

**PSYCHOLOGICAL CONTRACT AND ITS EFFECTS ON EMPLOYEE
OUTCOMES IN IT COMPANIES IN INDIA**

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By

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DEDICATION

To my parents Ranjana and Raghuvir Lingadkar,

Who have been there for me through all the seasons of my life supporting me in all my endeavors.

DECLARATION

I, Lingadkar Paresh Raghuvir, do hereby declare that this dissertation entitled “Psychological Contract and its effects on Employee Outcomes in IT companies in India”, is a record of original research work done by me under the supervision of Dr. K. G. Sankaranarayanan, Professor, Department of Commerce, Narayan Zantye College of Commerce, Bicholim Goa.

I also declare that this dissertation or any part thereof has not been submitted by me for the award of any Degree, Diploma, Title or Recognition before.

Paresh R. Lingadkar

Place: Goa University

Date: _____

CERTIFICATE

This is to certify that the Ph.D. thesis titled **“Psychological Contract and its effects on Employee outcomes in IT companies in India”** is the original work carried out by **Mr. Lingadkar Paresh Raghuvir** under my guidance, at Zantye College Research Centre, Bicholim Goa.

This dissertation or any part thereof has not formed the basis for the award of any Degree, Diploma, Title or Recognition before.

Dr. K. G. Sankaranarayanan

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Date: _____

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ABBREVIATIONS

PC	Psychological Contract
PCB	Psychological Contract Breach
PCF	Psychological Contract Fulfillment
RPC	Relational Psychological Contract
TPC	Transactional Psychological Contract
RPCB	Relational Psychological Contract Breach
TPCB	Transactional Psychological Contract Breach
JS	Job Satisfaction
OCB	Organizational Citizenship Behavior
POS	Perceived Organizational Support
TI	Turnover Intention
IT	Information Technology
ICVI	Item Content Validity Index
ANOVA	Analysis of Variance
KMO	Kaiser-Meyer-Olkin
ICT	Information Communication Technology
ITES	Information Technology Enabled Services
NASSCOM	National Association of Software Companies
GDP	Gross Domestic Product
TCS	Tata Consultancy Service
ERC	Employee Relational Contract
ETC	Employee Transactional Contract

ERRC Employer Relational Contract

ERTC Employer Transactional Contract

TOL Tolerance

VIF Variance Inflation Factor

SPSS Statistical Package for Social Science

SD Standard Deviation

HWE Healthy Working Environment

RRTP Reward and Recognition from Top Management

WLB Work-Life Balance

Tukey HSD Tukey Honestly Significant Difference

RJP Realistic Job Previews

BPO Business Process Outsourcing

LPG Liberalization, Privatization, Globalization

ABSTRACT

The dynamic changes taking place in the employment market all over the world has necessitated the IT industry in India to introspect about the development of Human Resource. If the IT companies in India want to develop and maintain the competitive edge in the IT industry then they have to enhance the skills of employees and link the same to the contemporary requirements of the employment market.

The Psychological Contract has been emerged as one of the most crucial area of Organizational Behavior. Over the years it has been developed in isolation but in line with the organizational change and economic development. The uniqueness of the Psychological Contract requires a totally different type of consideration from the top management. The Psychological contract presents the greatest challenge as well as opportunity to the Human Resource professionals. A company's human resource is delicate, relationships are fragile, contributions are volatile, and stability is tentative.

The boundary connecting the person and the organization is important to complete exploitation of the human resources. The employee and the organization create a "Psychological Contract". The individual employee expects to make contributions to the company and in return receives certain rewards. The organization provides rewards and expects certain contributions from the individuals in return. This exchange is effectively taken care of by a process of human resource planning, work analysis, career development, leadership, motivation, favorable organizational culture and appraisal reward process. Psychological Contract in one that touches all the employment aspects from the beginning till the end of the employment relationship. It is the key to successful organizational management.

The primary goal of this research was to identify the state of the Psychological Contract of the employees working in IT companies in India. The study involves two phases. In phase I, the researcher had a detailed discussion about the employee psychological contract experiences. An expressive phenomenological approach allowed the researcher to best capture the real life contexts through the eyes of the employees. The interviews occupied deliberations about employees' perceived legal contract insights, the existence of the Psychological Contracts, and the nature of their Psychological Contract experiences. Interview findings revealed the contents of Employee and Employer expectations.

In phase II, the researcher extended phase I findings i.e. the contents to identify the state of the Psychological Contract and its implications on Job Satisfaction,

Organizational Citizenship Behavior, Perceived Organizational Support and Turnover

Intention. The analysis reveals that the IT companies have failed to meet the

expectations of its employees resulting in Psychological Contract Breach. The IT

company employees are experiencing a higher level of Relational as well as

Transactional Psychological Contract Breach. As expected Psychological Contract

Breach resulted in Low Job Satisfaction, Low Organizational Citizenship Behavior,

Low Perceived Organizational Support and Higher Turnover Intention. In line with the Social

Exchange Theory, the result reveals that the negative feelings are likely the effect of Breach. Not

just do negative feelings incur direct costs such as increase in health expenditure but also incur

indirect costs replicated in employees' harmful approach and behaviors. Transactional

expectations such as pay level and incentive package are covered in the printed employment

agreement and thus becomes legally obligatory, making Breach less likely. However, in practical

the things may work out to be in a different way.

The study highlights that the Psychological Contract Breach have a strong negative

influence on Job Satisfaction, and Perceived Organizational Support. Psychological

Contract Breach is negatively related to Organizational Citizenship Behavior. Both the type of

Psychological Contracts Breach is the significant predictors of Job Satisfaction. In addition,

Relational Psychological Contract Breach is significant predictor of Perceived Organizational

Support. Transactional Psychological Contract is the most significant predictor of employee Turnover Intention.

The study also examines the significant role played by the demographic variables in the Psychological Contract. Gender does not play a significant role in employee

Psychological Contract neither it plays a significant role in Job Satisfaction,

Organizational Citizenship Behavior, Perceived Organizational Support and Turnover

Intention. Gender moderates the relationship between the Psychological Contract

breach and Perceived Organizational Support. Marital Status influences employee view on Perceived Organizational Support but failed to moderate the relationship between Psychological Contract Breach and employee outcomes. Age has significant influence on employee outcomes. However age failed to moderate the relationship between Psychological Contract Breach and employee outcomes. The result also point out at a significant effect of Educational qualifications on Job Satisfaction, Organizational Citizenship Behavior, and Perceived Organizational Support but not on Turnover Intention. Educational qualification moderates the relationship between Psychological Contract Breach and Turnover Intention. Working experience shows a significant effect on Transactional Psychological Contract, Job Satisfaction, Organizational Citizenship Behavior and Turnover Intention. Working experience moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behavior. Income, being as economic variable, is significantly related with Relational Psychological Contract, Job Satisfaction,

Organizational Citizenship Behavior, Perceived Organizational Support and Turnover Intention.

Income moderates the relationship between Psychological Contract Breach and Job Satisfaction and Organizational Citizenship Behavior. Efforts must be in developing a supportive work culture within the organization. Such efforts will not only motivate employees to go beyond their call of duty but will also work as a cushion incase their expectations are not met. There is urgent need to have a comprehensive framework which will help the organization to solve the complex problem of Human Resource Management. The organizations are becoming more flexible and fragmented focusing on individualistic values. Examining Psychological Contract will help to develop Human resource policies that will take care of individual organization linkage, positive leader-management exchange and combined pervasive change.

CHAPTER I

1.1 INTRODUCTION

The employment relationship has undergone significant changes in recent years. In large, this transformation has been brought about by the increasing globalization of business, by the spectacular rise in the number of mergers, restructurings, and layoffs, and by the rising rate of change that forces all of organizational life today (Kissler, 1994; Parks & Kidder, 1994). As a result of such events, Psychological Contracts have become more and more critical in helping to define the current employment relationship.

During the recent years, a relatively high level of consideration has been given to the concept of the Psychological Contract, especially in the 1990s. Interest in the Psychological Contract aroused in 1960 with a publication by Argyris. In the first period from 1960-1991, only a small amount of attention was paid to the subject. During the period, 1994-2004 the Psychological Contract frequently became a subject of the discussion, with the arrival of special issues in 1994 (*Human Resource Management*), 1998 (*Journal of Organizational Behaviour*). Amusingly, it was not until 1989 with the well-known work of Denise Rousseau that the Psychological Contract became a popular concept to research on. Usually mentioned is that this rise in interest towards the Psychological Contract was due to changes in the employment relationship. According to Coyle-Shapiro (2007), interest in the Psychological Contract emerged all through, or partially as a result of a period of organizational reorganization and downsizing in the USA.

Psychological Contracts consist of the beliefs employees holds about the provisions of the mutual agreement between themselves and their organizations (Rousseau & Robinson, 1994; Rousseau, 1989). The Psychological Contract is defined as the employees' beliefs regarding mutual obligations between the employee and the organization (Conway & Briner, 2009; Rousseau, 1998). The Psychological Contract has three aspects: perceived employee obligations, perceived employer obligations, and perceived fulfillment or violation of obligations. Weick (1983) argues that when two parties can predict what each other will do in an interface (based upon both inference and

examination of past practices), a contract to continue this behaviour into the future emerges and structures their future relationship. Thus, expectations shaped during exchanges regarding the future pattern of reciprocity constitutes a Psychological Contract for an individual employee who is a party to the relationship. To be specific, Psychological Contracts are consists of the commitments that employees consider their employer owes them and the obligations the employees considers they owe to their employer in return. Psychological Contract Breach take place when the worker makes out that their employer has been unsuccessful to fulfill the obligations involving the Psychological Contract (Morrison & Robinson, 1997; Robinson, 1996).

Several articles have discussed the varying nature of the Psychological Contract and the general decrease in mutual loyalty amongst employees and their organizations (e.g., Moss, et al., 1998; Parks et al., 1998). These articles have typically provided subjective evidence of the types of Psychological Contract Breach that employees have experienced. Another area of research has focused on the negative effects of Psychological Contract Breach (or violation) on employee attitude and behavior (e.g., Robinson 1996; Morrison & Robinson, 1995; Rousseau & Robinson 1994; Feldman & Turnley, 1999). The literature suggests that Psychological Contract Breach results in a wide range of negative outcomes, including low Job Satisfaction, reduced trust in the organization, and increased distrust about organizational life in general and higher intent to quit.

The past research has overlooked the multi-dimensional character of the Psychological Contract and has examined the global measurements of Psychological Contract Breach (e.g., Robinson, 1996; Morrison & Robinson 1995, 2000; Feldman & Turnley, 1999). Therefore, based on prior conceptualizations that suggest that Psychological Contracts can be divided into Transactional and Relational elements (e.g., Robinson & Rousseau 1994; Rousseau, 1990). This research focuses on one dimension that most strongly symbolizes these orientations, namely, a supportive employment relationship. Besides, most prior research has ignored the fact that Psychological Contracts can be over-fulfilled as well as under-fulfilled (Feldman & Turnley, 1999). To address this issue, this research has used a measure of Psychological Contract that captures the full range of potential responses from under-fulfillment to over-fulfillment for each of the elements of the

Psychological Contract (e.g., the extent to which employees receive a handsome salary, receive a fair remuneration, are treated fairly, are treated with honor, etc.). The study seeks to determine if employees treat the Transactional and Relational aspects of their Psychological Contract equally and how they respond to under-fulfillment or over-fulfillment on these elements of the Psychological Contract

1.1.1 BACKGROUND AND EVOLUTION OF PSYCHOLOGICAL CONTRACT

With the emergence of Liberalization, Privatization, and Globalization, employment of diversified labor force along with the changes in the business environment, the organizations are encountered with the all-around challenge of maintaining a healthy relationship with their employees. There is an increasing inclination of individualization of the employment relationship, which makes it even more difficult for the organization to recognize and react to the varied needs and expectations of employees. Rapid changes in the social structure of the organization have to lead to a shift in employees' and employers' expectations, which have made it necessary to reexamine the concept of Psychological Contract.

Psychological Contract is considered as a very important device to enlighten the complex relationship between employer and employee. However, the present literature focuses more on the Psychological Contract Breach from the employees' perspective.

The term Psychological Contract is found as a concept in psychological literature almost fifty years ago, as a footnote in understanding Organizational Behaviour (Argyris, 1960). The Psychological Contract is an extremely wide thought that is open for huge series of explanation and theoretical studies. Above all, Psychological Contract refers to the association connecting organization and its employee and concerned with shared prospect. Psychological Contract has been used by many researchers as a tool to describe the relationship between employer and employee. Similarly, it can also be understood as a platform to understand the mutual relationship that exists within the domain of the concept, thus becoming one of the important philosophies in the field of Human Resource Management.

Owing to the current vibrant business environment, international human resource practitioners are forced to take the lead in improving organizations' performance enthusiastically. To do so, we need to understand clearly the Job performance of the individual employee. The individual employee is to be given rewards along with career development opportunities based on fair and truthful performance assessment (Bae 2006).

One has to remember that the Psychological Contract was originally developed by Argyris (1960) to create interest in the subjective dimensions of the employment relationship between employees and foreman in 1960. But over the past many years, this early framework has been developed significantly under the guidance of Rousseau (1989, 1998, 2001), and has become a major investigative tool for promoting and explaining employee commitment and motivation. Researchers have referred to the Psychological Contract as an unwritten contract and have identified two major types of Psychological Contract (Robinson 1994; Rousseau 1989; Tijoriwala & Rousseau, 1997). These two types of Psychological Contract are Transactional and Relational Psychological Contract.

Transactional Psychological Contract: for example, pay and career progression in exchange for hard work.

Relational Psychological Contract: for example, Job security in exchange for loyalty.

Together these expectations are described as a basis for mutual expectations both employee and employer may have about their employment relationship.

A very interesting observation has been made by Levinson et al., (1962), wherein more light was thrown on the Psychological Contract as an unwritten as well as a mutual expectation of both the parties. Psychological Contract here emphasized more on intrinsic, recessive, never expressive expectations that are present in the employment relationship. Some of these expectations are specific, and some are vague.

Schein (1965) defined the Psychological Contract as the existence of implicit, unwritten, psychological expectations amongst the employees. He also pointed out at individual Psychological Contract and organizational Psychological Contract. The debate on the

Psychological Contract became more serious in 1980 with the entry of American scholar Rousseau. She believed that the Psychological Contract was an understanding between two parties' employer and the employees. This understanding is regarding mutual psychological expectations, which gave birth to Psychological Contracts in the employment relationship. Further, she also added that Promise, Trust, and Perception are also an important factor which affects the formation and existence of Psychological Contract. It is to be noted that a Psychological Contract is a process constructed in practice i.e., employees' Promise, Trust, and Perception are formed on the background of the employment relationship. Pemberton et al., (1996) thought Psychological Contract as perception about various responsibilities that organizations and the worker should provide for one another in the employment relationship.

The Psychological Contract alone means responsibilities offered by organizations or individuals for each other, which they can perceive in their mutual relation, and this sort of perception either comes from perception to the formal agreement or is different from the usual monetary contract. The usual monetary contract depends upon precise and actual regulations, but the Psychological Contract depends upon the social and perceived value. If the employee agrees to offer an organization his creativity and loyalty, then they also expect the organization to reciprocate in the same manner wishing that the organization will provide job security, fair and rational treatment, etc. Parks & Rousseau (1993) defined the Psychological Contract as a person conviction concerning the terms and conditions of a mutual exchange agreement between that person and the other party. Rousseau (1990) has acknowledged different obligations that the employees hold concerning their employment relationship, and these obligations constitute a Psychological Contract.

The ability of people to construct their reality is very impressive (Van & Harre, 1993; Weick et al., 1983). It is their perception of reality and not the reality in total that shapes their expectations, their attitude, and their behavior. Therefore to understand the behavior of an employee, it is important to understand their perception, their reality, and what they see. The Psychological Contract is one area that tries to recognize this view of employee reality to understand the Psychological Contract (Rousseau, 1989). Robinson (1996),

defines Psychological Contract as the perception of what the employee expect from the organization and what the organization expects from them. Thus, we can say that the Psychological Contract is an individual set of reciprocal expectations held by the employee concerning their obligations and employer obligations. For example, what employees will do for the organization and, in turn, what the organization will do for the employees? Psychological Contract comprises subjective thinking about an exchange agreement between an individual and an organization (Rousseau, 1998). A Psychological Contract is the individual's belief that a deal is mutual; a common understanding exists that binds the parties involved for a particular course of action.

The business environment keeps on changing every day. International integration, development in Technology, tailor-made requirements of markets, etc., all contribute towards changing the economic environment. These changes are transforming a workplace into the day to day challenging work environment. The requirements of employees have changed over a while, and now there is a need for loyal and disposable employees, and neither of these elements is captured in the formal employment contract. As Welch (2002) states, Psychological Contract based on perceived lifetime employment – produce a paternal, feudal, blurry kind of Psychological Contract. Earlier, the employee put in their time, work hard, and the company took care of them for life. But today's environment, where no business is a safe place for employment, the Psychological Contract has to change (Wilson et al., 2003). The relationship between employee and employer merely need not to be looked upon as an economic relationship but to be considered as a long term human relationship which is mutual and result in moral obligations concerning both parties.

Psychological Contract is an essential aspect of human behavior. There are many theories of management and behavior which resemble the Psychological Contract, which is yet to be clearly defined and understood. Sometimes even the concept of Psychological Contract is less understood where people and organizations meet, besides its importance in human relationships. The Theory of Equilibrium of Bernard and the Inducements-Contributions model of March & Simon (1958) brought out the initial aspect of Psychological Contract contributing to an understanding of Behaviour in organizations.

The initial period of work on Psychological Contract ranges from Menniger (1958), up to Rousseau's seminal work published in 1989. The initial period only involved in theoretical development and no practical investigation (Conway & Andrew, 1996). In addition, Psychological Contract was also treated on different lines (Conway & Briner. 2009; Roehling, 1997). Consequently, the modern theory is far away from the conventional view of the Psychological Contract. The modern period is very distinctive and characterized by practical development, mostly quantitative (Conway & Andrew, 1996).

The conceptual development of the Psychological Contract is unfinished without the discussion of The Social Exchange Theory. The Social Exchange Theory is one of the key components used to explain workplace behavior (Mitchell et al., 2005). It has been found that the Psychological Contract evolved from Social Exchange Theory (Dundon & Cullinane, 2006), and the evidence is the conclusion drawn by Argyris (1960); Levinson et al., (1962) and Schein (1965). Bernard's Theory of Equilibrium concludes that employees continued their participation in anticipation of adequate rewards from the organization. According to Blau (1964), Social Exchange theory involves unspecified obligations, the fulfillment of which depends on trust.

Gouldner (1960), argues that the heart of the Social Exchange Theory is the rule of reciprocity that compels the individual to respond positively or negatively to treatment from others. If any of the party i.e., Employer or the employee, fails to reciprocate, an inequality emerges in the contract (Mitchell et al., 2005). The weakness of Social Exchange models is that they fail to recognize the influence of employee expectations on organizational outcomes (Weinberg et al., 1979). According to Taylor & Tekleab (2003), as a social exchange, mutual obligations shape the Psychological Contract, and social exchange and reciprocity play an important part in it. Therefore Social exchange encompasses perceived employee obligations i.e., anticipated inducements of Psychological Contract. This extended focus, in theory, differentiates Psychological Contracts from social exchange models (Coyle-Shapiro & Jacqueline. 2002).

1.1.2 CONCEPT OF PSYCHOLOGICAL CONTRACT

Psychological Contract refers to the mutual, unwritten expectations of employee and employer. These expectations are implicit, unwritten, unspoken, and mutually exclusive of one another. The concept of the Psychological Contract can be traced back to the work of Argyris (1960), which stressed the implicit relationship between the leader and the subordinates. Further, the work of Schien (1988) focused on the relevance of the Psychological Contract for determining the behavior of an employee in the organization. The study further observed that every employee is different, and their expectations keep on changing. The work on the Psychological Contract had climbed up when Rousseau (1989) stressed more on the Psychological Contract concerning mutual obligations between employers and employees. She stated that the Psychological Contract as an individual's beliefs about the provisions of a mutual exchange contract between the two parties involved. Rousseau goes on to explain that a Psychological Contract appears as one person considers that a pledge of future proceeds has been established, a contribution has been specified, and consequently an debt has been formed to supply potential payback. This conclusion by Rousseau contradicts the work of Schien (1988) and Levinson et al., (1962), where mutual expectations and exchange relationships between two parties were described as the core of the construct. Rousseau tried to restrict the scope of the Psychological Contract to individual belief only.

Psychological Contract is the perception of both the parties to the employment relationship and to the reciprocal promises and obligations implied in that relationship (Schalk at el., 1998). This definition focuses on the two-sided relationship, which is difficult to operationalize. How can one look and operationalize the expectations of the organization where there are different sets of people working with different sets of expectations. However, one can look at the expectations of certain representatives of the organizations like Personnel Manager, but these expectations cannot be generalized. Therefore there is always a question arises whether there are any expectations from the organization's side, which can be generalized to all. Both concepts are still present in the literature, and very limited research on the bilateral side of the contract has been undertaken.

One has to note that, here, no absolute agreement regarding the description of a Psychological Contract (Roehling, 1997). The explanation of Rousseau (1989), though, appears to be commonly acknowledged. A Psychological Contract can be perceptual i.e., that parties in the mutual contract may contain a different perception about their Psychological Contract (Rousseau, 1990). According to Morrison & Robinson (1997), a Psychological Contract can be held by an individual alone. The other party may have their understanding of their Psychological Contract. A Psychological Contract exists not only between employer and employee but can also exist in an educational institution or a buyer and a producer. Therefore, Psychological Contract is present at any place where an human being think that he or she is indebted to act in a definite way, and the other party has definite duty in return (Rousseau, 1990). Guest and Conway's model of the causes and consequences of the Psychological Contract is one of the most inclusive ones. It encompasses both individual and organizational background factors as a ground for the state of Psychological Contract and also included attitudinal as well as behavioral consequences. Guest & Conway (2002) operationalize what they call 'the state of the Psychological Contract' as "the extent to which workers feels that promises and commitments made to them by their organization have been met, the level of fairness of treatment associated with promises and the degree of trust in management continue to deliver promises in the future."

Human resource policies have a remarkable influence on the state of Psychological Contract (Guest, 2001). Changes in the organizational structure and policies also have a key influence on the state of Psychological Contract (Feldman & Turnley, 1998). }

If one has to evaluate the legal or the physical contract, which is in printed shape with the Psychological Contract, then one has to recognize the terms and conditions which are included in the legal contract. But, in Psychological Contract, one has to recognize the terms and conditions which are unspoken, where the contracting parties rely on the spirit of the contract. In realism, the contractual relationship is governed by an individual's understanding because of all contracts, whether written or unwritten, are psychological existing in the eyes of the beholder (Parks & Rousseau, 1993). Thus, the Psychological Contract is a different contract from a legal contract. The debate is not about to bring

down the importance of a written contract but about to make the Psychological Contract clearer so that one can understand the nature of its operations to get rid of any type of misunderstandings.

Psychological Contract is a very wide concept, surrounding the beliefs about unwritten, unspoken terms, and written in unambiguous terms incorporated into a legal contract. Rousseau argued that the Psychological Contract is an individual level build, and one may dispute whether it applies to the organizational level. Individuals have Psychological Contract, but organizations do not (Rousseau, 1989). The organization provides an environment where the Psychological Contract is constructed, shaped, and operated.

Although the concept of Psychological Contract has emerged from outside the boundary of Human Resource Management, and it has become a major analytical tool of Human Resource Management, researchers have taken more interest in the Psychological Contract because it is going to contribute to a substantial amount towards continued employee motivation and commitment.

Different authors have adopted different understanding regarding Psychological Contract. Some authors have emphasized the significance of implicit obligations of both parties, others have stressed the need to understand people's expectations from the employment point of view, while others suggest that the Psychological Contract is about reciprocal mutuality. There is a consensus that the Psychological Contract deals with the implicit, reciprocal promises and obligations of social exchange rested upon the need to understand the role of subjective and interminate interactions between the two parties (Rousseau, 1989). Conceptualization of Psychological Contract stressed more on the individual employee sense of obligations rather than expectations, on the basis that unmet obligations would become more damaging than unmet expectations.

Employment contracts, in general, unite together individuals and organizations and regulate their behavior, making it possible to achieve organizational goals (Rousseau & Rousseau, 1994). Such an employment contract connects people with an organization concerning future contributions and inducements. These contributions and inducements are partly noted on paper in written format, but most of them are implicitly held.

The Psychological Contract is a well-known concept for researchers in the field of Organizational Behaviour and Human Resource Management. Many researchers have focused their attention in the past on Psychological Contracts due to its perceived expectations, obligations, and promises regarding future motivation and contributions. The basic idea behind the Psychological Contract is that employee develops the Psychological Contract based on the formal and informal signals given by the organization.

A variety of elements have been identified with the help of definitions of Psychological Contracts ranging from expectations, beliefs, promises, obligations, and perception (Conway & Andrew, 1996; Guest, 1998). But, according to Rousseau (1990), Psychological Contract differs from the general contract. A Psychological Contract is more promissory and reciprocal i.e., a commitment to some kind of behavior from the employee in the expectation for some reciprocal actions on the part of the employer or the other way around.

The dynamics of the Psychological Contract are formed by its essential features. Rousseau & Dabos, (2004) has recognized five key features, which are expressed here.

Voluntary

Psychological Contract persuades one to accomplish their goals as they are based on the exchange of shared promises in which the individual is generously involved. Promises made willingly are likely to be kept. A worker who has worked in an organization for at least one year is possibly going to have an internal conflict if offered a job anywhere else. Surely that employee is more likely to put down the proposal than a coworker who had not made such commitment to the organization. Clear-cut voluntary commitments have more strong effects on actions than silent ones.

Belief in Mutual Agreement

An individual's Psychological Contract imitates his or her understanding of the commitments made with another, like, for example, commitments made towards the employer. Individuals act on that personal understanding as if it is mutually shared, not

considering whether that is the case in reality or not. For instance, a fresh employee who is informed that his or her job requires two or three days traveling in a week. The employee might understand this as that he or she will be traveling for not more than three days in a week, although the manager meant to say that there would be travel for two or three days per week on an average.

Incompleteness

Psychological Contracts tend to be imperfect and need to be fleshed out over time, except for the short-term. Neither worker nor employer can at first predict all the particulars of a long-term employment relationship. Undeniably, it is unrealistic to anticipate either party to remember all the significant details that should be shared with each other. Moreover, changing conditions mean that not all eventualities can be foreseen. As a result, Psychological Contracts become more complicated through the employment relationship. Therefore, the parties to a Psychological Contract can come to have contradictory understandings over a period except periodic efforts made to strengthen mutuality. Interestingly, there are facets of the employment relationship that workers find pleasing but are not components of the Psychological Contract that can come to be viewed as part of the promised status quo over time. In essence, these aspects merge into the Psychological Contract, demanding consideration on similar lines to that given to other explicit promises.

Several Contract Creator

How employees understand their Psychological Contracts with employers is formed by many sources of information. For example, information sources may include Top Management, Human Resource representatives, and, in particular, a worker's immediate boss. The boss constantly sends strong signals about the terms of an individual's Psychological Contract. If the immediate boss leaves, many workers will analyze the exit as an infringement of the Psychological Contract with their organization. When the boss leaves, many workers feel they are losing their shared understanding of the Psychological Contracts. Coworkers may also provide information which people use to conclude what they owe to their firm and vice versa. Finally, human resource management practices

such as training and performance appraisal processes can indicate promised benefits and required contributions. When information sources communicate different messages, it brings down the mutuality of the Psychological Contract.

Manage Loss When Contract Fail

If workers and employers rely on Psychological Contracts to direct their actions, then the disappointment of the other party to execute projected commitments results in "losses" (i.e., promised benefits that will not materialize). These losses are the basic reason why Psychological Contract violation produces strong pessimistic reactions, including anger, outrage, termination, and withdrawal of support by employees. In conclusion, employee and employer should concentrate both on fulfilling their side of the Psychological Contracts as well as on managing the losses when existing promises are tough to fulfill. For example, an employer might propose someone a challenging project when a promised promotion fails to materialize. Similarly, a worker who misses a important meeting might take up special efforts to follow up with co-workers to ensure that her performance is unimpaired.

1.1.3 TYPES OF PSYCHOLOGICAL CONTRACT

Although the Psychological Contract has been differentiated based on certain features, depending on the nature of work, employee motives, and expectations, it takes various forms. Different models differentiate how employees' and employers' act towards each other.

There are two types of Psychological Contracts used to define the relationship between employee and employer. They are Transactional Psychological Contract and Relational Psychological Contract.

Transactional Psychological Contract

- Short Term
- Monetary benefit
- Limited emotional attachment
- Direct exchange

- Identifiable competencies

Relational Psychological Contract

- Long term
- Strong Emotional attachment
- Opportunities for support, training, advancement, etc.
- Increased benefits

The Transactional Psychological Contract is considered to be based on a very precise exchange that exists over a limited period. These contracts try to emphasize on the financial advantage one will get from the employer. Transactional Psychological Contracts are relevant to specific terms and conditions. Employee prefers to seek employment somewhere else when the employer fails to fulfill their expectations. Similarly, the employer also likely to terminate a Transactional Psychological Contract that fails to meet their needs. Transactional Psychological Contract shifts the risk associated with the economic uncertainties from employer to employee. Workers will contribute to the organization in line with the contributions they receive from the organization. Transactional Psychological Contract is less functional when they are a by-product of a relationship. This means they are not recognized and managed properly. In such cases, the workers either leave the organization or indulge in anti-organizational behavior. Transactional Psychological Contract remains unchanged and focuses on short term relationships in which the result is more essential rather than the continuation of the relation (Tsui et al., 1997). According to Rousseau, Transactional Psychological Contract has less personal involvement and low emotional investment (Rousseau, 1995). The Transactional Psychological Contract is mainly limited to the exchange of economic resources (Eisenberger & Aselage, 2003). Lewis & Smithson (2000) proposed that the younger employees, as compared to older employees, focus more on Transactional Psychological Contract i.e., short term monetary-non monetary arrangements rather than having a long term relationship with their employer.

The other type of Psychological Contract is called Relational Psychological Contract. It includes terms such as loyalty, commitment, stability, etc. Employees with Relational Psychological Contracts are more willing to work overtime, whether paid or not. They

are ready to help their colleagues on the job and ready to support organizational changes that are beneficial. They get upset, especially when the reciprocal arrangements from the side of the organization do not come. This even leads to frustration, job dissatisfaction, and further erosion of employment relationships. In Relational Psychological Contract, the relationship between employee and employer is more important than anything else, which are based on collective interest of both (Parks & Kidder, 1994) and are linked to the societal exchange (Millward & Brewerton 1999; Brewerton, 2000) concerning socio-emotional assets (Eisenberger & Aselage, 2003), presenting the conventional employment relationship in which both acknowledge each others' interest (Brewerton 2000).

1.1.4 THE FORMATION AND CONTENTS OF PSYCHOLOGICAL CONTRACT

The formation of the Psychological Contract is sufficiently explained by Anderson & West (1996), who recognized that the Psychological Contract forms when an employee perceives that the organization is indebted to react in the same way in response to contributions made by him or her. The process of Psychological Contract formation provides the structure and context within which the Psychological Contract is operational. In this structure of the Psychological Contract, the employee establishes the mechanisms by which they seek the meaning from the work they do. Researchers rightly pointed out that individuals enter the place of work with a set of values, beliefs, and desires and with the anticipation that these would be fulfilled, upheld, valued, and the well being of the employee will be preserved and protected (Schalk et al., 2005).

The core of the Psychological Contract is concerned with promises and assurances (Guest, 2001). A Psychological Contract is all about expectations, perception, beliefs, promises, and obligations. It is about the Psychological issues, non-tangible, that one needs to recognize if one wishes to realize the core of the Psychological Contract (Cooper, 1999). These expectations form the part of the Psychological Contract, which is implicit but functions along with the explicit line of Psychological Contract. Guzzo et al., (1994), claimed that the Psychological Contract is for the future, undergo changes, and undergo nonstop amendment because the expectations are not rigid, they change from time to time. It is also not possible for an individual to form these expectations in

advance. Hence, Psychological Contract is inexhaustible, is never complete (Yan et al., 2002) and flexible (Wright et al., 1996).

In developing the content of the Psychological Contract, many researchers have acknowledged several qualities that characterize the Psychological Contract. Traits provided by Csoka (1995) and Schalk & Freese (1996) regarding the content of the Psychological Contract provide support for the present study that content of Psychological Contract differs pertaining to individual's perception of Psychological Contract.

