employer and employee perceptions. Tsui and colleagues recognized four dimensions of exchange relationships:

- employer over-obligation PC
- an employer under obligations PC
- mutual high-obligation PC
- quasi spot PC

The first two PC categories are identical to Shore and Barksdale's symmetrical forms of PC, which consist of joint high and low responsibilities by the employer and employee. The shared high-obligation of PC leads to maximum investments by both the employer and the employee. The transactional psychological contract is the third type of contract. This contract is a short-term agreement between parties with limited involvement, specific tasks, and a desire for economic reciprocation. There are no future promises or expectations from either party in this contract. This PC is defined as a shortage of promised execution by the company and the employee. Employer over-obligation is the third sort of transaction. PC was also labeled an employer's excessive commitment due to

the employee's minimal expectations or inadequate fulfillment vs. the employer's numerous promises or vital satisfaction.

Last but not least, there is the obligation of the employer. PC (employer underinvestment) refers to a situation in which the employer has fewer commitments, and the employee is expected to fulfill all the obligations. The employee's investment in the work connection is more robust than the employer's in this PC.

2.2.3.2 Shore and Barksdale (1998) 's Categorization of Unwritten agreement

The classification of the unwritten agreement proposed by Shore and Barksdale (1998) depends on both parties' responsibilities and commitments. The researchers have classified psychological contracts into two aspects; balanced and unbalanced psychological contracts. The balance of extent and the degree of commitment define this classification.

The composition of four categories of psychological contracts has emerged from an employee's perspective of privileges and liabilities. This classification is based on the parties' employee and employer expectations. A lower level of employee responsibilities in comparison to high indicates limited duties for the employers, and a similarly lower level of employer obligations indicates little fulfillment of employees' obligations. Mutual high obligations, everyday mutual obligations, employee under-obligation, and employee over-obligation are the four configurations defined along with the determinants of perceived responsibilities and availability of harmony in the interaction. The psychological contract is matched when there are simultaneous rises or falls in obligations. Employee under-obligation describes a situation whereby the company's liabilities surpass the employee's; conversely, employee over-obligation describes a condition in which the employee's obligations outnumber the employer's.

This classification of psychological contract is not considered a construct but rather treated as an agreement that both parties perceive. Generally, a balance association sustains the parties in perceived low expectations. Wherein the employees perceive that

with little effort, an employment relationship can be established with the employers, and a narrow will be expected from the employers. Amongst the same, the other aspect is the over responsibilities of employers', wherein the employees' are in the notion of receiving more than promised from their employers. To restore the balance, the employees reciprocate by fulfilling more expectations towards the employers. The unmatched categories of agreements recognized by Shore and Barksdale are majorly temporary.

The last category of unmatched association of agreement is the one that is recognized as the employees' under-obligation. Under-obligation is a category in which employees perceive that employers have not met the required expectations, whereas employees have fulfilled all the responsibilities towards the employer; this again establishes a situation in equilibrium and directs efforts to equalize the same.

2.2.3.3 Rousseau's (2000) Four Types of Psychological Contract

Rousseau has recognized four categories of psychological contracts. The first category is the relational psychological contract; this contract has a long-term role between the parties, dependent on pooled trust, loyalty, and stability. A relational psychological contract is a contract in which both parties associate to work for the well-being of one another, which has a behavior impact over a more extended period. In the relational contract, the employee stays longer in the organization to experience long-term association with the organization concerning the employment contract. In response, organizations feel responsible for reverting the gesture by committing certain activities or tasks favourable for the former in the long run.

The next category of the contract is expected to be balanced contract. As the name suggests, a balance indicates that both parties possess equal contributions toward each other. In this type of contract, employer and employee both equally contribute towards the development and learning of each other. With the frequent alterations in the market, the employees are expected to perform in a manner that can provide competitive advantages. Based on this performance, employees are rewarded. Similarly, employers or

organizations are expected to train their employees in ways by which they can work in the ever-changing market and provide competitive benefits. In doing so, the employers develop an environment for the employees where they can learn advanced skills helpful in meeting goals and remain competitive; on the other hand, employees strive to learn the skills, perform effectively and contribute to organizational success.

The third type of contract is the transactional psychological contract. A transactional contract is a short-term agreement between parties that have restricted participation, specific responsibilities, and an interest in economic reciprocation. This contract contains no future commitments or expectations from either party. Employers' grant-specific duties to the employees show limited involvement, and there are no promises of other future obligations. Similarly, the employees also perform only the tasks assigned to them, based on which they are paid, and remain in the organization for a limited duration.

The transitional contract is the last category of contract; According to Rousseau, a transitional agreement is not a PC in and of itself but more a conceptual condition that represents the implications of organizational change and transitions at odds with an existing employment arrangement. This contract is generally uncertain and contains a lack of trust. The employees perceive conflicting signals from the employers, resulting in receiving mistrust. Employees are not aware of their responsibilities towards the organization as relevant information is not shared with the employees, and they consider themselves being recognized entirely. As employers do not meet employees' expectations, they fail to reciprocate more to the employers and the organization, which affects the quality of work life.

2.3 Theoretical Foundations of the Psychological Contract

The unwritten implied agreement and associated notions have been addressed using many theoretical paradigms. According to Conway and Briner (2009), the agreement describes some elements that coordinate with other aspects, viz, socialization concepts, social interactions, and corporate guidance. This section digs deep into some common

conceptual frameworks and explores and demonstrates the argument for including or excluding theoretical approaches that may be more relevant to this thesis.

2.3.1 Social Exchange Theory

Although the interaction concept intends to interpret the facets of social interactions, this derives from understanding the employee-corporate interface's function. (Cropanzano and Mitchell, 2005) postulated that when an employer demonstrates compassion for its people, it builds social exchange ties; these generally lead to better performance for the corporation. In other words, pragmatic interactions develop employee attitudes and beliefs.

The two features shared by interaction theorem and arrangement theory are interchange and collaboration. Norms of retaliation (Gouldner, 1960) is a crucial element in describing the complexities of the contract. Examiners demonstrated retaliation as a significant segment in understanding the interaction between the estimation of agreement and outcomes (Uen et al., 2009; Robinson & Morrison, 1995; Conway & Briner, 2002). Evidence indicates the level of reciprocity, assessed through the perception of the quality interaction by personnel (Gould-Williams, 2007).

2.3.2 Socialization Theory

The configuration of implied agreement as an effective procedure happens during organizational socialization. The interactional span is recognized as a significant juncture of initiating psychological contracts among employees (e.g., Rousseau, 1995; Anderson & Thomas, 1998; De Vos & Freese, 2011). According to the socialization survey, sense-making is critical in modifying the beginner to the establishment, particularly within the first quarter after entering (Saks & Ashforth, 1997; Morrison, 1993). The idea is frequently applied in investigating newbies' unwritten contracts during the interaction and procurement phases of enculturation (DeVos et al., 2003). As a result, the socializing theory is better suited to understanding the mechanism of psychological contract formation rather than its evaluation.

2.3.3 Social Information Processing Theory

According to social information processing theory (Salancik & Pfeffer, 1978), employees' opinions of what they contribute to the organization and what they are entitled to in exchange are molded by inputs they obtain from other entities within the organization (e.g., coworkers). The following are the creeds of this concept: a) The social context gains validity as to why someone else has judged the workplace culture favorably or adversely; and b) the social context gains validity to which parts of the workplace environment should be viewed as relevant or heavily skewed (Pfeffer, 1981). Coworkers, for example, could supply information regarding the company's governing flair and employee consideration. Rousseau (2004) highlighted the notion of numerous agreement developers and how many sources of information might influence an employee's understanding of an agreement.

2.3.4 Control Theory

Control theory assist in determining employees' responses to agreement (Bernhard-Oettel, Rigotti, Clinton & de Jong, 2013). Speculations prescribe; employees develop negative behavioral patterns on noticing deviation between promises and realization of promises. As per individual perspectives, these deviations cause in-equilibrium in mutual interactions between the parties. Employees should try to lessen such lines with contract measures that prioritize disparities or exchange imbalances, violation and infringement, and the outcomes that result from these events. As a result, control theory is not conducive to psychological contract fulfillment.

2.3.5 Cognitive Dissonance Theory

According to the cynical retaliation notion, whenever the personnel encounter agreement violation, they consider these unrealized promises as misdeeds in terms of the manager. When the manager pledges an employee, the potential to demonstrate relevant work-related consequences is reduced or eliminated, and endures lower satisfaction. As a sort of revenge, employees diminish pessimistic actions and often exert cynical actions,

restoring parity and reducing coherent harmony. Cognitive dissonance theory is likely to have more tremendous implications on the unrealized of the agreement rather than its realization.

2.3.6 Perceived Organizational Support Theory

Employees build comprehensive ideas about how much the organization views their contributions and is concerned about their well-being. These judgments are based on the organization's willingness to reward higher job actions and meet cognitive demands (Vandenberghe, Sucharski & Rhoades, 2002). (Reichers, 1985), investigation employs a universal view of organizational assistance based on the organization's definition as a "monolithic, homogeneous identity." This aligns with the view of employees as manifestations of the organization, with behavioral traits such as benevolent or evil attitudes toward them. Employees may see increased performance in human resource procedures as expenditure by the company (Allen, Shore, & Griffeth, 2003).

2.3.7 Signalling theory

Spence's (1973, 1974) research on the employment market indicates the foundation of signaling theory, which is increasingly broadly utilized in OB/HRM. "As per this theory, companies lack in knowledge regarding some of the features and traits in respect to the future talents which manipulates performances of people, as well as has a mark on company's employment" Spence (2002). (p. 436). Researchers claimed that even in the scarcity of available knowledge about the company, job seekers might employ indications from the company to create judgments for the company's ambitions (Suazo, Martinez & Sandoval, 2011). (Suazo et al. 2009) suggested signaling theory as a highly effective prism for looking at how HPRM policies and practices can construct psychological contracts. For example, if an increased concentration of learning is offered to personnel, this might imply that the company wishes to engage in them, which positively influences their behavioral patterns.

2.3.8 Developing collaboration within the theoretical perspectives

The essential purpose is to recognize and collate some components of psychological contract amongst some of the abovementioned ideologies. Although the significant schools of thought in psychological contract science tend to be quite similar, these have predominantly. Although the contract leans on the abovementioned ideas, it also introduces something distinct to the interaction literature. Theoretical underpinnings for psychological contracts and perceived organizational support are presented by social exchange theory. As a result, there are two significant similarities between the two concepts: the persistence of social exchanges and responsiveness. Aselage and Eisenberger (2003) conceptually linked psychological contracts and perceived organizational support. It's worth mentioning that individuals analyze their employment connection based on their psychological contract and perceived organizational support.

The foremost notable difference originates from the perception of psychological contracts and perceived organizational values and opinions. Employees' impressions of the organization's commitment are reflected by perceived administrative support. In contrast, the psychological contract includes perceived shared duties and how these responsibilities are met in the employee-employer interaction process. Employee perceptions of organizational support emphasize the employer's aspect of the transaction. Nonetheless, the psychological contract incorporates both employee and employer opinions, implying that two or more people are involved. Regardless of the overt or covert commitments made by the organization, perceived organizational support conveys a person's sense of corporate conduct. On the other hand, the agreement lays emphasis on the variation of disparity between fulfilled promises rather than the actual treatment offered.

Organizational support theory assists in the impact of manpower practices on the implied contract. It is also beneficial for figuring out how bosses and coworkers affect employees' impressions of the contract. Due to the ongoing engagement with coworkers on employment issues, social information processing theory also supports the concept that coworkers have a crucial role in shaping employees' psychological contracts. Earlier

researchers have concentrated on single conceptual background: social interaction (Aselage & Eisenberger, 2003 for exceptions).

2.4 Formation of psychological contract

The agreement is based on lone corporeal views of the personnel-organization connection (Rousseau, 2001). Limited studies exist on the time frame within which the contract evolves through time and under what circumstances it can be more receptive to modification. Pre-employment experiences, hiring methods, primary socialization, and subsequent observations are all elements of the psychological contract development that influence the employees' perception of the psychological contract. Even before work commences, employees may just have preconceived notions about their work, occupations, and organizations. Employees and employers make pledges to each other during the hiring process. For example, advancement chances presented by a recruiter may impact employees' future psychological contracts, even though the recruiter will not make the advancement decision (Shore & Tetrick, 1994).

The socialization stage is critical in determining the psychological contract of employees. Once a person's perception has been formed, it is incredibly resistant to modification. Post-hire social conditioning involves the continued learning of new knowledge about the job-related and associated pledges. The stages of psychological contracting are not always uniform. The psychological contract may be altered if incoming expertise or experiences impact the psychological contract's appraisal.

Pre-employment	Recruitment	Early socialisation	Later experiences	Evaluation
<ul style="list-style-type: none"> •Professional norms •Societal beliefs 	<ul style="list-style-type: none"> •Active promise and exchange •Evaluation of signals by both firm and worker 	<ul style="list-style-type: none"> •Continuing promise exchange •Active information seeking by workers/ agents •Multiple sources of information from firm 	<ul style="list-style-type: none"> •Intermittent promise exchange •Less information seeking by workers/ agents •Firm reduces its socialisation efforts •Changes often incorporated into existing psychological contract 	<ul style="list-style-type: none"> •Discrepant information leads to evaluation •Incentives/ costs of change impact revision

Figure 2.4.1 Phases in the formation of psychological contract

According to socialization research, the interaction stage usually occurs within the initial half year; newbies evaluate overall predictions with job experience (De Vos et al., 2003). Employees are less apprehensive about their job as their ideas about them become more stable. Furthermore, as a result of newbies' perceptions of their experiences, that would be the moment wherein perceived pledges are more likely to shift. The employee's adaptability to the organization proceeds between six months and a year and this stage is known as acquisition.

2.5 Proposition of studying the psychological contract

Countless research has resulted in various appraisals of the psychological contract, resulting in a "remarkable abundance of talent from a measurable standpoint" (Rousseau, 2001). They looked at the metrics used in previous psychological contract research and divided them into feature, content, and evaluation-oriented. Content aligns for the contract's precise characteristics. Specific responsibilities based on commitments made by the employer and employees are included in the measure. The implied contract study supports the presence of transactional and relational aspects.

The separation between a transaction and a long term arrangement has nationalized the agreement's essence (Robinson & Rousseau, 1994). The limited-scope, extremely specific exchanges described in the transactional agreement take place over a defined period of time. These agreements are crucial to employee conduct and organizational actions that could show agreement or discord. Relational contracts are more comprehensive, more porous, accessible, and independently interpreted by the persons concerned. Relational contracts emphasize long-term commitment, devotion, and assistance. While the conceptual differences between transactional and relational agreements are evident, some difficulties arise because of item overlap (Coyle-Shapiro & Parzefall, 2008). Racks, encourage devotion, assistance, and protracted devotion. Rousseau (1990) classified training as a transactional and a relational component (Robinson, Kraatz & Rousseau, 1994). In one study, the movement was handled as a separate dimension (Coyle-Shapiro & Kessler, 2000) and transactional and relational commitments.

Feature-oriented metrics link one or more fundamental characteristics or aspects to the contract. Timeframe, concreteness, range, durability, agreement degree, and transaction sphericity are all common types or qualities. Sels, Janssens, and Van den Brande (2000) provided the following two categories (2004).

Employees' experiences of contract Fulfillment, non-fulfillment, or violation are assessed incorporating evaluation-oriented tools. According to this perspective, psychological contracts can be studied in two ways. On a scale of 'not at all to very well fulfilled,' the first model, also known as the global approach, officially asks respondents to reflect on how the company has accomplished its commitments as described in the psychological contract. The second method entails estimating stage of unwritten agreement in terms of contract realization, non-realization, or violation.

This investigation aims at psychological contract fulfillment rather than violation or breach aspects. Psychological agreement realization is an individual's belief that an organization has satisfied the employer's commitments, whereas contract violation is an

antonym of realization (Turnley & Feldman, 1999; Grimmer & Oddy, 2007). The breach is the difference between promises to the exact realization of promises. As per the three measures, this study will focus on the content element, including transactional and relational contents of the term psychological contract.

2.6 Dual Aspect of Psychological Contract

The early contributions by the researchers have recognized psychological contracts as one of the significant facets in describing the employment associations between an employer or organization and the employees. Rousseau has defined the psychological contract, which can be effectively understood by the aspects of the results it delivers. Similar to other contracts, this contract also possesses some outcomes. Psychological contract breach and psychological contract fulfillment are two aspects and effects derived from this contract. The breach is a phenomenon in which the expectations and obligations are not met entirely, or fewer expectations are met than promised.

On the contrary, fulfillment is when the parties' expectations are wholly fulfilled or on the verge of getting fulfilled. As these two are considered, the aspects and outcomes of the unwritten agreement possess specific effects. Breach is majorly associated with adverse outcomes, and fulfillment is associated with positive results.

2.6.1 Psychological Contract Breach

A PC breach occurs when employees realize they have received less than promised (Morrison and Robinson, 1997). Psychological contract violation is similar to, but not identical to, a Psychological contract breach. Psychological contract violation is the emotional or affective state that may (but is not usually) occur due to the impression of a PC breach (Morrison and Robinson, 1997). As a result, PC violation has been defined as the feelings of rage, unfairness, resentment, and distrust that develop when an organization fails to honor the PC (Raja, Johns, and Ntalianis, 2004). However, the employee's impression of the breach and fairness moderates the relationship (Robinson

and Morrison, 2000). The breach is thought to exacerbate feelings of violation (Raja, Johns, and Ntalianis, 2004).

Breach of promise is stated to be caused by two factors. The first is renegeing, which occurs when an organization's agent or agents intentionally break a commitment to an employee. The failure to deliver the promise could be due to the organization's incompetence or reluctance. When extenuating circumstances limit an organization's ability to fulfill a commitment, it is said to be unable to fulfill that promise. When the agent or agents made the contract intend to keep it, this is known as unwillingness (Morrison and Robinson, 1997). This shows that the agent intentionally failed to fulfill the commitment. Incongruence is the second condition that leads to PC violation. This arises when an employee's understanding of a commitment differs from that of the organization's agent or agents. Something can happen when the parties involved have opposing schemata (Morrison and Robinson, 1997). Non fulfillment will cause an emotional response influences factors such as the perceived cost of the unmet promise, the importance of the breach, a person's sense of equity, and the employee's uncertainty (Morrison and Robinson, 1997).

The non-fulfillment of psychological contracts does not limit breaches and violations. It extends to PC's excessive fulfillment. When expectations exceed, problems may emerge. Individuals may nonetheless see over-fulfillment of the PC as a breach or violation. Therefore, the effects of the PCB will differ depending on where it lies on the met expectations continuum: deficiency or lot. A computer breach often creates the perception of an imbalance in the social exchange relationship. While most researchers have identified a weak to a moderate link between PC breaches and employee attitudes and behaviors (Robinson, 1996; Tekleab, Takeuchi, and Taylor, 2005), other factors may impact employees' responses to PC breaches. Researchers and practitioners are interested in the impact of a breach or violation of the PC since the consequences influence both human behavior and organizational outcomes.

2.6.2 Psychological Contract Fulfillment

2.6.2.1 Rationale of Psychological Contract Fulfillment

Much of the previous scientific investigations on psychological contract (Morrison & Robinson, 1997) has centered on breach and violation. Because of the following reasons, incorporating psychological contract Fulfillment in this thesis is extremely important.

Employee satisfaction can be divided into perceived employer and employee fulfillment. The degree to which one party to the agreement believes the other party has met its responsibilities is psychological contract Fulfillment. First, academics increasingly propose completion as the primary criterion for evaluating contract accomplishment (Hui & Chen, 2011; Lee, Liu, Rousseau).

The second type, perceived employee Fulfillment, focuses on their perceptions of compliance with the employer's commitments. This thesis examines cognized employee contends rather than employer contentedness, using the terms cognize employer satisfaction and employee satisfaction. When it comes to describing employee outcomes, this has been an essential part of the psychological contract (Scheel et al., 2013; Robinson & Rousseau, 1994)

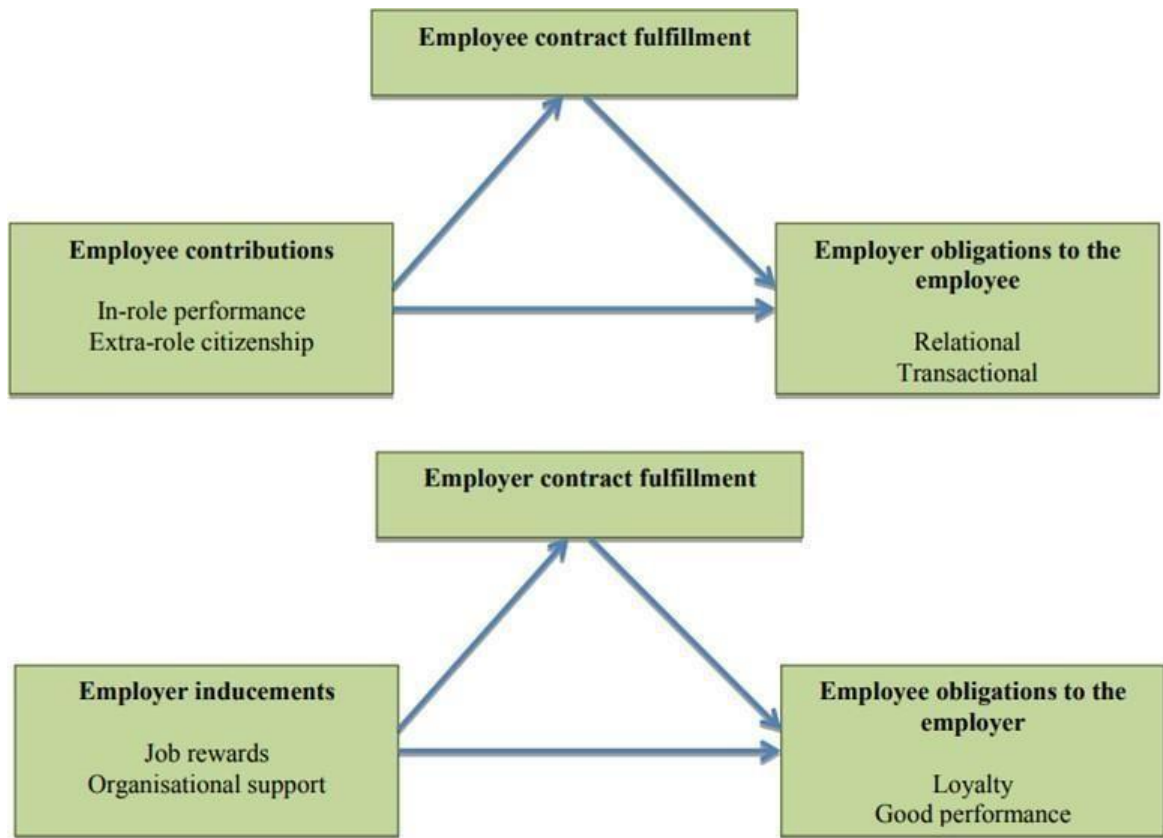


Figure 2.6.2.1 Forms of psychological contract fulfillment

Furthermore, as opposed to breach/violation concerns, responding to psychological contract Fulfillment queries may be viewed as providing more unbiased ratings. Employee reactions are skewed when there is a breach or violation because people react more intensely to noxious stimuli than decent ones. Whereas psychological contract fulfillment emphasizes good parts of the contract, such as commitments or responsibilities being honored, breach highlights the contract's adverse effects. As a result, fulfillment can be considered the more conservative measure.

2.7 Antecedents & Outcomes of psychological contract fulfillment

2.7.1 Antecedents of Psychological Contract Fulfillment

Employee opinions of expectations and liabilities are likely to be influenced by various factors (Conway & Briner, 2009). Generally, the ancestors of the contract, adopted from the author Conway and Briner (2009), include three aspects; individual and social aspects, within the organization and employment aspects, and the last is the other aspects that are not related to organizational influence.

The first aspect is the individual and social aspects; studies in this field are scattered (Bal& Kooij, 2011; Conway & Briner, 2009). The aspects involve the principles of employment, interrelations, and work values. It also possesses the comparisons of an individual with society and recognition of one's personality. The second aspect is the employment aspect or organizational aspect. The organization has a significant role in designing the employees' psychological contracts. The HR practices adopted by the organization for its employees form the basis of a psychological contract.

Similarly, other agents of organizations, viz, coworkers and managers, converse about the expectations an organization has from its employees and the benefits they receive (Conway & Briner, 2005, 2009). The last aspect is not related to the organization but can fall into tasks or non-task-related exposures. An employee having prior work experience develops certain expectations from the present or future employment; this work expectation can be influenced by family and friends' work experience. Non-task-related aspects are inclusive of motherhood, marriage, and other elements. Most women joining post-maternity leave have different expectations from the organizations; this alters the perceptions of psychological contracts (Millward 2006).

This study will integrate front line management leadership principles, coworker support, and manpower practices as ancestors of contract realization. Earlier, many studies have studied HR practices as the antecedents of psychological contract fulfillment (Katou & Budhwar, 2012), but very few studies exist which discuss coworkers' support and

frontline managers as antecedents of psychological contract fulfillment. Researchers are more focused on structural aspects than human aspects for shaping the psychological contract (Conway and Briner 2005). Human factors include the significant steps initiated by the people in the construction of the psychological contract. Individuals receiving support from their colleagues, the line managers, and the HR enactments are all human aspects discussed as ancestors in this study.



Figure 2.7.1 Antecedents of psychological contract

2.7.1.1 HR Practices and Psychological Contract Fulfillment

The ability-enhancing HRM bundle is a set of tools that improves the workforce's knowledge and skills. This package comprises techniques for recruiting, selection, and training. An organization can utilize recruitment and designation as a signal to assist an employee in developing a perception of unwritten implied agreement lined with security. Presenting both the positive and negative aspects of working, a realistic job preview will

help employees establish perceptions about the psychological contract. According to Scheel et al. (2013), organizational acts such as training can be promises made to its personnel. According to the findings, training improves individual assumptions of contract realization for the categories of employment.

The motivation-enhancing HRM bundle includes strategies that give employees suitable guidance and inducements. Clear career advancement paths, internal promotion prospects, performance reviews, remuneration, other benefits, and job stability are all included in this package. When employees believe "organizational career management aid is on the way, it triggers the notion of fulfilling the implied arrangement," according to Sturges et al. (2005). (p. 823). According to Conway and Briner (2005), organizations can use performance appraisals to create and clarify employee expectations. Other behaviors, such as salary and perks, are essential indicators for predicting agreement impressions (Lee et al., 2011). Furthermore, confident employee permanence leads to a satisfied implied contract.

