

# DOES THE BOND WITHIN PCF AND OCB HAVE AN IMPRINT ON NON GOVERNMENT COLLEGES OF PRSU?

<sup>1</sup> Akanksha Gardia\*, <sup>2</sup> Dr. Shikha Goyal

<sup>1</sup> Research Scholar (Management), Lovely Professional University, Jalandhar, Punjab, India

Telephone No.- +919174848207\*Email-akankshagardia07@gmail.com

<sup>2</sup> Associate Professor, Lovely Professional University, Jalandhar, Punjab,

India Telephone No.- +919354861199

Email-shikha.22744@lpu.co.in

## ABSTRACT

The basic aim of writing this article is to identify the association amidst psychological contract fulfillment and organizational citizenship behaviours. This article revolves around the non-government colleges of Chhattisgarh affiliated with Pandit Ravi Shankar Shukla University, lecturers' becoming the respondents for this study. Responses were gathered adopting non-qualitative practice with the assistance of patterned questionnaire. Outcome of this study holds similarity with all the previous studies affirming the positive relationship between psychological contract fulfillment and organizational citizenship behaviour. Absence of moderators and mediating variables, sole university are some of the limitations of this research which may act as an advantage for further researchers providing an extension to the current research.

**Keywords-**Psychological contract fulfillment, transactional contract, relational contract, organizational citizenship behaviour, social Exchange theory.

## Introduction

Every form of employment is governed by set of laws and agreement. Laws demonstrate ethical paths whereas agreement forms the basis of any relationship. Companies implement several methods to remain competitive and sustainable in the market. The significant factor which helps organization in remaining competitive is its manpower commonly known as employees. HR is an asset for every form of organization and is mobile. They shift from one organization to another organization in search of job satisfaction, career advancement, work environment and several other reasons. Universities and colleges employing faculties also work on the same notion. Faculties or the teaching staffs of colleges are also like company employees who strive for job satisfaction. Government and private colleges are different in several ways. Mostly private colleges' staffs suffer limited monetary benefits, work pressure, unrecognized work and the like. Employees' responses and behaviours affect the working of colleges and are required to be identified and altered by adopting proper ways. Psychological contract can act as a solution to the problems existing as it is the base of employer and employee relations (Turnley et al., 2003).

The exchange relationship between the parties has been identified through social exchange theory. This SET has given rise to a concept of psychological contract based on the concept of trading, where one party gives something in exchange of another object. Unlike other formal contracts this is an implicit contract within the parties (employer & employee) of the organization. Psychological contract consists of expectations of both the parties which are not formally written in employment contract. Healthy work environment, enhanced career, recognition, better rewards policy are some of the expectations of employees from an employer and in return employer expects performance, commitment and contributions towards organization. Psychological contract possess two categories one is transactional and the other is relational contract. Former deals with the monetary or short term expectations whereas relational contract deals with long term benefits and expectations. Fulfillment of these contracts affect the behaviour of an individual.

Psychological contract has two sides, one which generates non acceptable behaviours and actions from employees originated from breach of the contract and the other is participation of employees in in-role and extra-role behaviours (OCB), enhanced commitment and promotion originated from fulfillment of contract. Behaviour which is not formally

recognized and rewarded within organizational limits is known as organizational citizenship behaviour, this behaviour is considered as the significant aspect for every organization.

This study strives to provide answer to the question, that does organizational citizenship behaviour and psychological contract fulfillment have any association. It also focuses on identifying the relationship of transactional and relational contract fulfillment with OCB in the private colleges of PRSU. Private colleges like other private organizations have their own working environment, rules and regulations which affect their employees. This study aims at identifying the association of the variables in the private colleges for enhanced commitment, contribution and behaviour.

## Literature Review

### Psychological Contract Fulfillment & Organizational Citizenship Behaviour

Contract is an agreement which is always acceptable by two parties. In the general contract the two parties agree on something which forms a kind of promise and which is to be executed by both the parties in a certain time frame. Normally the general contracts are enforceable under law but some contracts which are implicit and not recognized formally are not enforced by law instead these contracts have reactions of parties which might harm each other. Psychological contract is based on the same notion of exchange relationship. This exchange relationship and contract has its origin from social exchange theory. Psychological contract is the assumptions of both the parties (employer and employee) regarding certain duties and responsibilities (Soares et al., 2019). The formal employment contract or agreement has all formal rewards and obligations of an employee and employer. Similar to employment contract, psychological contract is a contract in which the employer possess expectations from employees in regard to the contribution towards profitability and sustainability of the enterprise. Similarly employee expectations from employer is to provide contribution in the employee career advancement, support and overall growth (Soares et al., 2019). The fulfilment of contract triggers the other for reverse behaviour and encourages response. The behaviour of employees and the contribution of employees towards organization after experiencing fulfillment of contract have been recognized in many ways in which one is Organizational Citizenship behaviour. Organizational citizenship behaviours are not formally recognized and rewarded. (Podsakoff et al., 1990) has given five dimensions to organizational citizenship behaviour, which are altruism, conscientiousness, civic virtue, sportsmanship and courtesy. In which courtesy is associated with problem solving behaviours, sportsmanship relates with adjusting activities which are not acceptable, civic virtue relates with participation in organizational matters, conscientiousness links with working extra to help others and altruism is related with providing help and guidance to other colleagues.