In their research on Psychological Contract, Herriot et al., (1997) made two important observations. One, that little work has been done on understanding the contents of the Psychological Contract, and secondly, the past research presents the perceived contents of Psychological Contract rather than the actual one. Both these observations are relevant to the current research. This research study not only focused on the contents of the Psychological Contracts but also on asking the respondents what they perceive is in their Psychological Contract.

Rousseau (1990) provided a fair idea of the possible contents of the Psychological Contract based on the previously developed measure. Her study discovered employer and employee obligations. Employer obligations include the advancement of the employee in a current job, higher income, teaching and guidance, employment protection, growth and expansion, and support. On the other hand, Employee obligations comprised of overtime, faithfulness, extra-role behavior, minimum turnover, and readiness to accept the transfer.

However, there is no total agreement on the contents and development of the Psychological Contract, but there are many individual, organizational, and societal factors that are responsible for the formation and development of contents of the Psychological Contract. Therefore one has to focus on a specific employment segment to maximize the relevancy and reliability in identifying the contents of the Psychological Contract.

There are two major issues one needs to address in considering the development of the Psychological Contract of organizations. First, how one will identify the organization and

second, the query crops up as to accurately what represent the organization as the other side to the Psychological Contract. Yan et al. (2002) also came across this tight situation and warned researchers that enough care needs to be skillful in understanding what the organization stands for. Organizations cannot perceive; therefore, their perception cannot be measured (Tijoriwala & Rousseau, 1997); however, the organization provides the context in which a Psychological Contract is formed (Rousseau, 1998). Although some researchers have also argued that middle-level managers and their role can be regarded as organizations Psychological contracts (Jerry, 1997). Tsui et al. (2000) selected high-level administrative employees to talk for the employer in their investigation. Debate by many researchers to take in diverse levels of managerial employees as employer representative in research of Psychological Contract emphasizes the subject and underlines the possibility for diverse arguments based on those representatives' observation of contract contents.

1.1.5 IMPLICATIONS OF PSYCHOLOGICAL CONTRACT

The attitude of many employees, such as commitment, trust, passion, in addition to happiness, depends a lot on a reasonable and unbiased Psychological Contract. If the employees perceive that their Psychological Contract has not been fulfilled, then employee attitudes of superior organizational presentation fade away rapidly. On the other hand, wherever the Psychological Contract is fair and right, these positive ingredients remain. This is known as the antecedents of the Psychological Contract.

Psychological Contract has become more popular as a device for manipulating people rather than as a tool for understanding human interactions. Psychological Contract is created not only by words but by behavioral patterns and actions of employees too. They reveal their side of Psychological Contract through their actions. One cannot define what the expectations could be until one discovers what they are. This study makes an attempt to find out the contents of the Psychological Contract in the IT companies in India, and they are studied further.

A Psychological Contract theory assumes that when an employee increases his or her efforts, then the organization is willing to reciprocate in the same manner. Employees

who receive higher or increase in pay, developmental training, etc., will feel indebted based on the reciprocity norms and will help the organization to achieve its objectives. Additionally, the Psychological Contract is a tool for establishing and maintaining an increased level of commitment and satisfaction, and as far as possible, the detrimental effects in the form of a low level of commitment, low job satisfaction, etc., need to be avoided. In the words of Rousseau, Psychological Contract either is fulfilled or is breached. If fulfilled, the level of commitment and job satisfaction are very high amongst the employees. On the other hand, if the employee perceives that their organization has failed to fulfill their Psychological Contract, then it leads to a breach of Psychological Contract and the possible detrimental effect of Psychological Contract Breach.

The promissory expectations in a Psychological Contract are “only those expectations that originate from perceived implicit or explicit promises by employers” (Robinson, 1996). The Psychological Contract Breach is understood as the employee's recognition concerning the degree to which the firm has been unsuccessful to meet its promises or obligations (Rousseau & Robinson, 1994). Although the term breach or violation is used commonly in Psychological Contract researches and not easily distinguished, we define the violation as an outcome of the Breach as researchers thought Breach is the cognitive assessment (Morrison & Robinson, 1997) and the violation is the emotional and sentimental state that may follow from the Breach cognition.

The perception that one's Psychological Contract has been breached is a subjective experience. Sometimes it happens in reality. For example, during an interview, a new employee is promised that he or she will be promoted within three years, and yet this does not happen. In another case, if a recruiter made a vague statement that people tend to get promoted easily here, the employee perceives this as a promise made, and when the promotion does not take place, the employee may perceive a breach in the Psychological Contract. Nevertheless, in the second case, it was not promised. In most of the cases, it is impossible to ascertain in which of this case a breach has taken place. That means one cannot tell exactly whether a promise was broken or whether the promise was made. This phenomenon makes the study on the Psychological Contract more difficult and challenging.

Majority of the studies in the past have concentrated more on the breach of Psychological Contract rather than the fulfillment of the Psychological Contract. The reason could be the possible detrimental effects of a Breach on employee outcomes. Perceived Breach of Psychological Contract can result in a decrease in organizational commitment, job satisfaction, and organizational citizenship behavior, and this has an impact on organizational performance (Cantisano et al., 2008). This study tries to identify the state of Psychological Contract in the Indian context. Additionally, this study covers the effects of Psychological Contract Fulfillment and Psychological Contract Breach on employee outcomes.

Measures of Psychological Contract

According to Zhao et al. (2007), there are three ways in which the Psychological Contract has been measured. They are Composite/Concrete measure, Global measure, and Weighted measure. These measures are discussed here:

1. Composite/Concrete Measure: - This measure provides specific content items of the Psychological Contract and requests respondents how much the firm has satisfied its commitment or promise on each item. For e.g., High pay, Training, Job security, etc.
2. Global Measure:- It does not refer to specific content item but directly assess subjects overall perception of how much the organization has fulfilled or failed to fulfill its promise
3. Weighted Measure:- It is similar to concrete measure. It uses a content specific item and asks respondents their perception of the Breach in this content. It also asks respondents to indicate importance on each item. Each Breach score is multiplied by respective perceived importance score and then summed up or averaged to yield a weighted average Breach score.

1.2 PSYCHOLOGICAL CONTRACT – A TOOL TO MAP HUMAN RESOURCE

One has to undergo deep into the sea if one wants to understand the sea in real sense. Similarly, if one wants to study Human Resource, then one has to venture very deep into

Human Resource. One way to study and manage Human resources is to understand what employees think about the organization they work for. Psychological Contract is one important tool which can be used to understand and manage the human resource of any organization.

With the expansion of Science and Technology, there is immense scope to develop a tool that can measure the expectations of employees, feelings of employees as well as their attitude. This in fact is one of the biggest challenges that the Psychological Contract pose in front of Human Resource Practitioners. The core of Psychological Contract evolves in and around the feelings, expectations, and attitude which are perceived by the employee. One has to note that managing a Psychological Contract is not an easy task. It is a Philosophy, wherein one must possess the art to manage in the right spirit.

The basic Human Resource practices of any organization must focus on what the organization expects from its employees (Rousseau, 1994). All human resource practices must focus on the development of the human resource of the organization as a whole. Any human resource practice which does not focus on employee development cannot be termed as a superior human resource practice. Contrary to that, there is no single one finest method to handle human resource because all human resource is diverse; their expectations are dissimilar from one another. The level of perception is different from that of others. Similarly, one has to keep in mind that the best human resource practice itself is vague. It is more subjective than practical. But one cannot overlook the importance of a good human resource practice, which ensures competency and continued existence of the organization. Earlier studies are limited to Recruitment and Selection, Performance Appraisal, Training, and Development, etc., but in the present dynamic business environment, one has to really be on its toes to understand what is going in the Psychological aspect of the employees because it has significant impact on the workforce of the organization as a result of Liberalization, Privatization, and Globalization.

Employee retention is considered as the biggest challenge to all Human Resource Managers all over the world. Several past studies have shown that 86% of the organization has found it difficult to attract essential employees, and 58% find it difficult to retain key employees (Hale et al., 1998). Hollman et al. (2000) found that employee

turnover is not only obstructing the growth of the organization, but it becomes very difficult to achieve organizational objectives too. Further, it was also observed that when a key employee of the organization leaves, the quality of service and innovation is also affected to a great extent. Hence, one has to understand that the Psychological Contract is first and foremost important for the wellbeing and success of the organization, rather more important than the formal employment contract. We can say that the Psychological Contract works as a motivator to employees and a tool for conserving the strong relationship between employee and employer. Of course, Psychological Contracts are more prone to the misapprehension between the parties. Recruiters have to change their focus now from the compensation part to a long term relationship between employees and employers.

1.3 AN OVERVIEW OF IT INDUSTRY IN INDIA

The IT industry in India is comprised of two most important components, Software Services and Business Process Outsourcing (BPO). This is India's young industry with a young mind with a median age of 27.5 years (Fuller & Narasimhan, 2007). The Indian IT industry has become extremely noticeable in the global economy, drawing the attention of international media and business houses as a principal destination for outsourcing (Vasavi & Upadhyaya, 2006). The IT industry has created a trademark for itself in the global market. The industry is providing low-cost programming services not only to India but to overseas clients too. The IT industry has seen considerable growth in terms of employment and revenue in the past and is expected to show the same in the coming years (Rani & Basant, 2004). The IT sector has increased its contribution to the Gross Domestic Product (GDP) from 1.2% in 1998 to 7.7% in 2017 (NASSCOM-Newsline, 2017).

The spectacular performance of the IT industry in India is mainly due to its export potential. The export revenue stands at USD 99 billion and domestic revenue at USD 48 billion in 2017. The Indian IT industry is the biggest exporter of IT and ITES. About 79% of the Industry's total revenue is dominated by its exports. The India's technologically-inclined services sector accounts for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce (Bhattacharjea, 2006).

The major cities which account for 90% of the exports are Bangalore, Chennai, Hyderabad, Pune, Delhi, Kolkata and Coimbatore.

Bangalore is known as the India's Silicon Valley. Major Indian, as well as Global IT companies like Infosys, TCS, Accenture, HCL, Wipro, Persistent Systems, are situated in Bangalore, which has become a household name in the world for the IT sector.

The stage is set for further development in the IT industry but will have to face tough challenges ahead. Significant challenges in the form of a slowdown in the US market, labor dearth, labor costs, and a highly competitive international market are awaiting. The rise of the IT industry is one of the greatest achievements of the process of LPG. The IT industry in India has shown an average growth of 50 percent per annum for the last few years. The IT industry has proved itself as a chief exporter of Software services to other countries worldwide. The growth of the Indian service sector is highly associated with the Indian IT/Software industry contributing substantially to the increase in GDP, Employment growth, Export, and Foreign earnings. One has to note that there are few questions about the sustainability of the high growth rate of exports given promising competitions, the paucity of manpower, dilapidated cost advantage and technological slowdown globally (Kumar, 2001). In India, firm size, skilled workforce, and imports of technology are considered important in determining the export behavior of the firm. However, the IT firms need to learn to build trust and promote inter-organization relationships, which are required for knowledge transfer, to execute mentoring series, and for constructing all-purpose management competencies (Dayasindhu, 2002).

The recent H-1B visa woes in the US created a small panic in the IT industry in India that have made the IT firm to rethink about their business model. This visa provides an opportunity for people to work in the US temporarily for a maximum period of up to six years. The provisions of the H-1B visa protect US workers from displacements and ensure equitable wages. US has come up with more strict laws about H- 1B visa and even announced its plan to replace the Green Cards with Build America visas.

Software engineers, BPO employees, and others employed in IT-related work are said to form a new type of workforce: they are highly educated, well-paid, mobile, and closely

linked into the global services economy, whether working in India or abroad (Vasavi & Upadhya, 2006). The IT industry has been providing numerous employment opportunities to a large number of people in India (Arora & Athreye, 2001).

Software work is mental labor-intensive, and the organization depends more on employees' capacity, and its market competency is determined by the type of workforce it has (Ilavarasan & Sharma, 2003). The same study also brings forth that the Indian IT industry is not the one where the work is identical every day.

According to the McKinsey Global Institute (MGI), the current digital transformation is estimated to create USD 1 trillion in terms of value and around 55-60 million jobs by 2025 (NASSCOM-Newsline, 2017).

The clear understanding of the IT industry is provided by its larger political-economic context through the process of Information Communication Technology (ICT), and LPG. The IT industry in India is the major exporter of Software and ITES. This position has been shaped by the nature of employment that has been created by this sector (Vasavi & Upadhya, 2006).

The current study focuses on the workforce in the IT industry in India and their relationship with their employer. Therefore, it is of highest importance to also understand the employment, organization, and management of the employees working in the IT industry. There are three major characteristics of work and employment in the IT industry in India:

- 1. Mobility:** The employees working in the IT industry, especially Software Engineers, are highly mobile. The movement in the jobs takes place from India and outside (Vasavi & Upadhya, 2006).
- 2. Flexibility:** The IT industry requires flexibility because of its highly competitive nature of work. Flexibility is also reflected in employment with the emergence of a contract system (Vasavi & Upadhya, 2006).
- 3. Individualization:** There is confirmation of the emergence of the Individualization of the employment relationship in the Indian IT industry. There is nonexistence of

collectiveness amongst the IT sector employees. The employees are in the race to build their careers. There is also a high level of attrition in the IT industry, leading to instability in the employment market (Vasavi & Upadhya, 2006). Commenting on the foreign investment in the Indian IT industry, Prasad (1998) highlighted the fact that there is some kind of invisible deskilling that has emerged, which has limited the growth potential of the Indian IT industry. The data suggests that the social composition of the IT workforce is largely urban, middle class, and follows a policy of 'merit' in Recruitment and Selection (Arora & Athreye, 2001).

A few more key issues which are related to Human Resource Management in the IT industry in India, especially the Software sector which need urgent attention, are voluntary attrition, reluctance to make a move from technical to management positions, lack of managerial skills, difficulties with teamwork, work preferences and maintaining work-family balance. These issues need to be tackled cautiously by employing strategies like moving up the value chain, creating learning opportunities, bifurcated career paths, facilitating wealth generation, and conducive work environment (Thite & Agrawal, 2003). Rani & Basant (2004) commented on the labor market of the Indian IT industry. The labor market had deepened with the inclusion of workers with different caste, religion, gender skills, etc. NASSCOM and National Sample Survey data suggest that transition to the offshore model, growth of the ITES sector, competition and infrastructure-led movement of IT activity to smaller cities, and hiring of workers with diverse educational backgrounds and women workers have facilitated the deepening processes. The establishment of engineering colleges in India has increased considerably because of the development of the IT industry, but sometimes the students fail to get a job in the top IT industry because of a lack of communication skills (Fuller & Narasimhan, 2006).

A very interesting question posed by Brihmadessam & Krishna (2006), "What does it take to become a Software Professional?" the answer to this question is probably more interesting. Having two educated parents is a significant asset in a situation of information scarcity; however, no more than 4-7 percent of all Indians have equally qualified parents.

One of the significant changes in the IT industry in India is the entry of women IT professionals. Past research has gained attention to women working in the IT industry. The presence of women in the Indian IT industry has brought changes in social norms. Women with children lag in terms of changing jobs, which is a key feature for the career advancement of the IT industry (Kelkar & Nathan, 2002). With the advent of higher education in India, women were searching for jobs, and the IT sector allowed them to undertake the job (Vasavi & Upadhya, 2006; Bhattacharyy & Ghosh, 2012).

A woman employee needs a different kind of thought from its counterpart because the issues and challenges are quite different (Gupta & Pathak, 2016). The working women have to play a double role in working professionally as well as of homemakers. A study by Srinivasan & Valk (2011) reveals six major themes for women IT professionals: family impact on life decision, varied-role obligations, and efforts to adjust those, self and professional individuality, work-life hurdles and coping tactics, organizational strategies and practices, and social support. Indian IT industry, specifically the Software sector, poses several positives, which include skills of software engineers, experienced and capable programmers, young and aspiring product ecosystem, availability of software infrastructure, and the relative absence of liability of origin. These make the Indian software industry more competitive at the global level.

Work-Life balance is indeed a major issue with women employees (Roy, 2016). For women in India, Children play an important role in their work-life, and career. Work-life balance is a key factor in one's social and psychological well being. Indian working women are facing the problem of balancing work-life and family life (Komarraju, 1997; Bhatnagar & Rajadhyaksha, 2000; Reddy et al., 2010). In Indian IT companies, there is gender-based discrimination like work allocated, and the compensation received (Alison & Kaushik, 2018).

Arora (2006) pointed out at a very significant point in the IT Industry in India. He concluded that there is a shortage of manpower in the IT industry, the infrastructure has been modernized, and there are few software products of Indian IT firms to the world. India's competitive advantages in the IT sector include the availability of a highly competitive and talented pool of people, world-class quality and high process maturity,

competitive cost structures, rapid delivery capability, and English speaking manpower (Moitra, 2001).

ISO certification has also been an added advantage to the Indian IT industry. As rightly pointed by Arora & Asundi (1999), ISO certification not only enhances a firm's growth but also enhances revenue for a given size, suggesting that firms are receiving a higher price per unit of output and quality of output too. Another important thing to be noted about the IT industry is the adoption of Corporate Governance. Infosys, one of India's top IT firms, is always in the news for its good corporate governance practices (Khanna & Palepu, 2004).

One of the very interesting and unique observations made by Banarjee & Duflo (2000) about the Indian Software Industry is the "Reputation" that it plays an important role in determining the outcome of a project. Reputation is of utmost importance as the Indian industry suggests that it may also be of importance when an American client is deciding whether to go to a firm in India or to the one in the United States.

Tanwar (2018), studied the inter-firm movement of married women in the IT industry. She found that childbirth significantly declined the women's movement, but marriage does not. Job position and promotion increase inter-firm movement; however, women take thoughtful decisions to move from one firm to another.

NASSCOM and NASSCOM Foundation have recently launched an initiative called "Returnship" to bring back women into the IT workplace, recognizing the merits of women employees' power within IT companies. NASSCOM and its social arm NASSCOM Foundation (NF) have launched a Return-to-Work Program that is specially designed to bring back women who have quit their jobs. Return-to-Work is a tech-enabled platform that will create industry linkages with women who were once part of the IT sector for their up-skilling, placement, and mentorship. Another example is Microsoft, which tries to include women employee in their engineering team, Infosys conducts women-oriented workshops, IBM has formed a women 'Leader's Council', to look after women employee development, etc. These types of initiatives have worked successfully, which is clear from the truth emerge from the latest NASSCOM study, which shares that

employees ratio of female and male employees in the Indian software industry stands at 24:76. There is a consistent increase in women employees working in the Indian IT industry from 35% in 2006 to 36% in 2008 (NASSCOM-Mencher, 2009). There are various factors which are responsible for persuading women employees to join IT industry which includes high status for a white-collar job, high salary, international mobility, adoption of the gender-neutral policy, flexibility at work and physically relaxed work process in indoor work circumstances (Kumar, 2001; Upadhyaya, 2007). Joy (2016), found that female employees perceived higher levels of Information and Knowledge dimensions of High Involvement Work Processes compared to that of male employees working in the Information Technology industry. The majority of women working in the IT industry in India are under 30 and single (NASSCOM-Newsline, 2017).

A study on women employed in the Indian IT sector by Bhattacharyy & Ghosh (2012) pointed at the attitude towards women's workforce. Though the IT sector contributes to women empowerment through its employment, an highest level of gender based inclusivity is still to be accomplished, particularly in the higher level. The Indian IT sector requires to be extra careful in doing away with the prevailing woe such as 'Feminization,' 'Glass ceiling' etc. Similarly, commenting on the composition of the IT workforce, Upadhyaya (2007) argued that the social composition of the IT workforce is more standardized. The workforce is largely urban, middle class, and high/middle caste. One of the reasons for the progress of the Indian IT industry could be that it has tapped the cultural capital of the urban middle class that consists of high and middle castes.

The Indian IT firms are making strong efforts to move up in the value chain by getting superior project management people who have a deeper knowledge of the business that will in turn help to reduce costs and improve quality by developing superior strategies (Arora et al., 2001). India is the fastest-growing in terms of Digital adoption (NASSCOM-Newsline, 2017). India's Digital Index rose by 56 % during the year 2014-17, which placed India in the second position amongst the top 17 growing economies of the world (NASSCOM-Newsline, 2017). Amongst top Asian locations, including Hong Kong, Singapore, South Korea, Taiwan, Thailand, and the Philippines, the Indian IT industry is the front runner because of its low production costs and a large pool of

technically well qualified human resources (Lakha, 1994). One important thing to be noticed about the Indian IT industry is that if one wants to compare in software exports on strengths and weaknesses, India seems to sustain its current position in the near future (Bhatnagar & Roy, 2006).

With the advent of E-commerce, now companies have to change the way they were used to deal with the customers. Nowadays, there is no need to have the physical presence of the customer; customers can compare and purchase the product without moving out from their house with the help of the Internet. Also, Transportation of the product i.e., Supply Chain Management, Customer Relationship Management, and all commercial transactions related to payments are taken care of by E-commerce.

The Indian IT industry cannot relax if it wants to see itself on top. The IT sector has to build on its strengths and move up on the value chain if it wants to preserve the top place. The IT industry has come to stay here, telecom and wireless will follow. The IT industry has brought drastic changes in the life of people worldwide. Technologies that are emerging now are Data Warehousing, Data Mining, and Artificial Intelligence that requires the support of the IT Industry. To unleash India's full Digital potential, all the stakeholders, including the Government, have to come together and play an important role in Innovation and Investment (NASSCOM-Newsline, 2017). The Taskforce set up by the Government of India on Human Resource Development in Information Technology in First National Conference of IT Ministers held on 15th July 2000, recommended to integrate the core competencies and innovation to create a sustainable competitive advantage for the Indian IT sector.

The Indian industry has to invest substantially in Research and Development, Strategic Acquisition of Global Marketing Channels and Brands, Industrial Restructuring and Consolidation to consolidate on its strengths and to maintain its position (Kumar, 2001). However, strong observations made by Hazra & Nath (2002), that the weakness of Indian IT industry is its weak linkages with the domestic manufacturing industry which results in low value/ low skill products and services which make the IT industry difficult to enter into high Research and Development area without a big and strong strategic push by the Government.

CHAPTER II

REVIEW OF LITERATURE

This chapter on the Literature Review aims to describe the facts, concepts, theories, and previous research findings related to this study. This section is organized to understand the basic information considered for this study on the Psychological Contract of employees and various aspects of the employment relationship. This chapter is also going to throw light on some of the fresh issues that have helped the growth of this concept.

The olden times of the Psychological Contract go back to more than 50 years. The concept of Psychological Contract is perceived from the day it comes in work published by Argyris (1957) as Psychological Work Contract. Argyris studied Psychological contracts in the context of the leadership style used to examine the relationship between Leaders and Followers.

This concept still goes back to 1938, from the works of Barnard's Theory of Equilibrium. According to this theory, the two parties involved i.e., the Employees and the Employer, emphasize balance in their relationship. Further, according to this theory, the employee receives encouragement in the form of rewards and pays and makes a contribution in the form of doing a job as per the rules and regulations of the organization. The employees will continue to contribute enthusiastically as long as the inducements are superior to or equal to the contributions made by them and vice versa. The thrust of this theory is mainly on a striking equilibrium between the inducements from the organization and the contribution from the employees' side. The inducements are based on the contribution of the employees, and the contribution depends on the inducements from the organization.

Social Exchange Theory by Blau (1964) propounded that social contact has a lot of worth to people, and he explored the forms and sources of this worth to understand joint outcomes. He further stated that opposite to economic exchange, social exchanges tend to be long-term, and social exchange lacks objectivity regarding the exchange of contribution between the parties. This lack of objectivity leads to an escalation of social exchange as people strive to stay out of "debt" not only because of the norm of reciprocity but also because of the benefits which these social exchanges provide to

parties involved. This exchange takes place when either of the party offers something valuable to the other party, which could be tangible or intangible, like a favor or gesture of respect or support.

The employment relationship is contractual, based upon employee promising to perform prescribed duties on the agreed terms in return of basic pay, benefits, and privileges. However, in the process of interaction between the two, a pattern of social exchange develops. The relationship in which organizations and employees develop with each other internally and externally is often a combination of economic and social exchange. In the contractual relationship, due to the explicitness of the contract, there is an understanding of mandatory inducements and obligations. If any of the party perceives these inducements are more than what was agreed upon, the other party tends to balance or payback contribution by exhibiting obligation beyond the contractual relationship. This could happen between the employee and the supervisor (who is viewed as an agent of the organization), employee and colleague, and external agents. When employees' colleagues and managers go beyond the contractual terms, it provides a feeling of the personal or corporate sentiment of indebtedness. Thus, parties involved make an attempt to reciprocate with forms of supportiveness beyond the agreed-upon terms (Aggarwal, 2012).

Let us extend the work done by other researchers on the Psychological Contract and its various facets.

Levinson et al., (1962) came out with different aspects of Psychological Contract, for example, Sub-conscious and Conscious expectations. Levinson et al., (1962) has explained Psychological Contract as "A sequence of common expectations in which the parties concerned in the link might not themselves be softly conscious but which nevertheless direct their affiliation towards each other."

Employees perceive that the organization they work for supports and care about their well being (Eisenberger et al., 1986). It is also to be observed that Organizational Support and Turnover Intentions of the employee are two important outcomes of the Psychological Contract that needs to be discussed in detail (Shore & Barksdale 1995;

Shore & Tetrick, 1991). Perception of supportive Human resource practices contributes to the development of Perceived Organizational Support (Allen et al., 2003). This study includes explicitly or implicitly the relationship between Psychological Contract and other outcome variables considered for the study in hand. The extensive literature review is undertaken as per the variables considered for the study that highlights various aspects of the Psychological Contract.

2.1.1 Psychological Contract and Job Satisfaction

Job satisfaction is an attitudinal variable that replicates how people feel about their jobs. It underlines the specific task environment where an employee performs his/her duties and reflects the most immediate reactions to specific tangible aspects of the work environment (Mowday et al., 1982). Previous research provides evidence that the Psychological Contract Breach is likely to have a negative impact on employee attitude and behavior, and there will be increased efforts to leave the organization (Feldman & Turnley, 2000). The principle of workplace justice and effective communication have to be implanted in an organization's culture and must be put into practice through all human resource activities to overcome the negative outcomes of employee attitude that results from Psychological Contract Breach (Kennedy & Knights, 2005). Any perceived prejudice in the distribution of rewards, any perceived injustice in the decision-making process, or perception that one has been treated with no respect will lead to Breach of Psychological Contract (Parks & Kidder, 1994; Robinson, 1996). When promise builds, the employees in the organization feel emotionally attached to the organization, which results in increased Job Satisfaction and a decrease in Turnover Intention (Haq, 2011).

Even bank employees, whether it is public sector or private sector banks, employees are showing discomfort and dissatisfaction with their current job despite job security as a result of Psychological Contract Breach (Lishin & Srilatha, 2011).

Previous research also proposes that employees who have strong adversity quotient and strong Islamic work ethics will face the Psychological Contract Breach easily than those employees who are weak in Islamic work ethics and adversity quotient (Bukhari et al., 2011). The study claims that the Psychological Contract Breach does not have any impact

on Job Satisfaction of employees. Adversity quotient and strong Islamic work ethics have worked as a cushion to absorb the negative effects of the breach of the Psychological Contract Breach.

Feldman & Turnley (2000) examined the relationship between Psychological Contract and employee Job satisfaction. The study tried to bring out whether job dissatisfaction acts as a mediator between Psychological Contract Breach and employee behavior. The study concluded that Psychological Contract violation leads to unmet expectations, which further directly leads to job dissatisfaction, and job dissatisfaction leads to negative employee behavior.

Anika & Tetrick (2003) studied whether Psychological Contract Breach results in emotional exhaustion and job dissatisfaction. The conclusions made were that the fulfillment of employees' expectations predicted emotional exhaustion as well as Job satisfaction. The employees were more satisfied as the organization fulfilled its obligations towards employees. Further, it was also noted that control and supervisory support were positively related to Job satisfaction.

Kennedy & Knights (2005) studied the impact of Psychological Contract violation on job satisfaction amongst Australian senior public servants. The result conveyed that there is a negative relationship between job satisfaction and the Psychological Contract violation. It is to be noticed that the intensity of job satisfaction declines, as the level of Psychological Contract violation enhances.

Rodwell et al. (2011) examined the outcomes amongst public sector employees in Australia. The result indicated that a higher level of organizational support and job control is highly associated with great feelings about the job leading to higher job satisfaction.

Haq (2011), studied the relationship between Psychological Contract and Job satisfaction. The result stated that the Psychological Contract is significantly related to Job outcomes. Further, it was also made clear that affective commitment mediates the relationship between Relational Psychological Contract and Job satisfaction, which means that when expectations are met by the organization, the employees feel emotionally attached to the

organization, which increases their Job Satisfaction. In a study conducted by Birtch et al. (2015), it was observed that a job characteristic influences Job satisfaction through Psychological Contract fulfillment. Psychological Contract both Relational and Transactional is positively and significantly related to Job satisfaction.

In a similar study conducted by Cavanaugh & Noe (1999), it was concluded that the relational components of the Psychological Contract mediated the relationship between work experiences and job satisfaction. Psychological Contract violation has a direct as well as an indirect effect on employee job satisfaction.

Bal et al. (2008) examined the relationship between Psychological Contract Breach and Job satisfaction using age as a moderator. The study concluded with the opposite pattern. The effect of Psychological Contract Breach was found stronger with older workers Job satisfaction and was having less impact on Job satisfaction of younger workers.

Bal & Kooij (2011) conducted a study on the relationship between work centrality, Psychological Contract, and job attitudes concerning the age of employees. The study concluded with the observation that work centrality and Relational Psychological Contract has a strong positive relationship. Employees having high work centrality are more satisfied with their job rather than employees with less work centrality. Further, it was also noted that older workers have high work centrality than younger workers, which leads to higher Job Satisfaction.

Bal et al. (2013) studied Psychological Contract Breach and employee reactions concerning job outcomes of employees. It was concluded that older workers react less intensely to the Psychological Contract Breach than younger workers. Job satisfaction of younger workers decreases when the Psychological Contract Breach occurs in the organization, whereas older workers are not affected by the Psychological Contract Breach. Hence it can be argued that the relation between Age and Psychological Contract is highly significant and does not affect the Job Satisfaction of older workers.

In a research work conducted by Malaki-Blanas (2013) about Psychological Contract and two vital outcomes i.e., Job satisfaction and organizational commitment, the researchers were unable to confirm any connection between the variables because of insufficient

data. The reason being the workers were not able to express clearly their employment relationship. Workers were doubtful and hesitant to express any opinion because of the constant changes in the employment relationship.

Briner & Conway (2002) examined the relationship between Psychological Contract fulfillment and part-time and full time (work status) employees. The conclusion made was, Psychological Contract fulfillment was found to fully mediate the relationship between work status and job satisfaction of both part-time and full-time employees in the bank and supermarket.

Nelson et al. (2006) examined the relationship between Psychological Contract and Job satisfaction amongst casual workers. Workers were dissatisfied with their job because they felt that they were treated in an inferior way because of their employment status. Workers felt that they were victims of injustice and power abuse by superiors. This resulted in low Job Satisfaction and even a low level of trust and commitment towards the organization.

Cuyper & Witte (2006), examined the Psychological Contract of permanent and temporary employees considering job insecurity as an important variable. They found that for permanent employees, job insecurity proved to be problematic when it is concerned with job satisfaction but not for temporary employees. Makin & McDonald (2000) undertook a study on the Psychological Contract and Job satisfaction of temporary employees. The study advocated that levels of Relational and Transactional contracts of permanent and temporary staff did not differ significantly. Besides, temporary employees had higher levels of Job Satisfaction and commitment to the organization.

Ballou (2013) conducted a study on the effects of Psychological Contract Breach on job outcomes that included Job satisfaction as a major outcome. The researcher tried to examine the relationship between the type of Psychological Contract employee holds and its relationship with Job satisfaction. They concluded that Breach of Psychological Contract has a direct impact on Job Satisfaction. Workers experienced lower levels of Job Satisfaction due to the Psychological Contract Breach. Further, it was also observed that workers who perceived Relational Psychological Contract Breach had experienced

negative reactions concerning Job Satisfaction as compared to workers who hold Transactional Psychological Contract Breach.

Knoppe (2012), examined the Psychological Contract of temporary employees. Results indicated that temporary employees have both a Relational and Transactional Psychological Contract but with less difference. It was observed that there is an existence of spillover effect amongst employees i.e., Psychological Contract Breach at one organization also influence job outcomes in other organization specifically with Job satisfaction.

Ahmad & Khan (2015), examined the relationship between Psychological Contract and Job Satisfaction amongst high school teachers in Pakistan. Their study concluded that there is a important association among Psychological Contract Breach and Job satisfaction, but this does not result in an employee quitting the job for several reasons like age, job saturation, etc.