Furthermore, strategies that increase employee autonomy and responsibility are included in the opportunity-enhancing HRM bundle. Employee engagement and feedback methods, like opinion surveys and work-life balance policies, are included in this bundle. "Enabling employees to participate in decision-making, sharing information, and treating them respectfully strengthens perceptions of shared organizational values and employee values, this increases recognition of employees within the business, and alters their perception of commitment and connectivity." Employees' positive impressions of the organization may translate into favorable perceptions of the psychological contract.

2.7.1.2 Line management leadership behavior and the contract fulfillment

The goal is to investigate the circumstances of frontline employees' implied contracts. Frontline employees are those who do not have supervisory responsibilities. As a result, the term supervisor will be limited to frontline managers in previous studies. Line managers are group supervisors placed at the bottom of the organizational hierarchy. A

line manager is one "to whom non-managerial employees report." The latter manages an association of active individuals daily and carries out HRM activities such as training and performance appraisal. The success of personnel activities demonstration is highlighted here, and frontline managers are the last one in hierarchy.

Leadership is an essential facet of frontline managers' manpower governance activities. Purcell and Hutchinson (2007) also stressed the relevance of the interaction between frontline managers and employees in affecting employees' impressions of accessible assistance from the firm. They suppose that leadership behavior assumption be considered as a sort of administrative support. FLM leadership practices may have an impact on how employees perceive their immediate supervisor's support and organizational commitment.

The below table explains the example of line managers' communication of commitments (Conway and Briner 2005);

Table 2.7.1.2 How line managers communicate the psychological contract

Line manager behaviour	Possible promise communicated
Line manager tells Jack that if he continues to perform well he will get ahead in the organisation.	<p>Explicit: That advancement is contingent on performance</p> <p>Implicit: The line manager has the authority to make promotions happen and should, in return, be respected by the employee as an influential agent.</p>

2.7.1.3 Coworker assistance and implied agreement realization

Modern corporate is featured with greater autonomy and responsibility provided to coworkers. Furthermore, firms are moving away from controlled leadership and focusing on unofficial connections and interdependent connections among coworkers (Aryee et al., 2013; Hershcovis & Barling, 2010;). As a result of these shifts, coworkers' influence on organizational support is becoming increasingly important, providing a fresh perspective to literature dominated by vertical interactions. Because of their dual responsibilities as individual employees and the potential effect on another employee's psychological

contract, coworkers are in a unique situation. Workgroup interactions, particularly coworker support, may influence employees' sense of psychological contract fulfillment.

The below table mentions the communication of coworkers (Conway and Briner, 2005);

Table 2.7.1.3 How coworkers communicate the psychological contract

Co-worker behaviour	Possible promise communicated
A colleague constructively criticises the work methods of his line manager and is subsequently publicly humiliated.	<p>Explicit: Employee dissent will be punished by the management.</p> <p>Implicit: The organisation does not support constructive feedback and hence is not supportive and should not receive employee loyalty.</p>

This case showed how coworkers' personal experiences might influence how employees perceive commitments and obligations. A coworker provides manifestations of the standard-based social interaction and interpretation of exchange relationships at work. Coworkers, in simpler terms, act as informal socialization facilitators (Tomprou & Nikalou, 2011). Coworkers are unsuccessful in realizing the promises developed by the company; coworkers affirm commitments, particularly where knowledge is lacking. They might influence coworkers' ideas of the implied agreement through means such as conversing, storytelling, and advising.

2.7.2 Psychological contract fulfillment and employee outcomes

The conceptual and experiential evidence links amidst contract realization and outcomes are examined in this section. The psychological contract's effects on employee attitudes and actions are a major factor in the psychological contract's popularity. (Rousseau, 1995; Guest, 1998; Coyle-Shapiro & Kessler, 2000). The psychological contract's main explanatory mechanisms are social exchange norms and perceived organizational support (Rousseau, 1995). When organizations treat their employees well, they are more willing to contribute to their contribution to organization's expands.

Most research on implied agreement employs the social interaction hypothesis to explain the links between contract realization and the denouement of employees (Turnley et al., 2003). According to this notion, employees have good attitudes and behaviors when they believe the firm fulfills their implied agreement. This approach is based on communal exchange theory's central premise, reciprocity norms.

The importance of psychological contracts in predicting employee outcomes might be explained differently using perceived organizational support theory. The amount to which the business is willing to invest in its personnel is determined by the promises and obligations given to them. Employees who believe their expectations have been met are thus more likely to contribute constructively to the company. The relationship between psychological contracts is thought to be based on social interaction and perceived organizational support.

The employee denouement studied in contract realization research disloyalty (Hornung & Glaser, 2010; Parzefall & Hakanen, 2010; Rousseau, 1990; Conway, Guest & Trenber; Guzzo, Noonan, & Elron, 1994; Herriot, Manning, & Kidd, 1997; Millward & Hopkins, 1998). Few studies have investigated the effects of implied agreement realization on absenteeism, necessitating enlarged empirical support. Based on the above reason, a construct for an inclusion case for desertion is created.

As a result, this dissertation discusses the following denouement: affective commitment and job satisfaction, intention to quit, and absenteeism.

Locke (1976) defines job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Frequently, an organization promises the elements of employment that are crucial wellspring of job satisfaction. This implies that personnel experiencing realization of the implied arrangement will be more satisfied with their jobs. Prior research has supported this argument strongly (Tomprou et al., 2012; Antoni & Syrek, 2012; Turnley & Feldman, 1999).

Psychological agreement Fulfillment has been connected to numerous types of withdrawal behavior both conceptually and practically, and it may be a predictor of affective commitment and job satisfaction. According to researchers, employees may adopt withdrawal behaviors. These behaviors are examples of absenteeism and the intention to quit (Sheridan, 1985). The psychological contract is a promise made by both the employee and the employer that the relationship will be symbiotic if everyone does their part. Employees with high experiences of contract realization are prone to staying in the partnership and are least interested in neglecting work and leaving the company. "A person's willingness of leaving the organization is an outcome of organization's failure in providing support, non realization of beliefs, lack of fairness," Krishnan and Singh write (in 2010). Employees with a negative relationship with their employer are less likely to engage in OCB.

On the other hand, the transactional breach had statistically lesser effect sizes on OCB than the relational breach. The association between global breach measures and OCB was stronger than the correlation between composite breach measures. OCB negatively affects the perceived breach (Zhao, Wayne, Glibkowski, and Bravo, 2007). PCV has nothing to do with less work or citizenship withdrawal. Qualitative data highlighted contextual issues such as labour market conditions, perceived work instability, sense of collegiality, and job pride in explaining these empirical outcomes (Pate, Martin, and McGoldrick, 2003). PC Fulfillment is unrelated to either dimension of OCB, but apprehended manager stimulations are related to civic virtue and loyalty. Professional memorandums of understanding infractions reportedly committed by employees are not associated with OCBs (Tekleab and Taylor, 2003). Work engagement, OC, OCBI, and OCBO were all significantly correlated with assessed enticement infringement. The observed violation is closely subsided by tradition (Chen, Tsui, and Zhong, 2008).

When employees believe that their employment relationship is based on an unfair social exchange, they will be motivated to reduce their extra-role behaviors (Organ, 1990, 1994;

Konovsky and Pugh, 1994; Van Dyne, Graham, and Dienesch, 1994). The employee will reduce OCB to restore balance (Organ, 1990; Organ, 1994).

According to Robinson's research (Robinson, 1996; Robinson and Morrison, 1995), employees who believe they have not received everything promised are less likely to engage in civic virtue practices. Similarly, Tumley and Feldman (1999) discovered that employee self-reports of their loyalty practices were inversely correlated with PC breaches. Furthermore, Tumley et al. (2003) found that the PC breach was negatively connected to OCB directed at the organization and work colleagues. As a result, PC breaches will occur; based on previous studies, Organizational citizenship behavior is inversely associated with performance. Tumley et al. (2003) also discovered that PC breach is negatively associated with individuals' willingness to engage in organizational citizenship practices that help their coworkers. As a result, a data leak will likely have a destructive impact on helping.

2.8 Psychological contract in India

The literature on Western economies, particularly the United States and the United Kingdom, dominates mainstream research on psychological contracts (Katou & Budhwar, 2012). The Asian countries are in a drought of research related to the implied agreement. Researchers are now concerned with carrying out studies with this notion. The focus of this study is to integrate and expand the limited aspect of the psychological contract in the Indian context. India is more acknowledged as an important component of the BRICS group of rising economies, prompting significant financial institutions such as the World Bank 2010 (Budhwar & Varma).

This research focuses on applying PCF and OCB in an Indian context because of its limited research, diverse cultures, and manpower. The thesis incorporates contract realization at the Indian state level to draw implications for applying the general concept in the Indian region.

2.9 Scholarly findings related to unwritten implied contract fulfillment

The implied agreement defines the assumptions of personnel regarding certain onus. The latter develops confidence in the organization to fulfill certain career opportunities or guidance obligations. The fulfillment enhances employees' engagement (Soares et al., 2019). Psychological contract Fulfillment enhances the response. The author concluded that the parties to an agreement build loyalty towards others by fulfilling the agreement or the contract implicit in their minds (Bi et al., 2019). The fulfillment of one's obligation by the organization improves the behavior of employees. However, team members' perceptions of the contract fulfillment enable the team or group to respond positively. Discrete fulfillment, but the team member's contract breach may restrict the employee from reciprocating similarly. So it becomes significant for the organization to behave similarly with teams as with individuals (Tekleab et al., 2019). (Santos et al., 2019) has stated certain obligations which the employee possesses from the organization. It explains the relationship between the values and the contract. The value of a person forms the perception of the obligation resulting, which forms the type of contract. The agreement between the parties enhances their relationships, this leads to enlarged interest of maintaining a communal bond through social media. This kind of relationship requires trust and commitment, which is a breach of the contract and affects not only the commitment but also the performance of employees (Cistulli et al., 2019). Some outcomes which are commonly identified by most of the authors are job satisfaction, turnover intentions, and affective commitment. Relational and transactional contracts enhance job satisfaction, leading toward effective commitment and lower turnover intentions (Bravo et al., 2019). The behaviors of people unrelated to formal outcomes are organizational citizenship behavior. The author has proved that contract Fulfillment, together with the support of its organizational members (POS), enhances employees' citizenship behaviors (Ahmad et al., 2018). (Bal et al., 2016) author included the COR theory (conservation of resources) in the psychological contract. It identified that the job demands and lower resources for fulfilling them put pressure on employees consecutively, negatively impacting the contract's fulfillment. Information to change is the major assumption of the contract. The organizational policies (fair treatment, proper

communication, etc.) and social atmosphere (proper interaction with colleagues) has been identified by the author as the obligations whose Fulfillments become the cause of easy acceptance to change, and its breach leads to resistance (Ruiter et al., 2016). (Ahmad et al., 2018) concluded the role of an ethical leader in the employees' organizational citizenship behavior and creative performance. The author analyzed that leaders who are benevolent towards their employees, being the term of psychological contract Fulfillment, enable them to enhance their OCB and creative performance. A relational contract is a long-term contract that has a larger impact on the performance of employees. It was witnessed that relational contract enhances employees' performance and work engagement. The team members' beliefs also help them discharge performance and work engagement (Rahman et al., 2017). The presence of organizational support aids in the other activities of employees. Employees feel free to participate in favourable activities for society, like eco-friendly activities or beneficial activities for the conservation of natural resources. Perceived organizational support is a belief in the contract (Paille et al., 2015). (Lub et al., 2015) author has classified generation into three terms and linked its effect with psychological contract fulfillment. However, all showed positive signs of affective commitment and lower turnover intention. Suppose at any time the employees experience a breach of contract. In that case, apart from turnover intentions and reduced performance, the organization also witnesses certain outcomes like reduced participation in innovative work practices, resistance towards any change, and increased job insecurity; these are essential for the organization's smooth operation. (Niesen et al., 2018). People with competencies show behaviors significant to organizational success if they find that their implicit contract has been fulfilled; adopting a proper performance management system and identifying employees' competencies is also a kind of belief (Ozcelik et al., 2018). (Sharma et al., 2017) Author concluded that fulfillment aspect of the contract transforms passive employee into an active one; this, in return, boosts employees' self-efficacy. Usually, an employee tries to fulfill the contract terms or the obligation for certain benefits and efforts in the organization. The kind of task performed by the employees during their career majorly assists them in attracting the kind of benefits they

deserve. (Low et al., 2016) categorized the career stages and, accordingly, the contributions and benefits associated with it. (Kim et al., 2018) stated that people with significant occupational desires behave well in the organization. These people believe that the organization has fulfilled its responsibilities towards them, and they reciprocate by showing commitment. Transactional and relational contracts both possess certain outcomes. When the organization appoints employees for a longer or shorter period, they perceive certain obligations and contributions that affect their commitment. Employees with this belief positively relate to relational contracts (Rousseau D., 1990). (Wu et al., 2015) has related the empowerment of employees with leadership. Leaders are often playing a crucial role in employee's life. The former sharing the decision-making rights with its employees signal the fulfillment of the contract and boosts the latter's knowledge. It has been commonly witnessed that employees' perception of the lower responsibility fulfillment will lead to reduced performance, but (Turnley et al., 2003) analyzed that completing the responsibility more than expected encourages the employees to exert increased performance balance in the exchange relationship. The formal relationship between the employee and the leader or employer has certain significance (Collins et al., 2010); they concluded that if both parties believe that their obligations have been fulfilled, the turnover intention becomes negative. As discussed by several authors, employees' perceptions relate to psychological contracts and the beliefs associated with them. (Fontinha et al., 2013) also identified training given to the IT workers as the belief of their responsibility of the contract, and treat it as fulfillment which affects and enhances their commitment. Employees' performance is affected by their belief that they are experiencing the fulfillment of their contracts. Relational contracts affect the exchange relationship between organizational support and employment in the long run, as the employees are not keen to monitor the responsibilities of the contract and expect it will be fulfilled (Conway et al., 2012). Often below, expectation outcomes are related to negative behavior, but according to (Montes et al., 2008), fulfilling the contract more than expected can also initiate negative feelings or behavior. This fulfillment of the contract creates an extra burden on the other party in exchange for balancing the contract.

If faith exists between parties to the exchange, then the negative behaviors can be converted into pragmatic ones. Most organizations identify talented people and strive to maintain them by making certain strategies. Talented people are proactive, achievement-oriented, and achievers; their belief in fulfillment is associated with their retention and development (Sonnenberg et al., 2013). (Shapiro et al., 2006) concluded that the people working on a contract basis also disclose their belief of psychological contract by exerting commitment. Their relationship with their immediate boss and fulfillment of their expectations enhance their positive commitment to the work. (Parzefall et al., 2010) explained with the job demand and resource model the impact of the job on the psychological health of the people. If the demand for the task is more than the aid for its completion, it leaves a significant mark on the employees' minds. Providing them with the aid of resources not only signifies the fulfillment of the contract rather reduces the psychological burden. It is usual that when one expects and does not get in return, the disclosed behavior is not favourable, similar to when employees expect their contract fulfillment. If not received, they involve themselves in activities that are unethical for the organization's working (Counterproductive work environment. However, these activities are not seen in people's behavior, exerting ethical stability (Jensen et al., 2010). When working in a group or team, it is essential to have coordination and trust for working. Respecting every member's goal and positive relationships among them form a part of the fulfillment of the contract and enhance the overall performance of the group or team (Schreuder et al., 2019). (Vantilborgh T., 2014) included the model of EVLN (exit, voice, loyalty, and neglect) as the impact of PCF. Fulfillment of obligations disclosed positive signs towards raising voice, being faith, and having less interest in leaving the organization. The psychological contract is not only significant for employees within the organization and country; even the employees working in other countries also possess certain expectations from the home country, which, when not fulfilled, generate negative outcomes (Chi et al., 2007). The exchange and reciprocal relations between the parties are because of certain believed obligations. When these obligations are fulfilled, reciprocation or response exists to balance the relationship (Shapiro et al., 2002). A

relational contract has a larger impact on the behavior of people. If the resources available are provided to them for the timely completion of tasks, and if they are allowed to participate in the activities of a business, then it will result in innovative behavior (Chang et al., 2013). Career guidance is not mentioned in terms of employment but remains in the employees' expectations. (Sturges et al., 2005) explains that employees' career activities within an organization signal the fulfillment of their part of the contract and create an obligation on the other party. It enhances loyalty among the employees. Mutual trust implies the trust of both parties towards each other, and the action of one party obligates the other with a similar response, which forms part of a psychological contract (Cheung et al., 2016). (Gardner et al., 2015) concludes that relational contract contributes to the development of self-esteem within the employees. This behavior helps them in forming a relationship with the organization. Fairness in evaluating performance is also a belief of employees from their employers. Fulfillment of this belief enhances thy relationship and affects the outcome(Harrington et al., 2015). As the outcomes of psychological contract Fulfillment are positive compared to the breach, the outcomes resulting from the breach of the contract can also be converted into positive ones with the help of positive actions(Conway et al., 2011). When an employee joins the organization, he/she possesses certain fears, uncertainties, and confusion. The organization chooses a few methods to ease the employees; this gesture becomes a positive behavior for the organization's employees (Debode et al., 2017). (Choi et al., 2018) included PCF as the mechanism to eliminate the negative effects of supervision on the knowledge-sharing behavior of employees. Though the relationship with the leader is not appropriate, PCF obligates them to think that the organization constrains them, and they respond similarly. PCF also implies the distribution of power, indicates assistance from leaders, and satisfaction with the terms of the agreement. This empowerment of employees enables them to identify their customers and overcome the situation of crises (Wu et al., 2015). (Chaudhry et al., 2014) has incorporated psychological contract Fulfillment as all the three building blocks of the communal exchange model. Study scouts the source of fulfillment and employees' responses in terms of affective organizational commitment;

here, the fulfillment resulting from the prompt manager is indicated with leader-member exchange(LMX), and with the organization is indicated with perceived organizational support(POS).Perceived employees' psychological contract Fulfillment (PCF) leads to organizational identification and voice. Employees perceive PCF enables them to pinpoint as family members of the organization and initiate the actions favourable to the organization; one action considered in this context is the voice (promotive and prohibitive), which is not directly connected to power distance culture but positively associated with social exchange theory, and employees organizational identification (OID). HR practices signal to the employees that they are being recognized and significant to the organization, which is the thought of PCF and leads to a similar kind of response. During the crisis, the training and development act as a term of PC which implies PCF(Katou A., 2013, Sobaih et al., 2019).(Estreder et al., 2019) studied employees' perceptions about implied agreement violation, breach, and fulfillment in organizational justice. Employees'perceptions of violations and breaches create negative results and affect people's shared beliefs. Social atmosphere shared beliefs, and contracts help in forming shared perceptions. So if fulfillment is received by a few employees, then the shared perception of fulfillment is created, and negative aspects of violation and breach can be eliminated. (Chang & Busser, 2019) analyzed psychological contract Fulfillment together with career satisfaction and the thriving of employees. Thriving mediates positively between fulfillment perceptions, career satisfaction, and perceived organizational support and negatively between fulfillment perceptions, career turnover intentions, and perceived organizational support. (Mentari & Ratmawati, 2018) analyzed the mediated effect of PCF on employee engagement. Two factors, distributive and procedural justice, were used to enhance the engagement of employees. These justices provide fairness amongst the employees, particularly engaging them more and more. Since, through fairness, a Fulfillment of the contract is implied, the employees engage more in the organization. Fulfillment of contracts changes the perceptions of both the employees and the organization or the employers. This behavior change is developed over time. When a person or an employee enters the organization, the expectations of

both the parties and actions towards one another gradually develop the behavior of fulfillment. The incitement provided by the employer in terms of organizational support, career advancements, etc., helps strengthen the relationship between the parties; hence the OCB will increase. This means PCF fully mediates between employer and employee obligations and OCB (Lee et al., 2011). (Jafari H., 2011) His study outlined the effect of PCB on OCB and trust. Trust acts as a mediator amidst psychological contracts and organizational citizenship behavior. The author has identified two dimensions of trust, one associated with results or things recognized as cognitive and the other associated with emotions recognized as effective trust. Breach or violations of contract reduces the employees' trust and lowers the citizenship behavior of employees. Similar to this notion, (Chahar B., 2019) studied the level and effect of psychological contract fulfillment and organizational citizenship behavior among academic employees. The study of dimensions of implied contract realization with dimensions of citizenship behavior justifies the footprint of PCF on OCB. (Robinson & Morrison., 2005) studied the alliance amidst implied contract and dimensions of OCB. As the employees' contracts or expectations are linked with the organization, civic virtue as the dimension of OCB implies the participation of employees in regulatory aspects or organizational working as a whole. Perception of Fulfillment & Non-fulfillment of contract affects the civic virtue aspects of employees. Violation of contracts will lead to lesser involvement in civic virtue and vice-versa. (Hui et al., 2004) included instrumentality as an intercessor in studying the dimensions of contract realization and citizenship behavior. Employees' behavior is associated with certain future results, which trigger their behavior within the organization. The author identified employees' beliefs towards the behavior, which provides the benefit for a long time. Relational & balanced psychological contract signals employees' emotional participation, and longer-range outcomes, so the employees involved in this type of contract tend to exert more OCBs than transactional ones. (Coyle-Shapiro., 2002) adopted the psychological contract to explain the concept of organizational citizenship behavior. As the psychological contract is the norm of reciprocation, the perception of reciprocation, trust, and inducements generates behavior

favourable for the organization. Trust and perception of reciprocation strengthen the relationship between PC and OCB. (Chaudhary & Maini, 2020) highlighted the impact of organizational politics on OCBs of faculties. Employees are concerned with the information relevant to their growth. Information that is not in line with their growth acts as a breach of contract negatively affects people's behavior, and develops an intention to quit. Various aspects can eliminate the intentions of employees. (Chang et al., 2020) has recognized authentic leadership as one of the aspects of fostering the performance of employees and reducing turnover intentions. Authentic leaders exert behaviors and actions that impact the followers' learning and liveliness at work. Psychological contract fulfillment triggers the availability of resources, which affects the liveliness of work and learning, affects authentic leadership, and enhances employees' professional satisfaction.

(Zacher & Rudolph., 2021) highlighted the association of psychological contract breaches with career-related behaviors and personnel's well-being. Two dimensions of the future time perspective (focus on opportunities and concentrate on limitations) have been integrated by the author in his study; it is concluded that the met expectations are pragmatically associated with enhanced career goals and well-being of employees in comparison to breach of the contract. Perception of Fulfilment affects the physical health of people in contrast to a breach of the psychological contract. Breach always does not affect health; many aspects influence the stress level and affect the well-being of employees. If personnel experiences non realization of arrangement and imbalance between effort and reward and believes it can be tolerable, it does not affect their well-being. Even if the resources are not suitable and less in comparison to efforts, then it also affects the health of employees, which can be treated by fulfilling some aspects of the agreement (Griep et al., 2021). An element of implied contracts affects the commitment of employees. Transactional and relational both types of agreement have an impact on practical and normative commitment. Relational agreement forms the cause of emotional attachment toward the organization, and the person's somewhat transactional agreement results in a necessary obligation of an employee towards the same (Herrera & Rosas., 2021). Researchers have conducted several types of research to identify the implication

of transactional and relational contracts in online work practices or knowledge-sharing practices. In online knowledge sharing, an individual's self-efficiency and social identification play a significant role; if an individual perceives that they possess a social title and that they are capable of providing knowledge, they are more willing to give knowledge on the online platform. In the same context, relational contract fulfillment positively impacts social identification and knowledge sharing rather than transactional contracts (Liu et al., 2021). This is clear that psychological contract is not only restricted to physical work environments and organizations dealing in business. The psychological contract is now applicable in almost every aspect of human activities. (Hussain et al., 2021) has integrated psychological contracts and their dimensions in social commerce. Online websites are currently booming and affecting the purchase behavior of people. Online websites are known for their products, offers made to customers, interaction with sellers and customers, and characteristics of these websites. As there exists an interaction between the customer and the seller, the psychological contract has been integrated; a transactional contract relates to economic exchange, which affects the purchase intention of the consumers based on price, and discounts, whereas a relational contract is non-financial, which emphasizes forming the trust, and social relationship between the seller, and the consumer.

Further writing the literature on dimensions of contract, the relational contract has also been taken as the mediator in the relationship between authentic leaders and employees' creativity. Authentic leaders are the ones who constantly engage in ethical work practices, form relationships between subordinates and superiors, and are known by their followers, form the basis of mutual trust, and encourage and accept suggestions from employees. Similarly, the relational contract also provides a base for long-term relationships and trust. Authentic leadership and relational contracts both enhance the creativity of employees (Phuong & Takahashi 2021).

2.10 Organizational Citizenship Behavior

2.10.1 Historical Roots of Organization Citizenship Behavior

In the literature on organizational behavior, Chester Barnard was the first to emphasize the relevance of an employee's "willingness to cooperate" (Organ, 1990). "The desire of individuals to devote efforts to the cooperative system is vital," Barnard argued (Organ in Staw and Cummings, 1990). Chester Barnard described the nature of the organization as a "cooperative structure" in 1938. He posed crucial questions for organizations, such as why organizations exist. What allows them to live? What causes a desire for authority?

When the organization's functions and structure are planned appropriately, employees can cooperate. "Cooperation is the genuine restriction of self, unpaid service, fortitude to fight for ideals, and sincere subjugation of personal to social interests," Barnard said. Cooperation is practical when the goal of a cooperative system is met" (1938). Barnard understood the need for managerial confidence, sincerity, and integrity in achieving joint efforts.

Barnard distinguished between formal and informal groups. The term "informal organization" was crucial for the company. In a casual gathering, employees are more ready to contribute. Barnard saw the informal and formal institutions as complimentary. The informal organization is responsible for the stability of the official organization. Barnard maintained that the more "willingness" there is, the more contribution there will be. It relieves the formal organization of some of its responsibilities. The informal organization fosters communication, strengthens organizational cohesion, and safeguards individual integrity. The informal organization "should be seen as a technique of preserving an individual's personality against certain impacts of formal organizations that attempt to dissolve it" (Barnard, 1938). Barnard emphasized the difficulty of sustaining cooperative networks in the absence of informal organizations. Barnard emphasizes that a formal organization cannot succeed by itself.