Academicians are those persons who are responsible in shaping the future personnel. They give directions to the youths in which they can develop themselves as an asset for the companies as well as the societies. Universities and colleges are taking utmost importance in choosing the academics, their qualifications and expectations have changed a lot from the previous years. The task of faculties are now not just restricted towards imparting knowledge to students rather preparing them for future employment and other challenges, enhancing students personalities and many others. These extra responsibilities of academicians initiate the contract and similar responses from employers towards them.

Social exchange theory creates a balance between the parties to the exchange. In psychological contract also the balance is required for further actions and reactions. It is assumed that employees experiencing fulfillment of contract exhibit extra-role behaviours also known as citizenship behaviour. The dimensions of contract transactional and relational also share the same relationship with OCB. When the teaching personnel receive monetary benefits or short term benefits they experience transactional contract fulfillment and it is assumed that they tend to involve in extra-role behaviours. Similarly receiving recognitions for their work and other long term benefits implies relational contract fulfillment and encourages OCBs. Based on these assumptions the following hypothesis has been framed;

H1: Psychological Contract fulfillment is positively related to Organizational citizenship Behaviour.

H2: Transactional contract fulfillment is positively related to organizational citizenship behaviour.

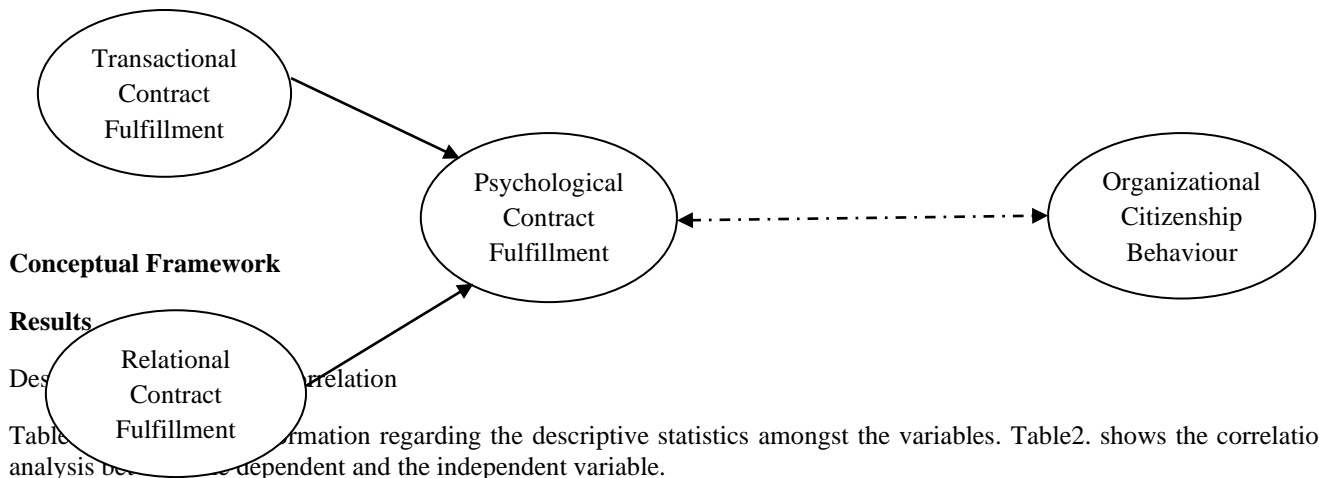
H3: Relational contract fulfillment is positively related to organizational citizenship behaviour.

**Methodology**

Collection of data was done through virtual platform and by prior approval. Previously designed questionnaire has been taken to collect responses from the employees. Faculties of colleges affiliated with Pandit Ravi Shankar Shukla University (PRSU) have been recognized as the population for this study. There are approx 70 private colleges which are affiliated to PRSU. In the current pandemic situation majority of colleges are working with less number of staffs and some of the colleges are even closed in this period. The sampling technique adopted in this study was ‘convenience sampling’ to collect responses from employees and even for the selection of college the same technique was adopted. Sample size in this study is 211 employees and from them responses has been collected and further analyzed. Questionnaire was sent to the employees through virtual platform with the prior approval of their principals. Confidentiality of responses and respondents was maintained.

**Measurement Scale**

Existing questionnaire from previous articles has been incorporated to analyse the variable. All items used a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.