Baral & Bhargava (2010) examined the relationship between job outcomes (Job Satisfaction, Organizational commitment, etc.) and work-life balance (Job characteristics, supervisor support, work-family culture, etc.). The study concluded that characteristics, supervisor support, and work-family culture have a strong relationship with job satisfaction, and all are positively related to Job satisfaction.

Rigotti, (2009), examined the Psychological Contract and job-related outcomes. The result indicated that for higher levels of Psychological Contract Breach, there is a low amount of Job Satisfaction.

Kickul et al., (2002), the reactions of American and Hong Kong employees to Psychological Contract Breach. They observed that US employees were more sensitive towards Job satisfaction as compared to Hong Kong employees in terms of the Intrinsic aspect (e.g., challenging and interesting work) of the Psychological Contract. Hong Kong employees showed higher levels of Turnover intentions when the extrinsic aspect (e.g., salary and benefits) of their Psychological Contract is breached. A strong relationship between the Psychological Contract and culture differences is observed in the study.

A study conducted by Lambert et al. (2003) concluded that employee satisfaction was more powerfully connected to delivered incentives rather than promised incentives, which support the expanded view of the Psychological Contract and not the traditional view.

In a study conducted by Zhao et al., (2007), the effects of Psychological Contract Breach on Job satisfaction was examined. Psychological Contract Breach has a noteworthy effect on approximately on all occupational outcomes. Psychological Contract Breach is strongly correlated with Job Satisfaction.

Yalabik et al. (2014), conducted a study on Work engagement, Psychological Contract, and Job satisfaction. They argued that Breach of one's Psychological Contract reflects the feeling of resource loss, and these feelings, in turn, results in a negative relationship with Job satisfaction.

Larwood et al., (1998), made an observation regarding employees Job satisfaction along with Psychological Contract theories taking into consideration organizational politics. They observed that cosmopolitan employees reported less Job satisfaction because they perceive that their Psychological Contract is not well maintained by their organization.

In a study conducted by Hartmann & Rutherford (2015) on Psychological Contracts amongst salespeople, results indicate that Psychological Contract Breach mediates the impact of the psychological climate dimension on Job satisfaction. The psychological aspect of independence, participation, and transparency of organizational objective, influence Job satisfaction indirectly through Psychological Contract Breach. Similarly, performance feedback, directly and indirectly, affects Job Satisfaction through Psychological Contract Breach.

2.1.2 Psychological Contract and Organizational Citizenship Behaviour

OCB refers to behavior beyond the call of the duty displayed out of pre-disposition (voluntariness) and normative pressure (normative OCB) within the organization, to benefit people and organization.

Turnley et al. (2003), examined the impact of Psychological Contract fulfillment on Organizational Citizenship Behaviour. The result of the study says that Psychological Contract fulfillment has an optimistic effect on Organizational Citizenship Behaviour. Further, the study also concludes that the Psychological Contract is extremely powerfully related to Organizational Citizenship Behaviour aimed at an organization than to one's colleagues.

Coyle-Shapiro & Kessler (2000) examined the Psychological Contract and its contents. They concluded that a majority of the employees had a Breach of Psychological Contract. The organization is not fulfilling its obligation to its fullest extent, which it could. Therefore, the employee has a downward trend in Organizational Citizenship Behaviour.

Coyle-Shapiro & Jacqueline (2002) examined the relationship between the Psychological Contract framework and Organizational Citizenship Behaviour. They observed that the Psychological Contract is different from other social exchange contracts that focus on exchange inducement.

Ballou, (2013), examined the effects of Psychological Contract Breach on job outcomes. The result of the study concluded that the Psychological Contract type and Organizational Citizenship Behaviour has a significant relationship. Further, they concluded that the Breach of Psychological Contract had reduced the Organizational Citizenship Behaviour of the employees.

Chen & Xiong (2004), concluded that employee's perceived Breach of Psychological Contract is negatively related to Organizational Citizenship Behaviour. The study also concluded that employees with traditional high values are less affected by Breach of Psychological Contract as compared to employees with low traditional values in Chinese work culture.

Bal et al., (2010), found that the Breach of one's Psychological Contract did not have any effect on Organizational Citizenship Behaviour for employees who trusted their employer as compared to employees who had low trust in their employer. Further, it was also observed that social exchanges play an important role in mediating the relationship

between Psychological Contract and work outcomes. There is a negative relationship between the Psychological Contract Breach and Organizational Citizenship Behaviour.

Sparrow et al. (2010) studied Psychological Contract violations and their effect on employee Organizational Citizenship Behaviour during the downsizing stage of the organization. The study concluded with a significant relationship with Psychological Contract violation and Organizational Citizenship Behaviour during the downsizing process.

Briner & Conway (2002) examined the relationship between Psychological Contract fulfillment and part-time and full-time employees. They found out that part-time employees working in the bank have shown a more positive attitude in terms of Organizational Citizenship Behaviour as compared to employees working in supermarkets where the relationship between work status and Psychological Contract is partially mediated.

Coyle-Shapiro & Kessler (2003), examined the relationship between Psychological Contracts amongst public sector employees in the U.K. they found that the public sector employees reciprocate the treatment, in the same manner, they receive from their employer. Relational Psychological Contract is positively related to Organizational Citizenship behavior, while Transactional Psychological Contract is negatively associated with Organizational Citizenship behavior.

A study by Hui et al., (2004), about Psychological Contract types and its relationship with Organizational Citizenship Behaviour, concluded that Transactional Psychological Contract has a direct relationship with Organizational Citizenship Behaviour whereas Relational Psychological Contract relationship with Organizational Citizenship Behaviour is related through instrumentality beliefs.

2.1.3 Psychological Contract and Perceived Organizational Support:

Perceived Organizational Support assesses whether the member believed that their organization appreciated their contributions and care for their well-being or not. A study by Eisenberger & Rhoades (2002), came out with interesting observations i.e., favorable

treatment received by employees from employer in terms of fairness, supervisor support and rewards from top management and favorable job conditions are highly associated with Perceived Organizational Support which in turn has an impact on employee Job Satisfaction, positive mood of employees, higher commitment to organization and less intention to leave. The study highlights how organizational support is important for the employees. A similar observation that Perceived Organizational Support has a significant positive relationship on employee Job satisfaction and commitment has been obtained by Colakoglu & Culha (2010).

Eisenberger & Aselage (2003), studied Perceived Organizational Support and Psychological Contracts theoretically. They explained that organizational support develops when the employee perceives that the employer had made a promise. Also, favorable treatment from the employer develops organizational support. The model also proposes that unpromised favorable treatment leads to greater organizational support than promised favorable treatment. Further, it was also concluded that employees with high Perceived Organizational Support would be less cautious in monitoring the organization's actions for Breach of Psychological Contract.

Allen et al., (2003), examined the importance of Organizational Support and Supportive Human Resource policies in the employee Turnover Process. The study concludes that the perception of supportive human resources practices contributes to the development of Perceived Organizational Support. Favorable human resource practices are perceived as a positive signal which develops organizational support. The study made it clear that the employees' who perceive higher organizational support are less likely to leave the organization.

Ballou (2013) examined the effects of Psychological Contract Breach on Perceived Organizational Support. The result indicated that the Psychological Contract Breach has a significant effect on Perceived Organizational Support. The findings of the research indicated that when employees perceived that there is a Breach of Psychological Contract, then they also perceive that their organization does not support them. Further, the relationship between types of Psychological Contract was also examined. It showed that the employees having a Relational Psychological Contract experienced a change in

organizational support i.e., a low level of organizational support and employees having a Transactional Psychological Contract did not encounter any variation in the level of Perceived Organizational Support.

Shore et al., (2002), studied the role played by reasonable treatment and rewards in opinion of one's Organizational Support as the key elements of the Psychological Contract. They observed that Fair treatment and rewards were perceived as supportive organizational practices. The study further highlighted that if the organization wants to increase Perceived Organizational Support amongst employees, then the organization has to use rewards that enhance the feeling of trust and provide recognition.

Jayasree et al., (2012), highlighted the antecedents and consequences of Perceived Organizational Support in a theoretical integration related to the Psychological Contract. The antecedents were Pay Level Satisfaction, Career Development Opportunities, Work-Family Support, Leader-Member Exchange, Organizational Rewards and Job Conditions, Organizational Size, and Procedural Justice. The consequences were Organizational Commitment, Job-related effect, Job involvement, Performance, Strains, Desire to remain, Turnover Intention, and Withdrawal behavior.

In a study conducted by Feather & Rauter (2004), on Perceived Organizational Support amongst contract teachers and permanent teachers in Australia, it was observed that teachers on contract depicted more job insecurity and high Organizational Citizenship Behaviour as compared to permanent teachers. Further, permanent teachers scored lower on Job Satisfaction and Organizational Citizenship Behaviour as compared to contract teachers.

Helena & Parboteeah (2006), examined the moderating effect of Psychological Contract Breach on organizational support in Trinidad and Tobago. They found that Perceived Organizational Support leads to organizational commitment, which in turn led to lower intention to quit and vice versa.

A study by Bhatnagar (2013) examined the Psychological Contract and Turnover Intention amongst knowledge workers in India. The study concluded that the

Psychological Contract and rewards and recognition were strong mediators between Perceived supervisor support and Turnover Intention of the knowledge workers.

Bal et al., (2013), looked into the relationship between the dynamics of Psychological Contract with work engagement and turnover intention taking into consideration the employee tenure. The results show that, for employees with low tenure, Psychological Contract fulfillment was related to higher work engagement and lower turnover intentions but exactly opposite for employees with long tenure.

2.1.4 Psychological Contract and Turnover Intention

Turnover intentions refer to the subjective probability that an employee will leave his organization within a certain period (Zhao et al., 2007). Previous research finds out that if the employee perceives that their Psychological Contract is unmet, then there is a possibility of employee turnover taking place in the organization.

Chin & Hung (2006), in Taiwan, tried to find out whether individuals differ in their attitude towards Turnover Intention as a result of Psychological Contract Breach. They observed that the Psychological Contract fulfillment results in lower Turnover Intention of the individuals and vice versa. This finding reinforces that it is very important to understand individuals as they have diverse responses and actions when they feel their Psychological Contract is breached.

Wang et al., (2008), tried to study knowledge workers' Turnover Intention and found out that the intrinsic characters of knowledge workers lead to their high turnover rate. One important reason for their high turnover is that the organization has not only breached employee Psychological Contracts but has ignored its Psychological Contract.

Buyens et al., (2006), examined the role of Psychological Contract in retention management by taking a view of HR managers and employees on the retention factors and their relationship with employees Turnover Intention. The observation made by the researchers was that career development was considered as the most important factor in employee retention. Further, it was also noted that career development not only prevents employee turnover but works out to be a positive factor of employee loyalty towards the

organization. The results of this study also capture employee perception on two more retention factors i.e., work-life balance and financial rewards. Focusing more on these factors is less effective for the organization. Hence, the organization and the HR managers need to be looked upon for one more time and must focus on providing attractive financial packages to the employees.

Rodwell et al. (2011) examined the efficacy of demand, control support model with four indicators of occupational strain i.e., employee well being, job satisfaction, organizational commitment, and intention to quit amongst public sector employees. They found that the support at work produced job satisfaction, well being, and commitment. Similarly, job control predicted job satisfaction, commitment, and intention to quit.

According to Dufour & Pascal (2013), employee responses are different from the Psychological Contract Breach and violation. They tried to find out how Psychological Contract Breach is related to perceived job alternatives, intention to search for a new job, and intention to leave the current job, the organization, and the profession itself. The result confirmed that the Psychological Contract Breach or Psychological Contract violation resulted in employees leaving the present work for another work in the same company but did not think about exiting the occupation.

Ballou (2013) studied the effect of Psychological Contract Breach on job outcomes. The findings indicated that the employees who experienced Psychological Contract Breach were likely to quit the job as well as the organization. They have the intention of not to remain with the organization they are currently working for. This suggests that Breach of Psychological Contract has a lot of detrimental effects on the organization.

A study conducted by Allen et al. (2003), on Perceived Organizational Support and HR practices in predicting voluntary turnover, the result suggests that organizational support is significantly correlated with Turnover Intention supporting the assumption that the employee who perceived greater support from the organization is less likely to quit. Therefore, it can be concluded that Perceived Organizational Support is a major factor influencing employee turnover.

Bal & Kooij (2011) studied the relationship between Psychological Contract and three job attitudes i.e., Work engagement, job satisfaction, and Turnover Intention. The study concluded with the evidence that the employees with high work centrality pose a Relational Psychological Contract with the organization. Similarly, it was also made clear that older workers being highly engaged in the organization and having a Relational Psychological Contract have lesser intentions to leave the organization. In a similar study conducted by Cavanaugh & Noe (1999), it was concluded that the relational components of the Psychological Contract mediated the relationship between work experiences and employee turnover intention. Therefore the perception of Psychological Contract violation has a direct as well as an indirect effect on employee intention to leave or stay the organization.

A study by Aykan & Ebru (2014), exhibited a positive association among the Relational Psychological Contract Breach and Turnover intention; however, a relationship was not experienced between Transactional Psychological Contract Breach and Turnover Intention. As the Breach occurs, the intention to leave becomes much stronger amongst the employees.

Knoppe (2012) studied the Psychological Contract of temporary employees and outcomes when the Psychological Contract is breached. It was argued that the Psychological Contract Breach in one organization also results in spillover effect in other organizations. Similarly, it was also concluded that the spillover effect related to Turnover Intention are affected in other organization too.

Lishin & Srilatha (2011) studied Psychological Contract violations and their impact on intention to quit. The study revealed that employers fail to fulfill their promises results in negative behavior and focuses more on quitting the origination despite job security. It is thus concluding that there is a significant relationship between Psychological Contract violations and intention to quit.

Anyika (2012) conducted a study amongst employees of Barclays Bank of Kenya. The study concluded that the majority of the employees are not satisfied with their state of

Psychological Contract. The employee feels that the Bank has failed to honor their side of the Psychological Contract and felt that they should quit the job.

Manxhari (2015), found out a very interesting observation. The study discussed a way to look at the Psychological Contract called Interactive Psychological Contract. The study concludes that the Psychological Contract Breach and Turnover intention of bank employees is negatively related. It means the intention to leave the organization does not have any relationship with the Psychological Contract Breach. On the contrary, the turnover intention has decreased even when their Psychological Contract has been breached. Here the Psychological Contract has been referred to as Interactive Psychological Contract.

Briner & Conway (2002) examined the relationship between Psychological Contract fulfillment and part-time and full-time employees. The conclusion made was, Psychological Contract fulfillment was found to fully mediate the relationship between work status and turnover intention of both part-time and full-time employees in the bank and supermarket.

According to a study conducted by Hartmann & Rutherford (2015), it was concluded that the employee perception of Psychological Contract Breach was highly associated with the intention to leave the organization. Further, the study also concluded that social status and connectedness with senior employees alleviate the intention to leave the organization as an effect of Psychological Contract Breach.

Ahmad & Khan (2015), made a very interesting observation while studying the relationship between Psychological Contract and turnover intention amongst high school teachers in Pakistan. Their study concluded that there is no significant relationship between the Psychological Contract Breach and employee turnover intention. The possible reasons were the unemployment rate, the number of female employees, the age factor, etc.

Daniel & Michael (2008), examined the relationship between Leader-Member Exchange relationship between employer and employees' using Psychological Contract fulfillment as a mediator. They found out that Psychological Contract fulfillment mediated the

relationship between employee turnover intentions Leader-Member Exchange relationship.

Hakanen & Parzefall (2010), examined the Psychological Contract and its motivational and health-enhancing properties. They observed that the fulfillment of the Psychological Contract is negatively related to employee Turnover Intentions.

Arshad & Rasidah (2016), studied Psychological Contract violations and its effect on employee Turnover intention during the downsizing stage of the organization. They found out that there is a direct and indirect relationship between Psychological Contract violation and Turnover intention. The direct relationship is that the employment relationship will be mutually beneficial if both parties do their part. The indirect relationship is concerned with those employees who don't want to leave their organization understanding that the organization has taken the right step towards betterment.

A study conducted by Bal et al., (2012), concluded that the three generations of workers significantly differed in their level of Turnover Intention. Generation Y (born in 1980) has a higher intention to leave their job than Generation X (born during 1965-1980) and Baby Boomers (born during 1945-1964).

In a study conducted by Rigotti (2009), between Psychological Contract and job-related outcomes, the result indicated that for higher levels of Psychological Contract Breach, there is a high level of intention to quit.

Kickul et al., (2002), highlighted the reactions of American and Hong Kong employees to Psychological Contract Breach. They observed that US employees were more sensitive towards turnover intention as compared to Hong Kong employees in terms of the Intrinsic aspect (e.g., challenging and interesting work) of the Psychological Contract. Hong Kong employees showed a higher level of turnover intention in terms of the Extrinsic aspect (e.g., salary and benefits) when their Psychological Contract is Breached. A strong relationship between the Psychological Contract and Culture is seen in the study.

Aryee & Susanna (2003), examined the Psychological Contract and its Breach in the Chinese context. The result indicated that organizational change and history of organization Breaching Psychological Contract do have an impact on outcomes. Further trust in the employment relationship partially mediated the effect of Psychological Contract Breach and Turnover intention.

In a study conducted by Arshad & Rasidah (2016), about Psychological Contract violations and Turnover intention in Malaysia, it was concluded that there is a positive relationship between Psychological Contract and Turnover intention. But the relationship is also moderated by cultural orientation.

Helena & Parboteeah (2006), examined the moderating effect of Psychological Contract Breach on organizational support in Trinidad and Tobago. They found that employees who have perceived Breach of their Psychological Contract are having higher Intentions to quit.

In a study conducted by Goswami & Shahnawaz (2011), on the effects of Psychological Contract violations in Private and Public sector organizations in India, it was observed that there is the existence of Psychological Contract violations more in the Private sector than in Public sector organizations. Further employee Turnover intention is highly influenced by contract violations in the Public sector than in the Private sector.

In a study conducted by Zhao et al., (2007), the effects of Psychological Contract Breach on turnover was examined. Psychological Contract Breach has a considerable effect on approximately on all job-related outcomes. Psychological Contract Breach is strongly correlated with employee intention to leave the organization.

Hemdi et al., (2011), examined the effect of Psychological Contract Breach and affective commitment on Turnover intentions of managers employed in the hotel industry. The results confirmed that the job contents and promotion opportunities were significantly related to employee turnover intention. The result indicated that the more positive the employees were about their job, the less intention they have to leave the organization.

Barnett et al. (2004) examined the relationship between Psychological Contract violations and Turnover intention among married female healthcare workers. It was concluded that professionals and reduced-hours employees expressed their intention to leave when Psychological Contracts are violated.

Wang & Xiong (2017), investigated the relationship between the Psychological Contract and Turnover intention of Dispatched employees. The result showed that there is a dual Psychological Contract of dispatched employees i.e., one with Dispatching agency and another with the client. Dispatched employees Psychological contracts have a significant positive influence on turnover intention.

Larwood et al., (1998), made an observation regarding employees' Turnover Intention along with Psychological Contract theories taking into consideration organizational politics. They observed that cosmopolitan employees reported higher intention to leave their organization, whereas local employees focus more on political behavior. Further, the local employees perceived fit between their Psychological Contract and job, which also has a relation with Turnover intention.

In a study conducted by Hartmann & Rutherford (2015) on Psychological Contracts amongst salespeople, the study highlighted that job attitude mediates the effect of Psychological Contract Breach on intention to leave. Psychological Contract Breach indirectly affects employees' turnover intention through job attitude.

Dulac et al., (2008), examined the Psychological Contract processes in organizations and the consequences of Breach of Psychological Contract and social exchange relationship. The study concluded that the Psychological Contract Breach partially mediated the relationship between social exchange and Turnover intention. The result revealed that the emotional response to the Psychological Contract Breach plays an important role in determining employee attitudes after Breach takes place. This also explains how the social exchange is related to Turnover intention.

McDonnell & O'Brien (2003), tried to bring out the various aspects of turnover cognitions of managers in the hotel industry. The findings reveal there are more psychological, perceptual, and affective variables that are significantly resulting in

turnover intention. These factors are the manager's perceptions of Psychological Contract violation, their career anchors, and perceptions of managerial competencies. A similar study conducted by Blomme et al., (2010), on Psychological Contract and turnover intention in the hospitality industry amongst highly educated employees, brings out that, job content is one important aspect of Psychological Contract that plays a significant role in explaining why turnover intention amongst employee develops. The study also takes into consideration gender and concludes that promotion opportunities and work-family balance were related to turnover intentions for women, and the clarity of the job description was an important predictor for leaving for men.

Bhatnagar (2013), examined the mediator analysis of Psychological Contract and Turnover intention amongst knowledge workers in India. The study found that the Psychological Contract and rewards and recognition were strong mediators between perceived supervisor support, innovation, and Turnover Intention.

Gallagher (2011), examined various moderators of Psychological Contract and Turnover intention. They tried to find out whether when Psychological Contract Breach increases, Turnover intentions also increases under conditions of dual support i.e., Family support and Supervisory support. It was concluded that in the case where only one type of support is available, then Supervisory support was playing a significant role. Further, when there was a lack of perceived supervisor support, the positive relationship between Psychological Contract Breach and Turnover Intention was greatest but was moderated by Family support.

2.1.5 Relationship between Job Satisfaction, Turnover Intention, Perceived Organizational Support, and Organizational Citizenship Behaviour

The literature available on the Psychological Contract brings out very important observations between the outcomes. One has to note that whether these outcomes are influenced, or they are the result of either Fulfillment or Breach of Psychological Contract. For understanding this, the researcher tried to examine the inter-relationship amongst these outcomes in light of the Psychological Contract.

Chun-Fang & Tsung-Sheng (2012), studied how hotel industry employee Perceived Organizational Support and Organizational Citizenship Behaviour in Turkey. The result indicated Perceived Organizational Support has a positive effect on Organizational Citizenship Behaviour. Positive Organizational Citizenship Behaviour does influence the job performance of employees.

In a study conducted by Tumwesigye (2010), with the relationship between Perceived Organizational Support and employee Turnover Intention, it was concluded that Perceived Organizational Support is negatively associated with Turnover Intentions. Further, results also provide evidence that organizational commitment has a significant mediating effect on the relationship between Perceived Organizational Support and Turnover Intentions.

In a study conducted by Wickramasinghe & Wickramasinghe (2011) on Perceived Organizational Support, job involvement, and Turnover intention in lean production in Sri Lanka, it was found that job involvement partially mediated the relationship between organizational support and turnover intention.

Yui-Tim et al. (2012), highlighted that Perceived Organizational Support has a significant positive effect on employee Organizational Citizenship Behaviour. OCB is considered to be an outcome of Perceived Organizational Support.

Dennis & Shaffer (2005), found that a good interpersonal relationship between the superior and subordinate is a must for employees to be engaged in higher Organizational Citizenship Behaviour. Trust in the employment relationship has a direct effect on employee Organizational Citizenship Behaviour.

In a study by Sabine et al., (1998), amongst mental health care professionals on Burnout and Intention to leave, concluded that employees who are under the perception of inequity have a significant effect on Turnover intention and emotional exhaustion. In a similar study conducted by Raybould & Walters (2007), of the Hospitality sector on Burnout and Perceived Organizational Support. The study finds that there is an important relationship between Perceived Organizational Support and each of the three burnout dimensions, i.e., Exhaustion, cynicism, and personal efficacy.

Kim (2006), examined whether job satisfaction and organizational commitment predict Organizational Citizenship Behaviour in Korean civil servants. The result confirmed that there is a positive relationship between Organizational Commitment and Organizational Citizenship Behaviour. However, the findings could not establish a direct relationship between Job Satisfaction and Organizational Citizenship Behaviour.

Podsakoff et al. (2009) examined Organizational Citizenship Behaviour and individual and organizational level consequences. The study confirmed that Organizational Citizenship Behaviour is related to many organizations as well as individual-level outcomes and are distinguishable from each other. The study further states that Organizational Citizenship Behaviour is strongly correlated to job performance, reward allocation, and negatively related to Turnover intention, actual turnover, and absenteeism.

Djurkovic et al., (2008), examined the moderating effect of Perceived Organizational Support on Workplace bullying and intention to leave amongst school teachers in Australia. The study revealed that Perceived Organizational Support moderates the effects of bullying on the intention to leave. Further, it was also concluded that the effects of bullying on the intention to leave were significant for employees with lower levels of Perceived Organizational Support but were non-significant with higher levels of Perceived Organizational Support.

Organ & Ryan (1995), undertook a review of fifty-five quantitative studies conducted on Organizational Citizenship behavior and Job satisfaction. The studies conducted supported the argument that Job satisfaction is a major predictor of Organizational Citizenship Behaviour. The association between Job Satisfaction and Organizational Citizenship Behaviour is much stronger amongst non-professional and non-managerial employees, than that of between job satisfaction and any other variable.

Chang (1999) examined career commitment as a Moderator of Organizational Commitment and Turnover Intention. Career commitment was considered to be the strongest predictor of Turnover Intention. Further, the employees who are committed to the organization are less willing to leave the organization and relatively high for those employees who are highly committed to their jobs.

CHAPTER III

RESEARCH GAPS, RESEARCH OBJECTIVES AND FORMULATION OF RESEARCH HYPOTHESIS

An extensive literature review was undertaken to identify the following Research gaps.

3.1 RESEARCH GAPS

Research Gap 1: Although the literature review has highlighted the development of the Psychological Contract, the majority has focused on the Psychological Contract Breach and its impact on employee outcomes (Conway & Briner, 2009). A researcher like (Guest, 2001) has appealed to the upcoming researchers to investigate the state of Psychological Contract rather than focus on effects on outcomes. This study, in particular, examines the state of Psychological Contract to address the gap. It explores the Psychological Contract from both the perspectives, i.e., employees and the employer, since most studies have failed to give a picture of both, mainly focusing on employees' views only (Pate & Malone, 2000). Further, another most significant research gap is that most of the studies on Psychological Contract have been conducted in foreign countries. There are minimal studies conducted in India on the Psychological Contract; instead, I would confess that the subject of the Psychological Contract is at the initial stage in India. Indian researchers need to focus on carrying out more research on the Psychological Contract and employment relationship as India is considered to be one of the largest economies of the world, having a young and educated workforce. Therefore, there is an urgent need to examine the Psychological Contract and its relationship with outcomes in the Indian context.

Research Gap 2: The types of Psychological Contract and its fulfillment or Breach leads to different adverse effects on employee outcomes (Richard et al., 2009) as well as will have a disparate impact on employee attitude and behavior (Conway et al., 2005). Previous researchers (Eisenberger & Aselage 2003) suggested that researchers should focus on the relationship between Psychological Contracts and outcomes for a better understanding of the employment relationship. Past research has focused more on what happens when something goes wrong, but none have examined the Psychological

Contract when everything is fine and without any tussle (Conway & Briner 2009). Few researchers have focused on the effects of Psychological Contract Breach, but there is a need to examine employee outcomes in the light of the Indian context. The IT industry in India is considered to be one of the dominant sectors employing highly skilled and knowledgeable employees and contributing to the economic development of the country. Studies highlighted a few issues like high attrition rate, the problem of work-life balance, issues relating to the unhealthy working environment, etc. Past studies were unable to address these issues. This study tries to address the gap by focusing on the relationship between Psychological Contract and employee outcomes in IT companies in India.

Research Gap 3: There have been several studies that have identified that Psychological Contract Breach has resulted in increased employee Turnover Intention, Job dissatisfaction, low Citizenship Behaviour, and little Organizational Support (Robinson & Rousseau, 1994; Feldman & Turnley, 1999; Eisenberger & Aselage, 2003). But limited studies have been conducted on examining the role played by the Demographic variables in the association amongst Psychological Contract Breach and the employee outcomes. Studies have examined employee job outcomes, but there is a need to explore the effects of Psychological Contract Breach or Fulfillment, taking into consideration critical variables like Age, Gender, Marital Status, Work experience, etc. This study tries to examine the role played by the demographic variables on the relationship between Psychological Contract and employee outcomes in IT companies in India.

3.2 RESEARCH QUESTIONS

- Do employees and the employer in IT companies in India have a Psychological Contract?
- Does the effect of Psychological Contract Fulfillment or Psychological Contract Breach on employee outcomes vary with the type of Psychological Contract employees have?
- Do the Demographic variables influence the effect of Psychological Contract Fulfillment or Psychological Contract Breach on employee outcomes?

3.3 RESEARCH OBJECTIVES

1. To identify the state of the Psychological Contract of employees and employers in IT companies in India.
2. To examine the relationship between the type of Psychological Contract Breach and employee outcomes in IT companies in India.
 - i) To examine the relationship between Relational Psychological Contract Breach and Employee outcomes.
 - ii) To examine the relationship between Transactional Psychological Contract Breach and Employee outcomes.
3. To examine the role of Demographic variables on the relationship between Psychological Contract Breach and employee Outcomes.

3.4 SIGNIFICANCE OF THE STUDY

Most of the big IT companies undertake favorable Human Resource policies to keep their employees happy at the workplace. An excellent Human resource practice helps in developing employee loyalty, positive attitude towards the organization, etc. Psychological Contract recognizes the individualization of the employment relationship; both the parties have their views on mutual obligations they hold towards each other. Psychological Contract takes into account the expectations of an Individual employee as it is subjective.

Psychological Contract is worth taking seriously because of the possible detrimental effects of Breach of Psychological Contract. Many organizations have been shut down in the past because they failed to understand the philosophy behind the Psychological Contract. The formulation of the Psychological Contract significantly plays an vital role in the employment relationship.

As rightly pointed by Aggarwal & Bhargava (2009), the examination of the Psychological Contract in the Indian context is the need of the hour as India is one of the most preferred business destinations because of its highly developed infrastructure, developed IT industry, technology parks and Government possessing a positive attitude towards the business community. Similarly, India is having an added advantage of highly

skilled and relatively cheap human force (NASSCOM-Everest, 2008). Therefore, it is of utmost necessity for the employer to understand the attitude and behavior of the individuals working for them to enhance Individual and organization performance, especially the Psychological Contract.

The traditional employment relationship has undergone a tremendous change. Psychological Contract is a Philosophy and not a tool or a formula to achieve organizational goals. Today's business environment is complex. Organizations cannot survive without a strong and committed workforce. This speaks about the significance of the Psychological Contract.

3.5 FORMULATION OF RESEARCH HYPOTHESIS

The research gap highlights the importance of the Psychological Contract existence between Employee and Employer. To be specific, one of the objectives of the study is to identify the state of the Psychological Contract of employees and employers in IT companies in India.

One of the widely used tools in finding out customer satisfaction or dissatisfaction is Gap Analysis. The importance of providing a quality service has become the buzzword of the 21st century. Brown & Swartz (1989), argues that professional service providers have now realized the importance of the challenges and the realities of marketing. Past research suggests that the gap between student's perception and the quality of education has been identified with Gap Analysis (Hampton, 1993). Even Casino managers can identify the service quality attributes which are required to strengthen customer loyalty (Chen et al., 2005). Prabakaran et al., (2011), argues that the Bank must lessen the service gap to deliver superior quality service to retain its existing customer as well as to attract new customers. On similar lines, we can also argue that Organizations need to minimize the gap between the employee Expectations and their Experience to attract new, talented employees as well to retain the existing human resource. The existence of such a difference is a source of dissatisfaction with services provided (Ryan & Saleh, 1991).

Satisfaction and dissatisfaction are the two opposite sides (Bearden & Oliver, 1985). Another school of thought on Satisfaction/ Dissatisfaction has been proposed by Woodruff et al., (1983). They argue that there is a zone of indifference between Satisfaction and Dissatisfaction levels. The experience of a product or service needs to be outside a suitable framework of performance to believe it as a positive or negative disconfirmation. We use the disconfirmation paradigm as presented by Parasuraman et al., (1988), as a base to conduct the study.

The same disconfirmation paradigm can be applied to examine the employment relationship and to identify the gaps in the employment relationship as well. In short, using the disconfirmation paradigm to the employment relationship suggests that the individual employee will inevitably compare his or her experience with some set of expectations. Such expectations may be based on past experiences or gathered from someone else. The research requires that the Employees working in IT companies in India to compare their Expectations before joining with their Experience after working with their employer. The individual can conclude that the experience to be equal to, better than, or worse than the expectations after comparing the Experience and Expectation (Brown S., 1989). In this study, we have examined the Gap between "Employee Expectations" and "Employee Experience," which is a standard approach in determining Satisfaction (Brown & Swartz, 1989). Using Gap Analysis will help to provide a more in-depth insight into the employment relationship and in identifying the critical areas that can help the organization to upgrade accordingly. In reviewing all the service quality models, Seth et al., (2004), suggested that the existing models need to be tested considering new variables and new situations.