Barnard stressed the significance of a leader and leadership in securing cooperation. Leadership is the "indispensable fulminator of its forces," while cooperation is considered a significant act (1938). According to Barnard, leadership can be explained as a trait of

possessing knowledge about the situations, understating of actions leading success and failure, acknowledging suggestions and confidence of trusting people.

"Individuals' ability to inspire cooperative personal decision-making by instilling faith in common understanding, the likelihood of accomplishment, and the ultimate fulfillment of personal motives, faith in the integrity of objective authority, and faith in the superiority of common purpose as a personal goal of those who partake in it," Barnard wrote in his cooperative system.

In conclusion, his work underlined the necessity of people's spontaneous contributions that transcend beyond contractual relationships and obedience to norms mediated by formal organizations.

For successful organization functioning, effective organizations must elicit three types of contributions from participants: (a) attract and retain people within the system, (b) ensure that members exhibit dependable role performance, meeting and preferably exceeding specific minimal qualitative and quantitative criteria, and (c) elicit "innovative and spontaneous behavior, performance beyond role requirements for accommodative behavior." By introducing the idea of extra-role cooperative behavior, Katz expanded on Barnard's observations on collaborative acts. To achieve organizational goals, Katz stressed the importance of innovative and spontaneous activities beyond role specifications.

"The regular activity that makes up an organization is so innately cooperative and interrelated that it tends to mimic habitual conduct of which we are oblivious," Katz and Kahn said, extending the concept of extra-role behavior (Katz and Kahn, 1978). Such extra-role activities are everyday enough for organizations to ignore and dismiss.

Employees' activities and conduct that assist or enhance an organization's production system, public image, or performance are extra-role cooperative behavior. The most important characteristic of these acts is that they all reflect performance that goes beyond

a person's formal job role requirements and helps the organization achieve its objectives. Furthermore, such efforts help other employees in improving their abilities and skills.

Katz and Kahn discovered that various motivating patterns drive the three critical functions. Employees receive system incentives as a result of their affiliation with the company. Such incentives are intended to attract and keep employees. However, they provide no incentive for in-role performance above the bare minimum, and they do not stimulate people to engage in extra-role behaviors. It is the innate motivation that sustains extra-role performance without an organizational mandate. Because such activities give intrinsic incentives, they do not require bonding with employees and organizations. As a result, these three types of conduct are caused and driven by distinct circumstances.

Furthermore, it was claimed that an organization's response to any of the categories of behavior could boost one type of conduct while reducing the prevalence of another. Although it has been claimed that system awards do not inspire incremental achievement within the system, Katz and Kahn contend that system rewards do generate a broad interest from personnel. It can also lead to more cooperative relationships between members. Management must ensure that system rewards are regarded as equitable and just by employees in order for them to have a positive impact. When a system reward is appropriately implemented, it assures that employees do not break the law and increases their motivation to contribute beyond their formal contractual commitments. OCB does not simply imply conformity but rather active participation in community development. Employees can only be expected to behave like good citizens when treated with respect and given rights and advantages.

According to Katz and Kahn, differential benefits inside the system inspire personnel who can go above and beyond the minimum requirements. On the other hand, Variable rewards risk undermining the sense of fairness and could hurt employees with lower salaries' sense of citizenship.

Bateman and Organ (1983) defined OCB as "innovative and spontaneous action that goes beyond role prescriptions" and a distinction between dependable role performances. To conceptualize the concept, terms like "willingness to cooperate" (Barnard, 1938), "organizational loyalty" (Hirschman, 1970), "organizational commitment," and "extra-role behaviors" help distinguish these terminologies from actual OCB behavior.

2.10.2 Concepts and Definitions

Employee behavior that has an excellent overall influence on the organization's functioning is organizational citizenship behavior (OCB). Any legal or contractual obligations do not govern this behavior. OCB focuses on explaining how employees at work help each other or go "out of their way." despite tremendous progress, there are disagreements about the theoretical foundations of OCB, its contents, causes, and potential repercussions (Podsakoff, MacKenzie, Paine, and Bachrach, 2000). No precise definition of OCB has been agreed upon. In the literature, the most common explanations are:

"Discretionary behaviors on the part of a salesperson that directly promote the effective functioning of an organization, without necessarily influencing a salesperson's objective sales productivity" (MacKenzie et al., 1991).

"Extra-role behavior" is defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations" (Van Dyne et al., 1995).

"Functional, extra-role, prosocial organizational behavior, directed at individuals, groups, and/or organizations" (Schnake, 1991).

"Individual discretionary activity that is not immediately or publicly recognized by the formal compensation system but contributes to the organization's efficiency and effectiveness in the aggregate" (Organ, 1988).

In conclusion, OCB is defined as an individual's discretionary conduct that is neither mandated nor enforced by the organization. The formal reward system does not directly or officially recognize this behavior, yet it contributes to the organization's overall effectiveness. Organ (1988) coined "good behavior syndrome" to describe OCB. Altruism, civility, Sportsmanship, conscientiousness, and civic virtue are all included in Organ's definition of OCB. So far, most OCB research has concentrated on the interactions between OCB and other constructs rather than the dynamics of OCB itself. As a result, there is no agreement on what, how, or why OCB is used. Because OCB is motivational, it is triggered, directed, and terminated by the diverse demands of an employee.

Organ questioned (Van Dyne et al. 1995) for including the word "extra-role behavior" in their definition of OCB. Organ stated that Van Dyne's definition is subjective, implicit, and lacking in clarity. Furthermore, the distinctions between antecedents and behaviors are unclear in this formulation. This definition is founded on the notion that employees want to help the company succeed. Aside from Organ's critique, it received support from a few authors. Organizations have acknowledged the facets that account for favourable and non-favourable "extra-role" behaviors affecting prolificacy (Katzell and Yankelovich, 1975). Extra-role conduct influences performance assessments and employee engagement programs (MacKenzie, Podsakoff, and Fetter, 1991). (Graham and Verma, 1991). In addition, extra-role conduct influences job engagement, organizational loyalty, and self- assurance (Schanke, 1991).

Borman and Motowidlo (1997) introduced a new OCB construct termed 'contextual performance,' which shapes the organizational, social, and psychological context and contributes to the organization's effectiveness. It differs between "task performance," which refers to an employee's efficacy in a specific activity that contributes to the organization's technical competence, and "contextual performance," which refers to work behaviors that go beyond task performance. In order to successfully complete a task, contextual situation is reflected as enduring with zeal and considerable effort, as well as

offering to engage with activities that are not technically viewed as a component of the task, perceived, assisting and cooperating with others, adhering to organizational rules and procedures, and endorsing, supporting, and defending corporate objectives.

There is some subjectivity between what is and is not included in the technological core. Borman and Motowidlo (1997) introduced a new OCB construct termed 'contextual performance,' which shapes the organizational, social, and psychological context and contributes to effectiveness. It differs between "task performance," which refers to an employee's efficacy in a specific activity that contributes to the organization's technical competence, and "contextual performance," which refers to work behaviors beyond task performance. When all of the criteria of OCB are added together, the distinction between in-role and extra-role for intended discretionary work behaviors remains vague. OCB is job-related but unrelated to the official reward system, and it serves to improve the organization's efficiency.

2.10.3 Why do Employees Indulge in OCB?

The review supports employees' motivational mechanisms and needs that motivate them to display OCB conduct. MacKenzie in collaboration with others proposed (MacKenzie et al., 1991; Podsakoff, MacKenzie, and Hui, 1993) as to why employees demonstrate OCB. Norms of reciprocity, fairness, prosocial disposition, and impression control are all grounds for engaging in OCB.

The reciprocity norm states that people should endeavor to repay others that serve them, do a favour for them, or treat them fairly (Gouldner, 1960; Homans, 1961; Blau, 1964). As a result, employees participate in OCB to demonstrate their commitment to the company.

As per social exchange theory, employees perceiving themselves amidst social exchange situations tend to exhibit OCB (Bateman and Organ, 1983). As a result, managers tend to reward the employees exhibiting OCB. It could be due to giving them higher

performance scores out of a sense of justice. Individual discretion is allowed since social contacts occur outside of prescribed job descriptions (Moorman, 1991).

The implicit performance theories provide the second reason. When employees feel and perceive that OCB and performance are related. Similarly, "implicit performance theory" perceives of having a connection amidst functioning and citizenship behaviour, and recognizes enhanced engagements in the similar behaviour; this leads to an inference of perceiving manpower as high performers (Berman and Kenny, 1976).

Finally, certain employees are naturally inclined to assist others. "The real desire to help out" (Bolino, 1999), "the purpose of sustaining the other's well-being" (Schnake, 1991), and dedication towards corporate and dedication for organizational benefits are all prosocial/pro-organizational incentives for OCB (Rioux and Penner, 2001). Employees engage in citizenship actions because they are predisposed to do so, and their motivation appears to be inherent.

Impression management-related motivations for OCB (Bolino, 1999; Bolino, Turnley, and Niehoff, 2004; Ferris, Bhawuk, Fedor, and Judge, 1995) could include the expectation of positive evaluations and resulting benefits (Rioux and Penner, 2001). "Those behaviors individuals utilize to maintain their self-images, influence the way significant others regard them, or both" is defined by impression management (Wayne and Liden, 1995). The resulting behavior has been dubbed 'organizational, political behavior' rather than OCB. Furthermore, such activity is opportunistic but appears to be prosocial on the surface. The management set of factors gives the perception that certain employees engage in OCB for self-serving reasons and that this behavior is extrinsically motivated.

Finally, the social cognitive theory (Wood, 1989) characterizes OCB mechanism as a three way reciprocal causation interaction. The elements of this mechanism includes; first, the existence of an emotional and analytical qualities which makes an individual, second is the behaviour which is an outcome of any particular action or activity, the third

is a structure existing within the society termed as environment. Individual, behavior, and environmental factors interact and direct OCB, according to social cognition theory (SCT).

According to McClelland (1961), the appearance of OCB is determined by underlying reasons. As per the researcher, the reasons can be well known by the willingness of people in having a degree of authority, and competence. The urge of success instigate people in reaching high standard performance by task completion, and by approaching any challenges or competition. People are inspired by the affiliation motive to form, maintain, and restore ties with others. People are drawn to positions of authority and situations where they can exert control over others' labor or activities.

The motivational aspects behind OCB can be explained by the dimensions of 'Cognitive Evaluation Theory', this theory is having two dimensions namely intrinsic and non – intrinsic (Deci, 1971). Intrinsically driven persons, according to Deci, have an "internal locus of causality," which means they assign the cause of their behavior to their wants and perform behaviors for intrinsic rewards and satisfaction. Individuals may doubt the true origins of their conduct if tips and feedback systems are associated with intrinsically driven behavior (Deci and Ryan, 1985). The change from internal to external causes resulted in a loss in the innate drive of these individuals (Deci and Ryan, 1990). Individuals' perceptions of situational elements such as reward systems as "managing" their conduct are only hostile to sentiments of intrinsic motivation (Ambrose and Kulik, 1999). When employees believe the company is compelling them to execute tasks or behaviors not in part of their formal work duties (e.g., extra-role conduct), they may regard situational circumstances to "controlling." According to CET research, work environment features seen as "controlling" are likely to decrease intrinsic motivation. For example, researchers looked for the impact of performance evaluation and supervisory style on creativity and discovered that creativity was highest in work contexts with supportive and non-controlling supervision (Amabile et al., 1990). Furthermore, research has indicated that individual goals and financial rewards deter employees from

demonstrating OCB, whereas collective or organizational-level rewards encourage it (Deckop, Mangel, and Cirka, 1999; Wright, George, Farnsworth, and McMahan, 1993).

According to a study, external benefits either enhance or inhibit OCB (Deckop et al., 1999; Wright et al., 1993). As a result, it appears likely that the impact of evaluating and rewarding OCB will vary depending on the motivation of the person who is engaging in OCB. For example, rewarding an organically driven employee to execute OCB may have the unintended consequence of suppressing OCB in the future. In contrast to the intrinsically motivated employee, an employee who engages in OCB for the goal of impression management (i.e., extrinsically motivated) and is paid for it through performance appraisal and reward systems is more likely to continue engaging in citizenship behaviors. Employees who engage in OCB for extrinsically driven or self-serving reasons will certainly respond well to formal OCB evaluation and reward. As a result, their motivation for presenting OCB is fulfilled.

2.10.4 Categories of Organizational Citizenship Behavior

2.10.4.1 Altruism

Altruism is the desire to serve or otherwise support another person without expecting a monetary benefit. Someone who drives a neighbor to work when their car breaks down, without expecting gas money or favours in return is a typical example outside of the workplace. Altruistic behavior in the workplace is usually linked to the job or project that the company group is working on. People possessing altruistic behavior will always focus on laying a helping hand to other colleagues so that they can work flawlessly, will volunteer for additional projects and tasks. Altruism is concerned with establishing a soothing alliance between the parties, and within the work atmosphere, with this, it can remove burdens and stress.

2.10.4.2 Courtesy

Courtesy is described as courteous and thoughtful behavior toward others. Courteous behaviors are those behaviors where colleagues actively inform other staff about the

work, consequences, and the regulations to be followed. Asking how someone's morning went or checking on the welfare of a neighbor's child are examples of courtesy outside of the job. Decency stimulates social interactions among employees, improves the work environment, and in some scenarios, may cause stress in cases of absence of awareness or knowledge.

2.10.4.3 Conscientiousness

Conscientiousness is behavior that demonstrates a decent level of self-control and discipline that goes above and beyond what is anticipated in the situation. Conscientiousness is shown in the workplace when an employee meets and surpasses their employer's expectations, such as being on time and finishing assignments on time. Exceeding these requirements and demonstrating conscientiousness could be displayed, for example, by an employee planning ahead to ensure that they and their co-workers are not overworked.

2.10.4.4 Sportsmanship

Another aspect of citizenship behavior that has garnered less attention from scholars is Sportsmanship. "A readiness to bear the inherent hassles and impositions of work without complaining," writes Organ (1990). Employees in this zone are less likely to complain about work or minor issues, and they are more likely to have a cheerful mood even if others do not operate in the same way they do. According to Podsakoff et al. (2000), This construct's label is extensive for its restrictive meaning. According to the researchers, "good sports" are people who don't complain when others bother them, keep a positive attitude even when things don't go their way, aren't offended when others don't follow their suggestions, are willing to put their interests aside for the good of the group, and don't take rejection of their ideas personally.

2.10.4.5 Civic Virtue

Graham's description of employees' responsibilities as "citizens" of an organization gives rise to the next dimension (Graham, 1991). A macro-level interest or dedication to the

organization as a whole is represented by civic virtue. Civic virtue can be very well explained as those behaviours and actions wherein the employees are willing to participate in the administration related activities, meaning having a view point over related matters of the organization. Organ (1988) has referred to this dimension as civic virtue, organizational engagement, and preserving the organization.

2.11 Scholarly Findings of Organizational Citizenship Behavior

Citizenship behavior is the actions of employees in favour of organizations and others. Several facets are the cause of exerting this kind of behavior. (Sendjaya et al., 2019) identified leaders have qualities to serve others and are benevolent, who incited the latter to respond similarly. These people developed trust because of leaders and were satisfied with the task as their relationships were strong. In discharging the activities, which are termed citizenship behavior, employees' actions are dependent on certain perceptions. If the employee is working in the organization for a longer period and is experienced, they tend to develop affection; similarly, males and females also respond differently regarding this behavior (Ibrahim et al., 2019). (Jiang et al., 2019) analyzed the policies regarding organization which affects the conduct of personnel. Certain policies which restrict employees from performing activities that in the future may cause harm to people as well as the organization, in this case, the use of social media or limited use of the internet, lessens citizenship behavior and policy satisfaction. Often assisting others and expecting less is not considered OCB; rather, gaining satisfaction with every action of the organization and oneself is notified (ChattopadhyayR., 2017). Matching with this, even when the employees are not familiar with the kind of work expected from them, it also restrains them from exerting such behavior. In such cases, if the employees have skills over others and feel they belong to the organization, they tend to be involved in behaviors termed OCBs (Clercq et al., 2019). (Yeen et al., 2019) the author has categorized commitment into three terms, namely affective, continuance, and normative commitment. All these categories obligated employees to perform activities as a response because these commitments are the efforts of the organization towards the former and the

responsibilities identified by the employee themselves, which direct them towards OCB. (Inglis J., 2019) interpreted that organizational citizenship behavior and counterproductive work behavior are alike in affecting behavior and performance. OCB generates positive performance, whereas CWB generates negative performance. The author has identified a few traits which enable the employees to behave so. (Gukiina et al., 2018) analyzed the impact of diversity in OCB. It stated that when people interact with others having different cultures, they tend to help them eliminate the differences and encourage equality, which majorly becomes the reason for their behavior, which enhances the organization's overall effectiveness. As a leader-member exchange plays a major role in the behavior and performance of employees, transformational leadership style having different categories possess the capability of influencing behavior. The leader shows behavior of trust, ethics, high aspirations, and many others, which enable the employees to perform extra-role and atmosphere-friendly behaviors (Mi et al., 2019). The employees receiving support from the organization are keener to involve themselves in activities that are beneficial to the former. Support enables them to overcome their fears and engage in more work through which the satisfaction level of employees is increased (Abdulrab et al., 2018). (Curcuruto et al., 2018) stated the long-term commitment of employees and their relationships with team members authorize them is involved in the activities of safety. For this step, support and empowerment are given to initiate and continue the effort of safety for the whole organization. (Ahmad I., 2018) The author linked POS with PCF and OCB. It states that when the terms of the agreement are being fulfilled, employees also strive to fulfill their terms of the agreement and exert some extra behavior that is pleasant to the other members. POS enables them to act in such a manner as they believe in the organization. Talented people are an asset to the organization, and their administration enhances the performances favourable to the organization. PCF arbitrates between talent administration and their performances. Talented administration signals the employees that they are being obliged, enabling them to respond similarly (Mensah J., 2018). (Kaizad et al., 2018) has analyzed the reason for employee integration into the organization and their performance. The three-section of

integration is identified; among them, sacrifice is the term connected with PCF. PCF implies the fulfillment of promises in favour of employees sacrificing, which creates the thought of losing the benefit which entitles them to perform and stay. (Ozduran et al., 2017) discusses the impact of incremental mindsets and employees' organizational citizenship behavior (OCB) responses. This article outlines the behavior of managers having incremental mindsets, which in turn volunteer as mentors for the employees and discharging actions towards them. The employees reciprocate in the identical behavior beneficial to the organization, termed OCB. This relationship is governed by social exchange theory (SET). (Eva et.al., 2018) conducted research on which employees' duties affected the organizational citizenship behavior and the mediation effect of an ethical leader. Duty has been categorized in three ways, duty towards the organization, duty towards members, and duty towards codes or rules. The employees who perceive their duty towards the organization also follow their duty towards members and codes. Ethical leaders are the ones who influence their employees to work more toward the organizational missions and following of rules and regulations. Through this, the employees are obligated toward the member and perform in role extra-role behaviors.(Eyupoglu 2016) he focused on the existence of OCB in the teaching staff of a university. The author discussed the positive effects associated with OCB. Role and extra-role behaviors provide satisfaction, enhance work quality, and allocate other benefits to the organization and its members. He concluded that teaching staff exhibiting OCB brings a positive atmosphere that positively helps the organization.(Shanker, 2014) conducted research to identify several categories of OCB from an Indian perspective. Numerous behaviors or acts have been identified, denoted as OCB, but most of them overlap each other. So the five dimensions were identified, namely, altruism, courtesy, conscientiousness, Sportsmanship, and civic virtue. The author identified 24 items that were related to the above five dimensions. (Kerdpitak et.al 2020) conducted research and recognized organizational justice as a mediator amidst the variables. Psychological contract forms beliefs, expectations, and obligations towards one another; its fulfillment generates beneficial outcomes for the employer and organization. Similarly, justice is the

fairness employees receive in the organization in all manners relating to resource allocation, procedure fairness, and instructional fairness. With fairness, employees engage in activities that involve other team members and all together work for the enhanced organizational performance. (Bal et al., 2010) the author, calculated the integration of OCB with the realization of the elements of arrangement. The dimensions are economical, socio-emotional, and developmental fulfillment. These dimensions of fulfillment are positively related to OCB. Future time perspective (FTP) is a model taken to understand employees' behavior. FTP implies people's assumptions regarding their length of work with the organization. Low FTP implies less duration in the companies and vice versa. Employees with high FTP experience fulfillment and indulge in OCBs more than low FTP employees. (Kishokumar, 2018) through his study analyzed the level of relationship and impact of psychological contract on organizational citizenship behavior of employees in the Banking sectors of Sri Lanka. The dimensions of both variables were considered, and an analysis was conducted. Through correlation analysis, the author concluded that both variables have a positive relationship, and a positive impact was concluded through regression analysis. The level of relationship and impact was found soaring among the banking sector employees. (Sharma & Jain, 2014) researched to develop a valid and reliable scale for measuring organizational citizenship behavior. The authors identified characteristics of OCB offered by (Organ 1988), which were further acknowledged by (Podsakoff et al., 1990). They recognized several other categories of OCB (cheerleading, peacemaking, OCB-O, and OCB-I) for framing the right scale and factorization of OCB. (Okon et al., 2018) linked employee loyalty and organizational citizenship behavior. Loyalty implies dedication and commitment towards anything which generates behavior. Altruism, conscientiousness, and civic virtue are major outcomes of loyalty in terms of behavior. Employees who are faithful to the organization prefer exhibiting behaviors in which the other person in the organization can benefit, affecting the organization by working indirectly and directly by actively participating in the organization's activities. Loyalty is formed with the existence of the relationship. A leader-subordinate relationship affects the OCB of employees. In the

existence of servant leadership, the motive is to serve the people, and their interests are prioritized over self-interest. The existence of this relationship and trust enhances the citizenship behavior of people (Sendjaya et al., 2019).

Recent studies have identified the association of OCB with counterproductive work behavior. In explaining this (Nguyen., 2021), the author has adopted the theories of moral-ethical behaviors, moral self-concept, and moral license regarding the in-group members' effect. It demonstrates that the deeds of employees provide a moral self-concept about them and issue a license to deviate from their previous actions. The closer group identification also affects these licenses, OCBs' and activities. (Schraggeová & Stupková., 2021) performed research on estimating the moderating effect of attention dimension in the relationship between commitment to supervisor and organizational citizenship behavior. Authors have identified affective commitment as a significant predictor of the behavior of employees. Researchers have also associated target-free burden with predicting the behavior of employees. Commitment to a target, especially to a supervisor, affects the OCBs of employees and reduces the anxiety within them. Stress is one of the dimensions of attention dimension. Several researchers have adopted organizational citizenship behavior as a mediator to identify its impact on several variables. (Alhashedi et al., 2021) has also adopted OCB as a mediator to estimate its effects on transformational leadership, psychological ownership, employee motivation, incentives, and employee performance. Among these, transformational leadership and psychological ownership were highly affected by OCB, and incentive was also affected by the same. Psychological contract fulfillment or breach is associated with several outcomes. Significant outcomes are OCB, commitment, satisfaction, and discriminant behavior. The violation of psychological contracts reduces the OCBs of employees and encourages them to involve discretionary practices harming the organization and the employees working therein. It will be beneficial for the organization to promote OCB through contract fulfillment (Akinwale et al., 2021).

Organizational trust and identification have been linked with OCB and psychological contract breaches. (Ume Rubab, Qayyum and Fatima, 2021) has identified a positive association between OI, corporate trust, and OCB and a negative association with PCB. Organizationally placed employees develop confidence and indulge more in OCB. It has been seen that employees experiencing PCB exhibit discretionary OCB, but some facets have been applied to restrict employees from doing so. Job security provided by organizations reduces the aspect of the breach and encourages OCB. Managers need to focus more on the fulfillment aspect to enhance OCB (Lu, Liu, Liu, and Qin, 2021). (Lee, Liu, and Kim, 2021) Their study has adopted four dimensions of individualism and collectivism to understand OCB. The organization must focus more on collectivism; encouraging this will help the employees engage more OCBs.

2.12 Age/Generational Differences

The globalization of business is accelerating. Businesses' services and goods are increasingly concentrated and targeted at specific demographic niches. Furthermore, organizations having global clientele demands competitive output in terms of goods and services.

The structure of workforce in a dynamic environment changes rapidly which has a lasting impact. The scenarios are different for people from varied genres; Employees from the generation of maturity are now retiring with good years of experience whereas Millennials' are becoming an integral part of organizations, as they are considered as future assets. It becomes a complicated task in terms of managers in being aware of the traits, behaviours and expectations of different genres and cultivating them towards the optimum organizational benefits. Intergenerational operation has come particularly delicate in the ultramodern plant. Interpreting and managing generational variance in the plant can bring colourful benefits and perspectives, similar as bettered gift magnet, enhanced productivity, zero interest of leaving organization and the like. Possessing an open mind, promoting effective mode of communication, and dealing with numerous expectations and responses are all actions towards managing multigenerational pool.

Organizations with a varied set of people from colorful age groups giving multiple ideas, stations, and perspectives are nearly always more effective, more likely to produce innovative ways, and have a longer-term competitive edge. In the ever-expanding global frugality, plant diversity is a rising business concern and a pivotal source of competitiveness.

Knowledge of relatable traits and behaviours of people from several existing genre and dealing with their expectations becomes a complex activity. However, it can help businesses establish long-term talent pipelines and leadership bench strength and catapult them to new levels of performance. In the workplace, generational diversity delivers a variety of benefits and viewpoints. On the other hand, working in multigenerational relationships can present professional issues due to differing demands and expectations, which can lead to intergenerational conflict. Existence of an understanding about variations in people from generations brings forth the awareness of disagreements in the workplace caused by conflicting opinions of people from generations.

2.12.1 Defining generations:

The concept of 'generation' is elusive, and scholars from numerous fields have attempted to deconstruct it, Franz Dencker, Joshi, and Martocchio (2010). Authors have recognized people from different age groups, and their opinions have more significance in related study matters, Giancola (2006). An investigation on people from varied age groups is ongoing and illustrative, with scientists searching for unique and distinguishing qualities for generations. People from a recognized group possess similar attributes in terms of life, birth and many other aspects Koppers Schmidt, (2000).