**Table 1: Descriptive Statistics**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age of employees	211	24	62	36.91	8.172
Gender of employees	211	1	2	1.72	.450
Employment Type	211	1	2	1.44	.497
PCF	211	1.35	5.00	3.5730	.86600
OCB	211	2.41	5.00	3.9660	.44167
Valid N (listwise)	211				

**Table 2: Correlation Analysis**

Correlations			
		PCF	OCB
PCF	Pearson Correlation	1	.343**
	Sig. (2-tailed)		.000
	N	211	211
OCB	Pearson Correlation	.343**	1
	Sig. (2-tailed)	.000	
	N	211	211

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

**Table 3: Transactional CF & OCB Correlation**

Correlations			
		OCB	T_PCF
OCB	Pearson Correlation	1	.314**
	Sig. (2-tailed)		.000
	N	211	211
T_PCF	Pearson Correlation	.314**	1
	Sig. (2-tailed)	.000	
	N	211	211

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

**Table 4: Relational CF & OCB Correlation**

Correlations			
		OCB	R_PCF
OCB	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.000
	N	211	211
R_PCF	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.000	
	N	211	211

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

Result of hypothesis:

The result of the first proposed hypothesis is shown in Table2. H1 proposed the positive correlation between PCF & OCB. The result support H1(i.e.  $p < 0.05$ ) and the value of their association is .353 which within the range of -1 to +1, which implies that PCF and OCB are positively related.This positive relation confirms the fact that as employees experience fulfillment of their contracts the more they indulge in in-role and extra-role behaviours in organization.

Similarly the second hypothesis result is shown in table3. the hypothesis states that transactional contract fulfillment a dimension of PCF has a positive association with OCB. As per the result the p value in this regard is  $.000 < 0.05$  which means that transactional contract also share a positive association with OCB.

The other dimension of PCF, relational contract fulfillment also shares the positive relationship with OCB. The result is disclosed in table4. Similar to above two result this also has p value less than 0.05 and their value of association is .330 which signifies a positive relationship.

**Conclusion**

The basic cause of writing this article was to recognize the existence of association amidst psychological contract fulfillment (PCF) and organizational citizenship behaviour (OCB) in the academic sector. In understanding this association, the dimensions of PCF; transactional and relational contract fulfilment was also taken to identify their association with OCB. As per the hypothesis both transactional and relational contract fulfilment possesses positive association with OCB. The outcome or the result justifies that PCF and its dimensions possess a positive relationship with OCB. The relationship of relational contract with OCB is higher as compared to transactional contract fulfilment.

**Implication**

The findings which this study provides can be fruitful to the universities and its colleges in many ways. Our finding is also similar with the results of other researchers validating that psychological contract fulfillment and organizational citizenship behaviour share a positive association (Lee et al., 2000; Conway and Coyle-Shapiro, 2012). This study also analyses the relationship of the dimensions of psychological contract fulfillment with OCB. Based on ancient studies it justifies that

PCF and its dimensions lead to extra-role behaviours (Turnley et al., 2003; Conway and Coyle-Shapiro, 2012). OCB can be stated as an action of employees to restore balance in the exchange relationship and the fulfillment of contract experienced (Colquitt et al., 2014; Organ, 1990; Turnley et al., 2003).

The behaviour of one party is the cause and effect of the behaviour of a previous person. Similarly psychological contract fulfillment by employer or organization causes the behaviour change in employees. Universities and its private colleges can integrate these findings in changing the behaviour of its faculties. Through this the teaching staffs can contribute more by adding intellectual ideas in reshaping the future personnel and their commitment and satisfaction level will also be enhanced.

### **Limitations and future research**

Every research in itself consists scope for future research which is encashed by the researchers and scholars. This article also possesses certain limitations which can become the cause of further and more detailed research. In this article responses were taken from a sole university and its colleges; scholars can take more universities and colleges. The number of variables in this study is limited; future researchers can integrate more variables as mediators and moderators. Faculties responses were only taken in this study, researchers can collect responses from both teaching and non teaching personnel for validating the response. Furthermore the researchers can identify the gaps in this study and can converge it into an opportunity.