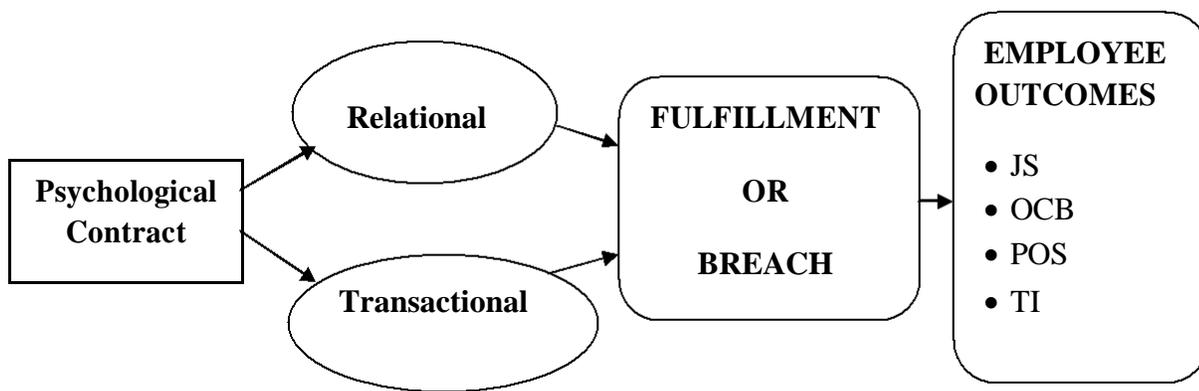
The first part deals with the potential gaps in the employment relationship that can be measured as the difference between Employee Expectations and Employee Experiences and the second part deals with identifying and measuring the potential Gaps between Employer Expectations and Employer Experience. Therefore we hypothesize that:

Hypothesis 1: The level of positive employee evaluation of the Psychological Contract is inversely related to the magnitude of the gap between job expectations and job experience.

Hypothesis 2: The level of positive employer evaluation of the Psychological Contract is inversely related to the magnitude of the gap between job expectations and job experience.

The second objective of the study is to study the relation between the type of Psychological Contract Breach and employee outcomes in IT companies in India. It is necessary to investigate the consequences as these are the reactions the organization wants its employees to experience in a positive way (Ballou, 2013). By understanding the effect of Psychological Contract Breach on the outcomes, the organization will recognize how to avoid the Breach of contract. The following figure shows the Psychological Contract Process model formulated to achieve the first objective:

Figure 3.1: Psychological Contract Process model:



The following research hypotheses have been formulated and are tested.

Hypothesis 3: There is a significant relationship between Type of Psychological Contract Breach and Employee outcomes.

3.5.1 Psychological Contract Breach and Job Satisfaction

Job Satisfaction is an attitudinal variable that indicates how employees feel at work (Mowday et al., 1982). Job Satisfaction today represents one of the complex areas the Human Resource Managers face today but has received less attention (Aziri, 2011). The

previous research carried out by Lawler & Suttle (1973); Wanous (1973), suggests that if there is any difference existing between what is promised and what is delivered, it will likely lead to a feeling of inequity and further to job dissatisfaction. Moreover, studies have also shown that there is a feeling of mistrust and higher intention to quit amongst employees when they perceive that their organization has infringed their Psychological Contract (Robinson & Rousseau, 1994; Rousseau, 1989). Further, when an employee experiences a mismatch between what was expected and what was received, they will experience a decrease in Job Satisfaction (Robinson & Rousseau, 1994). Similarly, Hackett (1989); Griffeth et al., (2000), are of the opinion that when an employee perceives discrepancy in what was promised by the organization and what has been received from the organization in different aspects of Job satisfaction such as pay, promotion, supervision, job conditions, etc., has a strong negative effect on Job Satisfaction. Bassem & Crossman (2003) believe that Job Satisfaction is not independent, satisfaction in one area that may also lead to satisfaction in other areas too. Researchers like (Locke & Latham, 1990; Cooper, 1989), has found out that Job satisfaction has a negative relation with the intention to quit.

When a dissatisfied employee continues to work in an organization, it may engage in behavior detrimental to the organization, such as poor service, theft, etc., (Spector, 1997). It has also been found that Job Dissatisfaction has lead to tension, anxiety, disturbed sleep, depression, etc. (Frese, 1985; Spector, 1997). It has been made clear that Breach of Psychological Contract results in Job dissatisfaction, which further results in a reduced contribution by employees. All these studies and their findings represent a very high and significant cost to the psychological and physical well being of the employee as well as the organization (Kennedy & Knights, 2005). Thus, it appears that there is a strong relationship between the Psychological Contract Breach and employee outcomes. Therefore the hypotheses are formulated as under:

H 3 i) There is a significant negative relationship between Relational Psychological Contract Breach and Employee Job Satisfaction.

H 3 ii) There is a significant negative relationship between Transactional Psychological Contract Breach and Employee Job Satisfaction.

3.5.2 Psychological Contract Breach and Organizational Citizenship Behaviour

Organizational Citizenship Behaviour has been defined as extra-role employee behavior, promotes organizational effectiveness, and is formally not recognized by the reward system of the organization (Organ and Podsakoff, 1990). It is the self-initiated, voluntary, and positive attitude of the employee going beyond the formal incentive system (Smith et al., 1983; Organ and Podsakoff, 1990). OCB is related to several individual-level outcomes, including managerial ratings of employee performance, reward allocation decisions, and a variety of withdrawal-related criteria such as employee turnover intentions, actual turnover, and absenteeism (Podsakoff et al., 2009). Organizational Citizenship Behaviour can best be viewed through the Psychological Contract (Morrison & Robinson, 1995). In words of Organ and Podsakoff (1990), Organizational Citizenship Behaviour provides a means through which employees will reciprocate. Employees cannot be encouraged to show positive Organizational Citizenship Behaviour by giving a formal incentive or rewards only (Podsakoff et al., 1990). It is essential to understand what influences and encourages employees Organizational Citizenship Behaviour (Chun-Fang & Tsung-Sheng, 2012). Organizational Citizenship Behaviour is discretionary behavior of employee for which he or she may not receive formal rewards (Podsakoff et al., 2009).

Past studies have used personality traits, employee attitudes, the behavior of the leader, characteristics of the job, etc., as antecedents of OCB (Podsakoff et al., 2009). There are three types of Behaviours which are essential to achieve organizational operations; they are the willingness of an employee to remain with the present organization, employee actions that go beyond the job description and pro-active behavior of employee surpassing job responsibilities (Smith et al., 1983; Katz, 1964). Podsakoff et al., (1990), used five dimensions to evaluate OCB, namely Altruism: to take initiative to help colleagues to resolve problems, Conscientiousness: Complying with organizational rules and going beyond hard work, Sportsmanship: Patience and tolerating unfavorable situations without complaining, Courtesy and Civic virtue: attentive and pro-active when participating in organizational activities. Podsakoff et al., (1990), also expanded this model by adding two more dimensions to it; they are peacekeeping and cheerleading.

Morrison (1996) proposed that employee empowerment will motivate them to demonstrate organizational citizenship. Researchers have even suggested that the relationship between individual initiative and work-family conflict is moderated by gender, such that the relationship is stronger among women than among men in terms of OCB (Turnley & Bolino, 2005). Parks & Kidder (1994) propose that OCBs are the first to be withdrawn by the employee in response to the treatment they receive from their employer. An interesting observation by Coyle-Shapiro & Jacqueline (2002), that employees engaged in OCB do not reciprocate the employer for the present inducements, but they will see this as an opportunity to facilitate the realization of future inducements.

In demonstrating the utility of Psychological Contract framework, Sparrow et al., (2010), proposed that Psychological Contract Breach does not significantly affect OCB, but it does reduce the level of commitment, and it is this low commitment, in turn, that results in employees reducing their willingness to participate in extra-role Behaviours. Psychological Contract Fulfillment is strongly positively related to OCB (Turnley et al., 2003). In other words, the Social Exchange theory suggests that when an employee perceives that their employment relationship is based on a fair reciprocal arrangement, they are motivated to engage in extra-role behaviors as an element of OCB (Moorman, 1991). Similarly, when employees identify that their employer has unsuccessful to execute the obligations in the exchange relationship than employees resort to balance the relationship by reducing their willingness to engage in OCB (Coyle-Shapiro & Kessler, 2000). A study by Chen, (2008); Chen & Xiong (2004), finds out that Breach of Psychological Contract is negatively related to OCB.

Based on the mentioned evidence, one can assume that the employee's perception of fulfillment or Breach of one's Psychological Contract plays a vital role in employee engagement in Organizational Citizenship Behaviour. Specifically, Breach of Psychological Contract has a significant negative relation with the performance of Organizational Citizenship Behaviours. Hence, it is hypothesized that:

H 3 iii) There is a significant negative relationship between Relational Psychological Contract Breach and Organizational Citizenship Behaviour.

H 3 iv) There is a significant negative relationship between Transactional Psychological Contract Breach and Organizational Citizenship Behaviour.

3.5.3 Psychological Contract Breach and Perceived Organizational support

Perceived Organizational Support has been defined in many ways in the past literature. Eisenberger et al. (1986) define Perceived Organizational support as “the degree to which the organization recognizes the contributions and cares about the well-being of its employees.” Perceived Organizational support is also defined as “how much the organization values its employees' contributions and cares about them” (Allen et al., 2008). Perceived Organizational Support captures the employee's belief about whether the organization cares for its employees and their well being (Eisenberger & Rhoades, 2002). This concept has caught the attention of many researchers recently (Johlke & Stamper, 2003; Aube et al., 2007). Further, it has also been argued that Perceived organizational support is also affected by the failure of the allocation of rewards (Rhoades & Eisenberger, 2002). Perceived Organizational Support will also reduce the stress the employee experiences when their Psychological Contract is significantly altered by the organization (Eisenberger & Aselage, 2003). High Perceived organizational support results in lower turnover intention (Eisenberger et al., 1990; Tumwesigye, 2010; Helena & Parboteeah, 2006). This type of negative relationship is also seen in other studies (Jayasree et al., 2012). Colakoglu & Culha (2010) indicated that Perceived organizational support had a significant positive effect on employee job satisfaction too. Similarly, Eisenberger & Rhoades (2002), argues that Fair treatment, supervisory support, and rewards and favorable job conditions showed a strong relationship with Perceived Organizational support. Researchers (Allen et al., 2003) suggest that perceptions of supportive human resources practices contribute to the development of POS and further negatively related to Employee Turnover intentions. POS creates a feeling of obligation towards the employer and enhances positive work behavior (Wayne & Shore, 1993). Employees who perceive that their organization has breached their Psychological Contract are less likely to see that their organization supports them (Ballou, 2013). Suazo (2009), was one of the researchers who found that Breach of Psychological Contract is negatively related to Perceived Organizational Support. On the

contrary, perception of Employees that the organization supports and cares them is positively associated with work attendance (Eisenberger et al., 1986), performance of the job (Eisenberger et al., 1990), Citizenship Behaviours (Wayne & Shore, 1993), Job Satisfaction (Eisenberger et al., 1997; Rhoades & Eisenberger, 2002). A higher level of Perceived Organizational support is non-significant with Intention to leave the organization (Djurkovic et al., 2008). Breach of one's Psychological Contract is significantly related to Perceived Organizational Support, and this effect varies according to the type of Psychological Contract one holds (Ballou, 2013). A limited amount of research is in existence on whether the attitude of the employee varies as per the type of Psychological Contract employee holds, when Psychological Contract Breach takes place (Zhao et al., 2007). The reason is that the reactions to the Psychological Contract Breach may vary according to the type of contract (Ballou, 2013). With the above studies conducted exploring the relationship between Psychological Contract and Perceived Organizational support, we hypothesized as follows:

H 3 v) There is a significant negative relationship between Relational Psychological Contract Breach and Employees' Perceived Organizational support.

H 3 vi) There is a significant negative relationship between Transactional Psychological Contract Breach and employees' Perceived Organizational support.

3.5.4 Psychological Contract Breach and Turnover Intention

Turnover Intention is defined as the employee's destructive and active action in case of dissatisfaction from the working environment on the organization (Rusbelt et al., 1988). It reflects the likelihood that the individual will depart his or her organization within a specific period. Meyer & Tett (1993) referred to Turnover Intention as "conscious and deliberate willfulness of employees to leave the organization." Turnover intention is generally perceived as a negative aspect resulting in an additional cost to the organization (Aykan & Ebru, 2014). Elangovan (2001) proposes that Turnover intention is a personal wish or desire of an individual to leave an organization. It also serves as an indicator of one's psychological attachment to the organization. Hence, Psychological Contract Breach, as a negative occurrence for employees, can increase their propensity to leave

(Zhoa et al., 2007). Employees' Intention to quit is a normal reaction to the adverse events with work (Lum et al., 1998).

Past studies have made an important observation about employee Turnover Intention, that Turnover Intention and actual Turnover is different. Turnover Intentions are highly correlated with actual turnover (Bluedorn, 1982). Turnover Intention is the most reliable predictor of real turnover (Griffeth et al., 2000; Price, 2001). Similarly, Griffeth & Steel (1989) proposed that intentions are a better predictor of actual turnover than attitudes like Job Satisfaction. Turnover Intention can be considered as a proxy to the actual turnover of employees (Price, 2001).

Turnover results in high replacement costs for the employer in replacing the employees (Heffernan & Rochford, 2017). One crucial reason for knowledge workers' high turnover is the ignorance of the employer towards the employee's psychological expectations (Wang et al., 2008). The employees who perceive a Breach in their Psychological Contract start questioning themselves, whether it is beneficial for them to continue the employment relationship or to quit (Feldman & Turnley, 2000). It has also been found that Psychological Contract Breach is an adverse event for employees that increases their intention to leave (Zhao et al., 2007; Ballou, 2013; Manxhari, 2015; Lishin & Srilatha, 2011). One needs to be very careful because studies have proved that there is a consistently high positive relationship between Turnover Intention and Actual turnover (Hom et al., 1997). Researchers like Hemdi et al. (2011) have proposed that the Psychological Contract can significantly explain a substantial amount of variance in employee Turnover intentions. In the words of Robinson & Rousseau (1994), when the inequity is excellent, the employees will respond by terminating the employment relationship as a result of Psychological Contract Breach. A study conducted by Aykan & Ebru (2014), discovered an optimistic relation between Relational Psychological Contract Breach and Turnover intention. There is enough evidence that the Psychological Contract Breach has a significant positive relationship with turnover intention (Bluedorn, 1982; Griffeth & Steel, 1989; Anyika, 2012). We propose to study the "Turnover Intention" rather than the actual turnover of the employee. Thus we conclude that Psychological

Contract Breach has a significant relationship with turnover intention and hypothesize that:

H 3 vii) There is a significant positive relationship between Relational Psychological Contract Breach and Employees' Turnover Intention.

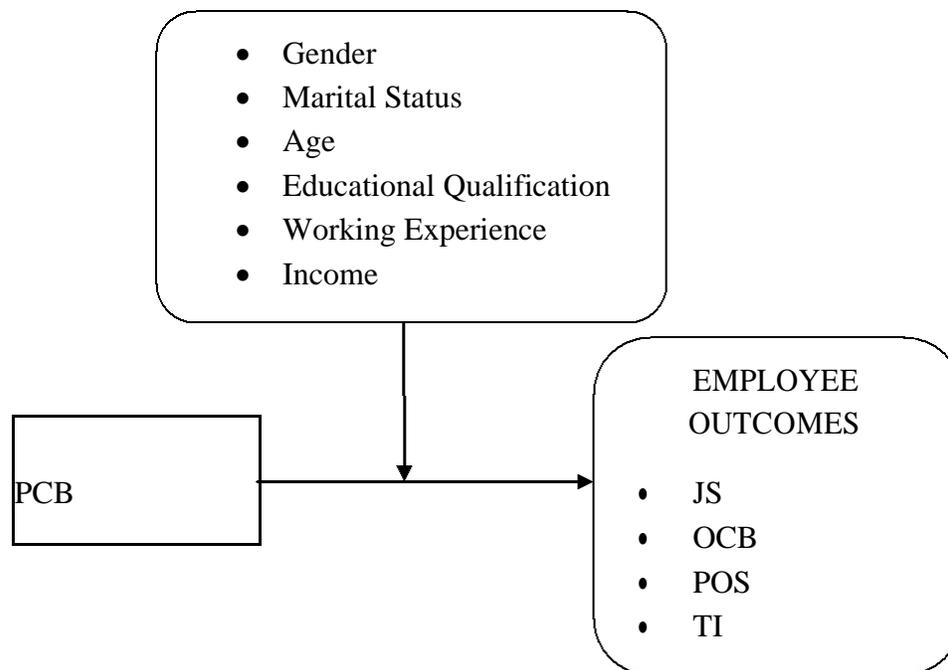
H 3 viii) There is a significant positive relationship between Transactional Psychological Contract Breach and Employees' Turnover Intention.

3.6 Demographic variables, Psychological Contract Breach and Employee Outcomes

The third objective of the research study is to examine the role of Demographic variables in the relationship between the Psychological Contract Breach and employee outcomes. Demographic characteristics comprise factors that define individuals even before their entry into the organization like gender, age, marital status, and education level as well as other factors related to their work such as work experience, income (Sengupta, 2011). The point to be considered is that the workforce of any organization is not demographically the same but differs across sub-groups (Fosam et al., 1998). Hence, it is crucial to understand whether IT company employees' demographic characteristics influence their perceptions towards the employment relationship.

Secondly, past studies have examined the Psychological Contract in different groups of employees. For example, managers and subordinates (Cuthbert et al., 2006; Jackson et al., 2006), part-time and full-time employees (Dick, 2006; Guest et al., 2006), fixed term and permanent employees (Millward & Brewerton, 1999; Mauno et al., 2006). All these studies have emphasized on the perception of Psychological Contract Breach rather than the contents of the Psychological Contract. Further, despite the widely acknowledged importance of demographic characteristics, their role has not been sufficiently considered instead not considered at all (Reynolds, 2003; Coyle-Shapiro et al., 2004; Cuthbert et al., 2006). Thus, we can hold that the Psychological Contract of employees will differ based on the membership of the fundamental group to which the employee belongs.

Figure 3.2: Conceptual Model of Demographic variables moderating the relationship between Psychological Contract Breach and Employee Outcomes



3.6.1 Gender and the Psychological Contract

Gender is recognized as one of the significant demographic variables amongst the working population. Especially women form a substantial part of the working community in the IT industry in India, which is less than 30 years of age and is single. To be specific, the gender gap is abolishing in participation in Science and Technology (Roy, 2016). The IT sector contributes to women empowerment through employment generation (Bhattacharyy & Ghosh, 2012). One common reason why women employees leave the job is pregnancy, child-rearing, etc. (Thompson & Lyness, 1997). Past studies argue that women experience more conflict than men (Alliger & Williams, 1994; Hammer et al., 1997). Gender, too, has a strong influence on the perception of innovative human resource practices of employees in the IT sector in India. Results also show that methods adopted for gender equality by major IT players have been effective (Joy et al., 2016). Researchers like Joy et al., (2016), have found that female employees have perceived

higher levels of Information and Knowledge dimensions of High Involvement Work Processes compared to that of male employees in the Information Technology industry. Gender inequality has been embedded in the history and political economy of India, yet the women are not the silent observers of male-dominated resources (Kelkar and Veena., 2002). IT firms in India have adopted gender-based human resource strategies (Joy et al., 2016), though reasonably satisfactory, still, an optimal level of gender inclusivity is to be achieved (Dwivedi, 2008; Bhattacharyy & Ghosh, 2012). Women employee tends to expect more from their employment relationship (Bellou, 2009).

Previous research had found that male and female employees who interact regularly, had experienced negative work attitudes when they observed dissimilarity in a supervisor-subordinate relationship and likely to result in the perception of higher levels of Psychological Contract Breach (O'Reilly & Williams 1998). Scandura & Lankau, (1997); Ayswarya & Gunavathi, (2011), proposed that women reported a higher level of Organization commitment and Job Satisfaction when they perceive that their organization offered flexible working hours in light of Psychological Contract theory of Rousseau. A study by Pao-Ling & Min-Ling (2013) suggests that Gender did not show any significant moderating effect between PCB and Turnover Intention, procedural justice-trust, nor the distributive justice-trust relationships (Lee et al., 2000). On the contrary, studies suggest that gender is significant concerning Psychological Contract (Freese; & Schalk 1996; Lee et al., 2000) and actual employee turnover (Kirschenbaum & Weisberg, 1993). The decrease in Job Satisfaction would increase women's intentions to quit but would not affect men's plans to leave (Miller & Wheeler, 1992). On the other hand, Position characteristics, commitment, and satisfaction were the critical predictors of Turnover Intention of both men and women (Kobarik, 1995). Based on the past literature, we agree with the researchers like Alison & Kaushik, (2018), that the IT industry in India has not been researched deeply for gender practices

To summarize, we can say that the findings of these studies reveal that if there are gender differences, then they are best explained by the characteristics of the work. Further, it is worthy to note that there is every possibility that Men and Women differ in their Psychological Contract, and Gender seems to influence the Psychological Contract

strongly. We expect Gender to moderate the effects of Psychological Contract Breach with employee outcomes. Therefore we posit that:

Hypothesis 4: There is no significant difference between employees' Gender and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes.

Hypothesis 5: Gender moderates the relationship between Psychological Contract Breach and Employee outcomes.

Hypothesis 5 i: Gender moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 5 ii: Gender moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 5 iii: Gender moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 5 iv: Gender moderates the relationship between Psychological Contract Breach and Turnover Intention.

3.6.2 Marital Status and Psychological Contract

Marriage is regarded to be one of the most prominent and most significant social institutions of all institutions in human society (Nambi, 2005). In Shastras, marriage has been considered a sacred relationship between Husband and Wife. It is one of the dominant predictors of the psychological well being of an individual. Past research shows that it is the quality of a marriage and not marriage per se that links marriage to positive mental health (Gove et al., 1983), which in turn affects employee earnings (Thrane, 2008). Married men and women are usually happy and less stressed than unmarried (Coombs, 1991). The National Longitudinal Mortality Study, conducted by Johnson et al., (2000), found that non-married categories show elevated Relative Risk of death compared to married persons. Single women have higher scores on personality characteristics associated with better psychological well being (Marks, 1996). On the

positive side, Marriage enhances perceptions of well-being for both men and women (Mookherjee, 1997; Waldron et al., 1996), and does not depend on the individual identity (Thoits, 1992). Also, married women expressed more job satisfaction than men did (Mookherjee, 1997; Wood et al., 1989). On the other hand, married employees have more stress than single ones (Kessler, 1979). A study by O'Neill & Kelly (2011), found that there were no significant differences in Marital Status and employee stress. Challenges in the job, accountability, and authority contribute to employee satisfaction more in the case of married employees in the Indian IT sector (Sengupta, 2011). Kennington & Fetsch (1997) found a significant relationship between marital status and job satisfaction. They found both divorced and married employees to be more satisfied with their jobs than those who were never married, remarried, or widowed. Wickramasinghe & Kumara (2010) found that marital status to have a significant effect on working hours and thus employee attitude. However, Scott et al. (2005) found no meaningful relationships between marital status and job satisfaction constructs. We expect marital status to moderate the effects of Psychological Contract Breach with employee outcomes. Given the above literature, it is hypothesized as:

Hypothesis 6: There is no significant difference between employees' Marital Status and their opinion concerning the Type of Psychological Contract Breach and employee outcomes.

Hypothesis 7: Marital status moderates the relationship between Psychological Contract Breach and Employee outcomes.

Hypothesis 7 i: Marital status moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 7 ii: Marital status moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 7 iii: Marital status moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 7 iv: Marital status moderates the relationship between Psychological Contract Breach and Turnover Intention.

3.6.3 Age and Psychological Contract

Age plays a vital role in how the Psychological Contract Breach affects the individual Job attitudes and behavior (Bal et al., 2013). When individuals grow older, reactions to Breach in Psychological Contract decrease in strength (Bal et al., 2013). The research on the role of demographic variables, especially age and Psychological Contracts, has been increased over recent years (Bal et al., 2008; 2010; Bellou, 2009). When employees become older, they develop a higher tolerance for contract deviations (Thomas & Feldman, 2009), less actively for trust and affective commitment, and stronger for Job Satisfaction (Bal et al., 2008).

Based on socio-emotional selectivity theory, it has been proposed that older workers react less intensely to Psychological Contract Breach than younger workers (Carstensen, 2006; Davis et al., 2009; Kooij et al., 2011). Even though Psychological Contract Breach is considered an adverse event, older employees will focus on maintaining a positive relationship with their employer; thereby, their satisfaction and performance are less strongly affected by the negative effect (Bal et al., 2013). Past research by Carstensen (2003) proposes that older people are better at regulating their emotions after adverse events than younger people. Research also suggests that older people experience similar emotions to younger people immediately after experiencing a contract Breach, but their attitudinal and behavioral reactions are less intense than those of younger people (Kunzmann et al., 2005). However, previous studies have found that the relationship between organizational commitment and turnover was stronger for younger workers than for older workers (Cohen, 1991).

Ackerman & Kanfer (2004), proposed that the work motivation among older workers can be enhanced by organizational strategies and managerial practices that are focused on normative stages of adult development. The ‘new generation’ employees emphasize balance in personal life, and the ‘old generation’ employees are rather indifferent to it (Bellou, 2009).

Given the evidence of the effect of age on employee attitude and behaviors, we expect age to play an essential role in employee's reactions to the Psychological Contract Breach. In line with past research, we expect age to moderate the effects of Psychological Contract Breach with employee outcomes. The current study will examine the difference between the employee's age group and their opinion towards the Psychological Contract Breach. Secondly, it also tries to find out the moderating relationship between PCB and employee outcomes.

Hypothesis 8: There is no significant difference between employees' Age and their opinion concerning the Type of Psychological Contract Breach and employee outcomes.

Hypothesis 9: Age moderates the relationship between Psychological Contract Breach and employee outcomes.

Hypothesis 9 i: Age moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 9 ii: Age moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 9 iii: Age moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 9 iv: Age moderates the relationship between Psychological Contract Breach and Turnover Intention.

3.6.4 Educational Level and Psychological Contract

Education is an integral part of one's total human capital, endowment. There exist mixed findings of educational level effects on Job outcomes about Psychological Contract as well as are limited (Aggarwal & Bhargava, 2013). The level of education is one crucial factor that influences the formation of the Psychological Contract (Guest, 2004). Past studies argue that highly educated employees have the patience and ability to understand the situation better and to consider it positively because they possess persistence,

rationality, and thinking power. Weaver & Glenn (1982); Burris (1983), argues that higher level of education helps the individual to secure a better job which provides him/her with autonomy, right employment conditions, prestige, promotion, the possibility of developing his/her professional capacities and increase the sense of personal control. Employees with higher educational level are less vulnerable to stress because of the more exceptional ability to master the tasks and manage the work (Aggarwal & Bhargava, 2013). Similarly, people with higher educational levels are found to be satisfied with their job. On the contrary, Buttram & Hall (1994), believes that higher the educational level - more the expectations, which might result in dissatisfaction when not fulfilled. This view is also supported by Verhofstadt et al. (2007); (Clark & Oswald, 1995); (Smulders, 1999); (Coyle-Shapiro & Kessler, 2000). Individuals with at least a college education have relatively higher expectations (Bellou, 2009).

The level of education also affects the payment related issues of the employees. For example, Koys et al., (1989), suggested that the level of employees' education affects their desire for performance-based pay. In particular, they found out that highly educated employees prefer a performance-based pay system, and limited educated employees prefer a non-performance based pay system. Highly trained employees also contribute more to the organization by working overtime, which is unpaid (Engelland et al., 2003). According to Hammett (1984), the new generation of highly educated workers wants more opportunities for development, autonomy, flexibility, and meaningful work experiences.

Further, as the educational level increases, the employee shift to Transactional Psychological Contract from Relational Psychological Contract, which suggests that educated employees view their employment relationship changed as the educational level increased (Luc-Sels et al., 2004). However, the effect of the Educational level on the Psychological Contract Breach has not been studied in past research studies.

Taking all these thoughts into consideration, one can argue that the Educational level of employees significantly influences the perception of the Psychological Contract. Therefore it is hypothesized that:

Hypothesis 10: There is no significant difference between employees' Educational Qualification and their opinion concerning the Type of Psychological Contract Breach and employee outcomes.

Hypothesis 11: Educational Qualification moderates the relationship between Psychological Contract Breach and employee outcomes.

Hypothesis 11 i: Educational Qualification moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 11 ii: Educational Qualification moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 11 iii: Educational Qualification moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 11 iv: Educational Qualification moderates the relationship between Psychological Contract Breach and Turnover Intention.

3.6.5 Working Experience and Psychological Contract

Work experience is known as the amount of job-related experience which an individual has accumulated throughout his/her life (Tesluk & Jacobs, 1998). Work experience consists of "events that are experienced by one which is related to the performance of a job" (Ford et al., 1995). In general, we can say that the older employee will have more working experience than the new one. However, some older individuals might have minimal work experience in a particular industry if they have had multiple careers in multiple fields (Arthur & Rousseau, 1996). Work experience is likely to influence cognitive and affective reactions in the employment relationship (Forteza & Prieto, 1994). The employees with more work experience have job attitude, which is usually higher because they receive more rewards due to seniority, and their expectations become more realistic over a period of time (Eichar et al., 1991). In other words, employees have a clear idea of what they expect from their employer due to higher work experience. This, in turn, helps the experienced employee to gain more stability in the employment relationship and guide them towards positive work situations i.e., what is right and what

is bad for them. Therefore, the more experienced employee, the less disturbance by harmful incidents (Bedeian & Ferris, 1992). Current researchers need to stress more on the role of work experience in Psychological Contract research, which has not been in past studies. Previous studies have considered work experience as a control variable (Raja et al., 2004) and failed to recognize that not all measure of work experience is the same. Workers who have substantial work experience are less likely to see their Psychological Contract as easily replicable in the external market (Thomas & Feldman, 2009). Thus, we can conclude that work experience and the employment relationship have a healthy relationship and, in turn, affect the Psychological Contract of employees. Therefore it may be hypothesized that:

Hypothesis 12: There is no significant difference between employees Working Experience and their opinion concerning the Type of Psychological Contract Breach and employee outcomes.

Hypothesis 13: Working Experience moderates the relationship between Psychological Contract Breach and Employee outcomes.

Hypothesis 13 i: Working Experience moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 13 ii: Working Experience moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 13 iii: Working Experience moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 13 iv: Working Experience moderates the relationship between Psychological Contract Breach and Turnover Intention.

3.6.6 Income Level and Psychological Contract

Several past studies suggested that the employment contract has changed. The organizations can no longer offer promotion as a reward for loyalty and performance, but the payment system needs to be changed to suit the employee contribution to the firm (Kanter & Moss, 1994). Given this, Transactional Psychological Contract is going to be the deal of the day, which focuses on short term relationships with pay and other monetary rewards. The new employment contract is going to be of "High pay for High performance" (Hiltrop, 1995). Reward and remuneration packages (salary, incentives, bonuses, benefits) should encourage employees with the opportunity to serve beyond their job description, gain professional expertise, and cultivate core competencies across functional groupings (Hiltrop, 1995). The income of the employee has an influence on employees' contributions to their firms by increasing the amount of vested interest that employees have in their current organizations (Feldman & Turnley, 2000).

Additionally, employees' Job Satisfaction levels are shown to be inversely related to their comparison wage rates (Clark & Oswald, 1995). Income level is only marginally linked to satisfaction (Timothy et al., 2010). Further, Saziye & Tansel (2006), indicates that higher pay is associated with higher job satisfaction. A study by Buyukbese & Bakan (2013), show that there is a significant relationship between employees' income level and employees' Job Satisfaction. The level of pay is significantly related to employee outcomes. Thus we hypothesize that:

Hypothesis 14: There is no significant difference between employees' Income and their opinion concerning the Type of Psychological Contract Breach and employee outcomes.

Hypothesis 15: Income moderates the relationship between Psychological Contract Breach and employee outcomes.

Hypothesis 15 i: Income moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 15 ii: Income moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 15 iii: Income moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 15 iv: Income moderates the relationship between Psychological Contract Breach and Turnover Intention.