Ralston & Egri (2004). Differences between generations are thought to arise as a result of significant factors in the environment in which early human socialization occurs, influences that impact the development of personality, values, beliefs, and expectations that are stable throughout adulthood once developed. Significant transformations in the socio-cultural environment across time are fundamental to the generational approach; this

includes notable events that one generation does not experience or experiences outside of their critical socialization years Noble and Schewe (2003). Some examples of socio-cultural aspects are changes in families, conflicts within society, technological alterations, and the like. Each generation develops characteristics that distinguish it from the generations before and after it; these characteristics can be witnessed in work values, attitudes, personality traits, and motivations of work.

2.12.1.1 Veterans/Pre-Baby Boomers

Veterans are born between the year 1920/22/25 to 1943/45, the people from this generation are known by several other names; some recognize them loyalists, for some of them they are depression babies; in general people from this generation share traits of maturity, silence, and traditionalists in all aspects. Individuals from this generation are primary witnesses of World War II, The Great Depression, mass marketing, and television networks. Security and status are the key motivators for this age, according to Schaming (2005). Education is a desire for veterans, and relaxation is a boon for their hard work. They seek stability and a clear job path and are loyal and consistent. They strive on principles; dedication, hard work, acknowledgment for power and integrity.

2.12.1.2 Baby Boomers

Baby boomers, commonly recognized as the Sandwich generation (Murphy, 2007) are generally forgotten. According to the literature, this generation was born between 1940/42–46 and 1960/63–64. This generation is idealistic and optimistic (Brennan, 2010) and strives on future growth opportunities (Chen & Choi, 2008). People from this age are frequently referred "self-absorbed". Baby Boomers pose the responsibility of managing their families. (Kupperschmidt, 2000) The generation does not regard allegiance, authority, or social institutions and favours self-gratification. Money, a corner office, and self-realization are the key motivators for this generation's employees Schaming (2005).

2.12.1.3 Gen X

Generation X category of individuals is recognized by alternate names such as; Baby busters, MTV generation, Post boomers, the Shadow generation, Slackers, and Generation 2000. People from this generation are born between the year 1966-1979. Individuals from this generation were explored with 1980's recession, and they have experienced certain mishappenings of that particular era. Despite their support for social liberalism and the environment, this generation has enhanced traditional values then other previous generations. People in this age group are self-sufficient, tech-savvy, and possess entrepreneurial skills.

2.12.1.4 Gen Y

The alternate names of Gen Y are Millennials, Next Generation, Generation me, Echo boomers, Nexters, the Boomlet, Digital generation, Dotcom generation, Net Generation, N-Gens, Generation WWW, Digital natives, Nintendo generation, Sunshine generation (Murphy, (2007), the Do or Die Generation, Wannabes, Nothing is sacred Generation, Cyberkids, the Feel sound Generation, and Non-nuclear family generation.

Millennials, like Gen X, have grown up in an era of globalization, employment outsourcing, foreign investments, and a proliferation of information and communication technology. Krywulak & Roberts, (2009) witnessed their parents' scepticism, they have seen natural disasters such as tsunamis and earthquakes and terrorist assaults such as the 9/11 attack in the United States. They are more globally educated, have a sense of self-assurance, aggressiveness, and entitlement, and are incredibly optimistic, goal-oriented, and idealistic (Chen and Choi 2008). They enjoy expressing themselves and are focused on their task. They are incredibly digitally competent and are constantly linked on social networking sites. Individuals from these generations are comparatively fit and sound, they emphasize on work life balance and sustain of relatively high expectations.

2.12.1.5 Gen Z

Generation Z is those people who fall under the youngest generation of the age group. Millennial Generation is considered to be acquiring the age of maturity. Henceforth, a

new group of people who were born post-1997 are considered Generation Z or Gen Z. Several names were provided to this age category of people; iGeneration, and homeland are some of the examples of their suggested names; however, Generation Z was recognized and is now identified by it. It is still assumed that majority of the people in this age group are either in their teens or younger than this, and few might be in their 20s. This generation of people is expected to be more assorted than any previous generations. It is said that people from this generation are more flexible and responsive (Pew, 2014). As the most current generation, they are more active in media. They can grasp knowledge effectively by observing rather than other traditional forms of learning (Pew research center, 2014). These people have different learning abilities, lower tolerance levels, and significant exposure to technological advancements.

Generation Z is the most ethnically diverse and technologically advanced generation, according to the Institute for Emerging Issues (2012). Generation Z communicates in an informal, personal, and direct manner and social networking is an essential aspect of their life. Generation Z is more enterprising, trustworthy, and less financially motivated than Generation Y. They have more realistic work expectations and are more enthusiastic about the future. Because different generations have specific job and workplace preferences, it's critical to understand Generation Z's preferences so that suitable communication channels can be developed and a positive work atmosphere can be built.

According to Bascha (2011), people from these generations strive on openness, work ethics, flexibility, and independence; non-recognition of people could lead to an imbalance in their psychological peace and its effects can be witnessed in thy work and behaviors. They expect to have a voice of their own, and prefer being recognized as an integral part of the organization. According to Max Mihelich (2013), they need enough independence to prove them and gain rapid recognition. They want supervisors to pay attention to their opinions which should not be related with their age. Employees are more likely to work with superiors who tend to maintain a transparency in related factors, and who also promotes progression and career enhancements, Teresa Bridges (2015).

Generation Z is focussed on employment that enlarges their entrepreneurial skills, possess an environment of warmth, and permits freedom of actions. They like a flexible office environment. They respect order and predictability in the workplace and dislike complex planning layouts (Knoll, 2014). They want to work for a trustworthy boss (Robert Half, 2015).

People are segmented according to their birth span, considering the non-controllable aspects. Practitioners' attention relies on the variations amidst generations as they disburse varied features. People from generations differ in various features, according to the previous understandings terminologies of employment and organizational traits, and labour can also be witnessed as a differential factor. These traits can be in the form values with respect to work and life, aspirations in terms of success, decentralization and other developmental aspects. The existing variations within the generations majorly influence decisions of manpower management, which often includes learning, compensation and work life aspects.

2.13 Scholarly Findings of Generational difference

(Kollmann et al., 2019) focused on the older (experienced) employees and highlighted that older employees can perform better. He also indicated that older employees are not always seen as poor performers and discussed less innovative ideas due to their age. The author proposed that older employees can perform better than younger employees if their work is interdepartmental or they are involved in interdepartmental work. (Bal et al., 2012) Employees who are experienced tend to exert behavior that favours the organization compared to young persons. Sometimes, when there is a breach of the contract, the responses of the experienced person remain unchanged. However, the negative aspects of the breach can be eliminated through emotional stability steps.(Sharif et al., 2017) discussed the age-related differences concerning PCB and feelings of violations. It was analyzed that the perception of violation of contract has no impact on the behavior of older employees than younger employees. Younger employees showed negative reactions to the breach of the contract. (Vantilborgh et.al., 2013) focused on how

age is related to the degree of balance in the psychological contract. Balance indicates the effect of giving and taking, which means if one person has given certain inducements or benefits, the other will return the favour by restoring the balance. Younger employees majorly focus on the benefits which they receive rather than older and experienced employees. If the benefits are not matched with their goals, then the leaving intentions are higher in the case of younger employees.(Thomas et al., 2009) examined the different ways in which the individual's age and experience reacted to a psychological contract breach (PCB). Two concepts were introduced contract malleability (tolerance) and contract replicability (response). Individuals who perceived that the breach of contract does not have greater and significant importance showed tolerant behavior and those whose contract breach was having significant response showed less tolerant behavior. (Eyoum et al., 2020) identified people's generational differences and perceptions towards performance appraisal purposes and the psychological contract. Generation X' and Generation Y' had optimistic outcomes toward the Psychological contract and performance appraisal purposes because their dependency on organizations for growth, individual advancement, skills, and benefits are more than 'Baby Boomers. 'Similar to generations, some people work in the organization voluntarily. These volunteer employees also possess certain expectations from the organization in which they are working. The expectation relates to future career possibilities, a trustful atmosphere, and the like. Non-fulfillment of these expectations creates negative outcomes in the behaviors of these people, which is mediated by age. It means that the older ones prefer to hold on to the relationship they possess with the resources rather than the younger ones (Aranda et al., 2017).Age also has a significant reaction to job stress. The research was conducted (Bruins et al., 2019) in which job stress, psychological contract fulfillment, and age were the variables. Age being the moderator strengthens the relationship between the remaining two variables. The researcher discussed the pre-entry expectations from the organization and COR model. It analyzed that if there are job demands and work expectations that cannot be suppressed and resources are not provided for its completion, stress is generated. However, it has less effect on older employees because they learn to

adapt and adjust with time. Market situations are always the flexible ones. Sometimes it's favorable for the organizations, and sometimes it's not. During the time the organization faces a crisis, the employees also suffer. The steps taken by the organization might include downsizing, cost-cutting, reconstructing, and so on; these acts of the organization develop a sense of violation and breach amongst the employees. This perception of breach and violation is lower for older employees than younger ones (Sharif et al., 2017). Employees' length of service in the organization has different reactions to fulfillment and task performance. The two aspects of the contract, transactional and relational contract, have been taken to analyze the fulfillment of the contract. Transactional contract linked with monetary and short-term benefits affects employees of a short length of service, and relational contract affects the employees of a long length of service; together, they affect the task performances of employees (Liu et al., 2020). Employees' expectation from the organization is vast. It is difficult to identify which factor affects the employees more. (Kraak et al., 2017) prescribed certain dimensions with which the examination of the contractual aspects can be attained. The perception of breach of contract is positively associated with the dimensions and employees' turnover intentions. Employees who perceived their identification with the organization and groups, the older employees, were more affected by breaches and violations of these dimensions. Older employees are, in some way, an asset to the organization. Their behavior, responses, and dealings with factors have been developed over time which assists in sustaining the optimal environment. A situation of workplace bullying receives responses differently from different people, like women, who perceive it as a breach of the contract of providing a safer and friendly environment violation to young members. However, it seems to be a neutral situation for older employees for which they have other ignorant responses (Kakarika et al., 2017). (Moore, 2014) the author analyzed the existence of an influence of this expected contract over employee engagement. The people from different generations were considered in finding the reactions towards PCF and employee engagement. Amidst the six generations, the millennial generations born between 1979 - 1994 were treated as the most effective generation because of their unique characteristics,

and they mostly contributed to employee engagement. (Lub et al., 2011) tried to identify the generational perception towards psychological contracts and organizational citizenship behavior. Generation X, the people born before 1980, and generation Y, born after 1980, both the generations had associations with relational contracts, and their OCB was more in comparison to transactional contracts. (Chen & Choi., 2008) in their study identified several work-related values of the people of different origins. Millennial employees showed more interest in the short-term benefits rather than longer benefits and relationships compared to other generational employees. (Festing and Schäfer, 2014) mentioned in their article the significance of talent management, organizations involved in talent management activities signal the fulfillment of the psychological contract for employees. This elaborates that people actively contribute by enhancing their performance. Generational differences are considered a moderator in the study; employees from different generations have different responses to talent management. In this study, Generation X and Y experience PCF in the case of talent management rather than baby boomers. People from different generations have different responses to the organization. (Lub et al., 2012) authors highlighted the variance of responses from different generational people in the hospital sector. Younger employees are more likely to respond to opportunities like challenges, variance in work responsibilities, and development. Regarding salary and work atmosphere, the opinions remained constant for every generation. (Hess and Jepsen, 2009) has highlighted significant differences between contract perceptions of different generations based on both career stage and generational aspects. Baby boomers majorly respond to relational contract fulfillment more than transactional in comparison to Gen X. Gen X responded negatively to transactional contract fulfillment more than Gen Y; at career stages, they respond as per their fulfillment of the contract. (Twenge and Campbell, 2008) the authors of their study have identified the psychological traits of people from different generations in the workplace. They have identified that Gen Y and millennials exhibit traits like anxiety, depression, self-esteem, and similar feelings in the workplace compared to other generations of people.

2.14 Contract Type

2.14.1 Meaning of Employment

Employment is termed as an agreement between an employer and an employee that specifies the task, work description, manner of service, and contribution the employer must make to the company. Employees decide on a particular amount of remuneration and benefits in exchange for their services based on the work function and several other factors. The status of having a job or being employed is called employment. If someone is used, they must be compensated. The person appointing an employee is an employer, and the person who will be working and rendering services is an employee. Employers might range from businesses to individuals. The legal definition of business is that the official contract between the two parties, defined as management and worker, cannot be broken without the consent of both parties. Employees at Organization Name work on an "at-will" basis, which means they can resign/leave at any moment, with or without cause. The types of workers are changing as the trend of freelancers and work-from-home employees grow. Having a diverse workforce allows businesses to alter their workforce requirements as the economy changes, ensuring maximum production at all times. To address who is a hired worker, we must explore the various types of employees that a business can engage.

2.14.2 Categories of Employment

2.14.2.1 Permanent Employees

ALE is a company with more than 50 full-time employees (applicable large employers). Employees in this group work 30 to 40 hours a week on average. The minimum amount of hours is determined by the employer. The organization provides several perks to full-time employees, including paid time off, health insurance, a provident fund, maternity leaves, etc. There is no standard definition of a full-time employee under the FLSA (Fair Labor Standards Act), and companies are free to choose how they employ their manpower. Contracts for full-time employment are open-ended. Employees are recruited

for undefined periods, and their contracts only end when either the company or the employee terminates them.

2.14.2.2 Temporary/Adhoc/Contractual Employees

"A job in which an individual does not have a stated or implied contract for long-term employment, or where the minimum hours worked can vary in a non-systematic manner" can be recognized as contingent employees (Polivka & Nardone, 1989, p. 11). These employees can be of varied categories; temporary, seasonal, and seasonal employees. These workers are engaged on a contract basis for a set amount of time. Temporary employees are hired to satisfy the needs of a specific project or activity and then fired after the assignment is over. The period is usually six months, although it can vary depending on the project. A company employs contract workers for a specific amount of time. These contracts have a distinct beginning and ending dates. Businesses frequently hire contractors to undertake particular jobs or work on particular projects. They may also engage them to supplement their staff during peak seasons or to cover for absent employees. The employer and contractor may decide to part ways or negotiate a new contract once the current one expires.

2.15 Scholarly Findings of Contract/Employment Type

Temporary and permanent workers have different reactions to psychological contracts and their perceptions of fulfillment. When an employee faces fears on the job, they execute certain behaviors. For permanent employees, fear of losing their job is associated with a contract breach, and their outcomes are affected. While for temporary employees, it is not negatively related (Callea et al., 2014). (Jong et al., 2018) focussed on the relationship between internal & external motivation, power relationship, and commitment within permanent and temporary employment. The power possessed by temporary employees tends to increase their loyalty with the availability of more power. However, the powers possessed by the permanent workers and their commitment remain the same. (Devicienti et al., 2018) focuses on the workplace union and temporary employment.

Training provided by the organization to the employees majorly affects the behavior of temporary employees and their perceptions towards unions. (Dawson et al.,2015) discussed the well being temporary and permanent contracts. He focused on whether temporary employees have lower well-being than permanent employees. He discussed well-being on psychological distress, poor general health, depression, anxiety, and life dissatisfaction. (Bajorek et al., 2019) addressed the impact of temporary staff on the permanent staff. It is witnessed that when the employees are not connected with the work atmosphere and possess some confusion regarding them, the burden of managing the temporary teams often relies on the permanent workers. The latter, to some extent, affects their work as well. (Zhang et al., 2018) studied the impact of firm category and cerebral contract realization on behaviors of categories of employees. The author provided four models of psychological contract based on promises, namely, high mutual commitment based (high expectations from both employer and employee), quasi-spot security-based (low expectations from both employer and employee), employer over based (high expectations from employer) and the employer under based (high expectations from employee). It can be stated that employees working in private companies and temporary employees experience quasi spot or employer over-promise-based contract. In contrast, employees working in state-owned companies and permanent employees experience mutual high or employer under contract. The fulfillment of a contract enhances job satisfaction and other optimal behaviors in employees. Similar to the dimensions of agreement (Isaksson et al., 2010) identified a layered psychological contract. There is always confusion about transactional and relational contracts. Both these contracts form assumptions regarding their implications and meaning. Permanent employees receive more benefits in terms of the relational and transactional agreement than temporary employees. Temporary and permanent employees possess obligations, but as permanent employees are entitled to help, they will be more entitled to relational commitments. (Lee & Faller 2005) the author, through his research, tried to identify the nature of the contract of temporary workers; in doing so, the author studied the varied dimensions of

agreement. With the study of measurements, it was concluded that the characteristics of temporary workers or employees are inclined to be transactional than relational.

(Conway and Briner, 2002), the article demonstrates the responses of part-time or full-time employees regarding work status, psychological contract fulfillment, and attitudes. It is highlighted that both part-time and full-time employees have different perspectives concerning the realization of their contracts. If they experience the completion of the contract, then responses will be similar irrespective of the work status.

Chapter 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology defines the techniques or procedures embraced in a particular study to accomplish the research goal. Research implies further research on an existing subject, whereas methodology suggests ways to achieve something. This chapter highlights the summation of all the practices adopted for the imminent realization of the survey. The chapter consists of assorted sub-parts disclosing the study gap, the structure of research, framing of the questionnaire, population, and sample for the study, and in the closing section, the procedure for collection and analysis of data.

3.2 Need and Scope of the Study

Employees are the company's assets; their existence supports the company or any organization in achieving its end purpose or sustainability. Responses of employees' are witnessed in behaviors, performances, results, and the like. Employers' or organizations' behaviors towards an employee instigate a similar behavior. Supervisors' discriminant behavior and contributions affect employees' contributions. An employment contract highlights the rules and regulations employees are encouraged to perform. In contrast, unlike any employment contract, a psychological contract vocalizes the implicit contract between the employer and the employees.

The emergence of diverse companies and their ranks encourages the decision-making capabilities of employees in choosing the organization where they prefer to work. The choice depends on the organization's performance, behaviors towards employees, benefits provided, and the overall perception of the same. This information helps the employees elect the appropriate organization and contribute their efforts. Many authors have argued that organizations can be weighed based on promised obligations; instead, they are also

considered based on a few debts not promised but elicited in the term of employment and the level to which these obligations are to be filled (Laulié and Tekleab, 2016). On this notion, a perception is formed that employees prefer to contribute their efforts to organizations that are willing to contribute to the employees and equipped to fulfill their obligations.

Employees' OCBs are considered the major contributor to organizational success and its members. Researchers overseas have justified the relationship between PCF and OCB and their significance. Indian authors have completed their research on the breach aspect of the contract and the associated topics in several sectors with employees. Non-metropolitan states are yet to be accepting the terminology of implied arrangement. The current study applies the psychological contract to one of the states, Chhattisgarh, not a metropolitan state. The research focuses on identifying positive aspects of the contract and its application in defining the contribution of people in terms of OCB.

Employees from Government and non-government colleges possess perceptual differences towards the organization. Private colleges do not enjoy the benefits and amenities which public ones do; this becomes the cause of perceptual differences and diverse contributions. Employers represent the organization, and employers' treatment of the employees overrides the pessimistic aspects of the organization. Employees in private colleges are either in permanent or temporary employment, and as per the employment, they receive treatment from the employer. Similarly, the employees working in the organizations differ in age; some are from Gen X, Gen Y, and Millennial. Extensive works of literature from authors show that the age of employees or employees from different generations has different behavioral responses towards a single thing. This research focuses on the reactions of people from different eras and the employees from terms of contract towards PCF and OCB.

This study entirely revolves around teaching employees from non-public colleges. The main focus is on understanding employees' contributions as a response to assistance from employers. The introduction of psychological contracts and their fulfillment is supposed

to provide grants expected to alter or redefine' organizational behavior' for Indian states. The overall result will contribute to future improvements for the organizations and people associated with them. The scope of this study relies on the behavioral aspects, including human relations and behavioral approaches, as well as the employees working in private colleges for employment.

3.3 Research Gap

An employee entering the organization consists of certain expectations from the employer or the organization, which further decide the employee's tenure. Unlike the written employment agreement, the psychological contract is vast and complex. A written employment contract highlights the boundaries within which an employee and an employer are expected to perform. In contrast, a psychological contract has no limitations; every facet of human expectations, formal or informal, financial or non-financial, or both, are included in this contract, making it comprehensive. (Anderson & Schalk, 1998)

This contract can be both positive and negative. Positive as to the fulfillment of the contract and negative pose to breach of the contract. Employees, whose promises are fulfilled experience satisfaction in their job, express their loyalty to the organization, contribute to organizational success and enhance their OCBs (Turnley & Feldman, 2000; Robinson, 1996). On the contrary, employees who experience breaches prefer leaving the organization, encounter trust issues, and reduce their OCBs (Robinson & Morrison, 1995; Robinson & Rousseau, 1994)

Several researchers in their study have focused on the breach aspect of the psychological contract. At the same time, the fulfillment side of the contract has limited access and is yet to be explored. The existing studies on this topic can be recognized in places outside India or, if in India, then specifically in metropolitan cities. Most of the study is based on companies; the manufacturing or service sector, civil sectors, and other government

sector employees have also been included by the authors in their research, whereas the education sector and responses from the employees' teaching remain unidentified. The education sector is similar to other industries in terms of organization and can be governed in the context of exchange relationships considering employer and employee.

Researchers in India have explored aspects of PC as a breach or fulfillment or as a mediator with other variables. Indian states and cities lack this research, or some are unaware of the concept of PCF and OCB. One of the states which come under this category is Chhattisgarh. This is a state where people have limited or zero knowledge about the psychological contract; it is still a developing state—covering the education sector in this state majorly recognized six universities and their private colleges are esteemed for estimating the existence of application of the concept PCF and OCB.

Employees can be categorized in many ways, permanent or temporary, or contractual, within an organization. Depending on employees' working span, the work, treatment, behavior, compensation, and the like differ. Permanent employees in every organization relish some benefits or receive behaviors that are not similar to temporary or contractual employees. Temporary employees remain in any particular organization for a time zone that may or may not transverse into permanent. In contrast, contractual employees join a company or industry for specific work or targets and a limited period. Similarly, the education sector possesses permanent employees who have joined as Adhoc or temporary staff. This study focuses on identifying how this contract term affects the variable PCF and OCB.

Age is one of the most prominent facets which assist in better understanding the variables. People from different age categories have different responses to similar notions, acts, or behavior. While this study deals with identifying the relationship and impact within the variable PCF and OCB, age will contribute to recognizing whether

people from different generations are affecting these variables. Based on the above discussions, this study highlights the following research gaps;

- The concept of psychological contract is majorly researched outside India. In India, this work is limited, and the limited research in India focuses mostly on psychological contract breaches. So, there exists a gap in psychological contract fulfillment in India (Kutaula, 2014; Conway & Coyle, 2006; Deepti & Bara, 2013).
- Organizational citizenship behavior is one of the major predictors of psychological contract fulfillment; these two variables have been taken together by researchers outside India, so a gap exists in India where these two variables have to be taken together. (Ahmad & Zafar, 2018; Kutaula, 2014).
- Similarly, Contract type and age have been taken as moderators by researchers in their studies individually; together, these variables have yet to be integrated into research, and hence this gap exists. (Callea et al, 2014; Hess & Jespen, 2009).
- Studies in psychological contract fulfillment outside India and within India have been performed in different sectors, namely, the service or manufacturing sector, civil and other government sectors. There exists a research gap in psychological contract fulfillment in the education sector. (Kuala, 2014; Conway & Coyle, 2006; Deepti & Bara, 2013; Callea et al, 2014).

3.4 Objectives of the Study

The insights gained from various authors' perspectives mention the significance of psychological contract fulfillment and organizational citizenship behavior in every employee's tenure of employment and living. The outcome of this contract has a link with diverse aspects. But majorly, it has been linked with people's behavior at work. Several overseas authors have proved PCF and OCBs association, but the subject has limited access by the Indian authors and is not justified in the education sector. Indian authors

and most overseas researchers have studied the non-fulfillment of this contract and its influence on OCB. The present study focuses on the sunny aspect of the agreement and its association with OCB. This study also includes demographic variables as moderators to understand the relationship better. Based on the literature and purpose of this study, the objectives are;

- I. To study the relationship between psychological contract fulfillment and organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh.
- II. To study the impact of psychological contract fulfillment on organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh.
- III. To study the moderating effect of age on the relationship between psychological contract fulfillment and organizational citizenship behavior.
- IV. To study the moderating effect of contract type in the relationship between psychological contract fulfillment and organizational citizenship behavior.

3.5 Conceptual Model

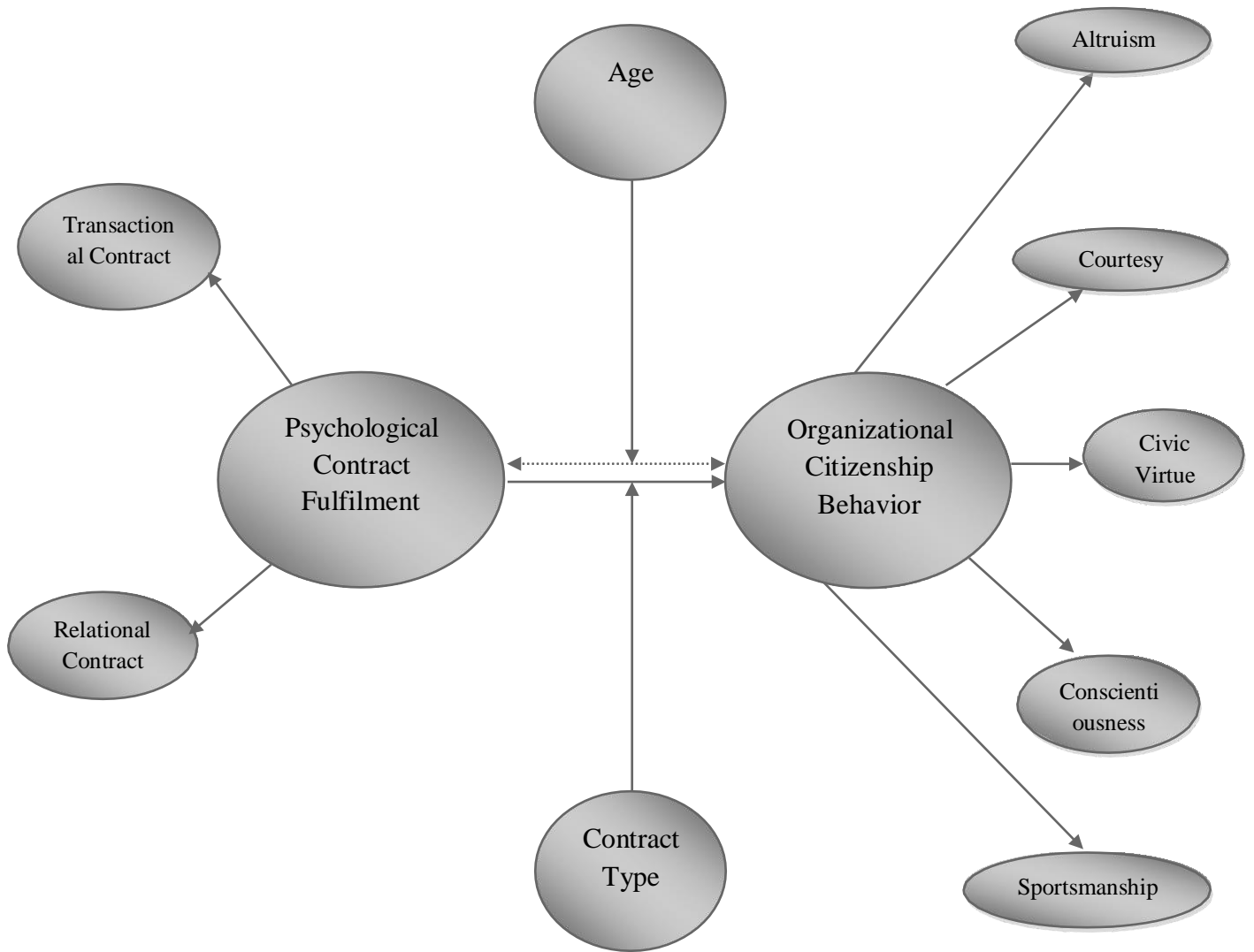


Figure 3.5 Conceptual Model

3.6 Hypothesis

As per the objectives of this study, the following hypothesis has been framed, which will be analyzed;

H1: Psychological Contract fulfillment has a positive correlation with Organizational Citizenship Behavior.