### **References**

1. Aselage, J. and Eisenberger, R. (2003), "Perceived organizational support and psychological contracts: a theoretical integration", *Journal of Organizational Behavior*, Vol. 24 No. 5, pp. 491-509.
2. Bal, P., Kooij, D. and DeJong, S. (2013), "How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies", *Journal of Management Studies*, Vol. 50 No. 4, pp. 545-572.
3. Chang, H.-T., Hsu, H.-M., Liou, J.-W. and Tsai, C.-T. (2013), "Psychological contracts and innovative behavior: a moderated path analysis of work engagement and job resources", *Journal of Applied Social Psychology*, Vol. 43 No. 10, pp. 2120-2135.
4. Chaudhry, A. and Tekleab, A.G. (2013), "A social exchange model of psychological contract fulfillment: where do promises, expectations, LMX, and POS fit in", *Organization Management Journal*, Vol. 10 No. 3, pp. 158-171.
5. Cheung, M.F.Y. and Chiu, W.C.K. (2004), "Effects of psychological contract fulfillment, perceived organizational support, leader-member exchange, and work outcomes: a test of mediating model", *Asia Academy of Management Meeting 2004*, Shanghai, 15-18 December.
6. Collins, M.D. (2010), "The effect of psychological contract fulfillment on manager turnover intentions and its role as a mediator in a causal, limited-service restaurant environment", *International Journal of Hospitality Management*, Vol. 29 No. 4, pp. 736-742.
7. Coyle-Shapiro, J.A.-M. (2002), "A psychological contract perspective on organizational citizenship behavior", *Journal of Organizational Behavior*, Vol. 23 No. 8, pp. 927-946, doi: 10.1002/job.173.
8. Coyle-Shapiro, J.A. and Kessler, I. (2002), "Exploring reciprocity through the lens of the psychological contract: employee and employer perspectives", *European Journal of Work and Organizational Psychology*, Vol. 11 No. 1, pp. 69-86.
9. Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D. and Rhoades, L. (2001), "Reciprocation of perceived organizational support", *The Journal of Applied Psychology*, Vol. 86 No. 1, pp. 42-51.
10. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986), "Perceived organizational support", *Journal of Applied Psychology*, Vol. 71 No. 3, pp. 500-507.

11. Turnley, H.W., Bolino, C.M., Lester, W.S. and Bloodgood, M.J. (2003), "The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behavior", *Journal of Management*, Vol. 29 No. 2, pp. 187-206.
12. Callea, A., Urbini, F., Ingusci, E., &Chirumbolo, A. (2016). The relationship between contract type and job satisfaction in a mediated moderation model: The role of job insecurity and psychological contract violation. *Economic and Industrial Democracy*, 37(2), 399–420. <https://doi.org/10.1177/0143831X14546238>
13. Isaksson, K., De Cuyper, N., Bernhard Oettel, C., & De Witte, H. (2010). The role of the formal employment contract in the range and fulfilment of the psychological contract: Testing a layered model. *European Journal of Work and Organizational Psychology*, 19(6), 696-716.
14. Lee, C., Liu, J., Rousseau, D. M., Hui, C., & Chen, Z. X. (2011). Inducements, contributions, and fulfillment in new employee psychological contracts. *Human Resource Management*, 50(2), 201-226.
15. Bal, P. & Jansen, Paul &Velde, Mandy & De Lange, Annet& Rousseau, Denise. (2010). The Role of Future Time Perspective in Psychological Contracts: A Study among Older Workers. *Journal of Vocational Behavior*. 76. 474-486. 10.1016/j.jvb.2010.01.002.
16. Rousseau, D.M. (1995), *Psychological Contracts in Organizations: Understanding Written and Unwritten Agreements*, Sage, Newbury Park, CA.
17. Bal, P., Kooij, D. and DeJong, S. (2013), "How do developmental and accommodative HRM enhance employee engagement and commitment? The role of psychological contract and SOC strategies", *Journal of Management Studies*, Vol. 50 No. 4, pp. 545-572.
18. Fontinha, R., Chambel, M.J. and Cuyper, N.D. (2014), "Training and the commitment of outsourced information technologies' workers: psychological contract fulfillment as mediator", *Journal of Career Development*, Vol. 41 No. 4, pp. 321-340, doi: 10.1177/0894845313495587.
19. Cheung, M.F.Y. and Chiu, W.C.K. (2004), "Effects of psychological contract fulfillment, perceived organizational support, leader-member exchange, and work outcomes: a test of mediating model", *Asia Academy of Management Meeting 2004*, Shanghai, 15-18 December.
20. Guchait, P., Cho, S. and Meurs, J.A. (2015), "Psychological contracts, perceived organizational and supervisor support: investigating the impact on intent to leave among hospitality employees in India", *Journal of Human Resources in Hospitality & Tourism*, Vol. 14 No. 3, pp. 290-315, doi: 10.1080/15332845.2015.1002070.
21. Nazneen, A., Goyal, S., Bhalla, P., &Jeet, V. A Study of Changing Key Performance Indicators in Banking Sector.
22. Soares, Maria &Mosquera, Pilar. (2019). Fostering work engagement: The role of the psychological contract. *Journal of Business Research*.101. 10.1016/j.jbusres.2019.01.003.
23. Bi, Qingqing, 2019. "Cultivating loyal customers through online customer communities: A psychological contract perspective," *Journal of Business Research*, Elsevier, vol. 103(C), pages 34-44.