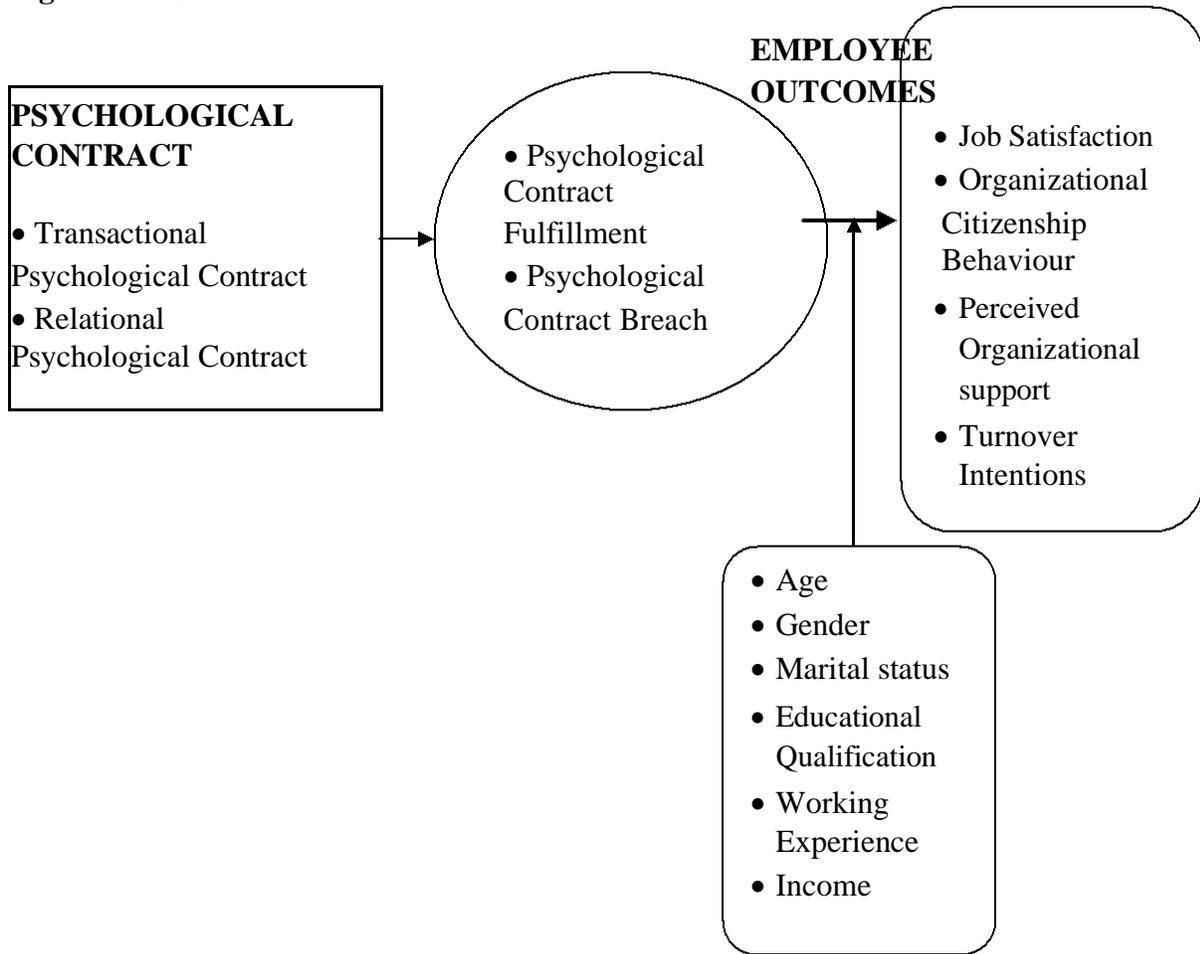
CHAPTER IV

RESEARCH METHODOLOGY

4.1 OVERALL RESEARCH MODEL

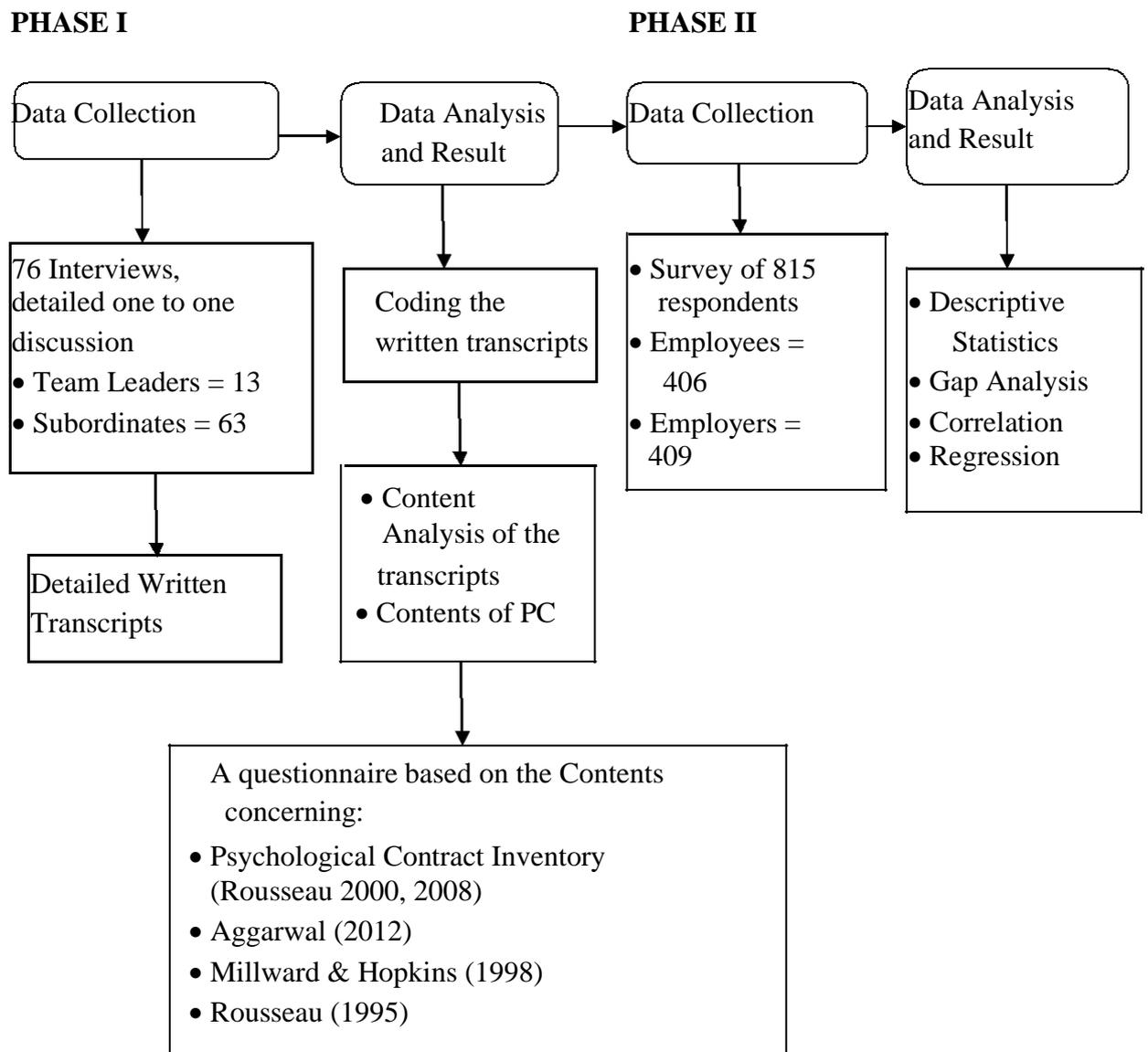
The proposed model examines whether the Demographic variables moderate the relationship between Psychological Contract Fulfillment or Breach and Employee outcomes. Psychological Contract is highly subjective (Makin & McDonald, 2000). In the proposed model, the fulfillment or Breach of the Psychological Contract of employee and employer are the two distinct parts of the Psychological Contract but mutual. The first part deals with the Psychological Contract, which is expressed in terms of the relationship between Employer promises Fulfillment or Breach, and Employee promises Fulfillment or Breach. It rests on the principle of mutuality and social exchange (Coyle-Shapiro & Kessler, 2000; Rousseau & Robinson, 1994). The second part includes the Psychological Contract, and the employee outcomes in which the role played by the demographic variables are examined.

Figure 4.1: Overall Research Model



4.2 RESEARCH DESIGN

Figure 4.2: Research Design



4.2.1 Phase I of the Study

The nature of the research undertaken is a qualitative one. Many people question the intentions behind qualitative research. Qualitative research is concerned with the generalization of theory and concepts, not a generalization to populations (Hyde, 2000). This study has been exploratory and intends to identify and explore the participants' subjective perceptions and values.

The participants are not just representative samples of the population of employees of the industry concerned, but they were seen as individuals who could provide information that could be used for developing meaningful and an understanding of the experiences of the individual participants.

Phase I of the study has been undertaken to identify the contents of the Psychological Contract with the help of open-ended interviews with employees of IT companies working in Goa, Bengaluru, and Pune. The instrument was adopted from Cable, (2008). The crucial objective of Phase I was to acquire and recognize expectations of employees and employers concerning the contents of their Psychological Contract. Understanding and identifying the contents of the Psychological Contract is fundamental as it deals with one's expectations from the opposite party.

Herriot et al. (1997) made two critical observations in their study about the contents of the Psychological Contract. One, minimal attempt has been made in understanding the contents of the Psychological Contract in the previous literature. Secondly, the research presents a picture of the perceived contents of the Psychological Contract rather than identifying the contents of the actual participants. Due care has been taken about the mentioned points in the current study. Therefore, it becomes of utmost importance to identify the contents of the Psychological Contract of IT sector employees first. Similarly, an attempt has been made in the present study not only to focus on the contents of the Psychological Contract but also asked the respondents what they believe is there in their Psychological Contract, thereby identifying the actual contents.

The discussion was held with employees of IT companies from Goa, Bangaluru, and Pune to understand their contents of the Psychological Contract. A well designed structured interview was conducted with the individual participant that was aimed to capture their expectations. The meeting lasts for about 30 to 45 minutes at a place comfortable for the respondents. The discussion was around the expectations, hopes, perceptions, promises, obligations, etc. The participants were asked about "What they believe they look forward to from their organization and what they consider their organization expects from them."

Before starting the discussion, each participant was given a brief orientation about the study, Psychological Contract, and that the researcher is interested in the contents of

the Psychological Contract with their organization only. While having the discussion, the participant was also asked who they view as their employer. Many responded that they consider their Managerial level/Team leaders as their employer. The discussion was held face-to-face as per the convenience of the participants. At the end of the discussion, all the participants were asked to review the written transcripts of the discussion held. Few changes were made as per the request of the participants. They were also given a choice to request to obtain a summary of the discussion.

As noted in the previous research that there must be the existence of two parties to understand the employment relationship. These two parties are the Employee and the Employer. There is no unanimous resolution on who an "Employer" could be. Many researchers regarded Manager as the Agent of the organization. According to the Psychological Contract Theory by Rousseau (1995), numerous agents in the organization may portray the organization's view of reciprocal obligation in the employment relationship. These agents may include immediate supervisors, top managers, and human resource professionals. They can hold the Psychological Contract concerning the mutual obligation among employers and employees. According to Taylor & Tekleab (2003), the immediate supervisor are the best agent to communicate the contract. The employee is more likely to view their immediate supervisor as the chief agent of the organization for establishing and maintaining the Psychological Contract (Shore & Tetrick, 1994). The conceptualization and operationalization of the employer are not ambiguous and problematic according to the past literature as the employee understanding of who his employer is not a problem at all (Coyle-Shapiro & Kessler, 2000). The company passes its Mission and Vision statements through the Managerial level employee. However, the question remains that who is the agent of the organization? Who acts on behalf of the organization?. The current study has considered immediate supervisor/Team Leader/Managerial level employee as the agent representing the employer.

The following table highlights the details of the IT employees with whom the researcher had a detailed discussion about their expectations.

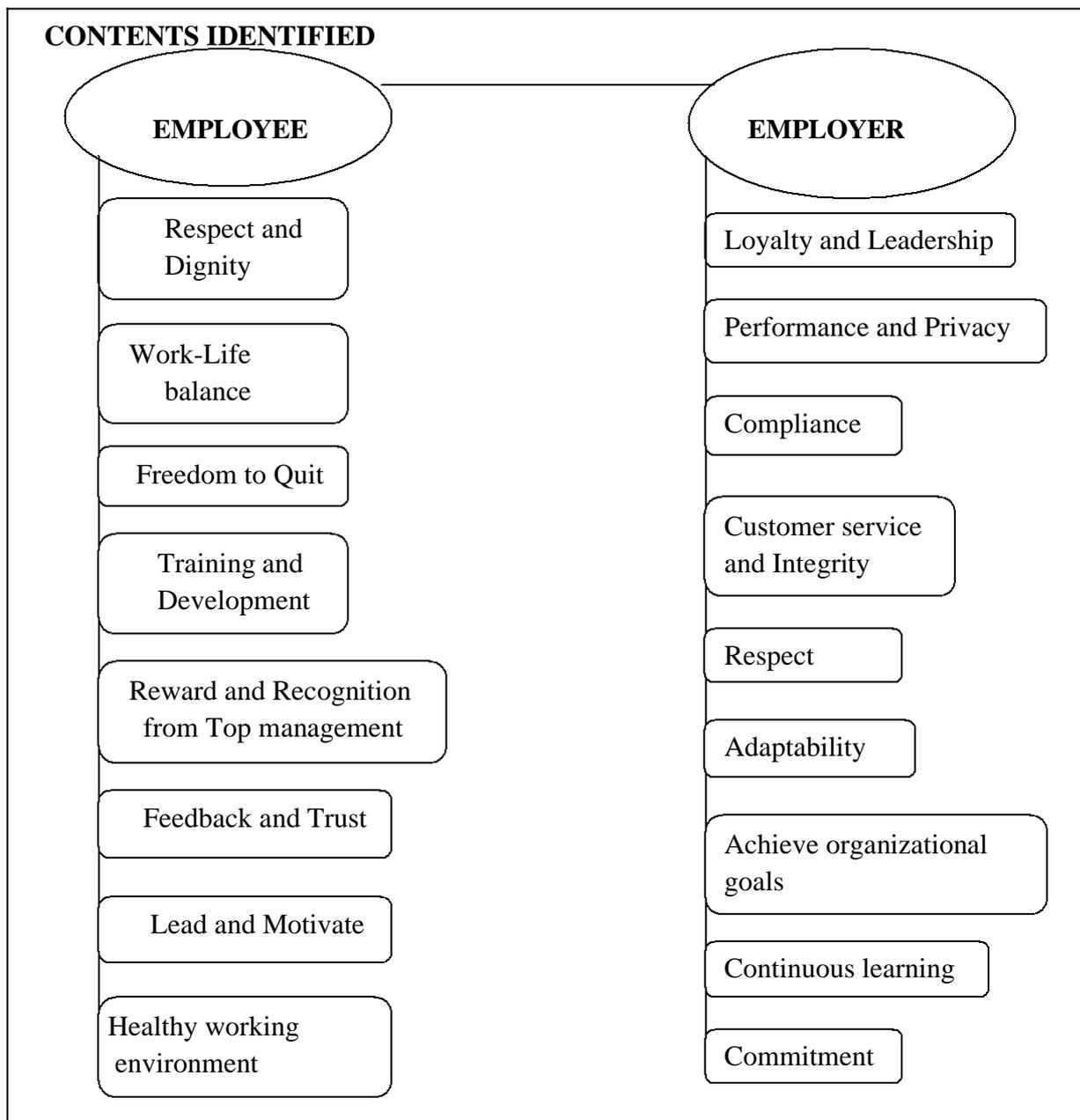
Table no 4.1: Profile of sample in Phase I

Gender	N	Employment Status	N	Companies	N
Male	50	Employer	13	Persistent Systems (Goa)	26 (06*)
Female	26	Employee	63	Persistent Systems (Pune)	04 (01*)
				TCS (Goa)	30 (06*)
				Accenture (Bangalore)	03
				Mindtree (Pune)	03
				Wipro (Bangalore)	10
Total	76		76		76

*** Employer from the companies, Source: Primary survey**

The written transcripts were entered into "R," open-end software to perform Content Analysis. This resulted in the identification of the Contents of the Psychological Contract at the end of the content analysis process. A total of 17 Psychological Contract contents were identified separately for Employee and Employer. For employees, eight contents and employer nine contents were identified. The output generated through Content Analysis is as follows:

Figure 4.5: Contents identified



EMPLOYEE CONTENTS

Respect and Dignity

An employees’ expectation from the employer that he/she will be treated with respect and dignity at the place of employment. Employers will not differentiate based on caste, creed, religion, gender between the employees, etc., as these are a very sensitive subject for employees. Similarly, the employee expects that there should not be any favoritism in the recruitment procedure based on caste, community, social

background, etc. even if the employees are employed on a contract/temporary basis, and they deserve Respect and Dignity. They must not be considered as second class citizens at the place of work.

Freedom to Quit

An employees' expectation that the employer will allow the employee the freedom to quit the job whenever he/she wants, rather than compel to stay based on a contract entered into. Similarly, whenever an excellent job opportunity is available in another organization, the employer will allow the employee to move freely.

Work-Life Balance

An employee expects that the employer will provide him/her time for family commitment too. Freedom will be given to the employee to engage in personal obligations towards the family. The employer will honor the promises made to the family members, especially in terms of women employees. As the IT industry is prone to have long working hours, a high amount of work stress, etc., the women employee finds it very difficult to manage the dual role.

Training and Development

An employee expectation that the employer will offer support, which involves the sharpening of skills, change in attitude, gaining more knowledge and enhance competencies that will help in performing the assigned task better and expectation that such opportunities to improve skills will provide better career avenues both within and outside the organization. It is usually seen as the employee's obligation to recognize personal gaps in knowledge and take action to fulfill such gaps. Additionally, a secured job work as an added motivational factor that will provide a sense of loyalty towards the organization.

Healthy Working Environment

There is a general expectation that the employer will provide a safe and healthy working environment to an employee engaged in the work. An expectation that a healthy, cooperative, friendly relationship and an environment free from power and politics are expected to be provided rather than dominated by cut-throat competition, power, and politics. Secondly, the IT Company has to follow Supreme Court

guidelines establishing committees for handling issues related to the Sexual Harassment at Workplace.

Reward and Recognition from Top Management

An employee expects that his/her employer must admire and recognize employees' contributions. The employee must be given monetary and non-monetary incentives. Similarly, the employee expects social security measures for additional security. There are massive scale lay-offs taking place in the IT industry due to recession, and employee expects that some kind of unemployment benefit should be provided by the employer. Employees also expect that there is also a need to compensate the employees putting in overtime in the company adequately.

Lead and Motivate

It is an employee expectation that the employer will provide leadership opportunities. Not only that, but also guide the employee on several occasions as and when the need arises. Recognition leads to motivation. The employee expects compensation similar to those of other employees doing the same type of job in the same industry. The employee expects that compensation to be related to performance.

Feedback and Trust

The employees' expectations from the employer that he/she will be trusted by the employer, and adequate feedback shall be provided about his/her performance to improve rather than to punish. This feedback will serve as a criterion for enhancing the performance rather than putting the employee morale down. Similarly, the Employer will provide challenging, exciting, meaningful duties and responsibilities, provide decision-making authority to make decisions with trust in employees, and that they will not misuse such authority.

EMPLOYER CONTENTS

Loyalty and Leadership

The employer's expectation is that the employee must stay loyal to the organization. The secret information about the organization will not be shared by the employee for personal gains. Confidentiality will be maintained. The employee must also be able to

read the needs of the team as a whole and the requirements of individual team members and to adjust one's role to increase team effectiveness, which is essential to the success of the company.

Achieve Organizational goals

The employers' expectation is that the employee will commit himself/herself to the organizational goals with the given amount of resources. Moreover, the employer expects that the employee will shoulder the responsibilities assigned and ensure the achievement of organizational objectives ahead of individual goals.

Customer service and Integrity

Employees are demanded to act with the highest level of customer service and integrity. Employees are also expected to refrain from making any negative comments about their company and to provide excellent quality service to their customers. The ability to attend to customer feedback and to adequately address customer issues and concerns are also expected by the employer.

Adaptability

It is an employer's expectation that the employee will quickly adapt to the changing business conditions, changing the nature of the job and working environment. Employer's expectation that the employee will show a great deal of team spirit and maturity in handling different situations at the workplace.

Commitment

It is an employer's expectation that the employee will commit himself/herself to the given task, gives 100 percent to achieve the given target and goals of the organization. Employees will not provide an excuse to avoid work.

Continuous Learning

To keep pace with technological change, employees must continuously engage in self-assessment against the technological advancements of skills and knowledge and then take active steps toward enrolling in continual training for upgrading their skills. The employer expects employees to be up to date in their abilities. Most organizations

provide the necessary resources for regular training, but it the responsibility of the employees to find out the avenues available to learn more.

Performance and Privacy

The employer expects that the employees will perform their job to the best of their abilities in a focused manner achieving given targets and goals of the organization with given resources. Similarly, the employer also expects that the employees should respect the privacy of the organization as well as of other colleagues by refraining from handling/reading items on others' desks or monitors, knocking when requesting permission to enter and refraining from interrupting in others work except in the event of an emergency.

Compliance

The employer expects that the employee will follow the rules and regulations laid down by the organization. All employees are required to comply with the procedures laid down without questioning it. Employees shall work with good work ethics, show up on time, understand and follow company procedures, and deal with co-workers and customers with respect and increased level of responsibility and integrity.

Respect

It is expected by the employer that the employee will treat all colleagues and superiors with respect. Further expected that employees will not discriminate based on caste, creed, religion, gender, etc.

4.2.2 Phase II of the Study

The first phase of the study produced the Contents of the Psychological Contract of the Employees as well as Employers. Further, a questionnaire was formulated, taking into consideration the contents of the Psychological Contract.

The researcher adopted items from the instrument to measure the Psychological Contract from Aggarwal (2012). Psychological Contract questionnaire (Millward & Hopkins, 1998; Rousseau, 1995) and the Psychological Contract Inventory (Rousseau, 2000, 2008).

The Psychological Contract Inventory is intended to assist in two main objectives :

- 1) As a psychometrically valid tool for assessing the generalizable content of the Psychological Contract to be used in organizational research (Rousseau, 2000, 2008) and
- 2) As a self-scoring appraisal to support executive and professional education (Rousseau, 2000, 2008).

The PCI evaluates individual personal reports concerning a distinct employment association. It is also used to assess the individual experience of the employment link from a variety of frames of reference, such as:

- 1) Worker/employee/contractor,
- 2) Supervisor or manager of a distinct worker or group of workers, or
- 3) An “ideal” or preferred Psychological Contract as described by workers, managers, or others (Rousseau, 2000, 2008).

When a scale is developed or modified, researchers are expected to provide extensive information about the scale’s reliability and validity. Precisely, the development of an instrument to measure the Psychological Contract in the IT sector and that too in the Indian context has been developed for the first time in this study. Although the criterion-related and construct soundness of a new instrument are deemed especially necessary, information about the content validity of the measure is also viewed as essential in concluding the scale’s quality (Polit & Beck, 2006).

The whole instrument was put through a content validity process to check the suitability in the Indian IT sector by using Item-wise Content Validity Index I-CVI by Polit & Beck (2006). I-CVI Content Validity of individual objects: Proportion of content experts giving the item a relevance rating of 3 and 4 were considered. A panel of six content expert opinions was recognized for both levels of measurements of the Psychological Contract.

Numerous different names for the four points along the item-rating continuum have emerged in the literature, but the one that was supported by Davis & Haltiwanger (1992) seems to be in regular use: 4= highly relevant, 3= quite relevant, 2= somewhat relevant, 1=not relevant. Then, for each part, the I-CVI is calculated as the number of specialists giving a grade of either 3 or 4 (consequently, dichotomizing the ordinal

scale within relevant and not relevant), separated by the total number of specialists. For instance, an item that was rated as quite relevant or highly relevant by four out of five judges would have an I-CVI of 0.80. In other words, the I-CVI should be 1.00 when there are five or fewer judges (Polit & Beck, 2006).

During the content validity process, feedback of the experts were also undertaken by the researcher in order to address queries faced by the participants, whether instructions were clear, whether participants notice anything hard/ improper/ offensive, to observe any difficulty in the process of choosing the questionnaire, to determine the average period in filling the questionnaire, to get informal feedback from the participants, and also identify any scope for further modifications.

4.3 MEASUREMENT OF CONSTRUCTS

4.3.1 Employee Psychological Contract Measurement

A Psychological Contract is an individual's understanding concerning the terms and conditions of the exchange relationship with the employer (Rousseau, 1989). There are two major broadly discussed dimensions of the Psychological Contract i.e., Relational Psychological Contract and Transactional Psychological Contract. To understand these two dimensions of the Psychological Contract, one has to understand the contents of one's Psychological Contract. In other words, one needs to understand the mutual expectation in the employment relationship.

Apart from detailed conceptual analysis to identify the theoretical as well as empirical variables, the researcher also used a qualitative method such as detailed one to one discussion to identify contents of the Psychological Contract for instrument development. Further, content analysis was performed to come out with the contents of the Psychological Contract. There were a total of 17 contents of both Employees and Employer identified that were used to formulate the instrument to measure the Psychological Contract. The instrument was formulated concerning the Psychological Contract (Aggarwal, 2012; Millward & Hopkins, 1998; Rousseau, 1995) and Psychological Contract Inventory of Rousseau (2000, 2008) and the contents identified in the first phase of the study. Seventy-six Employee Psychological Contract statements have been laid down defining the pre-hiring expectations and

post-hiring experience plus one statement about the Overall evaluation of the Psychological Contract.

To seize these elements, the design of the instrument has been such that the respondent is required to check the pre-arrival expectations and post-joining experiences (the extent to which the expectations were met or unmet) on the same constructs in one form. The instrument used five points Likert Scale to rate their expectations before joining the organization on various contents of the Psychological Contract. All the items then were reverse coded to represent the Psychological Contract Breach rather than fulfillment (Ballou, 2013). The score ranges from 1 to 5. The rating scale for measuring employee Psychological Contract is presented in the following Table:

Table no 4.2: Rating scale for measuring employee Psychological Contract

Expectations prior to joining (Part I)	Rating	Met/Unmet Expectations after joining (Part II)	Rating
Not at all expected	1	Not at all Met	1
Expected but to least extent	2	Met but to least extent	2
Moderately Expected	3	Moderately Met	3
Clearly Expected	4	Clearly Met	4
Expected to a great extent	5	Met to a great extent	5

There is a total of 39 items used to measure the Psychological Contract. Two types of Psychological Contracts are measured. Relational Psychological Contract is measured using 23 items coded as EERC1 to EERC23. The scale has valid and reliable psychometric properties. The reliability coefficient for the elements of the Relational Psychological Contract is 0.728.

Employees Transactional Psychological Contract measured using 16 items anchored on five points Likert scale coded as EETC1 to EETC16. The reliability coefficient for the questions of Transactional Psychological Contract items is 0.771. The measurement instrument is presented in Annexure I.

4.3.2 Measurement of Employees Fulfillment or Breach of Psychological Contract

The researcher tried to find out the experience of met or unmet expectations of the employees, which broadly talks about the Fulfillment or Breach of Psychological Contract. The same statements are used to find out the Fulfillment or Breach of Psychological Contract that were used to find out Psychological Contract initially. Relational Psychological Contract items are coded as EERC01 to EERC023 and Transactional Psychological Contract items are coded as EETC01 to EETC016. The reliability coefficient for the elements of Relational Psychological Contract items is 0.919. The reliability coefficient for the questions of Transactional Psychological Contract items is 0.843. The measurement instrument is presented in Annexure I.

4.3.3 Measurement of Employee Outcomes

Job Satisfaction

Job satisfaction is an attitudinal variable that indicates how people feel about their jobs. It emphasizes the specific task environment where an employee performs his/her duties and reflects the more immediate reactions to specific tangible aspects of the work environment (Mowday et al., 1982).

A small variant of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), has been used to measure Employees Job Satisfaction. The instrument comprises 19 statements and uses the five points Likert scale to capture the Job Satisfaction of employees. The instrument asked the participants to rate their Job Satisfaction on the given items. The instrument gave clear instructions to the respondents regarding filling up the questionnaire. The five-point rating scale is used (Very Dissatisfied =1, Dissatisfied= 2, Neither Satisfied or Dissatisfied= 3, Satisfied =4, Very satisfied = 5). The scale reliability is 0.959. The measurement instrument is presented in Annexure I.

Organizational Citizenship Behaviour (OCB)

OCB refers to behavior beyond the call of the duty displayed out of pre-disposition (voluntariness) and normative pressure (normative OCB) within the organization, to benefit people and organization.

Organizational Citizenship Behaviour is Discretionary Individual behavior, not openly or explicitly acknowledged by the official incentive practice, and that in the total endorse the successful operation of the organization (Organ, 1997). Organizational Citizenship Behaviour is the behavior displayed by the employees beyond the prescribed boundaries of formal job roles, systems, and procedures to benefit the organization. It is primarily influenced by employees' predisposition or self voluntariness and norms of the organization.

A 16 item OCB scale developed by Smith et al., (1983) has been used to capture the OCB of the employees. The five-point rating Likert scale is used, ranging from strongly agree to disagree strongly. (5= strongly agree, 4= agree, 3= neither agree nor disagree, 2= disagree, and 1= strongly disagree). The scale reliability is 0.928. The measurement instrument is presented in Annexure I.

Perceived Organizational Support (POS)

Perceived organizational support has been measured using a 17-item short edition scale of Eisenberger et al., (1986) that measured whether the member thought their employer valued their contributions and concerned about their welfare. Participants showed the extent to which they agreed with each statement on a 5-point Likert scale extending from strongly disagree to strongly agree, (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree). The scale reliability is 0.863. The measurement instrument is presented in Annexure I.

Turnover Intentions (TI)

Turnover intentions refer to the subjective probability that an employee will leave his organization within a specified period and measured on three items of Meyer et al., (1993). Participants designated the level to which they agreed with every statement on a 5-point Likert scale differing from strongly disagree to strongly agree, (1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree, and 5= strongly agree). The scale reliability is 0.750. The measurement instrument is presented in Annexure I.

4.3.4 Measurement of Employers' Psychological Contract

Employer Psychological Contract was measured using 74 statements defining the pre-hiring expectations and post-hiring experience plus one additional statement measuring the Overall evaluation of the Psychological Contract.

Traditionally Psychological Contract was considered as employee's expectations from the employer. However, it is evenly critical to measure the employment experience of an employer, in the form of met or unmet expectations from their employees. This is one of the additional dimensions of this research. In most studies on Psychological Contract, the employer's expectations from the employee were neither recognized nor measured. In this study, an attempt has been initiated to capture the employer's expectations (pre and post-employment experience).

To capture these components, the design of the instrument has been such that the respondent was required to mark the pre-selection expectations and post-selection experiences (the extent to which the expectations were met after selection) on the same constructs in one form. The instrument used five points Likert Scale to capture the pre-selection expectations and met or unmet expectations after selection. The same rating scale has been used to measure the employer Psychological Contract, which is presented in the following Table:

Table no 4.3: Rating scale for measuring employer Psychological Contract

Expectations prior to joining (Part I)	Rating	Met/Unmet Expectations after joining (Part II)	Rating
Not at all expected	1	Not at all Met	1
Expected but to least extent	2	Met but to least extent	2
Moderately Expected	3	Moderately Met	3
Clearly Expected	4	Clearly Met	4
Expected to a great extent	5	Met to a great extent	5

There is a total of 37 items used to identify employer Psychological Contract out of which Relational PC used 26 items, which are coded as ERRC1 to ERRC26, and Transactional Psychological Contract used 11 items, which are coded as ERTC1 to ERTC11. One additional item is used to measure the Overall evaluation of the

employer's Psychological Contract. The reliability of the Relational Psychological Contract items is 0.740, and the Transactional Psychological Contract item is 0.714. The scale is presented in Annexure I.

4.3.5 Measurement of Employer Fulfillment or Breach of Psychological Contract

The researcher tried to find out the experience of met or unmet expectations of the employer that broadly talks about the Fulfillment or Breach of Psychological Contract. The same statements are used to find out the Fulfillment or Breach of Psychological Contract that was used to measure the Psychological Contract initially. Relational PC items are coded as ERRC01 to ERRC026, and Transactional items are coded as ERTC01 to ERTC011. The reliability coefficient for the elements of the Relational Psychological Contract is 0.839. The reliability coefficient for the aspects of the Transactional Psychological Contract is 0.789. The scale is presented in Annexure I.