H1a: Relational psychological contract has a positive correlation with Organizational citizenship behavior.

H1b: Transactional psychological contract has a positive correlation with Organizational citizenship behavior.

H2: Psychological contract fulfillment has positive impact on organizational citizenship behaviour.

H2a: Relational contract fulfillment has a positive impact on organizational citizenship behaviour.

H2aa: Relational contract fulfillment has a positive impact on altruism.

H2ab: Relational contract fulfillment has a positive impact on courtesy.

H2ac: Relational contract fulfillment has a positive impact on sportsmanship.

H2ad: Relational contract fulfillment has a positive impact on conscientiousness.

H2ae: Relational contract fulfillment has a positive impact on civic virtue.

H2b: Transactional contract fulfillment has a positive impact on organizational citizenship behavior.

H2ba: Transactional contract fulfillment has a positive impact on altruism.

H2bb: Transactional contract fulfillment has a positive impact on courtesy.

H2bc: Transactional contract fulfillment has a positive impact on sportsmanship.

H2bd: Transactional contract fulfillment has a positive impact on conscientiousness.

H2be: Transactional contract fulfillment has a positive impact on civic virtue.

H3: Age moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

H4: Contract type moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

3.7 Research Design

The design indicates the path to follow by the researchers to escort their research. This section initiates by stating the nature and kind of research, defining the population and sample for any particular study, methodologies incorporated for completion of the study, background for applying the methods, and how these methodologies have been applied. This structure provides every ingredient related to the roadmap of the investigation.

The nature of this particular research is descriptive. Descriptive research is a sort of research that elaborates insights about an existing material, topic, or subject. The application of this kind of research is associated with highlighting modern insights from a surviving process. The utility of a descriptive survey in this study tries to intricate the attributes of the variables. The survey eases collecting facts from the population and explicates the elements of the variables.

The quantitative approach has been applied in this study. The quantitative approach implies using a well-defined and pre-structured questionnaire for gathering responses from the respondents and further using these responses to examine and justify this study's objectives. Existing articles from the previous authors have been taken for selecting the questionnaire. The papers from which the questionnaires have been chosen are "*Inducements, contributions, and fulfillment in new employee psychological contracts.*" "*The Role of Future Time Perspective in Psychological Contracts: A Study among Older Workers.*", and "*Organizational Citizenship Behavior Dimensions in Indian Companies, International Conference on Multidisciplinary Research & Practice.*" The questionnaire

formed from these papers has 41 questions, including questions from each dimension of the variables PCF and OCB. Initially, the adopted questionnaire was validated by people associated with a similar discipline. Once the validation was done, pilot testing of the questionnaire was initiated and acquired. The Cronbach alpha value verified the value of pilot testing for achieving the reliability of the questionnaire, and then actual data collection and analysis were initiated.

The result obtained from the pilot testing enables its reliability, which further assists in conducting the principal analysis for this study. The study starts by defining the variables for this study, which comprises independent, dependent and demographic variables. This study rotates around the employees of non-government colleges associated with six universities in Chhattisgarh. The table represents the categories of all such variables.

Further in this study, several tactics like KMO and Bartlett's test, descriptive analysis, factor analysis, Pearson's correlation, and linear regression analysis will be applied to recognize the relationship and impact within the variables. Transactional psychological and relational contract fulfillment are the factors derived from PCF, and altruism, courtesy, conscientiousness, sportsmanship, and civic virtue were factors from OCB. These seven factors containing three or more items were identified for performing factor analysis for the study. Once the factor analysis is done, then correlation and linear regression analysis will be done within the variables using software like SPSS and AMOS.

Age and type of contract are the demographic variables used in this study which have further sub-parts. Age as a continuous variable has been identified as Baby boomers, Gen X, Gen Y, and Millennial. On the contrary, contract type is a categorical variable, including categories like temporary/ad-hoc/contractual and permanent employees. The respondents will be categorized in the form of the type of contract, and then as per the proportionate ratio, responses will be collected. Respondents' age will be asked from the

questionnaire and used for further analysis. Google forms and printed forms were the strategies applied for collecting data, and the sampling technique used for collecting responses was convenience sampling. The sources of gathering insights into this will be primary and secondary. Preliminary data will be collected in the form of questionnaires instantly from the respondents, and secondary data will be drawn from journals, research articles, and dissertations.

Identifying the association and aftermath between the variables (PCF & OCB) amidst the Private colleges of Chhattisgarh will demonstrate a unique identity for organizational behavior in this region. The perceptual thoughts concerning the contribution of both the employer and the teaching staff will lead to the expected contribution from either of the parties in the future. The result obtained from this study can be applied and tested in other regions within the institutions.

3.8 Sample Size and Methodology

Sample, in common parlance, is defined as a small group representing and possessing the features of the overall population. The sample size should not be less or oversized, which makes it strenuous to make pellucid assumptions about the people, and it causes an effect on the study (Lenth, 2001). While selecting the sample size, assorted facets are to be kept in mind; the cost of the research, population size, level of a confidence interval, and the power of the statistical approach to assess the result for a particular study (Singh and Masuku, 2014).

The respondents for this study are employees from the non-government colleges of the state of Chhattisgarh, so two populations have been identified. Six universities have been placed in this state, and the population of non-government colleges from these universities is 366. Employees from these 366 colleges will be the respondents for the current study. This study strives to assess the impact of job type on the variables PCF and OCB, for which the responses will be gathered from both permanent and temporary/ad-

hoc/contractual teaching staff. Every year from the colleges, the number of temporary teaching staff differs depending on the turnover rate or employment contract, making it tedious to acquire the exact number of temporary faculties employed. The permanent number of faculties per the college or university website for all 366 colleges is 5000, and the expected number of temporary teaching staff is 4000-5000. These numbers lead to the population for our respondents with 9000-10000 faculties.

The sample size for respondents is calculated using Slovin's formula. This method is applicable in the absence of limited knowledge related to the population. In other methods, expected accuracy is known for the population; hence this research lacks it, so Slovin's formula will be applied. This requires;

$$n = N / (1 + Ne^2)$$

Where:

n = number of sample

N = total population

e = margin of error (at 95% confidence interval)

The sample size post-application of this method is 385, which will be rounded off to 400 faculties.

Glenn gives the second approach, which has been adopted for sample size. A table was presented with the population, confidence level, and sample size with the level of precision (Glenn, 1992). The table is highlighted in fig 3.8.1 below,

**Table 1. Sample Size for $\pm 5\%$ and $\pm 10\%$ Precision Levels
where Confidence Level is 95% and P=0.5.**

Size of Population	Sample Size (n) for precision (e)	
	$\pm 5\%$	$\pm 10\%$
500	222	83
1,000	286	91
2,000	333	95
3,000	353	97
4,000	364	98
5,000	370	98
7,000	378	99
9,000	383	99
10,000	385	99
15,000	390	99
20,000	392	100
25,000	394	100
50,000	397	100
100,000	398	100
>100,000	400	100

Figure 3.8.1 Sample Size table

As per this method, the population is within 9000-10000, at a 95% confidence level, and the sample size is 400. Responses will be gathered from respondents on their job type, representing permanent and contractual or temporary staff; this will be done using a proportionate method. A ratio of 50/50 or 60/40 will be adopted while collecting responses. Since the absence of any other method of calculating the sample size from the college population to fulfill assumptions of other methods, the researcher will consider every university for gathering responses. All these factors lead to a slight increase in the sample size to 600 respondents. This sample size will assist in gathering the responses,

including variance of job type and consideration of every university using a convenience sampling technique.

3.8.2 Discussion

The determination of appropriate samples leads to optimum generalization and outcome. The methodologies for calculating the sample size in this study may differ from studies involving other sampling techniques. Adopting these methodologies to populations with strata will be an unfit match; sample size determination for every analysis depends on facets as per the study and its essentials. The sample size for this study has been acquired, acknowledging the relevant characteristics. Considering the aspects of this study and the application of Slovin's formula, the number of respondents will be 600 faculties, and responses will be gathered through a questionnaire approach.

3.9 Data Collection Tool & Method

The success of every research is depended on the quantum and eminence of data defining the topic. The facts collected must be reliable, reprehensive of the population, and capable enough to extract the actual result for the study. The collected data is necessary to resemble the quality irrespective of the quantity. Data can be ordered in both qualitative and quantitative manner. Qualitative data includes the interview method, which is further categorized into an in-depth interview, structured, group, panel, and unstructured interview methods (Aborisade, 2013). The questionnaire is included in both the qualitative and quantitative data collection methods, which can be further categorized as structured and unstructured questionnaires. Structured questionnaires are generally close-ended compared to unstructured ones (Acharya, 2010).

The data collection for this study was done through both online and offline modes. The structured questionnaire from the previous researchers was taken, and a Google form was developed. The questionnaire consists of questions from every dimension of PCF and OCB variables. Dimensions TCF consists of nine questions, whereas RCF consists of ten

questions; these questions utterly define PCF. Similarly, the dimensions defining OCB altruism with four questions, courtesy with eight questions, civic virtue with five questions, and conscientiousness and sportsmanship with three questions. The moderators for this study are included as the demographic variables and are directly asked by the respondents. Four questions are included as demographic questions, two of which are moderator questions seeking respondents' age and job type.

The questions opted to resemble employees' perception of the contributions made by their employer and employees themselves in terms of the contract. Prior permission from the Principals' were obtained for initiating the collection of samples. The existence of the Pandemic situation made the collection process complex; Google forms (soft copy) of the questionnaire were shared with the staff that was not physically available in the colleges. The printed (hard copy) form of the questionnaire was distributed to the teaching members of the colleges, and it was collected once it was filled with their responses. Offline mode has been opted as a cause of maximum participation, increased response rates, and as a mode of receiving feedback from the respondents on a particular topic.

The collected data are inclusive of biasness; biasness can be recognized in terms of respondents, scholars, or some other biasness. A common method bias test has been applied to identify any category of biasness. As per this test, if the percentage of total variance explained is $< 50\%$, it is said that the data is not biased, and further analysis can be performed. According to this test, the percentage obtained is 30% which is less than 50% ; hence, the data is fit for further analysis and excludes any category of biasness.

3.10 Validity and Reliability

The adaptability of any scale depends on its ability to examine the variables appropriately and precisely. The more effective the scale is, the more likely it will give accurate results. This study, considering these aspects, has undertaken all the necessary steps to elicit the scale's reliability. The scale or the questionnaire adopted has initially gone through expert

reviews, assessing its acceptability as per the research area. Then prototype testing, commonly recognized as pilot testing, and was done. Pilot testing and the Cronbach alpha value showcase the scale's reliability in this study.

3.10.1 Expert Review

The first step in assessing the scale's reliability is to validate the contents available on the scale. The content validity implies that the questionnaire or the ranking will effectively acquire data from the actual respondents, and the language used is acceptable and straightforward for respondents to understand and answer. It can be appropriate in the areas where the research is being conducted. Based on this notion, it was shared with five experts who have knowledge in the particular field to check the content validity of this scale. The questionnaire of this study contained 41 questions about the variables and their dimensions. Experts provided feedback with no change and indicated that the scale could be progressed with further reliability steps.

3.10.2 Pilot Testing

Once the content validity is done, the next step is pilot testing. Pilot testing or study is a trial study or prototype of the actual study to be conducted. In this study sample of the exact model is taken to collect responses and analyze the results for the fundamental study. The results obtained are expected to be in sync with the actual result performed with the actual sample. The entire process of the pilot study is the same as the fundamental study. While conducting the pilot study, the sample taken will not be included in the actual model. The questionnaire will be sent to the respondents, and then further outcomes will be accomplished. Table 3.10.2 demonstrates the categories of questions adopted in the structured questionnaire.

Table 3.10.2 Variables with Kind of Questionnaire

S.No	Measured Variables	Number of Likert Scale Questions	Number of Close-Ended Questions
1	Demographic	-	4
2	Transactional psychological contract fulfillment	9	-
3	Relational psychological contract fulfillment	10	-
4	Altruism	4	-
5	Conscientiousness	3	-
6	Courtesy	8	-
7	Civic Virtue	5	-
8	Sportsmanship	3	-

3.10.3 KMO and Bartlett's Test

KMO and Bartlett's assessment are done to explore the abundance of sample, and to recognize the fairness of variances amidst those samples. Appropriate sample size for factor analysis is estimated with the help of KMO. The correct sample size estimation adopted for this study highlights its appropriateness, but the KMO test is still performed to validate the same. KMO test statistics have a value between 0 and 1. KMO test values greater than 0.50 are desired. The value increases or the higher value signifies a better result (Andy Field, 2009). The approximate samples gathered for this research are 604. The KMO test was used to determine the viability of the sample size for all variables and sub-parts.

On the other hand, Bartlett's test of sphericity is a statistical technique that demonstrates the existence of an alliance between measures and sub-parts of measures. Bartlett's significance level is required to be less than 0.05 ($p < 0.05$), indicating that the variable has an adequate association (Hair et al. 2010).

The values of a few measures are highlighted in table 3.10.3.1 and table 3.10.3.2 below;

Table 3.10.3.1 KMO for TPCF

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	401.197
	Df	36
	Sig.	.000

Table 3.10.3.2 KMO for Altruism

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	70.873
	Df	6
	Sig.	.000

3.10.4 Data Reliability

Lee Cronbach developed Cronbach alpha in 1951; this alpha is applied to identify the consistency amidst the variables. Cronbach alpha is used to measure the latent or unobserved variables. It is calculated to determine the reliability of each construct, and it also measures the reliability of the Likert scale. The responses gathered from the respondents in this study are all on the Likert scale, and Cronbach alpha has been

performed using SPSS. The Cronbach alpha value, if greater than 0.7, is considered fit and reliable.

3.11 Statistical Tools and Analysis

The calculations for every quantitative data lie on the applications of mathematical formulas, which assist in getting those answers. The existence of technology has made these formulas simpler and software-based. Through this, every researcher can apply the handy tools in the software, perform their calculations, and justify their result. This study also enacts software and its agencies to perform the analysis based on this notion. Initially, the Confirmatory factor analysis is performed in AMOS software with the factors of the variables. The first purpose of this study is to examine the relationship between the variables; Karl Pearson's correlation analysis will be performed using SPSS software. The calculation of impact within the variables will be performed by linear regression using AMOS software. AMOS software will calculate the moderating effect of age and contract type. Descriptive statistics using SPSS software will also be calculated.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

The responses collected for this study are further used for analysis and interpretation of the results of this study. The estimation of the data is carried out by performing specific steps. Data analysis initiates by carrying out the confirmatory factor analysis, identifying the items which majorly contribute to recognizing the factors and assist in obtaining the results for this study. PCF and OCB are the variables on which factor analysis will be performed to acknowledge their aspects and items. The estimation of this study elicits the association and impact among the variables PCF and OCB. Integrating two other variables, terms of employment or contract type and age of employees or the generational differences of employees' moderating effect will be calculated which will assist in better understanding the variables. The responses of people in this study have been collected using 5-point Likert Scale. Different statistical techniques have been adopted to estimate the results; Descriptive statistics, Correlation analysis, Regression analysis, Structural equation modeling technique using AMOS, and continuous and categorical moderator analysis using AMOS.

4.2 DESCRIPTIVE STATISTICS

As per the collected data, the aggregate responses collected from respondents are 604. These responses were further processed for analysis and interpretation. Certain assumptions must be met for performing the calculations and making the generalizations. These assumptions state that the data should be complete without missing data. Another assumption focuses on the normality of the collected data, and the last belief demands the absence of outliers in the data. Once these assumptions are fulfilled, the raw data can be put forth for calculations. All the beliefs are considered in this study, and necessary steps have been taken to process the raw data for final analysis. Following steps have been taken to process the data to enhance its quality and ensure its applicability for further analysis.

4.2.1 Missing Values

Missing values are those values that the respondents prefer not to answer or which they fail to provide any information. Any data set which includes missing values is not further applied for analysis, as the blank spaces are not statistically recognized and examined. Values can be left unanswered either because of a lack of interest in sharing the information or mistakenly, the question is unanswered. As these missing values are not suitable for the data set, it is necessary to treat those values for further application. There are several techniques by which missing values treatment is done; one is the 'mean score method,' which is applied in this study to treat those missing values. In this study, 604 respondents gave their responses which consisted of some missing values. Using the 'series mean,' the values were treated, and the data set became readily available to perform further tests.

4.2.2 Outliers

Outliers are cases where the responses diverge dramatically from the rest of the data. An outlier might be univariate or multivariate in nature. A univariate outlier has a high score on only one variable, whereas a multivariate outlier has high scores on two or more variables. My research contains 'univariate outliers' which has been removed for achieving the normality of data. There are several methods for detecting univariate outliers. SPSS evaluates outliers using the minimum and maximum values and the whisker box plot. A total of 604 employee responses were collected to estimate the results of this study; out of these respondents, 38 responses were outliers who were present in both the variables PCF and OCB. These outliers are not typo errors, so the appropriate way to treat them was by removing them from the variables, hence 38 responses are removed from the data, and with this normality of the data was witnessed.

4.2.3 Normality

The z value of skewness for PCF is -0.26 within the range of -1 to +1; the histogram (fig 4.2.3.1) also discloses the normality. Similarly, the z value of kurtosis for OCB is 0.015

within the scope of -1 to +1; the histogram (fig 4.2.3.2) also reveals the normality of the data. These are the acceptable limits by which one can identify the data as standard, and with the values and graphs, it can be recognized that the variables PCF and OCB are now both normal.

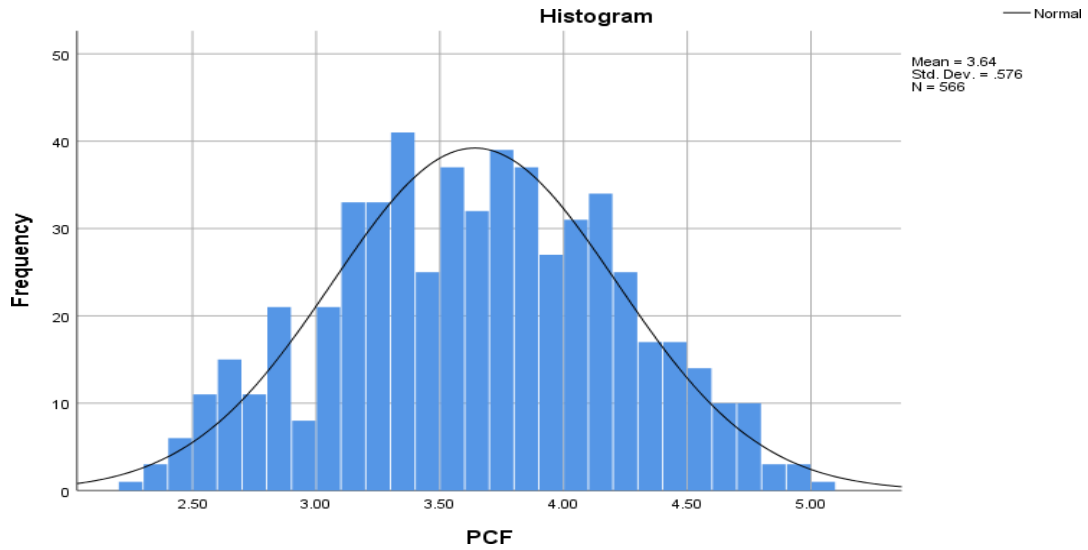


Figure 4.2.3.1 Histogram for PCF

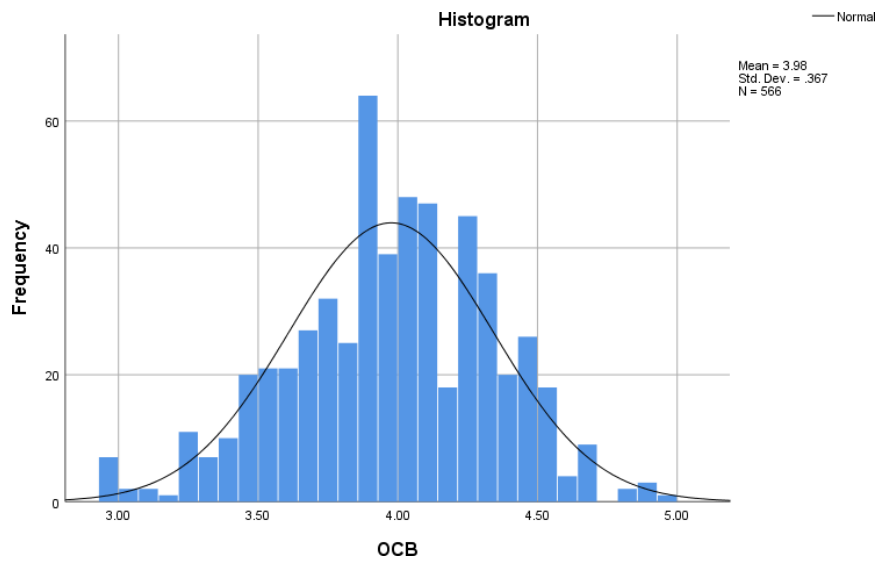


Figure 4.2.3.2 Histogram for OCB

4.2.4 Demographic Variable

After fulfillment of the required assumptions, the data is ready for analysis and interpretation. The number of responses is now at 566 respondents after removing the outliers and acquiring normality. Before the investigation, it is necessary to understand the demographic profiles of these 566 respondents. The features on the basis of which respondents were scrutinized; years of experience, age, employment type, gender, and their work position in the organization. These 566 respondents were from different age groups, 5.12 percent of respondents were from Generation Z, 72.43 percent of respondents were in the age group of Millennial, 12.02 percent of respondents were from Generation X, 9.9 percentages of respondents were from Boomers II, and 0.53 percentages of respondents are baby boomers. Among 566 respondents, 44.17 percent of respondents were male, 55.9 respondents were female, and 45.23 percent of employees had a permanent job type, whereas 54.8 percent of respondents were from ad-hoc or temporary employment.

Apart from the above demographic profiles necessary for the analysis, the respondents were also recognized for their work experience in years and the position they hold within the colleges. 42.23 percent of 566 respondents have experience of 0-5 years, 28.27 percent of respondents possess 6-10 years of work experience, 18.73 percent of respondents are from 11-15 years of work experience, 6 percent respondents are from 16-20 years of work experience, 3.7 percent respondents belong to work experience of 21-25 years and 1.08 percent respondents are from the experience of 26-40 years. Depending on the position, 92.9 percent of the total respondents are Assistant Professors, 6.4 percent are Associate Professors, and the remaining 0.71 percent of respondents are Professors in the colleges out of the respondents. These were the demographic profiles for the respondents of this study which are highlighted in the Table 4.2.4.1 below;

Table 4.2.4.1 Demographic Profile

Demographic	Indicators	Frequency	Percentage
Age	Generation Z	29	5.12
	Millennial	410	72.43
	Generation X	68	12.014
	Boomers II	56	9.9
	Baby Boomers	3	0.53
Gender	Male	250	44.17
	Female	316	55.83
Employment Type	Permanent	256	45.23
	Adhoc/Temporary	310	54.8
Work Experience (in years)	[0 – 5]	239	42.23
	[6 – 10]	160	28.27
	[11 - 15]	106	18.73
	[16 – 20]	34	6
	[21 - 25]	21	3.71
	[26 - 40]	6	1.06
Job Position	Assistant Professor	526	92.93
	Associate Professor	36	6.36
	Professor	4	0.71

4.3 Validity and Reliability

Validity indicates the effective implementation of any tools or techniques which helps in measuring something accurately.

Reliability is the consistency of outcome achieved by analyzing something in any similar criteria.

Assessing validity and reliability assist in identifying the effectiveness of the scale adopted to measure the results of any particular study. The different sections will elaborate on the validity and reliability aspects of the scale adopted in this study.

4.3.1 Expert Review

Any particular questionnaire or scale is assessed by performing content validity. The questionnaire is presented to the experts on the related subject or research on the content validity. Then their opinion is recorded to verify the readability and adaptability of the presented content. Similarly, the Professors and Associate Professors were presented the scale incorporated from the field of 'Human Resource Management to receive opinions regarding the same.

The questionnaire consisted of 41 questions (items), and as per the opinion of the experts, everything or question was appropriate for performing this study. In general, five experts were sent questionnaires to achieve content validity; and to assess the questionnaire's adaptability in the University and college level aspects. All the five experts approved the questionnaire, and 'No Changes Required' was their response concerning the scale or the questionnaire.