4.4 SAMPLING PROCEDURE

4.4.1 Sampling Frame

Consideration for IT companies and employee selection

- a. Employees with experience of one year or more
- b. A company listed either on BSE or NSE
- c. Operation in the Indian market with one year or more

4.4.2 Sample size

The Information Technology industry in India has undergone tremendous changes in the recent past. NASSCOM, for the past few years, has been ranking the Top 20 IT Companies based on financial and other information. The study includes IT companies in India. The IT-BPM sector in India employs lakhs of the workforce (NASSCOM-Strategic Review, 2017)

Krejcie & Morgan (1960) suggested 384 sample sizes for the ten lakhs population. It was decided to have a sample of Employer and Employee in equal proportion, i.e., 384 each group.

Team Leaders = 384

Subordinates = 384

Total sample = 768

Looking at the nature of work the IT professionals have in their domain and due to their demanding schedule, it was determined to fix the sample size at 768 employees comprising Employer and Employee in equal quantity based on convenience sampling method.

Cochran (1977), had made a fascinating observation in his study, wherein the anticipated response rate has been considered to be 65% if the responses are to be collected through online method or by posting the questionnaires. Therefore the sample size was adjusted accordingly:

Where minimum sample size = 768

Therefore, $n = 768/.65 = 1182$

One contention proposed by Aiken & West (1991), to make an educated guess about the R square value for the Regression equation taking into consideration the R square value for both the model for the power of 0.80, (The value of R square for the main effects plus interaction model must be equal to or larger than the value of R square for the main effects only model.). Sample Size Required for Statistical Power of .80 to Detect Interaction in Regression Using $\alpha = .05$ is 119. The sample size in the study must not have any problem in predicting the interactions. Hence, there were no issues for the researcher to proceed with the study.

Finally, it was decided to contact 1182 IT employees. The researcher was successful in collecting the responses from 832 respondents at a response rate of 70%. Further, the responses which were incomplete and did not fit in the considerations mentioned were not considered for the study. These responses were sorted out, and 815 valid responses were accepted for the review. These responses were further sorted as per their category. Finally, 406 Employee Respondents and 409 Employer Respondents were taken for further study satisfying both the contentions mentioned above. The data was collected for the period from November 2017 to December 2018.

4.4.3 Target IT employees

The study includes Software Developer, Software Tester, Product Engineer, System Analyst, and Application Developer. Supporting departments like HR, Marketing, Sales are not included.

4.4.4 Reason behind choosing IT companies in India

IT industry is one of the fastest-growing industries in the world. The industry has produced unbelievable job opportunities for Indians and also migrants. The industry has accepted world-class standards, offers superior compensation and lots of training and development opportunities to its employees. There are many private associations like iSPIRIT and NASSCOM, which keeps a close eye on the Indian IT industry. They publish several reports and information every year.

The IT sector in India is considered as key private sector for employment especially for women (Gupta & Pathak, 2016), But, one has also to understand that the work is time-bound, exclusively tailor-made as per the specification of the consumer and technology determined that results in high job expectations and security of the job. In such types of circumstances, there is every prospect that the employees will build up stress and anxiety, which will additionally lead to a slow down of job performance and sometimes parting with the job. Therefore, it is of the highest importance to address the problem of a high attrition rate in the IT sector resulting in loss of precious resources and high cost to the employer.

4.5 DATA COLLECTION PROCESS

The data needed for the research was obtained personally by administering a questionnaire as well as through online methods. The data-gathering exercise was carried out from November 2017 to December 2018.

For the online survey, Google form was created separately created.

For employees: (<https://forms.gle/73VATtrTNm1hiFaG7>),

Employer: (<https://forms.gle/uJ1aZpAdrUEFttyv8>),

The questionnaire was divided into three parts for employees and two parts for the employer. For employees, 'Part A' included the Demographic information, 'Part B'

covered information related to Psychological Contract and ‘Part C’ covered the employee. For the employer, only two sections were created, ‘Part A’ covered the Demographic information, and ‘Part B’ covered the Psychological Contract.

The potential respondents were recognized through personal contacts, social sites, and Human resource recruitment agencies. A list of likely respondents was assembled from all sources, and they were contacted personally as well through their email contacts. The respondents were reminded regularly about the response through phone calls and reminder emails.

The Human Resource heads of major IT companies were contacted formally and were assured about the confidentiality of the data to be collected. They were also given assurance about the sharing the findings of the study if they desire to obtain it. At last, 832 responses were received, out of which 815 responses were satisfying the criteria laid down and was considered for further study.

Table no 4.4: Details of the Respondents:

Sr No	Company Name	Employees	Employer	Total No Of Respondents
1	Persistent Systems Ltd	71	117	188
2	HCL	68	98	166
3	TCS	68	43	111
4	Wipro	34	20	54
5	Accenture	26	18	44
6	MindTree	22	29	51
7	Infosys	21	05	26
8	Tech Mahindra	18	07	25
9	L & T Infotech	11	05	16
10	KPIT	10	00	10
11	Gazon Communications	10	00	10
12	Axis Software	09	00	09
13	Syntel Solutions	08	12	20
14	Capgemini	07	00	07
15	Cognizant	02	14	16

16	Neeti Solutions	06	04	10
17	IBM India	04	00	04
18	Acceltree	04	00	04
19	RMSA Consultants	03	00	03
20	TCG Digital	02	00	02
21	Google	01	00	01
22	United Telecoms	01	00	01
23	Cybage India	00	12	12
24	Designway	00	21	21
25	DSS Systems	00	04	04
	TOTAL	406	409	815

Source: Primary survey

4.6 DATA EDITING

The data was obtained from 832 IT company employees working in India. A total of 411 in Employee category and 421 in the Employer category. Further, these responses were observed minutely for missing data. Seventeen responses did not mention their experience, gender, marital status, and monthly income, were not considered for the analysis purpose. Finally, a total of 406 Employee responses and 409 Employer responses were accepted.

4.7 DATA ANALYSIS TOOLS AND TECHNIQUES

Gap Analysis has been used to identify the gap between Expectations and Experiences. Here, the Gap between Employees Expectations before joining an organization and their Experience of whether these expectations are met/unmet., a Similar approach was adopted by Coyle-Shapiro & Kessler (2000). The difference between Expectations and Actual experience is known as the disconfirmation paradigm, and these gaps take place because an individual compares his/her expectations with the actual experiences (Hampton, 1993).

Satisfaction and dissatisfaction are considered as two opposite ends as a comparison between consumers' expectations and their actual experience (Bearden & Oliver, 1985). Satisfaction takes place when the customer's expectation and experience or

outcome get together or sometimes exceeds and vice versa (Brown & Swartz, 1989). An individual will undoubtedly evaluate his/her experience and expectations, and these expectations may be based on their past experiences (Brown & Swartz, 1989). The model of Service Quality by Parsuraman et al. (1988), suggests five different gaps. But one of the critical gaps that can be studied here is the Gap between Expectations and actual Experience.

The difference between Expectations and Actual experience is known as the disconfirmation paradigm, and these gaps take place because an individual compares his/her expectations with the actual experiences (Hampton, 1993). If Bearden & Oliver, (1985), is correct to say that satisfaction determines one's attitude, then the examination of Employee satisfaction can be considered as an essential perspective in this study. The employee works for the organization over the years, gathers a variety of incidents with the employer, with colleagues, etc. therefore, studying the expectations and actual experience of employees becomes very crucial in line with the Psychological Contract.

In studying the Psychological Contract of employees working in IT companies in India, we apply the disconfirmation paradigm. The expectations assumed to be based on the employee's experience in the existing field. The potential gaps between employees Expectations and their real Experience are related to the Employment relationship. Such Experiences and Expectations can be regarded as the measurement of Employees Psychological contracts.

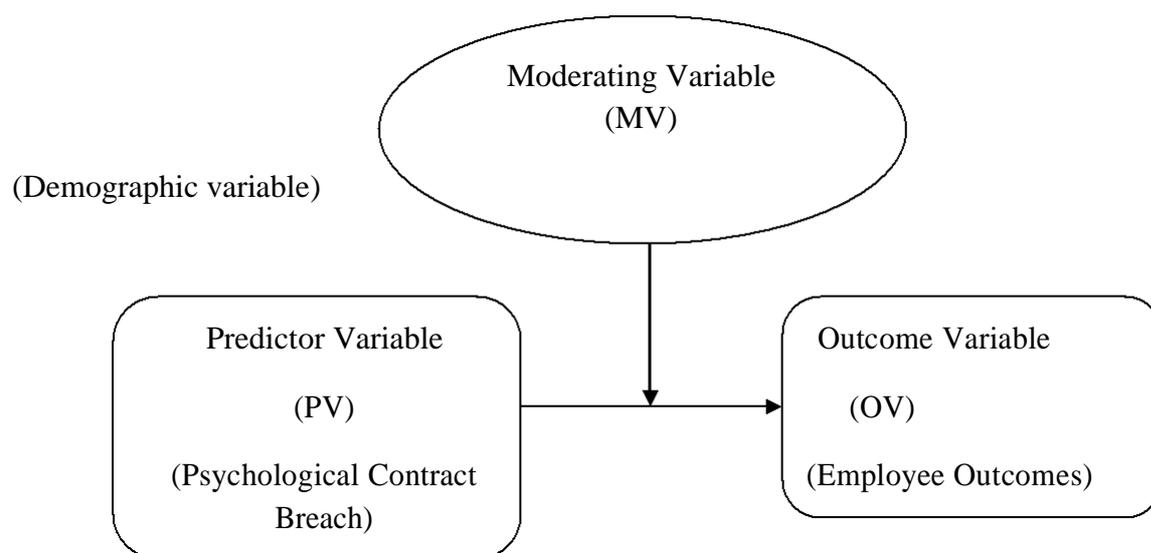
Correlation analysis has been carried out to explore the relationship between Psychological Contract and employee outcomes. To examine the role of Demographic variables between the relationship of PCF/PCB and employee outcomes, Hierarchical Multiple Regression analysis with Andrew F Hayes process has been undertaken. Hierarchical Multiple Regression is conducted to assess the effect of the Moderating variable. In testing moderation, one has to mainly look for the interaction effect between the Predictor variable and Moderating variable and whether or not such impact is significant in predicting the outcome variable. The Moderation model is presented in figure 4.6. A moderation effect could be:

a. Enhancing: where increasing the moderator would increase the effect of the predictor on the outcome or

b. Buffering: where increasing the moderator would decrease the effect of the predictor on the outcome or

c. Antagonistic: where increasing the moderator would reverse the effect of the predictor on the outcome.

Figure 4.6: The moderation model:



Moderation implies an interaction effect, where introducing a moderating variable changes the direction or magnitude of the relationship between two variables (Aiken

& West, 1991). In moderation, we are looking for the interaction effect between the Predictor variable and Moderating variable and whether or not such effect is significant in predicting the outcome variable.

To examine the moderating effect of the third variable (Interaction/ Moderator variable) on the relationship between the Dependent and Independent variable, one must observe that the nature of this relationship changes as the value of moderating variable change. This is done by including the Interaction effect in the Regression model. There are few points to be kept in mind to perform moderation testing. One, while conducting the analysis, one must understand that the variables used for the

study must be standardized to avoid Multicollinearity and to interpret the output easily. Similarly, one has to dummy code categorical variable with more than two categories and create an interaction variable using the Moderating and Independent variable. This interaction variable must be created manually. However, the Andrew F Hayes process automatically creates the interaction variable and standardize the variables. A regression model predicting the outcome variable from both the predictor variable and the moderator variable look for a significant effect of the interaction variable. The Regression equation is as follows:

$$Y' = b_0 + b_1X_1 + b_2X_2 + b_3(X_1 \times X_2), \text{ where,}$$

Y = Outcome variable,

b = Predictor variable,

X = Interaction variable

The interaction terms show whether the effect of one predictor variable depends on the value of another predictor variable. An interaction indicates that a Moderator variable is created by multiplying the two variables i.e., the Psychological Contract Breach (Predictor variable) and a Demographic variable (Moderating Variable).

One must note that the interaction variable is added to the regression model to observe the proportion of significant change in the model. This is done to confirm whether the third variable, which is created by multiplying predictor variable and demographic variable, is making substantial moderation effect or not, above and beyond one or more other variables. If the interaction term is significant, then the moderator hypothesis is supported. There may also be significant effects of the predictor and the moderator, but these are not directly relevant conceptually to testing the moderator hypothesis (Baron & Kenny, 1986).

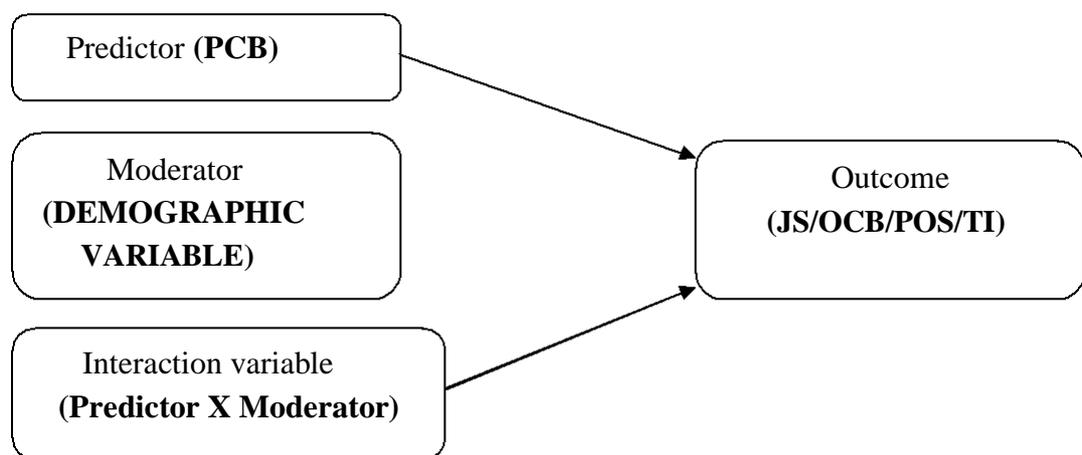
The presence of highly correlated variables means they are not independent and that multicollinearity exists. To diagnose multicollinearity, the correlation between variables, Tolerance (TOL) and Variance Inflation Factor (VIF) can be examined (Alin, 2010), TOL is known as the proportion of variance for an independent variable which is not considered for by other independent variables in the regression model. It is measured as one minus squared multiple correlations of the target variable regressed on all other independent variables. The range of TOL is 0 to 1, with smaller

values indicating a larger concern for multicollinearity (Robinson et al., 2013). On the other hand, VIF identifies the correlation between the Independent variable and the strength of that correlation. It ranges between starts 1 to 5.

Second, if the result of Regression analysis shows the significant moderating effect, then the output generated by the Andrew Hayes process is used to generate an interaction plot that indicates the effect of the moderating variable.

The statistical model is as follows:

Figure 4.7: The statistical model



Statistical Equation is as follows:

$$\text{Outcome}_i = b_0 + b_1 \text{ PCB} + b_2 \text{ Demographic Variable} + b_3 \text{ Interaction variable} + U_i$$

CHAPTER V

PSYCHOLOGICAL CONTRACT: DATA ANALYSIS

5.1 Employees' Psychological Contract

Data analysis and its explanation are one of the vital parts of any research procedure. The foremost aim of data analysis is to systematize, categorize, and sum up the data collected so that the findings can appropriately answer the questions raised at the beginning of the research study. Accurate interpretation of the results will present superior understandings of the outcome and broader meaning to findings. Analysis and Interpretation both depend on each other. The investigation is imperfect without Interpretation, and Interpretation cannot progress without Analysis.

This chapter provides the various analyses done and the results obtained to satisfy the objectives of the study. The primary data collected is analyzed and tabulated using SPSS 20.0 to test the hypotheses presented earlier statistically.

The data was obtained from the employees working in IT companies from Goa, Pune, and Bengaluru. The following section presents Data analysis of Employee Psychological Contracts followed by the Employer Psychological Contract.

5.1.1 Demographic Summary of the Respondents

The two samples were drawn for the study, i.e., Employee and Employer. Both are analyzed separately. Demographic information has been collected on Age, Educational Qualification, Marital Status, Gender, Experience, Emoluments drawn per month (Income), and Company name, out of which all are considered for analysis except Company name. Table 5.1 provides the details of the Demographic analysis:

Table no 5.1: Demographic Characteristics of the Participants of Employee Psychological Contract (N=406)

Demographic Variable	Category	Frequency	Percentage
Age (in years)	21-25 years	50	12.30
	26-30 years	126	31.00
	31-35 years	142	35.00

	36-40 years	69	17.00
	41-45 years	19	04.70
	above 45 years	00	00.00
Gender	Male	266	65.50
	Female	140	34.50
	Third Gender	00	00.00
Marital Status	Single	176	43.30
	Married	230	56.70
Working Experience	1-5 years	147	36.20
	6-10 years	170	41.90
	11-15 years	73	18.00
	16-20 years	15	03.70
	21-25 years	01	00.20
	26-30 years	00	00.00
	Above 30 years	00	00.00
Emoluments drawn pm (Income)	Less than Rs 40000	08	02.00
	Rs 40001 – 80000	237	58.40
	Rs 80001 – 120000	141	34.70
	Rs 120001 – 160000	10	02.50
	Rs 160001- 20000	07	01.70
	Above Rs 200000	03	00.70

(Source: Primary Data)

It is learned from the above table that the majority of the respondents are in the age group between 26-35 years, i.e., 66%. It gives a clear picture that the young population is employed in IT companies in India. Similarly, male employees are in a more significant number than female employees. The majority is married, and almost

78% of the respondents have working experience of a maximum of 10 years in the IT sector. IT companies are paying a handsome amount of remuneration also.

5.1.2 Normality of the Sample

For any research study, one critical assumption is the normal distribution of data. The normality of data has been measured through two indicators, namely, Skewness and Kurtosis. Skewness and Kurtosis statistics ranging between -3 to +3 signifies the normal distribution of the data (DeCarlo 1997; Stuart et al., 1994). In the present study, the data is approximately normally distributed, which is evidenced by the Skewness and Kurtosis value ranges from -1.084 to 2.246. The Skewness and Kurtosis values of the items were less than three times the standard error of Skewness and standard error of kurtosis, respectively. This reflects that the items are more or less normally distributed. The analysis supports the assumption that data is normally distributed, and further tests can be conducted.

5.1.3 Kaiser Meyer Olkin (KMO) Measure of Sampling Adequacy of Psychological Contract

The KMO value of scores on employee Relational PC is 0.835, and employee Transactional PC is 0.808, suggesting sufficient sample sizes relative to the number of items in the scale that is being tested (Kaiser, 1974). KMO criteria indicate that the overall KMO value should be above 0.70 to be acceptable).

5.1.4 Gap Analysis

The first objective of the research study here is to identify the state of the Psychological Contract of employees working in IT companies in India. The research tried to focus in more detail on the Fulfillment or Breach of the Psychological Contract of IT company employees' by applying Gap Analysis. For doing so, the contents identified initially in Phase I of the study have been considered. There are eight contents of employee Psychological Contract, out of which five belong to the Relational Psychological Contract, and three are Transactional Psychological Contract. Gap Analysis has been used to identify the Gap between Employees Expectations before joining an organization and their Experience of whether these expectations are met or unmet after joining the organization.

Gap score is calculated by subtracting respondents Expectation score from his/her Experience score for that particular item. Each Gap score is correlated to the overall evaluation of the Psychological Contract by using Pearson Correlation. A significant negative correlation indicates support for our hypothesis, i.e., as the gap increases, overall evaluation/ satisfaction decreases.

Table 5.2, reports the Mean gap score for each item on which a comparison between Employees Expectations and Experience of expectations met/unmet was possible. The wider the gap between Expectations and Experiences, the lower the overall evaluation/satisfaction of employee Psychological Contract. The study takes a deeper look at the different contents of the Employee Psychological Contract.

All the contents of the Relational Psychological Contract, i.e., Respect and Dignity, Work-Life Balance, Training and Development, Lead and Motivate, Trust and feedback, are having a significant negative correlation with overall satisfaction/evaluation of the employee. This indicates that the IT sector companies have failed to fulfill the expectations of its employees, resulting in the Psychological Contract Breach. Not only Relational Psychological Contract but Transactional Psychological Contract and its various contents, i.e., Freedom to quit, Reward and Recognition from Top management and Healthy Working environment, have a significant negative correlation with the employee's overall satisfaction/evaluation. This indicates that the Transactional Psychological Contract of IT company employees have been breached. As expected, the wider the gap between expectations and actual experience, the lower the overall satisfaction/evaluation. Hence, we support Hypothesis 1.

Table no 5.2: Correlation and Mean Gap Score

Code No	Type of Psychological Contract and its Contents	Mean Gap Score	SD	Correlation with the overall evaluation	P-value
	RELATIONAL PC Contents And Its Attributes				
A	Respect and Dignity				
EERC7	Job profile that gives me respect and dignity within and outside	1.02	1.20	-0.201	0.000**
EERC8	Not subjecting an employee to indignity or shame	0.84	1.26	-0.207	0.000**
EERC9	Treat employees of various job profile equally without any favoritism	0.74	1.15	-0.260	0.000**
EERC10	Not to discriminate any employee	0.86	1.22	-0.217	0.000**
EERC11	Give Fair and reasonable treatment	0.96	1.31	-0.163	0.001**
B	Work-Life Balance				
EERC12	Flexibility to prioritize and seek a balance between personal needs and work demand	1.46	1.35	-0.342	0.000**
EERC13	Support me in maintaining Work-Life balance	1.38	1.25	-0.379	0.000**
EERC14	Concern for my long term well-being	1.99	1.03	-0.320	0.000**
EERC23	Concern for personal welfare	1.78	1.24	-0.142	0.004**
C	Training and Development				
EERC1	Allow me to avail training programs that enhance my	0.99	1.23	-0.233	0.000**

	skills and competencies				
EERC4	Give sufficient time to adapt to any changes in working conditions	1.31	1.28	-0.252	0.000**
EERC15	Support to attain a higher level	1.49	1.13	-0.404	0.000**
EERC16	Provide an opportunity for career development within the company	1.16	1.08	-0.240	0.000**
D	Lead and Motivate				
EERC3	Provide career development opportunities	1.64	1.16	-0.235	0.000**
EERC6	Give me opportunities to exhibit a variety of skills that I possess	1.02	1.31	-0.350	0.000**
EERC20	Provide Opportunity for Leadership	1.37	1.03	-0.270	0.000**
EERC21	Not abruptly change my Job profile and function	1.72	1.22	-0.099	0.045*
EERC22	Faster promotional avenue within the company	1.60	1.22	-0.336	0.000**
E	Trust and Feedback				
EERC2	Provide continuous feedback on my performance with intent to improve	1.12	1.17	-0.201	0.000**
EERC5	Give sufficient authority to make decisions	1.41	1.11	-0.290	0.000**
EERC17	Feedback on Performance and other issues	1.51	1.41	-0.181	0.000**
EERC18	Personal guidance and information	1.65	1.04	-0.156	0.002**
EERC19	Introduce changes taking me in confidence	1.51	1.18	-0.135	0.006**
	TRANSACTIONAL PC =				

Contents And Its Attributes					
A	Freedom to Quit				
EETC1	Give freedom to quit whenever I want	1.06	1.23	-0.197	0.000**
EETC2	Freely seek employment opportunities elsewhere	0.85	1.69	-0.190	0.000**
EETC3	Give a chance to search for a potential job opportunity outside	0.78	1.05	-0.170	0.001**
EETC8	Quit whenever I want without too much involvement	0.71	1.03	-0.248	0.000**
B	Reward and Recognition from Top Management				
EETC9	Pay for any overtime I do	1.44	1.18	-0.142	0.004**
EETC11	Do only what is necessary to get the job done	1.03	1.31	-0.154	0.002**
EETC12	Loyalty to the organization is defined by the terms of my contract	0.99	1.11	-0.259	0.000**
EETC13	Clarity on career paths in the company	0.11	0.97	-0.258	0.000**
EETC14	Identify and reward the hardworking and high performing employees	1.50	1.15	-0.023	0.046*
EETC16	Immediate recognition and appreciation for good work	1.46	1.18	-0.219	0.000**
C	Healthy Working Environment				
EETC4	Allow informal interaction between supervisors and subordinates	0.52	1.19	-0.364	0.000**
EETC5	Promote competitive spirit	1.10	1.21	-0.303	0.000**
EETC6	Promote a spirit of camaraderie	0.98	1.34	-0.322	0.000**

	and not cut-throat competition				
EETC7	Physically and Socially safe environment	0.83	1.03	-0.250	0.000**
EETC10	Work accordingly strictly defines a set of rules	0.88	1.10	-0.157	0.002**
EETC15	An environment free of power and politics	1.37	1.17	-0.164	0.000**

Source: Primary survey

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

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

Another relevant issue to be addressed here is that how the individual gaps measured relates to the overall evaluation of Employee Psychological Contract. A simple regression analysis has been performed using the Expectation Experience (Relational, Transactional) contents summed gap scores. The following result was obtained:

Table no 5.3: Simple Regression Analysis

Contents/Gap	Beta	Sig
Healthy Working Environment	0.41	0.000**
Reward and Recognition from Top management	0.22	0.023**
Work-Life Balance	0.18	0.039**

Overall F= 12.01, df (8, 397), R squared = 0.20, adjusted R = 0.18.

Regression Equation:

$$PC = \alpha + 0.41 \text{ HWE} + 0.22 \text{ RRTM} + 0.18 \text{ WLB} + U_i$$

A significant regression equation was achieved with an adjusted R of 0.20. As reported in the table, three significant independent contents emerged. Two contents, namely 'Healthy Working Environment' and 'Reward and Recognition from Top Management,' are related to Transactional Psychological Contract and one content, i.e., 'Work-Life Balance' is related to Relational Psychological Contract. The most important content is a Healthy Working Environment, followed by Reward and Recognition from Top Management and the Work-Life Balance. The findings suggest that incidents related to Healthy Working Environment are the most important in

assessing the Psychological Contract of the employee working in IT companies in India, followed by Reward and Recognition from Top Management and lastly, Work-Life Balance.

From a diagnostic perspective, it is essential to understand which items/statements within the three significant contents contribute to the overall evaluation of the Psychological Contract. A Multiple Regression analysis using the gap scores and the items comprising the three significant contents with the Overall evaluation of Psychological Contract were performed. Table 5.4 presents the details:

Table no 5.4: Multiple Regression Analysis

CODE	ITEM/STATEMENT	BETA	SIG
C	Healthy Working Environment		
EETC4	Allow informal interaction between supervisors and subordinates	0.24	0.000**
EETC5	Promote competitive spirit	0.08	0.204
EETC6	Promote a spirit of camaraderie and not cut-throat competition	0.11	0.086
EETC7	Physically and Socially safe environment	0.27	0.000**
EETC10	Work accordingly strictly defines a set of rules	0.05	0.286
EETC15	An environment free of power and politics	0.47	0.000**
B	Reward and Recognition from Top Management		
EETC9	Pay for any overtime I do	0.18	0.000**
EETC11	Do only what is necessary to get the job done	0.01	0.918
EETC12	Loyalty to the organization is defined by the terms of my contract	0.05	0.291
EETC13	Clarity on career paths in the company	0.19	0.000**
EETC14	Identify and reward the hardworking and high performing employees	-0.02	0.732
EETC16	Immediate recognition and appreciation for good work	-0.06	0.224

B	Work-Life Balance		
EERC12	Flexibility to prioritize and seek a balance between personal needs and work demand	0.41	0.000**
EERC13	Support me in maintaining Work-Life balance	0.19	0.010**
EERC14	Concern for my long term well-being	-0.04	0.349
EERC23	Concern for personal welfare	-0.01	0.842

Overall F = 9.88, df (16,389), R squared= 0.289, Adjusted R= 0.260.

Healthy working Environment content, items of "An environment free of power and politics," "Physically and Socially safe environment," and "Allow informal interaction between supervisors and subordinates," have the highest relative importance in explaining the overall evaluation of employee Transactional Psychological Contract. Regression equation arrived at is:

$$HWE = \alpha + 0.24 EETC4 + 0.27 EETC7 + 0.47 EETC15 + U_i$$

Similarly, from Reward and Recognition from Top Management, items of "Clarity on career paths in the company" and "pay for any overtime I do," are considered to be more important in explaining the overall evaluation of employee Transactional Psychological Contract.

Regression equation arrived at is:

$$RRTM = \alpha + 0.18 EETC9 + 0.19 EETC13 + U_i$$

Finally, items of "Flexibility to prioritize and seek a balance between personal needs and work demand" and "Support me in maintaining Work-Life balance" are relatively more important in explaining the overall evaluation of employee Relational Psychological Contract from Work-Life balance content.

Regression equation arrived at is:

$$WLB = \alpha + 0.41 EERC12 + 0.19 EERC13 + U_i$$

5.2 Employers' Psychological Contract

As evidenced by the literature that a Psychological Contract is a mutual contract. Therefore it becomes important to understand the mutuality of the Psychological

Contract from the employers' perspective too. There has been a minimal attempt to recognize and measure the Psychological Contract of the employer in the past. Team Leaders or Project leaders or managerial level employees are considered as representatives of the employer. The mission, vision of the organization, is passed on to the lower levels of employees through managerial level employees. An employee normally considers their superiors as employers, i.e., managerial level employees. Therefore, the expectation of managerial level employees from lower-level employees plays an important role in the employment relationship.

5.2.1 Demographic Profile of the Respondents

Table no 5.5: Sample Characteristics of the Participants of Employer Psychological Contract (N=409)

Demographic Variable	Category	Frequency	Percentage
Age (in years)	21-25 years	00	00.00
	26-30 years	00	00.00
	31-35 years	205	50.10
	36-40 years	128	31.30
	41-45 years	56	13.70
	above 45 years	20	04.90
Gender	Male	204	49.90
	Female	205	50.10
	Third Gender	00	00.00
Marital Status	Single	41	10.10
	Married	365	89.20
	Divorced	03	00.70
Working Experience	1-5 years	02	00.50
	6-10 years	178	43.50
	11-15 years	175	42.80
	16-20 years	39	09.50
	21-25 years	12	02.90
	26-30 years	03	00.70
	Above 30 years	00	00.00

Source: Primary survey

Table 5.5 presents a picture of employer respondents for this study. The majority of employers are in the age group between 31-40 years, considered to be middle-aged young population in India. Male and female employers are almost in equal proportion. Nearly 90% are married, and approximately 86% have vast experience between 6-15 years.

5.2.2 Normality of Sample

The data collected has to undergo the assumption of normality. Hence, the normality of data has been measured through two indicators, namely, Skewness and Kurtosis. Skewness and Kurtosis statistics ranging between -3 to +3 signifies the normal distribution of the data (DeCarlo, 1997; Stuart et al., 1994). In the present study, the data is approximately normally distributed, which is evidenced by the Skewness and Kurtosis value ranges from -0.503 to 2.40. The Skewness and Kurtosis values of the items are less than three times the standard error of Skewness and standard error of Kurtosis, respectively, which reflects that the items are more or less normally distributed. The analysis supports the assumption that data is approximately normally distributed, and further tests can be conducted.

5.2.3 Kaiser Meyer Olkin (KMO) Measure of Sampling Adequacy of Psychological Contract

The KMO value of scores on Employer Relational PC is 0.815, and employer Transactional PC is 0.793, suggesting a sufficient sample size relative to the number of items in the scale that was tested (Kaiser, 1974). KMO criteria indicate that the overall KMO value should be above 0.70 to be acceptable.

5.2.4 Gap Analysis

The study further tries to clarify things with the use of the Gap Analysis technique. As mentioned earlier, Gap analysis examines the Expectations and Experience on that item as a determining factor in satisfaction to the respondent (Brown & Swartz, 1989). For doing so, the contents identified initially in Phase I of the study have been considered. There are nine contents of the employer's Psychological Contract, out of which six contents belong to Relational Psychological Contract, and three contents are of Transactional Psychological Contract.

The difference between Expectations and Actual experience is known as the disconfirmation paradigm, and these gaps take place because an individual compares his/her expectations with the actual experiences (Hampton, 1993). The second part of the above objective is to examine the Psychological Contract of Employer.

The potential gaps between employers Expectations and their actual experience related to the Employment relationship are to be regarded as a measurement of Employers' Psychological Contract.

Table no 5.6: Correlation and Mean Gap Score

Code No	Type of Psychological Contract and its Contents	Mean Gap Score	SD	Correlation with the overall evaluation	P-value
	RELATIONAL PC = Contents And Its Attributes				
A	Customer Service and Integrity				
ERRC8	Work with integrity	1.41	1.02	-0.019	0.702
ERRC12	Treat their Customers, respectfully irrespective of circumstances	1.14	1.08	-0.041	0.408
ERRC14	Respond positively to dynamic performance requirements	1.27	1.02	-0.045	0.369
ERRC18	Act with integrity, staying true to the company's value	1.54	1.07	-0.015	0.757
ERRC19	Deliver good work quality and quantity	2.04	0.96	-0.016	0.752
B	Loyalty and Leadership				
ERRC1	Take pride in representing the organization in public	1.49	1.02	-0.020	0.685
ERRC2	Lead, motivate and inspire those below	1.82	0.94	-0.014	0.782
ERRC20	Not to look out for a job elsewhere while working in this	1.78	1.03	-0.045	0.364

	company				
ERRC21	Remain in the organization as long as the company desires	1.23	1.24	-0.042	0.393
C	Adaptability				
ERRC7	Understand that the company can give only limited authority for the employees	0.69	1.05	-0.072	0.143
ERRC10	Uphold the privacy norms of the company	1.63	1.13	-0.136	0.006**
ERRC22	Understand that there will be certain levels of power and politics in the organization and adapt accordingly	1.35	1.05	-0.099	0.861
ERRC23	Ready for redeployment, including change of job profile according to the needs of the company	1.83	1.12	-0.052	0.297
ERRC24	Do not take too much time in adapting/adjusting to workplace requirement	1.37	1.02	-0.079	0.109
D	Commitment				
ERRC5	Not to indulge in activities beyond the call of duty in the name of work-life balance	1.38	1.22	-0.053	0.285
ERRC11	Perform a set of duties allocated and be on schedule	1.80	0.94	-0.002	0.970
ERRC25	Accept challenging performance standards	1.74	1.06	-0.062	0.208
ERRC26	Continually exceed formal accomplishments	1.34	1.11	-0.122	0.014*
E	Achieve Organizational Goals				
ERRC6	Work with each other as a team instead of on competing with each	1.75	1.17	-0.028	0.572

	other				
ERRC9	Employees to be highly competitive and performance-focused	1.70	1.04	-0.129	0.009**
ERRC16	Work for extra hours when required	1.91	0.98	-0.031	0.532
ERRC17	Fulfill a number of responsibilities	1.52	1.01	-0.039	0.431
F	Continuous Learning				
ERRC3	Take the initiative to seek out training both within and outside company to improve their skills	1.31	0.99	-0.046	0.355
ERRC4	Seek out feedback from superior in order to improve performance	1.45	1.12	-0.046	0.356
ERRC13	Optimize their operational/functional skills through company supported training	1.13	0.86	-0.010	0.846
ERRC15	Actively seek opportunity for training and development	1.34	0.94	-0.116	0.018*
	TRANSACTIONAL PC = Contents And Its Attributes				
A	Performance & Privacy				
ERTC2	Protects the organization's image	1.50	0.98	-0.011	0.821
ERTC3	Adequately complete the assigned tasks	1.77	0.93	-0.077	0.120
ERTC5	Uphold the privacy norms of the company	1.45	1.20	-0.134	0.007**
ERTC9	Understand that the company cannot pay significantly more than what the company can afford	1.84	1.03	-0.005	0.917
B	Compliance				
ERTC1	Follow the norms, rules, and	1.40	1.08	-0.071	0.152

	procedures prescribed and defined by the company				
ERTC4	Uphold the norms of the company and not challenge it	1.35	0.87	-0.015	0.758
ERTC8	Seek promotion based on the policy of the organization	1.41	1.22	-0.002	0.975
C	Respect				
ERTC6	Treat their superiors, respectfully irrespective of circumstances	1.75	0.95	-0.044	0.380
ERCT7	Not to humiliate any colleague on the basis of background factors (like gender, caste, religion, region, etc.)	1.76	1.11	-0.024	0.631
ERTC10	Understand that employees belonging to different departments and job profiles may not be necessarily treated equally	1.81	1.09	-0.122	0.014*
ERTC11	Employees to treat their superiors, respectfully irrespective of circumstances	1.64	1.04	-0.025	0.617

Source: Primary data

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

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

Examination of the Gap analysis indicates a significant mixed response in terms of Psychological Contract. Close inspection suggests that few items such as "Uphold the privacy norms of the company (ERRC10)", is significant ($M= 1.63$, $SD=1.13$, $R= - 0.136$, $p =0.006$, $p= < 0.01$) from Adaptability content, though the other attributes are not substantial but are negatively associated with the overall evaluation of employer Relational Psychological Contract.

Similarly, for Commitment content, item coded ERRC26, "Continually exceed formal accomplishments", is significant ($M= 1.34$, $SD= 1.11$, $R= -0.122$, $p= 0.014$, $p<0.05$).

But the other attributes are not significant but negatively correlated to the over-evaluation of the employer's Relational Psychological Contract.

In case of Achieving organizational goals, item code ERRC9, "Employees to be highly competitive and performance-focused," is significantly related to overall evaluation of employer Relational Psychological Contract (M= 1.70, SD= 1.04, R= - 0.129, p= 0.009, p<0.01) from the above-mentioned content, though the other attributes of content may not look significant but are negatively correlated to overall evaluation of employer Relational Psychological Contract.

Another content of employer Relational Psychological Contract i.e. Continues learning, wherein attribute coded as ERRC15, "Actively seek opportunity for training and development", is significantly related to overall evaluation of employer Relational Psychological Contract (M= 1.34, SD= 0.94, R= -0.116, p= 0.018, p<0.05). The other attributes of the content are not significant but are negatively correlated with the overall evaluation of employer Relational Psychological Contract.

One content of employer Transactional Psychological Contract, i.e., Performance and Privacy, attribute coded as ERTC5 "Uphold the privacy norms of the company," is significantly related to the overall evaluation of employer Transactional Psychological Contract (M= 1.45, SD= 1.20, R= -0.134, p= 0.007, p<0.01). The other attributes are insignificant but are negatively correlated with the overall evaluation of employer Transactional Psychological Contract.

Another content of employer Transactional Psychological Contract, i.e., Respect, item coded as ERTC10 "Understand that employees belonging to different departments and job profiles may not be necessarily treated equally," is significantly negatively correlated with overall evaluation of employer Transactional Psychological Contract (M= 1.81, SD= 1.09, R= -0.122, p= 0.014, p<0.05). The other attributes are insignificant but are negatively correlated with the overall evaluation of employer Transactional Psychological Contract.

To conclude, we can say that the items of Employer Relational Psychological Contract coded as ERRC10, ERRC26, ERRC9, and ERRC15 are negatively correlated to the overall evaluation of Employer Relational Psychological Contract, and a significant Breach has occurred. Similarly, items of Employer Transactional

Psychological Contract coded as ERTC5 and ERTC10 are negatively correlated to the overall evaluation of the Employer Transactional Psychological Contract, and a significant Breach has occurred. Hence, the findings support hypothesis 2.

5.3 Correlation Analysis of Employee Psychological Contract Breach and Outcomes

With the examination of the Gap score having a significant negative relationship with the overall evaluation of the Psychological Contract, the researcher concludes that the Psychological Contract of the employees has been breached. The second objective of the study is to examine the relationship between the type of Psychological Contract Breach and employee outcomes in IT companies in India. To achieve the goal, the hypothesis formulated has been tested using correlation analysis with the variables in the study. The Hypotheses mentioned earlier are examined here. The Mean, Standard Deviations, and Correlations are presented in table 5.7.

Examination of Mean score indicates that the employees are experiencing a low level of Job Satisfaction ($M=2.46$, $SD= 0.77$), Lower level of Organizational Citizenship Behaviour ($M=2.37$, $SD= 0.69$), Low Perceived Organizational Support ($M=2.39$, $SD= 0.79$) and high level of Turnover Intention ($M=3.47$, $SD= 1.03$). Employees are experiencing a higher level of Relational Psychological Contract Breach ($M=4.13$, $SD= 0.73$), as well as Transactional Psychological Contract Breach ($M=3.27$, $SD= 0.77$). It means the employees have a strong feeling that their Psychological Contract has been breached.

Table no 5.7: Mean, SD and Correlations between Psychological Contract Breach and Employee Outcomes

Mean, SD and Correlations							
VARIABLES	Mean	SD	RPCB	TPCB	JS	OCB	POS
RPCB	4.13	0.73					
TPCB	3.27	0.77	.770**				
JS	2.46	0.77	-.608**	-.648**			
OCB	2.37	0.69	-.397**	-.467**	.646**		
POS	2.39	0.79	-.455**	-.511**	.755**	.645**	
TI	3.47	1.03	.239**	.618**	-.698**	-.242**	-.558**

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

Source: Primary Survey

From the above table no 5.7, we can note that the relation between Relational Psychological Contract Breach and Employee Job Satisfaction is significantly negative. Therefore hypothesis 3 i is supported ($r = -0.608$, significant at the 0.01 level). Breach of employee Relational Psychological Contract decreases Job satisfaction of employees.

Job Satisfaction and Transactional Psychological Contract Breach ($r = -0.648$, significant at the 0.01 level) demonstrates that there is a significant negative relationship between both variables, as evidenced by the correlation matrix. As the organization fails to fulfill Transactional Psychological Contract obligations, employee Job Satisfaction decreases, and vice versa. Thus it is appropriate here accepting hypotheses 3 ii.

Relational Psychological Contract Breach and Organizational Citizenship Behaviour of employees have a significant negative relationship with each other ($r = -0.397$, significant at the 0.01 level), Breach of Relational Psychological Contract of employees will result in negative Organizational Citizenship Behaviour, results in accepting Hypothesis 3 iii.

Transactional Psychological Contract Breach and Organizational Citizenship Behaviour are having a significant negative relationship ($r = -0.467$, significant at the 0.01 level). It means failure to the fulfillment of short term obligations by the

organization will result in negative Organizational Citizenship Behaviour of employees. Therefore the researcher accepts hypothesis 3 iv.

Perceived Organizational Support ($r = -0.455$, significant at the 0.01 level) shares a negative relationship with Relational Psychological Contract Breach. Further, fulfilling Relational obligations will give a feeling to the employees that their organization supports them and cares about their well being. This will reflect on the performance of the employees. Hence the researcher supports hypothesis 3 v.

Transactional Psychological Contract Breach and Perceived Organizational Support shares a negative correlation ($r = -0.511$, significant at the 0.01 level). It presents a clear picture that fulfilling transactional expectations of employees means a lot for the employees that gives a feeling that the organization supports and cares for their employees. Thus it supports hypothesis 3 vi.

In the case of employees Turnover Intention ($r = 0.239$, significant at the 0.01 level) and Relational Psychological Contract Breach, one can observe a positive relationship. As the organization fails to fulfill its obligations towards its employees, it results in Relational Psychological Contract Breach of employees resulting in higher turnover intentions as evidenced by the correlation analysis, hence the researcher accepts the above hypothesis 3 vii. Transactional Psychological Contract Breach and Turnover Intention have a positive relationship with each other ($r = 0.618$, significant at the 0.01 level). Employees' intention to leave the organization increases with organization non-fulfilling employees Transactional obligations. With this evidence presented in the correlation matrix, the researcher accepts hypothesis 3 viii.

5.4 Relationship between the Employee Outcomes

This study makes several contributions to the existing literature and in the field of Psychological Contract. The study also tried to examine the interrelationship between various employee outcome variables considered in the study. The results are discussed under:

5.4.1 Job Satisfaction and Organizational Citizenship Behaviour

It finds here a significant positive relationship between Job Satisfaction and Organizational Citizenship behavior ($r = 0.646$, $p < 0.01$). This indicates that an

increase in employee Job Satisfaction increases the Organizational Citizenship Behaviour of the employees. The employee develops a positive outlook towards their organization.

5.4.2 Job Satisfaction and Perceived Organizational Support

A significant strong positive relationship was discovered between Employee Job Satisfaction and Perceived Organizational Support ($r= 0.755, p < 0.01$). This explains that the employees who perceive that their organization supports them care about their well being etc. result in increased Job Satisfaction.

5.4.3 Job Satisfaction and Turnover Intention

There is a strong negative relationship between employee Job Satisfaction and Turnover Intention of employees ($r= - 0.698, p < 0.01$). This means that when employees are dissatisfied with their job, their intention to leave the job and organization becomes stronger. One reason why employees are dissatisfied with their current job could be a Breach in their Psychological Contract.

5.4.4 Perceived Organizational Support and Organizational Citizenship Behaviour

The correlation matrix presents a strong positive relation between the variables ($r= 0.645, p < 0.01$). When employee perceives that their organization supports them, employees perform more on their Organizational Citizenship Behaviour. In other words, there is positive organizational citizenship behavior when the organization supports employees.

5.4.5 Organizational Citizenship Behaviour and Turnover intention

A low significant negative relationship is observed between Organizational Citizenship Behaviour and Turnover intention of employees ($r= - 0.242, p < 0.01$). A low or negative level of Organizational Citizenship Behaviour will increase the Turnover Intention of employees. However, it may not always result in an actual turnover as the relationship is not strong enough. Organizational Citizenship Behaviour is negatively related to Intention to quit the job or the organization itself.

5.4.6 Turnover Intention and Perceived Organizational Support

Significant support is provided in favor of the negative relationship between Turnover Intention and Perceived Organizational Support ($r = -0.558$, $p < 0.01$). As the employee perceives a low level of organizational support, their Intention to leave the employment becomes stronger than that of others.

CHAPTER VI

ROLE OF DEMOGRAPHIC VARIABLES IN PSYCHOLOGICAL CONTRACT

6.1 Data Analysis and Interpretation

This chapter presents the various inferential analyses and the moderation analysis conducted to examine the role of the demographic variable in PCB. The researcher undertook Hierarchical Multiple Regression Analysis with Andrew Hayes's process to examine the moderation effect. The primary data collected is analyzed and tabulated using SPSS 20.0 to test the hypothesis presented earlier.

Two types of analyses have been undertaken to achieve the above-mentioned objective. One part deals with the inferential analysis using the T-test and one-way ANOVA, and the second part deals with Hierarchical Multiple Regression Analysis with the Andrew Hayes process.

In moderation, we specifically look for the effect of the moderating variable. The analyses are undertaken by using a process written by Andrew F. Hayes. The output of this process is used to prepare an Interaction plot for visual inspection and to check the effect of moderation.

The hypotheses formulated and tested are discussed hereafter:

6.1.1 Gender and the Psychological Contract Breach

The difference between the two groups in the mean scores of the variables is studied using a T-test for significance and has been discussed in this section.

Table no 6.1: T-test Analysis of Gender and Psychological Contract Breach

Type of PCB and Outcomes	Gender				t value	p-value
	Male		Female			
	Mean	SD	Mean	SD		
RPCB	3.86	1.46	3.91	1.50	- 1.01	0.31
TPCB	3.74	1.46	3.68	1.46	1.20	0.22
JS	2.88	0.77	2.82	0.74	0.82	0.41

OCB	3.37	0.69	3.38	0.70	0.07	0.92
POS	3.03	1.58	2.94	1.60	1.43	0.15
TI	3.49	1.04	3.44	1.01	0.47	0.64

Source: Primary Data

As can be noted from table no 6.1, an independent sample t-test was conducted to compare the mean difference between the Male and Female employees about their Relational Psychological Contract Breach. The result shows that the t-test is not significant, $t(404) = -1.01, p = 0.31, p > 0.05$, two-tailed with Male employees (Mean = 3.86, SD = 1.46) scoring slightly lower than the Female employees (Mean = 3.91, SD = 1.50). The magnitude of the Mean difference is small (-0.05, 95% CI: -

0.15 to 0.05). Hence, the researcher can conclude that there is no significant difference between Male and Female employees about their Relational Psychological Contract Breach.

About testing the mean difference between employees Gender and their Transactional Psychological Contract Breach, a t-test was conducted. The result shows t-test is not significant, $t(404) = 1.20, p = 0.22, p > 0.05$, two-tailed with Male employees (Mean = 3.74, SD = 1.46) scoring slightly lower than the Female employees (Mean = 3.68, SD = 1.46). The magnitude of the Mean difference is small (0.06, 95% CI: -0.04 to 0.15). Therefore the researcher fails to reject Null hypotheses and concludes that Male and female employees in the Indian IT industry do not differ significantly about their Transactional Psychological Contract Breach.

A independent sample t-test was carried out to compare the mean difference between Male and Female employees about their Job Satisfaction. The result shows that the t-test is not significant, $t(404) = 0.82, p = 0.41, p > 0.05$, two-tailed with Male employees (Mean = 2.88, SD = 0.77) scoring slightly higher than the Female employees (Mean = 2.82, SD = 0.74). The magnitude of the Mean difference is small (0.06, 95% CI: -0.09 to 0.22). Hence, the researcher can conclude that there is no significant difference between Male and Female employees about their Job Satisfaction.

A independent sample t-test was carried out to compare the mean difference between the Male and Female employees about OCB. The result shows that the t-test is not

significant, $t(404) = -0.07$, $p = 0.92$, $p > 0.05$, two-tailed with Male employees (Mean = 3.37, SD = 0.69) scoring slightly lower than the Female employees (Mean = 3.38, SD = 0.70). The magnitude of the Mean difference is small (-0.01, 95% CI: -0.14 to 0.13). Hence, the researcher can conclude that there is no significant difference between Male and Female employees about OCB.

With regard to testing the mean difference between employees Gender and the POS, a t-test was conducted. The result shows t-test is not significant, $t(404) = 1.43$, $p = 0.15$, $p > 0.05$, two-tailed with Male employees (Mean = 3.03, SD = 1.58) scoring slightly higher than the Female employees (Mean = 2.94, SD = 1.60). The magnitude of the Mean difference is small (0.09, 95% CI: -0.03 to 0.21). Therefore, the researcher fails to reject Null hypotheses and concludes that Male and female employees in the Indian IT industry do not differ significantly concerning POS.

A independent sample t-test has been conducted to compare the mean difference between the Male and Female employees about employees TI. The result shows that the t-test is not significant, $t(404) = 0.47$, $p = 0.64$, $p > 0.05$, two-tailed with Male employees (Mean = 3.49, SD = 1.04) scoring slightly higher than the Female employees (Mean = 3.44, SD = 1.01). The magnitude of the Mean difference is small (0.05, 95% CI: -0.16 to 0.26). Hence, the researcher can conclude that there is no significant difference between Male and Female employees concerning TI.

Since the p-value for all the above variables is > 0.05 , the researcher fails to reject the hypothesis no 4 and concludes that there is no significant difference between employees gender about the type of Psychological Contract Breach and employee outcomes.

Table no 6.2: Hierarchical Multiple Regression with Andrew Hayes process of Gender, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : Job_Sati
      X :PCB
W : Gender
Sample Size:      406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
      R          R-sq      MSE          F    df1          df2          p
      .6938      .4814      .3063    124.39743.0000    402.0000    .0000
Model
      coeff      se          t          p          LLCI          ULCI
constant    2.8598    .0275    104.0993 .0000    2.8058    2.9138
PCB          .5312    .0275    19.2842 .0000    .4770    .5853
Gender      -.0429    .0275    -1.5605 .1194    -.0970    .0112
Int_1       -.0324    .0271    -1.1956 .2326    -.0857    .0209
Product terms key:
Int_1      :      PCB          x          Gender
Test(s) of highest order unconditional interaction(s):
      R2-chng          F          df1df2          p
X*W          .0018    1.4294    1.0000402.0000    .2326
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Gender Job_Sati.
BEGIN DATA.
      -1.0000      -.7246    2.3363
      .0000      -.7246    2.8909
      1.0000      -.7246    3.4456
      -1.0000    1.3767    2.3142
      .0000    1.3767    2.8007
      1.0000    1.3767    3.2873
END DATA.
GRAPH/SCATTERPLOT=
PCB          WITH          Job_Sati BY          Gender.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:
95.0000
NOTE: The following variables were mean-centered prior to analysis:
Gender          PCB
----- END MATRIX -----
Source: Andrew Hayes Process
```

As seen from table no 6.2, the first model includes two variables Psychological Contract Breach and Gender. These variables account for a noteworthy amount of variation in Employees Job Satisfaction, $R^2 = 0.481$, $F(3, 402) = 124.397$, $p < 0.05$.

The moderating effect can be observed in the second model with the interaction variable, which did not account for a significant variance, $\Delta R^2 = 0.001$, $F(1, 402) = 1.429$, $p = 0.232$, $b = -.0324$, $t(402) = -1.1956$, $p > 0.05$. Hence, the researcher rejects hypothesis no 5.i that Gender moderate relationship between PCB and employees Job Satisfaction. To avoid high multicollinearity, the variables were centered, and an interaction term between Psychological Contract Breach and Gender was created (Aiken & West, 1991).

Table no 6.3: Hierarchical Multiple Regression with Andrew Hayes process of Gender, PCB and Organizational Citizenship Behaviour

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : OCB
      X :PCB
W : Gender
Sample Size:      406
*****
OUTCOME VARIABLE: OCB
Model Summary
R          R-sq      MSE          F      df1      df2      p
.4694      .2203      .3741      37.8666  3.0000  402.0000  .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.3746   .0304  111.1408 .0000   3.3149  3.4343
PCB        .3245   .0304  10.6580 .0000   .2646   .3843
Gender    -.0047   .0304  -.1550  .8769  -.0645   .0551
Int_1     -.0171   .0300  -.5713  .5681  -.0760   .0418
Product terms key:
Int_1      :      PCB      x      Gender
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0006   .3264   1.0000  402.0000  .5681
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Gender OCB.
BEGIN DATA.
      -1.0000   -.7246   3.0412
      .0000    -.7246   3.3780
      1.0000   -.7246   3.7149
      -1.0000   1.3767   3.0672
      .0000    1.3767   3.3681
      1.0000   1.3767   3.6691
END DATA.
GRAPH/SCATTERPLOT=
PCB      WITH      OCB      BY      Gender.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:
95.0000
NOTE: The following variables were mean-centered prior to analysis:
Gender      PCB
----- END MATRIX -----

```

Source: Andrew Hayes process

From table no 6.3, we can note that the first model comprises two variables Psychological Contract Breach and Gender. It is observed that these variables account for a significant amount of variance in Employees OCB, $R^2 = 0.220$, $F(3,402) = 37.866$, $p < 0.05$, which is a significant model.

Further to check the moderating effect, the interaction variable can be looked into. The result did not show a significant variance, $R^2 = 0.0006$, $F(1,402) = 0.326$, $p = 0.568$, $b = -0.017$, $t(402) = -0.571$, $p > 0.05$. On this basis the researcher reject hypothesis no 5 ii that says that Gender moderate relationship between PCB and OCB.

Table no 6.4: Hierarchical Multiple Regression with Hayes process of Gender, PCB and Perceived Organizational Support

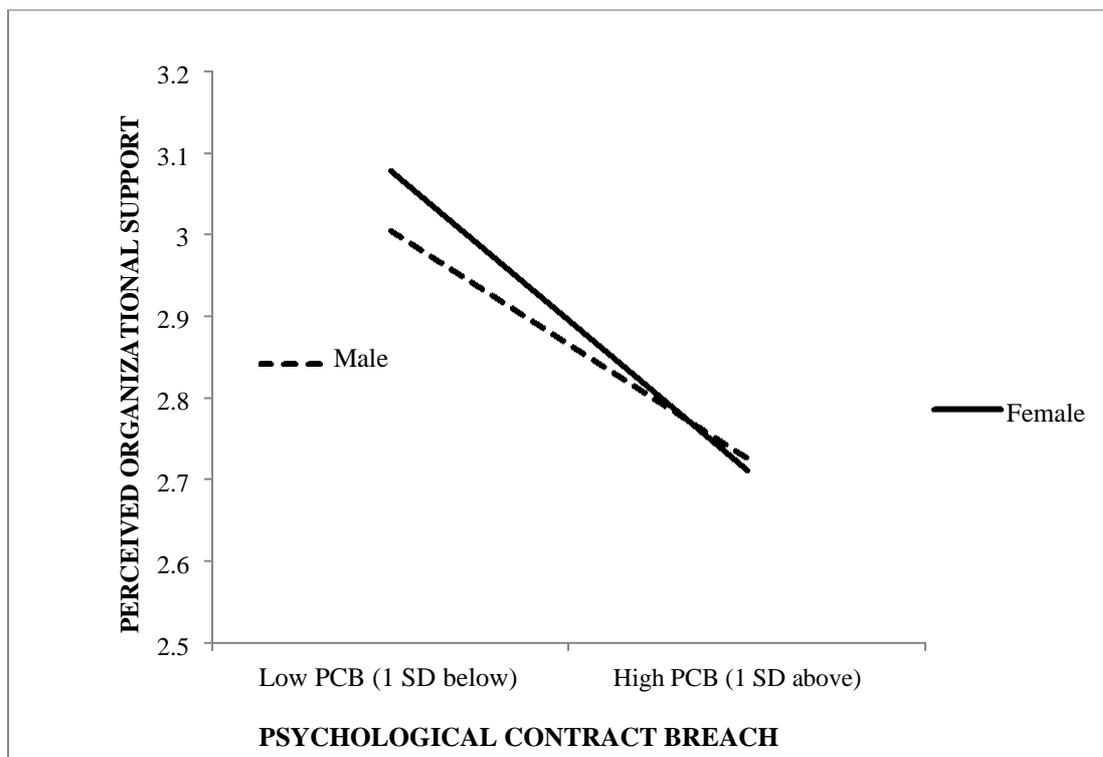
```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : POS
      X :PCB
W : Gender
Sample Size:      406
*****
      OUTCOME VARIABLE:POS
      Model Summary
      R          R-sq          MSE          F          df1          df2          P
      .5472      .2994          .2489          57.2671      3.0000      402.0000      .0000
      Model
      coeff se          t          pLLCI          ULCI
      constant  2.9967.0248      121.008      .0000      2.9480      3.0454
      PCB        .3201.0248          12.8917      .0000      .2713      .3689
      Gender     -.0486.0248          1.9609      .0506      .0974      .0001
      Int_1      .0570.0244          -2.3341      .0201      -.1051      -.0090
      Product terms key:
      Int_1 :   PCB          x          Gender
      Test(s) of highest order unconditional interaction(s):
      R2-chng          F          df1          df2          p
      X*W              .0095          5.4479          1.0000      402.0000          .0201
-----
      Conditional effects of the focal predictor at values of the
      moderator(s):
      Gender          Effect          se          t          p          LLCI          ULCI
      -.7246          .3614          .0313          11.5641      .0000          .3000          .4229
      1.3767          .2416          .0407          5.9319      .0000          .1615          .3217
      Data for visualizing the conditional effect of the focal predictor:
      Paste text below into a SPSS syntax window and execute to produce plot.
      DATA LIST FREE/
      PCB          Gender          POS.
      BEGIN DATA.
      -1.0000      -.7246          2.6705
      .0000        -.7246          3.0319
      1.0000        -.7246          3.3933
      -1.0000      1.3767          2.6881
      .0000        1.3767          2.9297
      1.0000        1.3767          3.1713      END DATA.
      GRAPH/SCATTERPLOT PCB          WITH          POS          BYGender.
      ***** ANALYSIS NOTES AND ERRORS *****
      Level of confidence for all confidence intervals in output:95.0000
      NOTE: The following variables were mean-centered prior to analysis:
      Gender PCB          ----- END MATRIX -----
```

Source: Andrew F Hayes process

In the first model, two variables PCB and Gender were included, as noted from table no 6.4. These variables accounted for a considerable amount of difference in POS, $R^2 = 0.299$, $F(3,402) = 57.267$, $p < 0.05$. To avoid high multicollinearity, the variables were centered, and an interaction term between PCB and Gender was created (Aiken & West, 1991).

Further to check the moderating effect the interaction variable was included in the second regression model, which also accounted for a significant variance, $\Delta R^2 = 0.0095$, $F(1, 402) = 5.447$, $p = 0.020$, $b = .0570$, $t(402) = -2.334$, $p < 0.05$. The examination of the results shows that the moderating variable is significant in predicting the POS. It is also to be noted that as the level of Psychological Contract Breach increases, the employees perceive less organizational support. Therefore, the researcher accepts Hypothesis no 5 iii that Gender moderates the relationship between PCB and POS.

Figure no 6.1: Interaction plot of Moderating role of Gender on PCB – POS relationship.



Source: Andrew Hayes process

Aiken and West (1991) suggested to plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean), to acquire additional insights into the nature of the interaction effect. The sample is classified into two categories i.e., Male and Female, for plotting the interactions. Visual inspection of the interaction plot in figure no 6.1, shows that there is Interaction taking place between the outcome variable and the moderator variable. At a Higher level of PCB, Male and Female employees have Low Perceived Organizational Support.

Table no 6.5: Hierarchical Multiple Regression with Andrew Hayes process of Gender, PCB and Turnover Intention

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y: TI
  X: PCB
  W: Gender
Sample Size: 406
*****
OUTCOME VARIABLE: TI
Model Summary
R          R-sq      MSE          F      df1    df2      p
.2466     .0608     1.0108     8.6753  3.0000  402.0000  .0000
Model
      coeff      se      t      p  LLCI      ULCI
constant  3.4670   .0499  69.4659  .0000  3.3689  3.5652
PCB       -.2457   .0500  -4.9100  .0000  -.3441  -.1473
Gender    -.0195   .0500  -.3907   .6962  -.1178  .0787
Int_1     .0767   .0492   1.5585  .1199  -.0201  .1735
Product terms key:
Int_1    :      PCB      x      Gender
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0057    2.4288    1.0000    402.0000    .1199
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce
plot.
DATA LIST FREE/
  PCB      Gender      TI.
BEGIN DATA.
  -1.0000   -.7246    3.7825
   .0000   -.7246    3.4812
   1.0000   -.7246    3.1799
  -1.0000   1.3767    3.5802
   .0000   1.3767    3.4402
   1.0000   1.3767    3.3001 END DATA.
GRAPH/SCATTERPLOT=
PCB      WITH      TI      BY      Gender.
***** ANALYSIS NOTES AND ERRORS ***** Level
of confidence for all confidence intervals in output:95.0000 NOTE:
The following variables were mean-centered prior to analysis: Gender
PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

In the first model, two variables PCB and Gender and one outcome variable TI were entered as observed from table no 6.5. These variables accounted for a significant amount of variance on employees TI, $R^2 = 0.060$, $F(3,402) = 8.675$, $p < 0.05$. The model is significant.

Further to check the moderating effect, the interaction variable was included in the second model, which did not account for a significant variance, $R^2 = 0.005$, $F(1, 402) = 2.428$, $p = 0.119$, $b = 0.076$, $t(402) = 1.558$, $p > 0.05$. Hence, the researcher rejects the hypothesis no 5 iv, that Gender moderates the relationship between PCB and TI.

6.1.2 Marital Status and the Psychological Contract Breach

Table no 6.6: T-test analysis of Marital status and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes

Type of PCB and Outcomes	Marital Status				t value	p-value
	Single		Married			
	Mean	SD	Mean	SD		
RPCB	3.82	1.49	3.92	1.46	- 2.09	0.03**
TPCB	3.66	1.48	3.76	1.44	- 2.16	0.03**
JS	2.89	0.73	2.84	0.79	0.72	0.47
OCB	3.40	1.59	3.36	1.75	0.55	0.58
POS	2.93	1.57	3.04	1.61	- 1.75	0.04**
TI	3.52	0.99	3.43	1.06	0.86	0.39

Source: Primary Survey

**** Denotes significance at 5 % level**

As noted from table no 6.6, an independent sample t-test was conducted to compare the mean difference between the Single and married employees about the Relational Psychological Contract Breach. The result of the t-test is significant, $t(404) = - 2.09$, $p = 0.03$, $p < 0.05$, two-tailed with single employees (Mean = 3.82, SD = 1.49), scoring lower than the married employees (Mean = 3.92, SD = 1.46). The magnitude of the Mean difference is small (- 0.10, 95% CI: - 0.19 to - 0.01). Hence, we can

conclude that there is a significant difference between Single and Married employees about their Relational Psychological Contract Breach.

With regard to test the mean difference between the employees marital status and Transactional Psychological Contract Breach, t-test shows that the result is significant, $t(404) = -2.16, p = 0.03, p < 0.05$, two-tailed with Single employees (Mean = 3.66, SD = 1.48) scoring slightly lower than the Married employees (Mean = 3.76, SD = 1.44). The magnitude of the Mean difference is small (- 0.10, 95% CI: - 0.19 to - 0.01). Therefore, the researcher concludes that employees who are single and married differ significantly in their Transactional Psychological Contract Breach.

With regard to the mean difference between the employees who are single and married and their Job Satisfaction, the result shows that the t-test is not significant, $t(404) = 0.72, p = 0.47, p > 0.05$, two-tailed with single employees (Mean = 2.89, SD = 0.73) scoring slightly higher than the Female employees (Mean = 2.84, SD = 0.79). The magnitude of the Mean difference is small (0.05, 95% CI: - 0.10 to 0.21). Hence, it is right to conclude that there is no significant difference between married and single employees concerning their Job Satisfaction in the IT sector.