4.3.2 Pilot Testing

Post content validity 'Pilot testing' is performed. This study implies sample testing of the original research. As per this study, 10 percent of the actual sample is taken, and then a complete analysis is performed similarly to which the fundamental analysis will be served. In conducting this pilot study, existing structured questionnaires on the Likert

scale were adopted and sent to respondents for their responses. Table 4.3.2.1 describes the categories of the questions adopted in the structured questionnaire;

Table 4.3.2.1 Variables with Kind of Questionnaire

S.No	Measured Variables	Number of Likert Scale Questions	Number of Close Ended Questions
1	Demographic	-	4
2	Transactional psychological contract fulfillment	9	-
3	Relational psychological contract fulfillment	10	-
4	Altruism	4	-
5	Conscientiousness	3	-
6	Courtesy	8	-
7	Civic Virtue	5	-
8	Sportsmanship	3	-

4.3.3 KMO and Bartlett's Test

Sampling adequacy is tested using Kaiser-Meyer-Olkin (KMO) approach. KMO test prescribes the appropriate sample size for further performing factor analysis. As per the test, if the value is within the range of 0 and 1, the sample size is enough, and then other calculations can be done (Andy Field, 2009). Total sample collected for the research are 604. KMO test was performed to identify the suitability of sample size for all the variables and sub-parts of the variables.

On the contrary, Bartlett's test of Sphericity is a statistical test describing the existence of alliance among the variables and sub-parts of the variables. Bartlett's test value should be less than 0.05 ($p < .05$); this value indicates that an appropriate alliance exists within the variable (Hair et al. 2010). The below-mentioned tables describe the importance of KMO and Bartlett's test;

Table 4.3.3.1 KMO for TPCF

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.919
Bartlett's Test of Sphericity	Approx. Chi-Square	401.197
	Df	36
	Sig.	.000

As per the KMO's interpreted values, the value of KMO in table 4.3.3.1 is .919, which is excellent, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for TPCF is sufficient and suitable.

Table 4.3.3.2 KMO for RPCF

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	375.955
	Df	45
	Sig.	.000

The value of KMO in table 4.3.3.2 is .896, which is again excellent, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for RPCF is sufficient and suitable.

Table 4.3.3.3 KMO for Altruism

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.733
Bartlett's Test of Sphericity	Approx. Chi-Square	70.873
	Df	6
	Sig.	.000

The value of KMO in table 4.3.3.3 is .733, which is good, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for altruism is sufficient and suitable.

Table 4.3.3.4 KMO for Courtesy

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.808
Bartlett's Test of Sphericity	Approx. Chi-Square	176.319
	Df	28
	Sig.	.000

The value of KMO in table 4.3.3.4 is .808, which is excellent, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for courtesy is sufficient and suitable.

Table 4.3.3.5 KMO for Civic Virtue

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.682
Bartlett's Test of Sphericity	Approx. Chi-Square	75.049
	Df	10
	Sig.	.000

The value of KMO in table 4.3.3.5 is .682, which is acceptable, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for civic virtue is sufficient and suitable.

Table 4.3.3.6 KMO for Conscientiousness

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.592
Bartlett's Test of Sphericity	Approx. Chi-Square	39.387
	Df	3
	Sig.	.000

The value of KMO in table 4.3.3.6 is .592, which is average, and again the value of Bartlett's test is significant $.000 < 0.05$. This indicates that data for conscientiousness is sufficient.

Table 4.3.3.7 KMO for Sportsmanship

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.638
Bartlett's Test of Sphericity	Approx. Chi-Square	45.617
	Df	3
	Sig.	.000

The value of KMO in table 4.3.3.7 is .638, which is again acceptable, and the value of Bartlett's test is $.000 < 0.05$. This indicates that data for sportsmanship is appropriate.

The interpreted values for KMO are;

- Less than 0.05, poor
- Between 0.5-0.6, Average
- Between 0.6-0.7, Acceptable
- Between 0.7-0.8, Good
- Above 0.8, Excellent

As per the values obtained in the table (4.3.3.1, 4.3.3.2, 4.3.3.3, 4.3.3.4, 4.3.3.5, 4.3.3.6, 4.3.3.7); the values are 0.6 or more than 0.6 which are acceptable, Another test which helps in identifying the suitability of the data for factor analysis is Bartlett's test, the value of the difficulty in all the tables is significant; the p-value is < 0.05 , which is desirable. Hence, after conducting both the test, it concludes that the data is appropriate for factor analysis.

4.3.4 Data Reliability

Cronbach alpha is calculated for every construct of this study to identify the reliability of each construct. The Cronbach alpha value, if greater than 0.7, is considered fit and reliable. Table 4.3.4.1 below displays the alpha values of each construct.

Table 4.3.4.1 Cronbach Alpha Values

Variable	Numbers of Items	Cronbach Alpha Value
Transactional psychological contract fulfillment	9	.963
Relational psychological contract fulfillment	10	.957
Altruism	4	.844
Conscientiousness	3	.756
Courtesy	8	.885
Civic Virtue	5	.788
Sportsmanship	3	.804

As per the reliability and validity measures undertaken in this study, the results are favourable for both KMO and Bartlett's test and Cronbach alpha; the values are more than 0.7 and indicate that the scale is appropriate for final data collection and analysis.

4.4 Confirmatory Factor Analysis

In most social sciences research, authors test variables that are difficult to measure directly; these variables can be measured by applying statistical tools like CFA and SEM. CFA is a covariance technique that helps get the particular latent variables for assessing the results. Researchers use the latent variable, commonly known as factors, to estimate unobserved variables. While performing CFA, a theoretical framework is applied, the model is framed, and SEM provides inputs concerning the structural and measurement models. A structural model discloses the alliance among latent variables in the study, whereas the measurement model depicts the extent of partnership and covariance among the latent variables. SEM includes exogenous and endogenous variables; exogenous variables are similar to an independent variable influencing the dependent or endogenous variable (Schreiber et al., 2006).

This research includes two factors or latent constructs, PCF (exogenous) and OCB (endogenous), containing questions from different dimensions. The dimensions of PCF and OCB are unobserved variables, and the questions comprising these dimensions are the observed variables in this study. Psychological contract fulfillment was divided into two types: the transactional contract with nine items or queries and the relational arrangement with ten things or questions. In the same manner, OCB has five dimensions; altruism has four things, courtesy has ten things, civic virtue contains three items, conscientiousness with three things, and sportsmanship with three things. Confirmatory factor analysis was executed to test the factors and model fit. The structural model as per this study is highlighted in fig 4.4.1

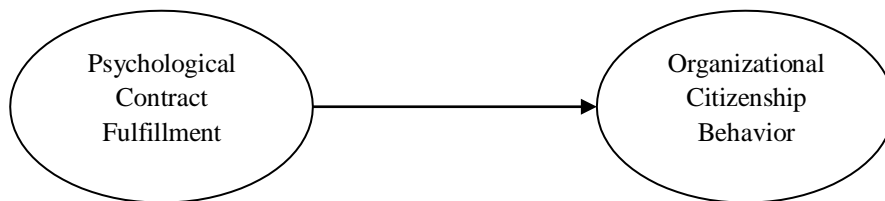


Figure 4.4.1 Structural Model

Once the structural model is understood, the other model required for analysis is the measurement model. The measurement model in this research is depicted in Figure 4.4.1.

This model includes several statements used to measure the construct, which can be reflected in the figure. As per this model, arrows are directed towards observed variables that will be measured. The association within the statements is commonly known as factor loading and is recognized by the symbol (λ). The values of these factor loadings lay within the range of 0 and 1, which means the values closer to 1 imply strong association and the ones which are not close to 1 will signify weak association. Maximum Likelihood Estimation (MLE) is the calculation tool applied in CFA, and the values of the goodness of fit for this model are highlighted in table 4.4.1

The goodness of fit indices provides the acceptable values that describe the fitness model. Table 4.4.1 displays the importance of the goodness of fit for the measurement model of this study. As per the table, all the values estimated depict adequate fitness measures. The values of these measures are; for CMIN/df, the deal is acceptable at 3.471, which must be within 1 and 3. The value of CFI should be more than .95; in this case, the value is .91, again acceptable. The value of SRMR is excellent at $0.054 < 0.08$, and the importance of RMSEA is also sufficient in this study. Through all these estimations, it can be concluded that the model is a good fit model.

Table 4.4.1 Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	517.119	--	--
DF	149.000	--	--
CMIN/DF	3.471	Between 1 and 3	Acceptable
CFI	0.915	>0.95	Acceptable

SOME	0.054	<0.08	Excellent
RMS	0.066	<0.06	Acceptable
close	0.000	>0.05	Not Estimated

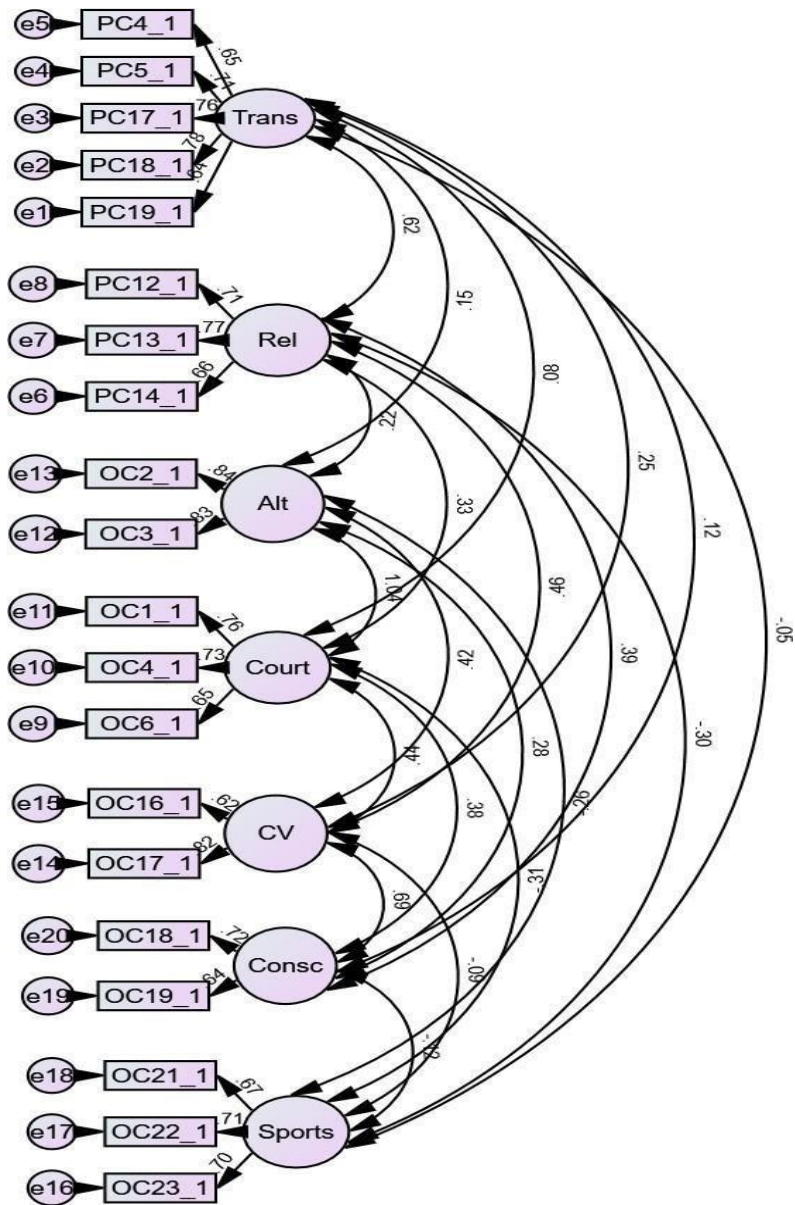


Figure 4.4.2 Measurement Model showing seven construct of PCF & OCB

Each value of the latent, observed variables and the importance of the error terms are highlighted in the measurement model fig 4.4.2. The values in the fig disclose the factor loadings of each construct, including the standard error.

Table 4.4.2 highlights the values of standardized regression weights, commonly known as factor loadings. The values must be 0.6 or greater than 0.6; as per the measurement model, the factor loadings are 0.6 and > 0.6 . Hence, the factor loading values are significant.

Table 4.4.2 Factor Loadings

Items	Transactional	Relational	Altruism	Courtesy	Civic Virtue	Conscientiousness	Sportsmanship
Transactional (PC4)	0.650						
Transactional (PC5)	0.715						
Transactional (PC17)	0.764						
Transactional (PC18)	0.777						
Transactional (PC19)	0.642						
Relational (PC12)		0.712					
Relational (PC13)		0.768					
Relational (PC14)		0.656					
Altruism (OC3)			<u>0.827</u>				
Altruism (OC2)			0.837				

Courtesy (OC6)				0.648			
Courtesy (OC4)				0.727			
Courtesy (OC1)				0.759			
Civic Virtue (OC17)				0.816			
Civic Virtue (OC16)				0.624			
Conscientiousness (C19)						0.638	
Conscientiousness (OC18)						0.721	
Sportsmanship (OC21)							0.704
Sportsmanship (OC22)							0.712
Sportsmanship (OC23)							0.667

4.5 Reliability and Validity Constructs

4.5.1 Construct Reliability

Construct reliability implies consistency within the constructs. Three approaches are considered while calculating the construct reliability; the first is the composite reliability, which is identical to Cronbach's alpha and measures the internal consistency within the scales. The second approach is Average variance extracted (AVE), which recognizes the number of conflicts defined by the latent variable or the construct. And the last approach is the identification of Maximal reliability MaxR(H); this reliability provides the reliable maximum values and highlights the items that minimize the calculative errors. As per

these approaches, the acceptable values are described; the fair value for CR is 0.7, for AVE, the accepted value is 0.5, and for the last approach permissible limit is 0.9. The table 4.5.1, below describes the values for all these approaches.

4.5.2 Construct Validity

Construct validity discloses the behavior of the measurement model with the hypothesized model; in other words, it describes the identification between the theoretical aspect and the actual measure. Convergent and discriminant validity are the two measures that help calculate the construct reliability.

Convergent validity – convergent validity identifies correlation within the observed variables in the same construct. The estimation of this validity depends on Factor loadings and Average Variance Extracted (AVE). Table 4.5.1 discloses the factor loadings and AVE values for all constructs. As per the table, the factor loadings are more significant than 0.6 for all constructs, but the value of AVE for sportsmanship and conscientiousness is less than 0.5; this means the observed variables are not highly related to the construct.

Discriminant validity –This highlights the level of distinctiveness between two constructs. This is opposite to convergent validity, as it does not describe the association within the construct; instead, it defines the difference within them. Discriminant validity is estimated by the comparison amidst Square root of AVE and Inter-construct correlations. Square root of AVE can be implied as Discriminant validity, and the estimated value is required to be greater than the inter-construct associations.

Table 4.5.1 Validity Analysis

	CR	AVE	MSV	Maxx (H)	Trans	Rel	Court	Alt	CV	Sports	Cons
Trans	0.836	0.506	0.384	0.844	0.712						
Rel	0.756	0.509	0.384	0.763	0.620** *	0.714					
Court	0.755	0.508	1.074	0.762	0.081	0.334* **	0.713				
Alt	0.818	0.692	1.074	0.818	0.147**	0.217* **	1.036** *	0.832			
CV	0.687	0.528	0.472	0.725	0.249** *	0.457* **	0.439** *	0.418* **	0.726		
Sports	0.736	0.482	0.099	0.737	-0.048	- 0.298* **	- 0.314** *	- 0.257* **	-0.086	0.694	
Cons	0.632	0.463	0.472	0.638	0.118*	0.386* **	0.381** *	0.283* **	0.687* **	-0.123*	0.680

4.6 Results

Table 4.6.1, contains the descriptive statistics amidst the variables including mean and standard deviation. Table 4.6.2, States the correlation between all the variables in the present study. This correlation table describes that age has a positive correlation with experience (.723, $p < 0.05$) and employment position (.369, $p < 0.05$) and negative correlation with others. Gender shares positive association only with type of contract (.078, $p < 0.05$) and shares negative association with other variables. Years of work experience has a positive correlation with age (.723, $p < 0.05$), employment position

(.416, $p < 0.05$) and PCF (.089, $p < 0.05$). Type of contract is only associated with gender (.078, $p < 0.05$) and negatively related with other variables. Similarly employment position is positively related with age (.369, $p < 0.05$), years of work experience (.416, $p < 0.05$) and PCF (.075, $p < 0.05$) rest is negatively related. PCF is also positively related with years of experience (.089, $p < 0.05$), employment position (.075, $p < 0.05$) and OCB (.399, $p < 0.01$). At last OCB is positively correlated with PCF only (.399, $p < 0.01$). The results below share calculations on the basis of hypothesis, which are parts of the objective.

Table 4.6.1 Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
MEAN(Age)	566	1.0	5.0	2.287	.7313
MEAN(Gender)	566	1.0	2.0	1.558	.4970
MEAN(Experience)	566	.0	39.0	8.110	6.0862
MEAN(Type)	566	1.0	2.0	1.548	.4982
MEAN(Position)	566	1.0	3.0	1.078	.2932
PCF	566	1.88	5.00	3.4719	.74159
OCB	566	2.50	5.00	3.8655	.38732
Valid N (<u>listwise</u>)	566				

Table 4.6.2 All Variables Correlation

		Correlations						
		SMEAN(Age)	SMEAN (Gender)	SMEAN (Experience)	SMEAN(Type)	SMEAN (Position)	PCF	OCB
SMEAN(Age)	Pearson Correlation	1	-.048	.723**	-.475**	.369**	-.008	-.110**
	Sig. (2-tailed)		.253	.000	.000	.000	.854	.009
	N	566	566	566	566	566	566	566
SMEAN(Gender)	Pearson Correlation	-.048	1	-.090*	.078	-.068	-.088*	-.051
	Sig. (2-tailed)	.253		.032	.063	.105	.036	.225
	N	566	566	566	566	566	566	566
SMEAN(Experience)	Pearson Correlation	.723**	-.090*	1	-.552**	.416**	.087*	-.109**
	Sig. (2-tailed)	.000	.032		.000	.000	.039	.009
	N	566	566	566	566	566	566	566
SMEAN(Type)	Pearson Correlation	-.475**	.078	-.552**	1	-.269**	-.083*	.038
	Sig. (2-tailed)	.000	.063	.000		.000	.049	.367
	N	566	566	566	566	566	566	566
SMEAN(Position)	Pearson Correlation	.369**	-.068	.416**	-.269**	1	.067	-.069
	Sig. (2-tailed)	.000	.105	.000	.000		.109	.103
	N	566	566	566	566	566	566	566
PCF	Pearson Correlation	-.008	-.088*	.087*	-.083*	.067	1	.166**
	Sig. (2-tailed)	.854	.036	.039	.049	.109		.000
	N	566	566	566	566	566	566	566
OCB	Pearson Correlation	-.110**	-.051	-.109**	.038	-.069	.166**	1
	Sig. (2-tailed)	.009	.225	.009	.367	.103	.000	
	N	566	566	566	566	566	566	566

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

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

4.6.1 Objective 1: To study the relationship between psychological contract fulfillment and organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh.

The present study focuses on identifying the existence of a relationship between teaching staff's PCF and OCB. The faculties of private colleges, being employees of the exact expectations from their employers and based on met expectations, revert thy behavior. The met expectations are PCF, and responses on these met PCs are OCBs. The study focuses on recognizing the direction and strength of the association between PCF and OCB of faculties. This association is measured using Pearson Correlation analysis using SPSS software.

Pearson Correlation analysis to be performed requires certain presumptions to be met. The variables for which the responses have been collected should be in continuous form,

the existence of a linear relationship, and the sample should represent a single population of interest and are not related to one another. As per the assumption, the variables are to be normally distributed. This study fulfills all the premises as the data is typically distributed, models are independent, represent the population, and are continuous; this signifies that the information is suitable for performing Pearson correlation analysis.

PCF has been categorized into transactional contract fulfillment and relational contract fulfillment; this study tends to achieve the relationship of these factors in the association with citizenship behaviour. Firstly the correlation of PCF with citizenship behaviour is estimated, and then the association of dimensions of PCF with OCB is recognized. The alternate hypothesis framed as per this objective is;

H1: PCF has a positive correlation with OCB.

H1a: Relational contract fulfillment has a positive correlation with OCB.

H1b: Transactional contract fulfillment has a positive correlation with OCB.

As per the analysis and the hypothesis framed, the following tables disclose the relationship between PCF and OCB, TCF and OCB, and RCF and OCB. To identify if the variables are in correlation with each other, they should fall within the range of -1 to +1; if the value of the Pearson correlation is within this range, then it is believed to be correlated, and the p-value has to be significant, which is less than 0.05. The direction of the association is known by its value; negative value signifies negative association, whereas positive value implies positive association. The range of correlation lies from -1 to +1 (Ratner, 2009, Asuero, Sayago, and González, 2006); a closer value to +1 indicates a high correlation, and values more relative to -1 highlight negative correlation. 0-0.2 shows a weak correlation, 0.3 to 0.5 a moderate correlation, 0.5 to 0.7 high correlations, and 0.7 to 1 indicates a very high correlation.

4.6.1.1 PCF has a positive correlation with OCB.

4.6.1.1.1 Analysis

Table 4.6.1.1 PCF & OCB Correlation

Correlations			
		PCF	OCB
PCF	Pearson Correlation	1	.166**
	Sig. (2-tailed)		.000
	N	566	566
OCB	Pearson Correlation	.166**	1
	Sig. (2-tailed)	.000	
	N	566	566
**. Correlation is significant at the 0.01 level (2-tailed).			

4.6.1.1.2 Interpretation

The analysis table describes a positive but weak association between the variables PCF and OCB in this study. Table 4.6.1.1 highlights the association of PCF (which includes TCF and RCF) with OCB; the value of r is .166 (r denotes the value of correlation) and the p -value < 0.05 , showing a significant discount. As the value of r is within the range of -0.4 to $+0.2$, it implies a weak correlation between PCF and OCB; with this analysis, we can reject the null hypothesis and accept the alternate theory signifying that PCF and OCB have a positive correlation.

4.6.1.1.3 Discussion

The result obtained suggest that employees' experience in recognition within the organization, being respected, secured, and when all the economic benefits are provided to them on a timely basis; these incitements signals employees that their expectations are being recognized and are tried to be fulfilled. These efforts lead to a reciprocal behaviour in which employees contribute by exhibiting those behaviours which are not expected from them and which are beyond formal employment contract. The behaviours which are not recognized are known as organizational citizenship behaviour; hence it is rightly

proven that implied contract fulfillment and citizenship behaviours possess a constructive correlation.

4.6.1.2 Relational contract fulfillment has a positive correlation with OCB.

4.6.1.2.1 Analysis

Table 4.6.1.2 Relational CF & OCB Correlation

Correlations			
		OCB	R_PCF
OCB	Pearson Correlation	1	.176**
	Sig. (2-tailed)		.000
	N	566	566
R_PCF	Pearson Correlation	.176**	1
	Sig. (2-tailed)	.000	
	N	566	566
**. Correlation is significant at the 0.01 level (2-tailed).			

4.6.1.2.2 Interpretation

RCF and TCF both comprise PCF, but they possess their worth and relational facets individually. RCF, a dimension of PCF, is related to the non-monetary aspects of contract and possess a prolonged supremacy over employee behavior compared to TCF. Table 4.6.1.2 shows the association between RCF and OCB, a combined factor of five dimensions. The value of their correlation is .176 which is within the range of -1 to +1, but close to the value of 0.2; this means they share a positive and strong correlation. In this case, the alternate hypothesis is accepted, stating a positive correlation between the variable RCF and OCB.

4.6.1.2.3 Discussion

Relational contract is an aspect which includes those terms in which employees experience benefits for a longer duration of time. In this contract employees are being treated fairly, and respectfully, their rights are considered while taking decisions within the organization, in response to these employees contribute by helping others, by being patient over promised and unfulfilled expectations, by overcoming those hurdles which can hamper organizational harmony and efficiency. The association between relational psychological contract fulfillment and OCB discloses the behavior of employees in terms of offering help to other employees and being honest in their work.

4.6.1.3 Transactional contract fulfillment has a positive correlation with OCB.

4.6.1.3.1 Analysis

Table 4.6.1.3 Transactional CF & OCB Correlation

Correlations			
		OCB	T_PCF
OCB	Pearson Correlation	1	.137**
	Sig. (2-tailed)		.001
	N	566	566
T_PCF	Pearson Correlation	.137**	1
	Sig. (2-tailed)	.001	
	N	566	566
**. Correlation is significant at the 0.01 level (2-tailed).			

4.6.1.3.2 Interpretation

The transactional contract is the other dimension of PCF, which is related to the monetary aspects of the contract and tends to possess a short-term influence on the behavior of the employees. Table 4.6.1.3 shows the association between TCF and OCB. The correlation value is .136, and the significance of p-value <0.05, which means they share a positive

instead of a weak correlation. Similar to the other two hypotheses, the null hypothesis will be rejected in this scenario, and the alternate theory will be accepted, implying a positive association.

4.6.1.3.3 Discussion

Transactional psychological contract fulfillment and OCB share some associations but are less substantial than relational psychological contract fulfillment. The association between these two variables implies that the employees are ready to involve in the role and extra-role behaviors when their short-term economic expectations are fulfilled, which can be related to the timely payment of compensation, bonuses, and other monetary benefits. The employees who experience short-term economic expectations, unlike relational contract fulfillment employees, are concerned with their immediate benefits and exert behaviours which are favourable for the organization but are not wholly related to organizational benefit.

PCF, a combination of RCF and TCF, is a significant factor in OCB. The above analysis explains that the teaching employees in the non-government colleges of Chhattisgarh exert behaviors in the form of OCB. RCF's association with OCB is high compared to TCF; this signifies that enhanced fulfillment of both TCF and RCF will contribute to enhanced OCB. The r-value within the variables must be improved by indulging in more RCF, TCF, and PCF so that the employees indulge more in OCBs; with this, the association within the variables can be improved and witnessed strong.

4.6.2 Objective 2: To study the impact of psychological contract fulfillment on organizational citizenship behavior among the faculties of the private colleges of Chhattisgarh

The second objective of this study, post-identifying the association within the variables, focuses on recognizing the impact within the variables. Correlation within the variables identifies how the variables are related to one another, what are the direction of their relationship, and the strength of the relationship. In the same manner, impact highlights

the influence of one variable over the other. Impact defines the change one variable causes over another; based on this notion, the present study focuses on recognizing the influence of PCF over OCB.

This influence will be measured using Regression analysis in AMOS software.

There are several tools for regression analysis to measure the influence of one variable over the other in the research. These tools, like other tools, possess pre assumptions to be applied and tested. In this research, the Linear Regression analysis tool will be used to estimate the impact of PCF on OCB. The assumptions for linear regression analysis are;

- There is a single independent and dependent variable; in this study, PCF is the only independent variable, and OCB is the only dependent variable.
- The other assumption is the existence of a linear relationship amidst the predictor and outcome construct.
- As per the assumption, the regression standardized residual value should not be lower than -3 and greater than 3; this research complies with this, as shown in fig 4.6.2.1
- The relationship within the variables should be strong; it should be greater than .3; this study has a weak correlation within the variable which is .166, close to 0.2.

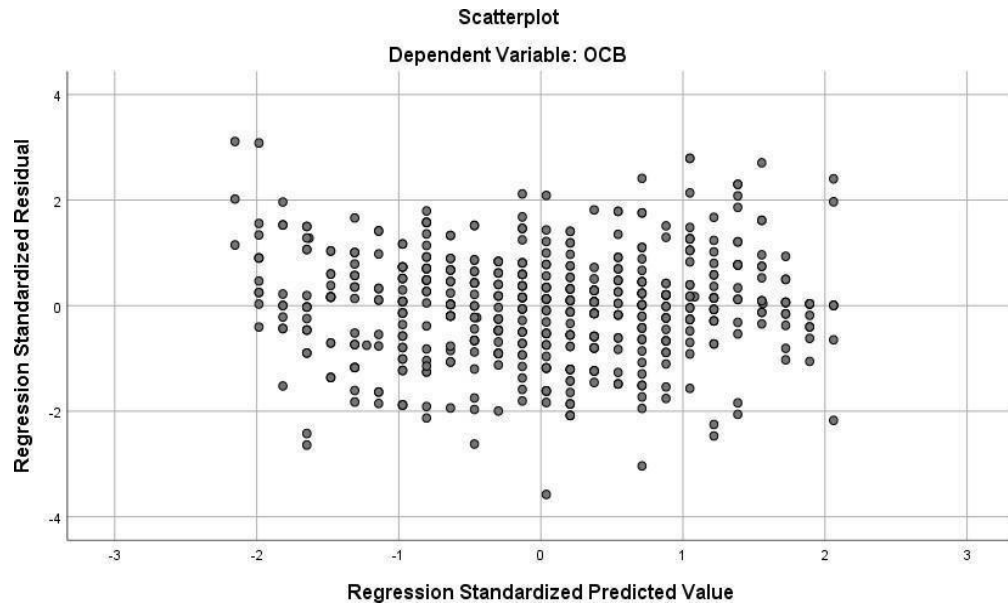


Figure 4.6.2.1 Residual Value

This study fulfills all the assumptions except one, which is the existence of a strong correlation within the variables. A weak correlation might signify a lower influence of the predictor variable in the output variable, which is to be measured in this objective denoted by r square. The significance of the model will also be assessed, and through the coefficient, table interpretation will be made. As per the dimensions of PCF following hypothesis framed will be tested under this objective;

H2: Psychological contract fulfillment has positive impact on organizational citizenship behaviour.

H2a: Relational contract fulfillment has a positive impact on organizational citizenship behaviour.

Relational Contract fulfillment's influence has been further evaluated on each dimension of OCB separately; for this the null and alternate hypotheses framed are;

H2aa: Relational contract fulfillment has a positive impact on altruism.

H2ab: Relational contract fulfillment has a positive impact on courtesy.

H2ac: Relational contract fulfillment has a positive impact on sportsmanship.

H2ad: Relational contract fulfillment has a positive impact on conscientiousness.

H2ae: Relational contract fulfillment has a positive impact on civic virtue.

H2b: Transactional contract fulfillment has a positive impact on organizational citizenship behaviour.

Similar to RCF, TCF's influence on OCB's dimensions separately have been evaluated for the following null, and alternate hypothesis has been formed and will be tested;

H2ba: Transactional contract fulfillment has a positive impact on altruism.

H2bb: Transactional contract fulfillment has a positive impact on courtesy.

H2bc: Transactional contract fulfillment has a positive impact on sportsmanship.

H2bd: Transactional contract fulfillment has a positive impact on conscientiousness.

H2be: Transactional contract fulfillment has a positive impact on civic virtue.

4.6.2.1 Psychological contract fulfillment has a positive impact on organizational citizenship behaviour.

4.6.2.1.1 Analysis

Table 4.6.2.1(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.327	1	2.327	15.918	.000 ^b
	Residual	82.433	564	.146		
	Total	84.759	565			
a. Dependent Variable: OCB						
b. Predictors: (Constant), PCF						

Table 4.6.2.1(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.166 ^a	.027	.026	.38231
a. Predictors: (Constant), PCF				

Table 4.6.2.1(c) Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
OCB <--- PCF	.087	.022	3.993	***	

4.6.2.1.2 Interpretation

As per the analysis for the hypothesis framed, firstly, the ANOVA table is considered for verifying the model fit of PCF and OCB; if the value is less than 0.05, it is believed that the model is significant and the independent variable does influence the outcome variable. In this study, the model fit value from ANOVA table 4.6.2.1(a); is significant $.000 < 0.05$. The value of R square is .027, and the importance of adjusted R square is .026; this means that 2.6 percent of the predicted value influences the output variable. As per coefficient table, the estimated value of .087 is the slope of the predicted variable, and the t-test value is 3.993 at the significant level of $.000 < 0.05$ (.000, which is less than 0.05). This estimation helps reject the null hypothesis and accept the alternate theory of PCF's positive impact on OCB.

4.6.2.1.2 Discussion

In the previous analysis, an association between PCF and OCB was witnessed; in this section, the influence of PCF on OCB is measured. The result displays a positive impact on OCB because of PCF; the impact of PCF signifies the extent to which an employee whose expectations are fulfilled reciprocates the in-role and extra-role behaviours. As a significant aspect of the organization, employers provide all the necessary inducements that will benefit the employees and are also keen on giving an organizational work atmosphere that is favourable for employees to work within it. In response to this employees strive to maintain the balance of what they have received to what they can give, and to maintain the balance they involve in citizenship behaviour.

4.6.2.2 Relational contract fulfillment has a positive impact on organizational citizenship behaviour.

4.6.2.2.1 Analysis

Table 4.6.2.2(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.615	1	2.615	17.958	.000 ^b
	Residual	82.144	564	.146		
	Total	84.759	565			
a. Dependent Variable: OCB						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.176 ^a	.031	.029	.38163
a. Predictors: (Constant), R_PCF				

Table 4.6.2.2(c) Regression Weights

	Estimate	S.E.	C.R.	P	Label
OCB <--- R_PCF	.110	.026	4.241	***	

4.6.2.2.1 Interpretation

Similar to the above analysis, the ANOVA value for RCF is considered for verifying the model fit of RPCF and OCB. In this study, the model fit matter from the ANOVA table is significant at $.000 < 0.05$. The value of R square is .031, and the importance of adjusted R square is .029; this means that 3.1 percent of the predicted variable influences the output variable. As per coefficient table, the estimated value of .110 is the slope of the predicted variable, and the t-test value is 4.241 at the significant level of $.000 < 0.05$ (.000, which is

less than 0.05). This analysis signifies that relational contract fulfillment has more influence on OCB. Because of this generalization, we conclude that RPCF has a positive impact on the OCB of employees.

4.6.2.2.1 Discussion

RCF is that part of PCF that has a long-term influence on the behaviors of people or employees because expectations are met by the employer in a longer time frame. RCF includes explicitly those aspects whose assessment in monetary terms is not possible. Fair treatment to employees, collaborative work environment, balanced work environment are some of the expectations in regards to relational contract, fulfillment of this contract leans to an extent of courteous, harmonious and altruistic behaviour commonly recognized as organizational citizenship behaviour. Hence, with the result, it is verified that RCF has a positive impact on OCB.

4.6.2.2.1 Relational contract fulfillment has a positive impact on altruism.

4.6.2.2.1.1 Analysis

Table 4.6.2.2.1(a) ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.807	1	5.807	17.047	.000 ^b
	Residual	192.138	564	.341		
	Total	197.945	565			
a. Dependent Variable: <u>Altruism</u>						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2.1(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.171 ^a	.029	.028	.58367
a. Predictors: (Constant), R_PCF				
b. Dependent Variable: <u>Altruism</u>				

Table 4.6.2.2.1(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.928	.162		24.271	.000
	R_PCF	.164	.040	.171	4.129	.000
a. Dependent Variable: Altruism						

4.6.2.2.1.2 Interpretation

The ANOVA table firstly identifies RCF's influence on altruism; this table discloses the fitness of model RCF as independent and altruism as the dependent variable. After this model summary shows the R-value known as the correlation between the two values, then R square and adjusted R square value describing the percentages, and then the regression weights are known. As per this situation, the model is fit ($.000 < 0.05$), r value is .171, r² is .029, and from the coefficient table 4.6.2.2.1(c), the t value 4.129 is significant at .000. These values describe that RCF positively impacts altruism, which indicates rejection of null hypothesis and considering the alternate hypothesis.

4.6.2.2.2 Relational contract fulfillment has a positive impact on courtesy.

4.6.2.2.1.1 Analysis

Table 4.6.2.2(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.927	1	10.927	40.645	.000 ^b
	Residual	151.630	564	.269		
	Total	162.558	565			
a. Dependent Variable: Courtesy						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.259 ^a	.067	.066	.51851
a. Predictors: (Constant), R_PCF				
b. Dependent Variable: Courtesy				

Table 4.6.2.2(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.665	.144		25.498	.000
	R_PCF	.225	.035	.259	6.375	.000
a. Dependent Variable: Courtesy						

4.6.2.2.2 Interpretation

The following model is RCF with courtesy; the results, firstly as per the ANOVA table, are significant (.000<0.05). This states that the model is fit, the values per model summary are (r = .259, r² =.067), and the t value of 6.375 is significant at .000. This estimation also highlights a positive impact of RCF on courtesy, and as a result, an alternate hypothesis is accepted.

4.6.2.2.3 Relational contract fulfillment has a positive impact on civic virtue.

4.6.2.2.3.1 Analysis

Table 4.6.2.2.3(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.569	1	36.569	82.117	.000 ^b
	Residual	251.167	564	.445		
	Total	287.737	565			
a. Dependent Variable: CV						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2.3(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357 ^a	.127	.126	.66733
a. Predictors: (Constant), R_PCF				
b. Dependent Variable: CV				

Table 4.6.2.2.3(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.530	.185		13.676	.000
	R_PCF	.411	.045	.357	9.062	.000
a. Dependent Variable: CV						

4.6.2.2.3.1 Interpretation

The next model framed is RCF with civic virtue; the results, firstly, as per the ANOVA table, are significant ($.000 < 0.05$). This states that the model is fit, the values as per model summary are ($r = .357$, $r^2 = .127$), and the t value 13.676 is significant at .000. This result

highlights a positive impact of RCF on civic virtue, and as a result, the alternate hypothesis is accepted, and the null hypothesis is rejected.

4.6.2.2.4 Relational contract fulfillment has a positive impact on conscientiousness.

4.6.2.2.4.1 Analysis

Table 4.6.2.2.4(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.123	1	19.123	47.473	.000 ^b
	Residual	227.195	564	.403		
	Total	246.318	565			
a. Dependent Variable: Consc						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2.4(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ^a	.078	.076	.63469
a. Predictors: (Constant), R_PCF				
b. Dependent Variable: Cons				

Table 4.6.2.2.4(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.146	.176		17.880	.000
	R_PCF	.297	.043	.279	6.890	.000
a. Dependent Variable: Cons						

4.6.2.2.4.2 Interpretation

The next model made is RCF with conscientiousness; the results as per the ANOVA table are significant ($.000 < 0.05$). This state's an existence of fit model, ($r = .279$, $r^2 = .078$), and the t value per the coefficient table is 6.890, significant at .000. These results also disclose that RCF has a positive impact on conscientiousness; hence null hypothesis is rejected, and the alternate theory is accepted.

4.6.2.2.5 Relational contract fulfillment has a positive impact on Sportsmanship.

4.6.2.2.5.1 Analysis

Table 4.6.2.2.5(a) Anova table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.053	1	29.053	27.578	.000 ^b
	Residual	594.180	564	1.054		
	Total	623.233	565			
a. Dependent Variable: Sports						
b. Predictors: (Constant), R_PCF						

Table 4.6.2.2.5(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.216 ^a	.047	.045	1.02641
a. Predictors: (Constant), R_PCF				
b. Dependent Variable: Sports				

Table 4.6.2.2.5(c) Regression Weights

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.621	.285		12.725	.000
	R_PCF	-.367	.070	-.216	-5.251	.000

a. Dependent Variable: Sports

4.6.2.2.5.2 Interpretation

The last model is RCF with sportsmanship; as per the ANOVA table, the value is significant ($.000 < 0.05$). This state's an existence of fit model, ($r = .216$, $r^2 = .047$), and the t value per the analysis table is negative -5.251 at the .000 significance level. This estimation results from a positive impact of RCF on sportsmanship, and as a result, the alternate hypothesis is accepted, and the null hypothesis is rejected.

4.6.2.2. Discussion

The above analysis estimating the influence of RCF with all the dimensions of OCB provides a clear picture that RCF does possess a positive impact on all the dimensions separately. Through the result, a strong association is witnessed between the variables RCF and dimensions of OCB. Including the relationships, altruism (2.9%), courtesy (6.7%), civic virtue (1.27%), conscientiousness (7.8%), and sportsmanship (4.7%); all these five dimensions are influenced by RCF. The significance values of the entire model denote a positive influence of RCF on OCB dimensions. However, the negative value of the t-test for sportsmanship represents a negative influence.

Relational psychological contract fulfillment is an expectation of employees in terms of having a collaborative work environment that will allow them to work with freedom, respect, flexibility, and security, which will help them maintain a work-life balance. When employees experience all the conditions mentioned above, they are in the receiving

zone. To balance this situation, they tend to indulge in activities in favour of the organization and the employer. The activities exerted by employees are the sincerity towards work, enhanced focus on the quality of work, being responsible for other activities which are not directly related to work, and avoiding indulging in behaviors like conflict, meetings, and complaints, which will create an adverse effect for the organization. Through this, the result can be better understood that RPCF influences all the dimensions of OCB.

4.6.2.3 Transactional contract fulfillment has a positive impact on organizational citizenship behaviour.

TPCF being the other dimension of PCF, applied in this study will assist in recognizing the impact on the outcome variable. In the relationship estimation, it was witnessed that TPCF has a lower association with OCB than RPCF; it will be beneficial to estimate the level of influence of this predicted variable in the outcome variable.

4.6.2.3.1 Analysis

Table 4.6.2.3(a) ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.585	1	1.585	10.750	.001 ^b
	Residual	83.174	564	.147		
	Total	84.759	565			
a. Dependent Variable: OCB						
b. Predictors: (Constant), T_PCF						

Table 4.6.2.3(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.137 ^a	.019	.017	.38402
a. Predictors: (Constant), T_PCF				

Table 4.6.2.3(c) Regression Weights

	Estimate	S.E.	C.R.	P	Label
OCB <--- T_PCF	.055	.017	3.282	.001	

4.6.2.3.2 Interpretation

The ANOVA value for TPCF is also considered for verifying the model fit of TPCF and OCB. In this study, the model fit value from the ANOVA table is again significant at $.001 < 0.05$. The value of R square is .019, and the importance of adjusted R square is .017; this means that 1.9 percent of the predicted variable influences the output variable. As per coefficient table, the estimated value of .055 is the slope of the predicted variable, and the t-test value is 3.282 at the significant level of $.000 < 0.05$ (.000, which is less than 0.05). This analysis signifies that transactional contract fulfillment also has some influence on OCB. As a result, the alternate assumption will be accepted, stating that TPCF has a positive impact on the OCB of employees.

4.6.2.3.3 Discussion

Unlike relational contract, transactional contract is inclusive of those expectations and that aspect of the contract which is short term and which can be realized in terms of monetary benefits. Fair and equitable pay to the employees, compensation as per work, as per performance are the aspects of this contract. Fulfillment of these expectations also

leads to citizenship behaviour. The above analysis highlights and validates the extent of citizenship behaviour explained by transactional contract fulfillment. In comparison with relational contract fulfillment, it has a lower impact.

4.6.2.3.1 Transactional contract fulfillment has a positive impact on altruism.

After witnessing the positive influence of TCF on OCB, calculations will be performed to recognize the impact of TCF on the dimensions of OCB individually. From the above estimates, it was seen that RCF has a positive effect on all the five dimensions of OCB, and their relationships are also strongly considered; the analysis for TCF with all the five dimensions will be performed to recognize the relationship of TCF with each measurement and the kind of influence it has on all the five subparts.

4.6.2.3.1.1 Analysis

Table 4.6.2.3.1(a) ANOVA Table

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.134	1	3.134	9.074	.003 ^b
	Residual	194.811	564	.345		
	Total	197.945	565			
a. Dependent Variable: <u>Alturism</u>						
b. Predictors: (Constant), T_PCF						

Table 4.6.2.3.1(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.126 ^a	.016	.014	.58772
a. Predictors: (Constant), T_PCF				
b. Dependent Variable: <u>Alturism</u>				

Table 4.6.2.3.1(c) Regression Weights

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.345	.084		51.453	.000
	T_PCF	.078	.026	.126	3.012	.003

a. Dependent Variable: Altruism

4.6.2.3.1.2 Interpretation

The first dimension of OCB is altruism; TCF will be estimated with this first. The value of the ANOVA table is significant $.003 < 0.05$, next is the value of their association $r = .126$, and the percentage by which altruism is identified by the predicted variable TCF is $r^2 = .016(1.6)$. The slope value for the model is $.078$, t value of 3.012 , significant at $.003$. These results signify a positive influence of TCF on altruism; as per this generalization, we accept the alternate hypothesis and reject the null hypothesis.

4.6.2.3.2 Transactional contract fulfillment has a positive impact on courtesy.

4.6.2.3.2.1 Analysis

Table 4.6.2.3.2(a) ANOVA Table

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.548	1	.548	1.908	.168 ^b
	Residual	162.010	564	.287		
	Total	162.558	565			

a. Dependent Variable: Courtesy

b. Predictors: (Constant), T_PCF

Table 4.6.2.3.2(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.058 ^a	.003	.002	.53596
a. Predictors: (Constant), T_PCF				
b. Dependent Variable: Courtesy				

Table 4.6.2.3.2(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.470	.077		58.043	.000
	T_PCF	.032	.023	.058	1.381	.168
a. Dependent Variable: Courtesy						

4.6.2.3.2.2 Interpretation

The next dimension is courtesy; TCF will be estimated with this courtesy as the dependent variable. The value of the ANOVA table is not significant at $.168 > 0.05$; next is the value of their association $r = .058$, and the percentage by which the predicted variable TCF identifies courtesy is $r^2 = .003(0.3)$. The slope value for the model is $.032$, t value of 1.381 , not significant at $.168$. P value to be greater leads accepting the null hypothesis and exhibiting no impact on the variable courtesy.

4.6.2.3.3 Transactional contract fulfillment has a positive impact on civic virtue.

4.6.2.3.3.1 Analysis

Table 4.6.2.3.3(a) ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.167	1	15.167	31.384	.000 ^b
	Residual	272.569	564	.483		
	Total	287.737	565			
a. Dependent Variable: CV						
b. Predictors: (Constant), T_PCF						

Table 4.6.2.3.3(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230 ^a	.053	.051	.69518
a. Predictors: (Constant), T_PCF				
b. Dependent Variable: CV				

Table 4.6.2.3.3(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.652	.100		36.568	.000
	T_PCF	.171	.030	.230	5.602	.000
a. Dependent Variable: CV						

4.6.2.3.3.2 Interpretation

The next dimension with which TCF will be estimated is a civic virtue. The value of the ANOVA table is significant $.000 < 0.05$, next is the value of their association $r = .230$, and the percentage by which civic virtue is identified by the predicted variable TCF is $r^2 = .053(5.3)$. The slope value for the model is $.171$, t value of 5.602 significant at $.000$. The p -value in this calculation is less than 0.05 ; hence we accept the alternate hypothesis concluding TCF has a positive impact on civic virtue and reject the null hypothesis.

4.6.2.3.4 Transactional contract fulfillment has a positive impact on conscientiousness.

4.6.2.3.4.1 Analysis

Table 4.6.2.3.4(a) ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.336	1	2.336	5.400	.020 ^b
	Residual	243.982	564	.433		
	Total	246.318	565			
a. Dependent Variable: <u>Consc</u>						
b. Predictors: (Constant), T_PCF						

Table 4.6.2.3.4(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.097 ^a	.009	.008	.65772
a. Predictors: (Constant), T_PCF				
b. Dependent Variable: Cons				

Table 4.6.2.3.4(c) Regression Weights

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.135	.094		43.752	.000
	T_PCF	.067	.029	.097	2.324	.020
a. Dependent Variable: Cons						

4.6.2.3.4.2 Interpretation

The fourth dimension of OCB is conscientiousness, with which TCF will be estimated.

The value of the ANOVA table again, in this case, is not significant at $.020 > 0.05$; next is

the value of their association $r = .097$, and the percentage by which the predicted variable TCF identifies civic virtue is $r^2 = .009(0.9)$. The slope value of the model is $.067$; t value of 2.324 is non-significant at $.020$. A poor relationship exists within the variables; apart from this, the p -value is more than 0.05 ; in this case, the null hypothesis demonstrating no positive impact within the variables will be accepted, and the alternate will be rejected.

4.6.2.3.5 Transactional contract fulfillment has a positive impact on sportsmanship.

4.6.2.3.5.1 Analysis

Table 4.6.2.3.5(a) ANOVA Table

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.249	1	.249	.226	.635 ^b
	Residual	622.983	564	1.105		
	Total	623.233	565			
a. Dependent Variable: Sports						
b. Predictors: (Constant), T_PCF						

Table 4.6.2.3.5(b) Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.020 ^a	.000	-.001	1.05099
a. Predictors: (Constant), T_PCF				
b. Dependent Variable: Sports				

Table 4.6.2.3.5(c) Regression Weights

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.213	.151		14.652	.000
	T_PCF	-.022	.046	-.020	-.475	.635

a. Dependent Variable: Sports

4.6.2.3.5.2 Interpretation

The last dimension of OCB with which TCF will be measured is sportsmanship. The ANOVA table value, in this case, is not significant at $.635 > 0.05$; next is the value of their association $r = .020$, and the percentage by which the predicted variable TCF identifies sportsmanship is $r^2 = .000(0.0)$. The slope value of the model is $-.022$, t value of $-.475$ is non-significant at $.635$. These values reflect that the predicted value defines no percentage of the output variable. As the p-value is higher than 0.05 , the null hypothesis will be accepted, stating no positive impact within variables, and the alternate hypothesis will be rejected.

4.6.2.3 Discussion

The generalization drawn from the above analysis describes that due to the absence of a strong relationship within the variables, the level of influence is also less. As per the analysis, very few percentages of output variables are defined by predicted variables. The result of TCF, when calculated with OCB including all the dimensions, discloses an impact and a positive one. When TCF's influence is estimated individually with the subparts of OCB, only altruism and courtesy are impacted, and the other three dimensions do not have any impact. These estimations make it clear that TCF's impact on OCB is due to altruism and courtesy; the results can be since TCF grants short-term influence on the behaviors of employees. Through this, we interpret that TCF has no impact on sportsmanship, civic virtue, and conscientiousness behaviors of the teaching staff of non-public colleges in Chhattisgarh.

Transactional psychological contract fulfillment is an expectation of employees who desire to receive the inducements within a shorter span and which will fulfill their immediate expectations. Competitive compensations, bonuses, equality in receiving incentives, and being rewarded as per the work are examples of transactional contracts. As these are linked with a shorter influence on employees, they are more likely to focus on completing the work on time, laying a helping hand to those in need, and taking part in meetings and activities related to work and are essential. As per the result, TPCF influences altruism and civic virtue in terms of OCB dimensions and not with other sizes.

4.6.3 Objective 3: To study the moderating effect of age in the relationship between psychological contract fulfillment and organizational citizenship behavior.

Moderating variables are those whose presence may or may not influence the constructs of research. Age and contract type are the two moderators applied to recognize their influence on strengthening the ties between PCF and OCB. Moderators are of two kinds; continuous and categorical. Continuous moderator implies that which is in ratio interval scale or has a range. Age in this study is a constant moderator, having intervals or ranges within which the employees stumble. Employees are considered from baby boomers to Gen Z, and as per these intervals of age, additional calculations are performed to recognize the influence of age. To achieve this objective following null and alternate hypotheses are framed, tested, and interpreted,

H3: Age moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

4.6.3 Age moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

4.6.3.1 Analysis

Table 4.6.3 Regression Weights

	Estimate	S.E.	C.R.	P	Label
ZOCB <--- ZAge_1	-.107	.041	-2.600	.009	
ZOCB <--- ZPCF	.166	.041	4.022	***	
ZOCB <--- Interaction	-.022	.042	-.526	.599	

4.6.3.2 Interpretation

While calculating this result, a few things are considered; firstly, the influence of PCF on OCB is viewed, which is significant. After this moderator variable's influence on OCB is viewed, which is also required to be significant, and it is significant. At last, under the influence of the moderator, an interaction term is created. This interaction will be amidst the predictor (PCF) and moderator (age) parameters. The p-value of all these calculations must be significant (p-value <0.05), then only it will be assessed that age has a moderating impact on PCF and OCB. The below-mentioned table highlights the p-value for the variables; from the table 4.6.3, it can be identified that PCF and OCB have a significant value (p-value = .009<0.05), Age also has a significant p-value (.000<0.05), but the interaction variable has a non-significant p-value (.599>0.05). Hence, the null hypothesis will be rejected, and the alternate hypothesis will be accepted, stating age not acting as a moderator.

4.6.3.3 Discussion

The previous estimations clearly describe the relationship and influence of PCF with OCB. Age as a continuous moderator is incorporated to check the strength of PCB and OCB's significant variables with their existence amidst their meaningful relationship. Age was also taken as an independent variable while measuring its influence on OCB. The result suggested that age and OCB share a positive influential relationship; this signifies that employees, irrespective of their age, indulge in in-role and extra-role behaviors.

While checking the moderating effect of age, an interaction variable was developed; this interaction variable combined both the independent variables; age and PCF. This interaction term's influence was recognized with OCB. Employees of different age groups or from different generations share some similar features and, as a result, suggested, having a pragmatic aftermath on OCB, meaning indulging in all the activities linked with laying a helping hand, focusing on work, maintaining the work environment, and avoiding conflicts. So, when experiencing the fulfillment of the contract, the employees from different generations will undoubtedly indulge in the activities linked with OCB. Hence, the interaction term says that age as a moderator does not strengthen their relationship.

4.6.4 Objective 4: To study the moderating effect of contract type in the relationship between psychological contract fulfillment and organizational citizenship behavior.

The contract type in this study is the second moderator used to better understand the relationship within the variables. Age was a continuous variable, whereas contract type was taken as a categorical variable. As per the moderator variable, it is assumed that the implementation of any moderating variable strengthens the relationship between the independent and dependent variables. According to this objective following null and alternate hypotheses are framed, as well as tested and interpreted,

H4: Contract type moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

4.6.4 Contract type moderates the relationship between psychological contract fulfillment and organizational citizenship behavior.

4.6.4.1 Analysis

Table 4.6.4(a) Regression Weights

	Estimate	S.E.	C.R.	P	Label
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	Estimate	S.E.	C.R.	P	Label
OCB <--- PCF	.078	.030	2.625	.009	

Table 4.6.4(b) Regression Weights

	Estimate	S.E.	C.R.	P	Label
OCB <--- PCF	.099	.031	3.149	.002	

4.6.4.2 Interpretation

A few steps are undertaken using statistical tools and analysis to estimate the influence of contract type (categorical moderator). Firstly the data in SPSS is divided into two groups' permanent employees and ad-hoc (temporary) employees, and after that, further calculations are done. The moderating effect was estimated in the standardized form in AMOS by grouping the data the same as the SPSS data sheet. The p-value for both permanent employees (.009 < 0.05) as well as Adhoc employees (.002 less than 0.05) is significant, which implies that contract type strengthens the relationship. As a result, the alternate hypothesis will be accepted, demonstrating that contract type moderates the relationship within variables and rejects the null hypothesis.

The above result highlights the p-value for both permanent and ad-hoc/temporary employees, which is < 0.05; this indicates that employees working permanently and temporarily in the colleges strengthen the correlation amidst PCF and OCB. Behaviour of employees are influenced by the met expectations irrespective of the type of contract fulfilling the same. TCF provides a short-term impact on the behaviors while RCF provides futuristic implications, which can be considered the cause of influence for the moderator.

4.6.4.3 Discussion

The contract type is a categorical moderator adopted in this study. As a categorical moderator, it has two categories temporary/ad-hoc/contractual and permanent. Both sorts of employees have different kinds of expectations in terms of PC. Adhoc/temporary/contractual employees tend to have transactional contract expectations, whereas permanent employees are more influenced by relational contracts. As these categories of employees possess different expectations of being individuals, their perception of fulfillment is different, and their behaviors towards the organization are also expected to be different. The previous analysis recognized the impact of TPCF and RPCF on OCB as a whole and with dimensions. As a moderator, the two individual groups of people; temporary and permanent's influence PCF and OCB meaningful relationship is obtained, which is recognized as different, this signifies that people who are permanent and employees who are temporary will behave as per their fulfilled expectations of contract, and hence this moderator strengthens the relationship between the variables PCF and OCB.

CHAPTER 5

Discussion

5.1 Introduction

This research and the areas in which future scholars can perform further studies. This section of the thesis summarizes the fundamental research, discusses the inferences, and discusses the limitations and areas for future research. The chapter will unfold the results from the research objectives and associated questions in this summary. Further, it will highlight the contributions and inferences drawn from this research. In the end, it will discuss certain drawbacks.

5.2 Discussion

This research aimed to recognize the association and influence amidst the predictor and the outcome variables in the faculties of private colleges in Chhattisgarh. Apart from this, the study also includes the moderator analysis by including two moderators, age (generational differences) and employment type, to recognize their influence on the variables of PCF and OCB. The aim led to the formation of certain research questions, analysis of which will assist in interpreting the purpose.

5.2.1 What association does psychological contract fulfillment share with organizational citizenship behavior?

The first research question in this study discusses an association between the variables of psychological contract fulfillment and organizational citizenship behavior. Many researchers have approved a positive association or relationship between both variables in the overseas scenario. According to Researchers' organizational citizenship behavior has been considered the significant outcome of this un-written agreement fulfillment. This question focused on identifying an association between these variables within the Indian

context. For this, a state in the western region has been selected. Faculties from the private colleges have been taken from the population and sample within which analysis has been performed, and inferences have been drawn.

According to this question, a hypothesis was framed and analyzed. Per previous researchers and studies, a positive association has been considered in theory. Analysis during the last chapter disclosed that the variables, in role and extra role behaviours and an implied agreement have an pragmatic correlation (r-value .166, $p < 0.05$).

Fulfilling the promises from an employee context includes the satisfaction of expectations individually and the completion of expectations in the whole group. These influence the behavior of employees and encourage them to reciprocate similar behavior by being proactive, courteous, and the like behavior. The literature in this thesis discusses that breach has a negative relationship with OCB; employees experiencing breach are often witnessed in counterproductive work behaviors, whereas fulfillment has a positive relationship with OCB. This finding is in sync with the previous studies, which also disclose a positive association among these variables.

5.2.2 What association does transactional contract fulfillment share with organizational citizenship behavior?

Transactional contract fulfillment is one of the dimensions of psychological contract fulfillment related to economic expectations and possesses short-term influence. This contract has significance for employees working in the organization; in relevance with this notion further postulation was framed. As per the research question, theory stated that transactional contract fulfillment positively correlates with the outcome variable organizational citizenship behavior.

After that, the hypothesis was tested, similar to the previous assumption. Effectively applying the correlation analysis, the result confirmed an existence of a positive linkage between the predicted variable contract fulfillment and the outcome variable organizational citizenship behavior (r-value .137 and p-value, $.001 < 0.05$). The result is in synch with the previous researchers who also affirm a positive association between the variable transactional contract fulfillment and organizational citizenship behavior. Employees with a transactional contract are keen to be a part of the organization and, as a member of the organization, contribute to helping others, completing and maintaining work. This signifies that though employees experience the satisfaction of short-term expectations, they tend to reciprocate by exhibiting the role and different role behaviors.

5.2.3 What association does relational contract fulfillment share with organizational citizenship behavior?

In comparison with transactional contract fulfillment, relational contract fulfillment has its significance in an employee's term of employment. A relational contract includes expectations that are not defined by a specific period; these expectations can be fulfilled within a short span, or these expectations can exist and be fulfilled over a while. This kind of contract and the expectations strongly influence the behaviors of employees. Similar to the other dimension of the psychological contract, this dimension's association with organizational citizenship behavior is to be recognized.

Based on the research questions, a hypothesis stating a positive association between relational contract fulfillment and organizational citizenship behavior was framed. As per the analysis, the values highlighted a more robust relationship than transactional contracts (r-value .176, p-value $.000 < .005$). It was assumed that when a transactional contract can have a positive association, the relational will also have a. Unlike transactional contract employees, relational contract employees are loyalists, possess faith in their employer, and develop a trustworthy relationship with their employers. This trust, loyalty, and

benefit contribute to enhancing the behaviours of the former. This outcome is also in line with the authors proving a strong and positive association with inconsistent organizational citizenship behavior.

5.2.4 Does psychological contract fulfillment influence organizational citizenship behavior?

Influence can be recognized in two ways positive as well as harmful. A positive impact leads to favourable actions for the parties and delivers positive outcomes, whereas a negative effect does not have positive results and activities. The previous research questions and findings observed that psychological contract fulfillment positively correlates with the outcome variable organizational citizenship behavior. After that, this question was framed to recognize the influence (either positive or negative) of psychological contract fulfillment over organizational citizenship behavior.

The hypothesis developed for this question positively influenced psychological contract fulfillment over organizational citizenship behavior. Results indicated significant (p-value $.000 < 0.05$, Beta value 3.993) values that justify the predictor variable's positive influence over the outcome variable. Many previous authors have recognized similar outcomes. Researchers in their studies have validated that PCF is an integral predictor of organizational citizenship behaviour. The existence of a relationship amidst these variables leads to an influence, positive or fulfillment of employees' expectations in terms of respect, benefits, payments, training, and succession has a positive impact, and leads to organizational citizenship behaviour.

5.2.5 Does transactional contract fulfillment influence organizational citizenship behavior and its dimensions; altruism, courtesy, conscientiousness, civic virtue, and sportsmanship?

The previous findings have affirmed the positive association and influence of cerebral contract realization and in-role & extra-role behavior. Even the dimensions of the psychological contract have been examined individually to recognize their correlation with the outcome variable. After identifying the positive influence of psychological contract fulfillment over organizational citizenship behavior, the next question was to acknowledge the contract's sub-variable power over the sub-variables of dependent variable.

Transactional contract fulfillment is one of the dimensions of the psychological contract that has been taken to recognize its influence over all the dimensions of the outcome variable. In this study, Organ's five dimensions of organizational citizenship behavior have been identified. As per this research question, different individual hypotheses were framed for each category, stating that transactional contract fulfillment positively influences organizational citizenship behavior, altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

Once the hypothesis testing was done, the results were discussed in the previous chapter. As per the results, transactional contract fulfillment does have a positive impact on organizational citizenship behavior as in including all the sub-parts (p-value, $.001 < 0.05$, beta value $.137$), and when tested with individual sub-parts separately, then it has a positive impact on altruism (p-value, $.003 < 0.05$, t value $.126$), conscientiousness (p-value, $.020 > 0.05$, Beta value $.097$), civic virtue (p-value, $.000 < 0.05$, Beta value $.230$) but it does not have an impact on courtesy (p-value, $.168 > 0.05$, Beta value $.058$), and has no negative impact on sportsmanship (p-value, $.635 > 0.05$, Beta value $-.020$). These results suggest that employees who experience transactional contract fulfillment are more like to help others but are not courteous and even try to avoid actions that affect the organization and its people.

5.2.6 Does relational contract fulfillment influence organizational citizenship behavior and its dimensions; altruism, courtesy, conscientiousness, civic virtue, and sportsmanship?

Like transactional contract fulfillment, relational contract fulfillment positively affects organizational citizenship behavior. Earlier transactional contract fulfillment's impact was measured on the outcome variable and its sub-parts. This research question will examine the implications of relational contract fulfillment on the latter. Similar to the previous dimension, different individual hypotheses were framed for each category, stating that relational contract fulfillment positively influences organizational citizenship behavior, altruism, courtesy, conscientiousness, civic virtue, and sportsmanship.

The hypothesis was tested individually, and the result was drawn from them. It was recognized that relational contract fulfillment shared a positive impact on organizational citizenship behavior (p-value, $.000 < 0.05$, beta value .176), and tested with individual sub-parts separately then resulted in having a positive impact on altruism (p-value, $.000 < 0.05$, beta value .171), conscientiousness (p-value, $.000 < 0.05$, Beta value .279), civic virtue (p-value, $.000 < 0.05$, Beta value .357), courtesy (p-value, $.000 < 0.05$, Beta value .259), and has a negative impact on sportsmanship (p-value, $.000 < 0.05$, Beta value -.216). These results suggest that employees experiencing relational contract fulfillment are more like to help others but are not courteous and even try to avoid actions that affect the organization and its people.

5.2.7 How contract type strengthens the relationship between psychological contract fulfillment and organizational citizenship behavior?

Employees from different zones have varied perceptions, responses, and behaviors towards a particular scenario or many other aspects. Temporary and permanent employees working within an organization have similar and diverse reactions to the term

psychological contract fulfillment. In this study, contract or employment type is considered one of the moderators. It will be analyzed to recognize their influence on the relationship amidst psychological contract fulfillment and organizational citizenship behavior. The contract type is a categorical moderator for this study.

Based on this question, a hypothesis was framed which mentioned that contract type influences the relationship between the predictor and the outcome variable. Though a single hypothesis was framed, the calculations were performed separately for temporary and permanent employees. Results indicated significant values for both permanent (p-value, $.009 < 0.05$, beta value $.030$) and temporary employees (p-value, $.002 < 0.05$, beta $.031$). This outcome concludes that contract type influences psychological contract fulfillment and organizational citizenship behavior. This signifies that depending upon an employee's experience of psychological contract fulfillment, their responses and behaviors change and they act according to the fulfillment of their expectations.

5.2.8 How age strengthens the relationship between psychological contract fulfillment and organizational citizenship behavior?

As contract type has been taken as a moderator, another moderator whose influence will be recognized in this study is the age or generational differences. Many generation intervals have been identified since early research; this study covers five generational gaps initiating from baby boomers to Gen Z. All these five-generation people share similar traits, behaviors, and responses but differ from the other generation. This study focuses on identifying whether these generations of people impact the relationship between psychological contract fulfillment and organizational citizenship behavior.

Age is considered a continuous moderator in this study and differs in calculations in the case of a categorical variable. Based on this notion, a research question was formed, which led to the development of the hypothesis, which states that age acts as an influence

in the alliance amidst implied contract realization and in-role and extra-role behaviors. As per the analysis, it was observed that individual age (p-value, $.009 < 0.05$, beta $.041$) and psychological contract fulfillment (p-value, $.000 < 0.05$, beta $.041$) were impacting organizational citizenship behavior, after that to check the influence of age, a new variable was a generation which was an interaction of age and psychological contract fulfillment. The interaction value (p-value, $.599 > 0.05$) does not disclose a significant result, highlighting that age does not influence the relationship between the predicted and the outcome variable.

CHAPTER 6

Conclusion and Limitation

6.1 Contributions of the study

This study has explored the relationship and impact of psychological contract fulfillment and organizational citizenship behavior within Indian state private colleges. It also integrated moderators to recognize their impact on the association of both variables. In general, specific implications and contributions have been derived from this study. The current investigation puts on additional insights to the prolonging concept of implied arrangement.

This study brings forth the other theories that contribute to shaping employees' psychological contracts. First, social exchange theory has been integrated mainly as the primary cause of the psychological contract. The other theories remain unidentified; this study has also considered social exchange theory as the sole origin of the contract. Though this study is the rarest in performing research on the fulfillment aspect of the agreement, India and its states wholly lack the psychological contract aspect. Organizational support theory also plays a significant role in many ways. This study contributes by discussing an extensive literature of all the other recent theories, which can be highlighted as the source of the existence or maintenance of the term psychological contract.

Second, while discussing psychological contracts in this study, the antecedents of the said contract have been highlighted; this includes HRM practices, support of co-workers, and frontline managers. These try to discuss the aspect which leads to an expectation from an employee perspective and the development of the contract. With these aspects, which contribute to identifying the causes of the formation of a psychological contract, the organization can recognize the facets which can lead to fulfillment and breach of the contract. This signifies that the organization or the employers can identify the teaching aspect or will lead to breach and satisfaction of the psychological contract. Frontline managers and colleagues both influence the contract either individually or in a group or team. An immediate manager having varied treatments for varied employees or groups affects people's perception and is reflected in the contract's behaviors and perseverance. Similarly, co-workers are in regular contact with other employees; they maintain a relationship that is either formal or informal. These associations with co-workers do not just assist in shaping the psychological contract of the individual employees; instead, the fulfillment or breach or similar perception of co-workers becomes the perception of other employees.

Scholars across borders have chiefly performed research in psychological contract, fulfillment, breach, and organizational citizenship behavior. Meagre studies are performed in India regarding these topics, most of which are related to the psychological contract and breach aspect. In contrast, the fulfillment aspect of the agreement within the border is sporadic. This study contributes to studying the fulfillment side of the contract within boundaries. India has different states; Chhattisgarh is located in the western region of the Indian map. This study strives to cover the Indian territories, including this state, for performing the research and drawing the implications the country can use further. The incorporated variables are framed and tested in an elementary manner to develop a base and cause for other scholars.

Third, this study recognizes the positive aspect of psychological contract rather than breach. The positive element implies the fulfillment of the contract. Researchers in their research have identified outcomes and behaviors from psychological contract fulfillment. Breach and completion of the agreement are both related to organizational citizenship behavior by researchers. Regarding the works, psychological contract fulfillment has been associated with corporate citizenship in varied research, either directly or via mediators or moderators or in any manner. Employees experiencing a violation of the contract or violation exhibit citizenship behavior that is not favourable for the organization; on the contrary, employees experiencing the fulfillment of the contract indulge in enhanced organizational citizenship behavior and other outcomes. This study aims to recognize this association and influence; researchers have performed their studies on psychological contract fulfillment and organizational citizenship behavior to identify the association between them and the influence one has on another but in separate studies. This study contributes by bringing the association and influence within the variables in this single study.

Fourth, Previous studies in psychological contract fulfillment have been performed in many sectors, hospitality, banks, commercial organizations, public organizations, and others, but limited or no study can be found at the Universities or college level. Employees working in universities and colleges have not explored psychological contract fulfillment and organizational citizenship behavior. This study focuses on those colleges or universities which are not fully recognized and owned by the government but are privately owned. Widely recognized universities and their privately affiliated colleges and teaching staff have been considered for this study to realize whether these variables are suitable for this industry and other industries. This research installs the psychological contract fulfillment and organizational citizenship behavior association and influence in the education sector and its employees. The results are in coordination with other previous analyses performed in different industries and sectors. Faculties possess similar expectations from their organizations or employers as any other employee from any other

industry, and these expectations form a psychological contract. As per the research performed it can be concluded that the findings of previous authors is applicable in the education sector as well.

Fifth, Contract type and generational differences are the moderators incorporated to implicate the path of the relationship amidst the variables. In every organization or industry, employees are employed either for a longer duration, making them permanent. Some are appointed for a particular project or course, making them temporary or contractual employees. Similarly, every sector includes employees of different age groups who are different from the others. Employees from these categories have different reactions and behaviors towards the organization and their perception of the contract; these perceptions affect the performance and outcomes. Organizational citizenship is predicted to be influenced by the opinions of people working within the structure and also predicted to be manipulated within the shadow of certain parameters.

This study focused on recognizing the change in the path of the variables and their relationship post incorporating the above two moderators. Previous authors have included diverse facets as mediators and moderators in understanding the variables; involvement of categorical and continuous parameters like this is the rarest. Permanent and temporary employees in the education sector experience differences in treatment and differences in fulfillment of expectations. These differential perceptions weaken the association between the variables of psychological contract fulfillment and organizational citizenship behavior. This leads to diverse in-role and extra-role behaviors of temporary and permanent personnel.

On the other hand, employees from different age groups possess similar features to strengthen the association between the variables. Though the employees are from different age groups, experiencing the fulfillment of the contract leads them to enhance

citizenship behaviour. Samples taken are both temporary and permanent, affecting the relationship. However, age will not be a factor that will influence the relationship.

6.2 Practitioner Implications

Managers and employers can derive practical implications from this study, providing a base for an eminent employer and employee relationship.

Firstly, this thesis discusses various theories which are useful in understanding the concept of the psychological contract. Social exchange theory is majorly considered the basis for psychological contracts, and organizational support theory is applied by researchers in their study. There are several other theories apart from the above two, which are helpful in understanding, forming, and interpreting psychological contracts, like; signaling theory, social information processing theory, control, and cognitive dissonance theory. Managers and leaders can incorporate these theories in their organizations to develop PC effectively in India.

HR policies are critical in building psychological agreement and molding employee attitudes and behaviors. Similarly, HRM practices are developed and delivered to significantly improve employees' behavior. The HR policies within the organization must include aspects that relate to psychological contracts and whose evaluation can be assessed clearly. Policies related to training, succession, and development will transparently state the perception and behaviour of employees towards PC. Managers and employers should focus more and more on employees' perception of HR policies; their perception prescribes the difference between intended and executed policies and practices.

Along with HR practices, frontline managers or immediate managers are responsible for communicating these policies and procedures to the employees. They are also the ones who exhibit behaviors that positively impact shaping the employees' contracts. Managers, supervisors, and leaders should encourage frontline managers to exhibit behaviors that

are more likely to positively affect employees and communicate organizational purposes and HR policies and procedures. On the contrary, co-workers' role in shaping cerebral contract fulfillment has remained untouched. Co-workers' interpretation affects the perception of satisfaction and breaches the perception of other employees. The managers can also develop an environment where employees and groups can be recognized and rewarded as per their actions and attitudes; this will assist in better development and perception of psychological contracts and their fulfillment.

By recognizing the cause of the psychological contract, the practitioners can imply necessary actions to develop the perception within the employees that their expectations are met. The fulfillment aspect of the agreement delivers many outcomes, such as job satisfaction, lower turnover intentions, increased participation, enhanced performances, organizational citizenship behavior, and the like. This thesis links psychological contract fulfillment with citizenship behavior, among the outcomes it delivers. This research recognizes a positive association and influence of completing the contract over citizenship behavior. This implies that when a manager or an employer or an organization becomes successful in providing recognition, career enhancement, training, and job resources in general when the employers fulfill employees' expectations, the employees reciprocate by participating in employment activities, defying short mishappenings, encouraging, helping others, enhancing performances, in short, exhibiting citizenship behavior. So, the managers or employers from this study can enhance these behaviors of employees by fulfilling their expectations of the employees.

Along with the above implications, this thesis contributes to better awareness of unwritten contract realization and in-role and extra-role behaviors, by including another categorical and continuous variable in this study. People from different age groups have diverse traits from the other, which affects their employment expectations. These expectations are linked with their perception of fulfillment and breach, so even if they are from non-similar age groups, their interpretation of the psychological contract affects their behavior, so fulfillment perception will lead to positive outcomes and responses. On

the contrary, permanent and contractual employees receive different treatment and inducements, which develops differential psychological perceptions.

The summary of this study's implications useful for employers are;

- The integration of theories helps frame and evaluate the psychological contract.
- Seeking significant support from team leads and colleagues in communication and altering the intellect regarding an implied agreement.
- The focus of superiors should be more on fulfilling the aspirations of subordinates rather than on the breach side.
- Organizational citizenship behaviour is good behaviour for the organization and for the employees working within that organization. It will be effective for organizations to enhance PCF so that OCBs can be increased.
- Employers or policymakers are also required to consider various kinds of employment people while shaping the HR policies integrating psychological contracts, as these policies can reshape their psychological contract fulfillment and alter their unfavourable outcomes.

6.3 Limitations & Future directions for research

The observations of this study must be viewed in the context of the study's shortcomings. For starters, the present study is cross-sectional. Indeed, levels of relationship among the variables could have been investigated because the survey responses were obtained simultaneously. The fragmentary research methodology constrains magnitude to which cause-effect relationships may be extrapolated within the observations.

Continued studies could use a longitudinal design, which is ideally equipped to resolve the causation concerns of the components investigated in this research. A psychological contract is a dyed dynamic notion of reciprocal interaction (Chao, Cheung & Wu, 2011). Since the sample for this research was gathered in a single instant, the information from self-report assessments only represented the agreement's unchanging characteristics and neglected the agreement's transformation for readjustment. As a result, investigating the

fluid components of the psychological contract would enhance the longitudinal approach (Conway & Briner, 2002).

The second and one of the major setbacks of this study is the generalization of the outcome. The responses were collected from one of the states of India and its colleges; the reactions can be different from other states and varied sector employees. It will not be feasible if the results from this study could be implicated in other states as well. However, after performing this study, it can be generalized that this study is aligned with the findings of western research scholars, and similar results can be interpreted in other regions and sectors, and scholars can validate the same with their own prospective findings.

This study aimed to recognize the association and influence of the significant variables, PCF and OCB. The other important variables, including organizational environment, corporate identification, administrative support, task performance, and job resources, considered vital in explaining the psychological contract and organizational citizenship behavior, were not included, but can be implemented by the future researchers. The implementation of the variables may vary according to the area of research and common parameters.

Future researchers can look into the implications of contract realization on employee outputs, including employee engagement and work engagement. And it might be valuable to investigate influential factors within the design. Although this research is focused on the fulfillment of psychological contracts, the subsequent analysis could look at the breach or violation of psychological contracts. As aforementioned, this study doesn't include specific parameters associated with organizational identification, perceived administrative assistance, and organizational atmosphere. As a corollary, including them in additional studies might help understand psychological contract fulfillment and its associated outcomes.

The fourth setback is the collection of responses from a single source. It was believed that employees would be the best source for testing the variables included in this study and concluding. The chances of being biased towards their answers can be the probability while collecting responses solely from employees. Employees from different sections and responses from employers might overcome the shortcoming.

Additionally, it may even be advantageous to acquire administrators' impressions of individuals' psychological contracts on each of these parameters at a particular juncture, while gathering employee data will undoubtedly be essential. The broadened vision could also be implemented from the employer's point of view, culminating in a balanced framework for understanding the employer-employee connection. With this paradigm, researchers can look into enticements and commitments from both parties' viewpoints to see how everyone answers the realization and breakdown of the psychological contract they have with one another.

Additional exploration with a qualitative design approach might be undertaken to acquire a more meticulous comprehension of the arrangement. A more approximate approach could give a clear sense of interactional connections connecting employers and employees. For example, the complexity of personnel's thoughts, emotions, and responses to psychological contract fulfillment could be investigated using a qualitative methodology. Furthermore, investigations might look at how folks create a sense of experiences like fulfillment, breach, and violation in a wide range of organizational settings.

6.4 Recommendations

A psychological arrangement consists the expectations that supervisors and personnel possess from one another; this contract can be developed due to several reasons. Social information process theory and signalling theory assist in developing the concept of the contract, whereas control theory and cognitive dissonance theory highlight employees'

evaluations or responses. Future researchers and scholars can integrate these theories in their research in addition to the common theories of the contract.

Managers, leaders, and HR personnel within the organization should design policies and practices while maintaining the psychological contract aspect. Policy-making people are required to identify the expectations employees have from them or the organization; these expectations can be better understood by the responses and behaviours of employees working within the organization, which collectively mold the expectations and responses of other employees. Knowledge of this will help people fulfill employees' expectations, encouraging favourable outcomes and maintaining competitive advantage.

Organizational citizenship behaviour is behaviour not formally recognized and expected from the employees. The existence of OCB leads many beneficial outcomes in terms of inter and intra personal correlations, work environment and an increased involvement of subordinates in every subject matter. Psychological contract fulfillment has been recognized as a major predictor of this variable, so it will be beneficial for the policymakers to develop policies in such a manner where the employees will be recognized as well as rewarded for this citizenship behaviour; this will bring many optimistic changes including increased trust, performance, belongingness and relationships.

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