With regard to marital status and OCB, the result shows that the t-test is not significant, $t(404) = -0.55, p = 0.58, p > 0.05$, two-tailed with single employees (Mean = 3.40, SD = 1.59) scoring slightly higher than the married employees (Mean = 3.36, SD = 1.75). The magnitude of the Mean difference is small (0.04, 95% CI: - 0.10 to 0.17). Hence, it is concluded that there is no notable difference between married and unmarried employees concerning OCB.

With regard to testing the mean difference between employees' marital status and the Perceived Organizational Support, a t-test was conducted. The result shows that the t-test is significant, $t(404) = -1.75, p = 0.04, p < 0.05$, two-tailed with Unmarried/Single employees (Mean = 2.93, SD = 1.57), scoring slightly lower than the Married employees (Mean = 3.04, SD = 1.61). The magnitude of the Mean difference is small (0.11, 95% CI: - 0.22 to 0.01). Therefore, the researcher concludes that single and married employees in the Indian IT industry differ significantly concerning POS.

An independent sample t-test was conducted to compare the mean difference between the Married and Unmarried employees concerning their Turnover Intention. The result shows that the t-test is not significant, $t(404) = 0.86$, $p = 0.39$, $p > 0.05$, two-tailed with Single employees (Mean = 3.52, SD = 0.99) scoring slightly higher than the married employees (Mean = 3.43, SD = 1.06). The magnitude of the Mean difference is small (0.09, 95% CI: - 0.16 to 0.30). Hence one can conclude that there is no meaningful difference between married and unmarried employees concerning Turnover Intention.

The overall conclusion for hypothesis 4 is that there exists a significant difference between RPCB, TPCB, and POS, resulting in partial support for hypothesis 4. No significant difference has been observed concerning JS, OCB, and TI.

Table no 6.7: Hierarchical Multiple Regression with Hayes process of Marital status, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : Job_Sati
  X :PCB
W :M_S
Sample Size: 406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
R          R-sq      MSE      F          df1      df2      p
.6908     .4772     .3087    122.3316   3.0000   402.0000 .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  2.8596   .0276  103.6208 .0000   2.8053   2.9138
PCB        .5280   .0276   19.1053 .0000   .4737   .5823
M_S       -.0188   .0276   -.6815 .4960  -.0732   .0355
Int_1      .0130   .0283    .4616 .6446  -.0425   .0686
Product terms key:
Int_1      :      PCB      x      M_S
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0003   .2130   1.0000  402.0000   .6446
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      M_S Job_Sati.
BEGIN DATA.
      -1.0000   -1.0000   2.3635
      .0000    -1.0000   2.8784
      1.0000   -1.0000   3.3934
      -1.0000    .0000   2.3316
      .0000     .0000   2.8596
      1.0000     .0000   3.3876
      -1.0000    1.0000   2.2997
      .0000     1.0000   2.8408
      1.0000    1.0000   3.3818 END DATA.
GRAPH/SCATTERPLOT= PCB WITH      Job_Sati BY M_S.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
M_S      PCB
----- END MATRIX -----
```

Source: Andrew Hayes process

As noted from table no 6.7, the first model comprises two variables PCB and Marital status. It can be observed from the above table that these variables estimated for a major amount of difference in Employees Job Satisfaction, $R^2 = 0.477$, $F(3,402) = 122.331$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect, the interaction variable was included in the second Regression model. The result did not show a significant variance $R^2 = 0.000$, $F(1, 402) = 0.213$, $p = 0.644$, $b = 0.013$, $t(402) = 0.461$, $p > 0.05$. On this basis, the researcher rejects hypothesis no 7 i, which assumes that marital status moderates the relationship between PCB and Employees Job Satisfaction.

Table no 6.8: Hierarchical Multiple Regression with Hayes process of Marital status, PCB and Organizational Citizenship Behaviour

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : OCB
  X : PCB W
  :M_S
Sample Size: 406
*****
OUTCOME VARIABLE: OCB
Model Summary
R          R-sq      MSE      F      df1      df2      p
.4701     .2210     .3738    38.0180  3.0000  402.0000 .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.3752    .0304  111.1532 .0000    3.3155    3.4349
PCB        .3239    .0304   10.6523 .0000    .2641     .3837
M_S       -.0019    .0304   -.0626  .9501   -.0617     .0579
Int_1     .0261    .0311    .8393  .4018   -.0350     .0873
Product terms key:
Int_1 :      PCB      x      M_S
Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0014      .7045    1.0000  402.0000    .4018
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      M_S OCB.
BEGIN DATA.
      -1.0000    -1.0000    3.0793
      .0000     -1.0000    3.3771
      1.0000    -1.0000    3.6749
      -1.0000     .0000    3.0513
      .0000     .0000    3.3752
      1.0000     .0000    3.6992
      -1.0000    1.0000    3.0233
      .0000     1.0000    3.3733
      1.0000    1.0000    3.7234END DATA.
GRAPH/SCATTERPLOT = PCB      WITH      OCB      BY M_S.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
M_S      PCB
----- END MATRIX -----
```

Source: Andrew Hayes process

As seen in table no 6.8, the first model comprises two variables PCB and Marital status. It can be observed that these variables accounted for a noteworthy quantity of variance in OCB, $R^2 = 0.221$, $F(3, 402) = 38.018$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect, the interaction variable was included into Regression model. The result did not show a significant variance, $R^2 = 0.001$, $F(1, 402) = 0.704$, $p = 0.401$, $b = 0.026$, $t(402) = 0.839$, $p > 0.05$. Therefore, the researcher rejects the hypothesis no 7. ii, that marital status moderates relationship between Psychological Contract Breach and OCB.

Table no 6.9: Hierarchical Multiple Regression with Andrew Hayes process of Marital status, PCB and Perceived Organizational Support

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : POS
  X :PCB W
  :M_S
Sample Size: 406
*****
OUTCOME VARIABLE: POS
Model Summary
R          R-sq      MSE          F          df1   df2          p
.5454      .2974      .2496      56.7337    3.0000  402.0000  .0000
Model
      coeff      se          t          p   LLCI      ULCI
constant  2.9938    .0248    120.6608  .0000    2.9450  3.0425
PCB        .3172    .0248    12.7665   .0000    .2684   .3661
M_S        .0588    .0248     2.3653   .0185    .0099   .1076
Int_1     -.0423    .0254    -1.6624   .0972   -.0922   .0077
Product terms key:
Int_1      :      PCB      x      M_S
Test(s) of highest order unconditional interaction(s):
R2-chng          F          df1          df2          p
X*W      .0048      2.7634      1.0000      402.0000      .0972
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      M_S POS.
BEGIN DATA.
      -1.0000      -1.0000      2.5755
      .0000      -1.0000      2.9350
      1.0000      -1.0000      3.2945
      -1.0000      .0000      2.6765
      .0000      .0000      2.9938
      1.0000      .0000      3.3110
      -1.0000      1.0000      2.7776
      .0000      1.0000      3.0525
      1.0000      1.0000      3.3275 END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      POSBY      M_S.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
M_S      PCB
----- END MATRIX -----

```

Source: Andrew Hayes process

The first model has two variables PCB and marital status, as can be noted from table no 6.9. These variables accounted for a significant amount of variance on employees POS, $R^2 = 0.297$, $F(3, 402) = 56.733$ $p < 0.05$. The model is significant.

Further, to check the moderating effect, the interaction variable was included in the second regression model, which did not account for a significant variance, $R^2 = 0.004$, $F(1, 402) = 2.763$, $p = 0.097$, $b = -0.0423$, $t(402) = -1.662$, $p > 0.05$. Hence, the Hypothesis 7 iii, is to be rejected, that marital status moderates the relationship between PCB and POS.

Table no 6.10: Hierarchical Multiple Regression with Andrew Hayes process of Marital status, PCB and Turnover Intention

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : TI
X : PCB
W : M_S
Sample Size: 406
*****
OUTCOME VARIABLE: TI
Model Summary
R          R-sq      MSE      F      df1      df2      p
.2414     .0583     1.0135    8.2923  3.0000   402.0000  .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.4706   .0500   69.4096 .0000    3.3724   3.5689
PCB       -.2424   .0501  -4.8411 .0000   -.3409  -.1440
M_S      -.0388   .0501  -.7753  .4386   -.1372   .0596
Int_1     .0485   .0512   .9458  .3448   -.0523   .1492
Product terms key:
Int_1      :      PCB      x      M_S
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0021   .8946   1.0000  402.0000  .3448
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      M_S      TI.
BEGIN DATA.
      -1.0000   -1.0000   3.8003
      .0000    -1.0000   3.5095
      1.0000   -1.0000   3.2186
      -1.0000   .0000    3.7131
      .0000    .0000    3.4706
      1.0000   .0000    3.2282
      -1.0000   1.0000   3.6258
      .0000    1.0000   3.4318
      1.0000   1.0000   3.2379END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      TI      BY      M_S.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
M_S      PCB
----- END MATRIX -----
```

Source: Andrew Hayes process

As observed from table no 6.10, Psychological Contract Breach, Marital status, and Turnover Intention were included in the first model. These variables accounted for a significant amount of variance on employees Turnover Intention, $R^2 = 0.058$, $F(3, 402) = 8.292$, $p < 0.05$. The model is significant.

Further, to check the moderating effect, the interaction variable was included in the regression model, which did not account for a significant variance, $R^2 = 0.002$, $F(1, 402) = 0.894$, $p = 0.344$, $b = 0.046$, $t(402) = 0.945$, $p > 0.05$. Therefore, it is preferred to reject Hypothesis no 7 iv, that marital status moderates the relationship between PCB and employees TI.

6.1.3 Age and the Psychological Contract Breach

Table no 6.11: One-way ANOVA for significant difference between employees Age and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes.

Factors/ Variable	Age group in years					F value	P value	Partial eta squared
	21-25	26-30	31-35	36-40	41-45			
RPCB	4.13 c (1.31)	4.03 b (1.49)	3.85 a (1.47)	3.76 a (1.42)	3.73 a (1.57)	8.098	0.000**	0.075
TPCB	3.73 a (1.17)	3.64 a (1.45)	3.68 a (1.46)	3.89 b (1.42)	3.83 b (1.43)	4.159	0.003**	0.040
JS	3.15 c (0.64)	2.99 c (0.74)	2.74 a (0.70)	2.85 b (0.90)	2.81 b (1.02)	2.889	0.022**	0.020
OCB	3.66 c (1.52)	3.37 b (1.56)	3.30 b (1.69)	3.38 b (0.86)	3.19 a (1.01)	2.970	0.019**	0.029
POS	3.15 b (1.46)	2.95 a (1.59)	2.99 a (1.54)	2.97 a (0.74)	2.95 a (0.72)	8.014	0.004**	0.010
TI	3.15 a (0.79)	3.49 b (0.98)	3.58 b (1.01)	3.54 b (1.18)	3.12 a (1.34)	7.192	0.039**	0.021

Source: Primary survey

Notes: 1. The value within the brackets refers to SD

2. ** denotes significance at 5 % level

3. Different alphabet between the age groups denotes significance at 5 % level using Tukey HSD Test.

Table no 6.11 presents the result of one-way ANOVA between the subjects is conducted to compare the effect of Age on the Type of Psychological Contract Breach i.e., Relational Psychological Contract Breach and Transactional Psychological Contract Breach and employee outcomes such as Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention. There is a significant effect of Age on the Type of Psychological Contract Breach and all employee outcomes at a 5 % level of significance for all age groups under the study. Tukey post hoc test has been used to compare means as it is a suitable test for unequal sample size.

There is statistically significant effect of Age on Relational Psychological Contract Breach $F= 8.098 (4,401)$, $P = 0.000$. A post hoc comparison using the Tukey HSD test indicates that the mean score of the age group of 21-25 ($M= 4.13$, $SD= 1.31$) and 26-30 ($M= 4.03$, $SD= 1.49$), is significantly different from all other age groups. This suggests that the younger employees working in Indian IT companies are significantly different towards their Relational Psychological Contract Breach. The different age groups account for 7.5% of the variance in the Relational Psychological Contract Breach. This is the effect size indicated by the partial eta squared. Therefore hypothesis 8 is rejected.

The table 6.11 draws our attention to significant effect of Age on Transactional Psychological Contract Breach $F= 4.195 (4,401)$, $P = 0.003$. A post hoc comparison using Tukey HSD test indicate that the mean score of age group of 21-25 ($M= 3.73$, $SD= 1.47$), 26-30 ($M= 3.64$, $SD= 1.45$) and 31-35 ($M= 3.68$, $SD= 1.46$) are significantly not different from each other. The other two groups of age 36-40 years ($M= 3.89$, $SD= 1.42$) and 41-45 years ($M= 3.83$, $SD= 1.43$) are similar in terms of their mean value. This suggests that the employee in the age of 36 – 45 years is significantly similar to their Transactional Psychological Contract Breach. The different age groups account for 4 % of the variance in the Transactional Psychological Contract Breach. This is the effect size indicated by the partial eta squared. Therefore hypothesis 8 is rejected.

Age also has a significant effect on employee Job Satisfaction, which is evident from the table above, $F= 2.889 (4,401)$, $P = 0.022$. A post hoc comparison using the Tukey HSD test indicates that the mean score of the age group of 21-25 years ($M= 3.15$, $SD= 0.64$) and 26-30 years ($M= 2.99$, $SD= 0.74$) are significantly similar. The other two groups of age 36-40 years ($M= 2.85$, $SD= 0.90$) and 41-45 years ($M= 2.81$, $SD= 1.02$) are similar in terms of their mean value and only one age group of 31-35 ($M= 2.74$, $SD=0.70$) is significantly different from all age groups. The different age groups account for 2.8 % of the variance in the Employee Job Satisfaction. This is the effect size indicated by the partial eta squared. Therefore, hypothesis 8 is rejected.

Age also has a significant effect on employee Organizational Citizenship Behaviour, which is evident from the table above $F= 2.970, (4,401)$, $P = 0.019$. A post hoc comparison using the Tukey HSD test indicates that the mean score of the age group of 21-25 years ($M= 3.66$, $SD= 1.52$) and 41-46 years ($M= 3.19$, $SD= 1.01$) are significantly different from each other as well as different from all other age groups. The other groups of age 26-30 years ($M= 3.37$, $SD= 1.56$) , 31-35 years ($M= 3.30$, $SD= 1.69$) and 36-40 years ($M= 3.38$, $SD= 0.86$) are similar in terms of their mean value. The different age groups account for 2.9 % of the variance in the Employee Organizational Citizenship Behaviour. This is the effect size indicated by the partial eta squared. Therefore, hypothesis 8 is rejected.

Age also has a significant effect on employee Perceived Organizational Support, which is evident from the table above $F= 8.014, (4,401)$, $P = 0.004$. A post hoc comparison using the Tukey HSD test indicates that the mean score of the age group of 21-25 years ($M= 3.15$, $SD= 1.46$) is significantly different from all other age groups. It can be concluded that the newly recruited employees in the age group of 21-25 are different from the other employees. The different age groups account for 1

% of the variance in Employee POS. This is the effect size indicated by the partial eta squared. Therefore the Null hypothesis is rejected.

The table draws our attention to the significant effect of Age on employee Turnover Intention $F= 7.192 (4,401)$, $P = 0.039$. A post hoc comparison using the Tukey HSD test indicates that the mean score of the age group of 21-25 ($M= 3.15$, $SD= 0.79$) and age group 41-45 ($M= 3.12$, $SD= 1.34$) are significantly different from all other age groups in terms of their mean value. The different age groups account for 2.1 % of the

variance in the Employee Turnover Intention, which is the effect size, as indicated by the partial eta squared. Therefore, hypothesis 8 is rejected.

Table no 6.12: Hierarchical Multiple Regression with Andrew Hayes process of Age, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : Job_Sati
      X :PCB
W : Age
Sample Size:      406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
R          R-sq      MSE        F      df1      df2      p
.6917      .4785     .3080     122.9401  3.0000  402.0000  .0000
Model
      coeff      se        t        p      LLCI      ULCI
constant  2.8618    .0277    103.2339 .0000    2.8073    2.9163
PCB        .5279     .0279     18.9179 .0000     .4731     .5828
Age       -.0297     .0281     -1.0575 .2909    -.0850     .0255
Int_1     .0239     .0274      .8713  .3841    -.0300     .0777
Product terms key:
Int_1      :      PCB      x      Age
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0010     .7592     1.0000  402.0000  .3841
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Age Job_Sati.
BEGIN DATA.
      -1.0000     -1.0000     2.3875
      .0000      -1.0000     2.8916
      1.0000     -1.0000     3.3956
      -1.0000      .0000     2.3339
      .0000      .0000     2.8618
      1.0000      .0000     3.3898
      -1.0000     1.0000     2.2803
      .0000      1.0000     2.8321
      1.0000     1.0000     3.3839END DATA.

GRAPH/SCATTERPLOT= PCB WITH Job_Sati BY Age. ***** ANALYSIS
NOTES AND ERRORS ***** Level of confidence for all
confidence intervals in output: 95.0000 NOTE: The following variables
were mean-centered prior to analysis: Age PCB
----- END MATRIX -----
```

Source: Andrew Hayes process

As observed from table no 6.12, in the first model, two variables PCB and Age were included. These variables accounted for a significant level of difference in Employees Job Satisfaction, $R^2 = 0.478$, $F(3,402) = 122.940$, $p < 0.05$.

Further, to check the moderating effect, the interaction variable was entered in the second model, which did not account for a significant variance, $R^2 = 0.001$, F change $(1, 402) = 0.759$, $p = 0.384$, $b = 0.023$, $t(402) = 0.871$, $p > 0.05$. Hence, it is concluded that Age does not moderate the relationship between Psychological Contract Breach and Job Satisfaction, the mentioned hypothesis no 9 i, is rejected. The Collinearity Statistics (TOL and VIF) are within the acceptable limits.

Table no 6.13: Hierarchical Multiple Regression with Hayes process of Age, PCB and Organizational Citizenship Behaviour

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : OCB
      X :PCB W
      : Age
Sample Size:      406
*****
      OUTCOME VARIABLE: OCB
      Model Summary
      R          R-sq      MSE          F    df1          df2          p
      .4788      .2293      .3698      39.8660  3.0000      402.0000      .0000
      Model
      coeff se          t    p          LLCI          ULCI
      constant  3.3799 .0304      111.2656.0000      3.3202      3.4396
      PCB        .3232 .0306      10.5687.0000      .2631      .3833
      Age       -.0546 .0308      -1.7714.0772      -.1151      .0060
      Int_1      .0492 .0300      1.6400.1018      -.0098      .1082
      Product terms key:
      Int_1      :      PCB      x          Age
      Test(s) of highest order unconditional interaction(s):
      R2-chng    F          df1          df2          p
      X*W        .0052    2.6896      1.0000402.0000      .1018
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Age          OCB.
BEGIN DATA.
      -1.0000      -1.0000      3.1605
      .0000        -1.0000      3.4345
      1.0000        -1.0000      3.7084
      -1.0000        .0000      3.0567
      .0000          .0000      3.3799
      1.0000          .0000      3.7031
      -1.0000        1.0000      2.9529
      .0000          1.0000      3.3253
      1.0000        1.0000      3.6977END DATA.
GRAPH/SCATTERPLOT= PCB WITH OCB BY Age.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Age          PCB
----- END MATRIX -----

```

Source: Andrew Hayes process

Table no 6.13, presents the output generated by Andrew Hayes process. The first model consists of two variables Age and PCB. These variables accounted for a significant amount of variance on Employees OCB, $R^2 = 0.229$, $F(3, 402) = 39.866$, $p < 0.05$.

Further to check the moderating effect, the interaction variable was included, which did not account for a significant variance, $R^2 = 0.005$, change in $F(1, 402) = 2.68$, $p = 0.101$, $b = 0.049$, $t(402) = 1.640$, $p > 0.05$. Therefore, the researcher can conclude that Age does not moderate the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour and reject Hypothesis 9 ii.

Table no 6.14: Hierarchical Multiple Regression with Hayes process of Age, PCB and Perceived Organizational Support

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model
1
      Y : POS
      X :PCB W
      : Age
Sample Size:      406
*****
      OUTCOME VARIABLE: POS
      Model Summary
      R          R-sq      MSE          F          df1 df2          p
      .5335      .2847      .2541      53.3223      3.0000  402.0000 .0000
      Model
      coeff      se          t          p LLCI          ULCI
      constant  2.9927      .0252      118.8527      .0000  2.9432  3.0422
      PCB       .3140      .0253      12.3875      .0000  .2642  .3638
      Age       .0087      .0255      .3414      .7329  -.0415  .0589
      Int_1     -.0235      .0249      -.9465      .3445  -.0724  .0253
      Product terms key:
      Int_1      :      PCB      x      Age
      Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1          df2          p
      X*W          .0016      .8959      1.0000      402.0000      .3445
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Age POS.
BEGIN DATA.
      -1.0000      -1.0000      2.6464
      .0000      -1.0000      2.9839
      1.0000      -1.0000      3.3215
      -1.0000      .0000      2.6787
      .0000      .0000      2.9927
      1.0000      .0000      3.3067
      -1.0000      1.0000      2.7109
      .0000      1.0000      3.0014
      1.0000      1.0000      3.2918END DATA.
GRAPH/SCATTERPLOT= PCB WITH POS BY Age.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Age PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

Table 6.14 presents the output generated by the Andrew Hayes process. In the first model, two variables PCB and Age, were included. These variables accounted for a significant level of difference in Employees POS, $R^2 = 0.284$, $F(3, 402) = 53.326$, $p < 0.05$.

To check the moderating effect, the interaction variable was included, that did not account for a significant variance, $R^2 = 0.001$, $F \text{ change}(1, 402) = 0.895$, $p = 0.344$, $b = -0.023$, $t(402) = -0.946$, $p > 0.05$. Therefore, the researcher rejects the Hypothesis no 9 iii, that Age moderates the relationship between PCB and POS.

Table no 6.15: Hierarchical Multiple Regression with Hayes process of Age, PCB and Turnover Intention

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : TI
X :PCB
W : Age
Sample Size:      406
*****
      OUTCOME VARIABLE: TI
      Model Summary
      R          R-sq    MSE          F          df1          df2          p
      .2471      .0611    1.0105     8.7156     3.0000     402.0000    .0000
      Model
      coeff      se          t    p          LLCI          ULCI
      constant  3.4778    .0502    69.2587.0000    3.3790    3.5765
      PCB       -.2313    .0505   -4.5750.0000   -.3306   -.1319
      Age       .0100    .0509    .1964.8444   -.0901   .1101
      Int_1     .0780    .0496    1.5736.1164   -.0195   .1755
      Product terms key:
      Int_1     :      PCB          x      Age
      Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1          df2          p
      X*W          .0058    2.4761    1.0000402.0000    .1164
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Age          TI.
      BEGIN DATA.
      -1.0000     -1.0000     3.7770
      .0000       -1.0000     3.4678
      1.0000      -1.0000     3.1585
      -1.0000      .0000     3.7090
      .0000       .0000     3.4778
      1.0000      .0000     3.2465
      -1.0000     1.0000     3.6410
      .0000       1.0000     3.4878
      1.0000     1.0000     3.3345END DATA.
      GRAPH/SCATTERPLOT= PCB          WITH TI          BY Age.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Age          PCB
----- END MATRIX -----

```

Source: Andrew Hayes Process

As seen from table no 6.15, in the first model, two variables PCB and Age were entered. These variables accounted for a important amount of variation in Employees TI, $R^2 = 0.061$, $F(3,402) = 8.715$, $p < 0.05$.

Further, to check the moderating effect the interaction variable was included in second model, that did not account for a significant variance, $R^2 = 0.005$, $F(1, 402) = 2.476$, $p = 0.116$, $b = 0.078$, $t(402) = 1.574$, $p > 0.05$. Therefore, the researcher reject the Hypothesis no 9 iv, that Age moderates the relationship between PCB and TI.

6.1.4 Educational Qualification and the Psychological Contract Breach

Table no 6.16: One-way ANOVA for significant difference between employees Educational Qualification and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes.

Factors/ variables	Educational Qualification				F Value	P Value	Partial eta squared
	Software Engineer	MCA/ ME	BCA/ BE	Computer Engineer			
RPCB	3.58 a (1.45)	3.90 b (1.59)	3.94 b (1.48)	3.95 b (1.38)	6.592	0.000**	0.049
TPCB	3.67 a (1.42)	3.57 a (1.69)	3.91 b (1.47)	3.78 ac (1.31)	7.143	0.000**	0.051
JS	2.92 c (0.79)	2.43 a (0.60)	2.97 c (0.76)	2.77 b (0.68)	5.833	0.001**	0.042
OCB	3.44 b (0.69)	2.97 a (0.79)	3.43 b (0.63)	3.30 b (0.59)	6.097	0.000**	0.044
POS	3.03 b (1.61)	2.71 a (1.51)	3.11 b (1.58)	2.90 ab (1.52)	5.144	0.002**	0.037
TI	3.41 (1.03)	3.62 (1.11)	3.58 (0.96)	3.49 (1.10)	0.875	0.454	----

Source: Primary survey

Notes: 1. The value within the brackets refers to SD

2. ** denotes significance at 5 % level

3. Different alphabet between the age groups denotes significance at 5 % level using Tukey HSD Test.

Table no 6.16 presents the results of one-way ANOVA between the subjects is conducted to compare the effect of Educational Qualification on the Type of Psychological Contract Breach i.e., Relational Psychological Contract Breach and Transactional Psychological Contract Breach and Employee outcomes such as Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention. We can note that there is a significant effect of Educational Qualification on the Type of Psychological Contract Breach and Employee outcomes except Employee Turnover Intention ($p = 0.454$), at a 5 % level of significance. A Tukey post hoc test has been used to compare means as it is a suitable test for unequal sample size.

There is statistically significant effect of Educational Qualification on Relational Psychological Contract Breach, $F = 6.952 (3,402)$, $P = 0.000$. A post hoc comparison using the Tukey HSD test indicates that the mean score of Software engineers ($M = 3.58$, $SD = 1.45$) is significantly different from all other Educational Qualification groups. Other Educational Qualification group includes MCA/ME ($M = 3.90$, $SD = 1.59$), BCA/BE ($M = 3.94$, $SD = 1.48$), and Computer engineers ($M = 3.95$, $SD = 1.38$) are significantly not different. The different Educational Qualification accounts for 4.9% of the variance in the Relational Psychological Contract Breach. This is the effect size indicated by the partial eta squared. Therefore, hypothesis 10 is rejected.

The table also points out the statistically significant effect of Educational Qualification on Transactional Psychological Contract Breach, $F = 7.143 (3,402)$, $P = 0.000$. A post hoc comparison using Tukey HSD test indicate that the mean score of Software engineers ($M = 3.67$, $SD = 1.42$) and MCA/ME ($M = 3.57$, $SD = 1.69$), are significantly no different from each other. BCA/BE ($M = 3.91$, $SD = 1.47$) differs significantly from all other groups and Computer engineers ($M = 3.78$, $SD = 1.31$) interestingly similar in mean value to Software engineers and MCA/ME. The different Educational Qualification accounts for 5.1% of the variance in the Transactional Psychological Contract Breach. This is the effect size indicated by the partial eta squared. Therefore hypothesis 10 is rejected.

There is a statistically significant effect of Educational Qualification on employees Job Satisfaction, $F = 5.833 (3,402)$, $P = 0.001$. A post hoc comparison using the Tukey HSD test indicates that the mean score of MCA/ME ($M = 2.43$, $SD = 0.60$) is

significantly different from all other Educational Qualification groups. Educational Qualification group, namely Computer engineers (M= 2.77, SD= 0.68), is also significantly different from all other groups, but Software Engineers and BCA/BE are not significantly different from each other. The different Educational Qualification accounts for 4.2% of the variance in the employee's Job Satisfaction. This is the effect size indicated by the partial eta squared. Therefore hypothesis 10 is rejected.

The table also points out the statistically significant effect of Educational Qualification on employee Organizational Citizenship Behaviour, $F= 6.097 (3,402)$, $P = 0.000$. A post hoc comparison using the Tukey HSD test indicates that the mean score of MCA/ME (M= 2.97, SD= 0.79) is significantly different from all other educational qualifications groups. Remaining groups Software engineers (M= 3.44, SD= 0.69), BCA/BE (M= 3.43, SD= 0.63) and Computer engineers (M= 3.30, SD= 0.59), do not differ significantly from each others. The different Educational Qualification accounts for 4.4 % of the variance in employee Organizational Citizenship Behaviour. This is the effect size indicated by the partial eta squared. Therefore, hypothesis 10 is rejected.

There is a statistically significant effect of Educational Qualification on employees' Perceived Organizational Support, $F= 5.144 (3,402)$, $P = 0.002$. A post hoc comparison using the Tukey HSD test indicates that the mean score of MCA/ME (M= 2.71, SD= 1.51) is significantly different from other Educational Qualification groups. Educational Qualification group namely Software engineers (M= 3.03, SD= 1.61) and BCA/BE (M= 3.11, SD= 1.58) are also significantly different from other groups, but Computer Engineers (M= 2.90, SD= 1.52), is not significantly different from MCA/ME, Software Engineers and BCA/BE. The different Educational Qualification accounts for 3.7% of the variance in the employees Perceived Organizational Support. This is the effect size indicated by the partial eta squared. Therefore, hypothesis 10 is rejected.

Interesting to note that Employees Turnover Intention is not significantly related to employees Educational Qualifications, as evidenced by $p>0.05$ ($p=0.454$). It concludes that there is no significant difference between the groups. A post hoc test cannot be conducted to find out the difference between mean groups as they all are similar to each other about employee Turnover Intention.

Table no 6.17: Hierarchical Multiple Regression with Andrew Hayes Process of Educational Qualification, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : Job_Sati
      X :PCB
W : Educatio
Sample Size:      406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7061   .4986   .2961   133.2405  3.0000   402.0000   .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  2.8626   .0273  105.0358  .0000   2.8090   2.9161
PCB        .5461   .0274   19.9486  .0000   .4923   .5999
Educatio  .1068   .0279    3.8258  .0002   .0519   .1617
Int_1     .0245   .0258    .9511  .3421  -.0262   .0752
Product terms key:
Int_1      :      PCB      x      Educatio
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0011   .9045   1.0000   402.0000   .3421
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Educatio Job_Sati.
BEGIN DATA.
      -1.0000   -1.0000   2.2342
      .0000    -1.0000   2.7557
      1.0000   -1.0000   3.2773
      -1.0000   .0000    2.3165
      .0000    .0000    2.8626
      1.0000   .0000    3.4086
      -1.0000   .7331    2.3768
      .0000    .7331    2.9409
      1.0000   .7331    3.5049END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      Job_Sati BY      Educatio .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:      95.0000
NOTE: The following variables were mean-centered prior to analysis:
Educatio PCB
----- END MATRIX -----
Source: Andrew Hayes Process
```

Table 6.17 presents the results of HMR with the Andrew Hayes process. In the first model, two variables of PCB and Educational Qualification were included. These variables showed a significant level of variance in Employees Job Satisfaction, $R^2 = 0.498$, $F(3,402) = 132.240$, $p < 0.05$.

Further, to check the moderating effect, the interaction variable was included in the second model, which did not account for a significant variance, $R^2 = 0.001$, F change $(1, 402) = 0.904$, $p = 0.342$, $b = 0.024$, $t(402) = 0.951$, $p > 0.05$. Hence we can say that Educational Qualification does not moderate the relationship between PCB and JS, the hypothesis 11 i is rejected.

Table no 6.18: Hierarchical Multiple Regression with Andrew Hayes process of Educational Qualification, PCB and Organizational Citizenship Behaviour

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : OCB
      X :PCB
W : Educatio
Sample Size:      406
*****
      OUTCOME VARIABLE: OCB
      Model Summary
      R          R-sq      MSE      F      df1  df2      p
      .4908      .2409      .3643  42.5162  3.0000  402.0000  .0000
      Model
      coeff      se      t      p  LLCI      ULCI
      constant  3.3749  .0302  111.6544  .0000  3.3155  3.4343
      PCB      .3382  .0304  11.1391  .0000  .2785  .3979
      Educatio .1003  .0310  3.2405  .0013  .0395  .1612
      Int_1     .0049  .0286  .1701  .8650  -.0514  .0611
      Product terms key:
      Int_1      :      PCB      x      Educatio
      Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
      X*W          .0001  .0289  1.0000  402.0000  .8650
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Educatio OCB.
BEGIN DATA.
      -1.0000  -1.0000  2.9413
      .0000  -1.0000  3.2746
      1.0000  -1.0000  3.6079
      -1.0000  .0000  3.0367
      .0000  .0000  3.3749
      1.0000  .0000  3.7131
      -1.0000  .7331  3.1067
      .0000  .7331  3.4485
      1.0000  .7331  3.7902END DATA.
GRAPH/SCATTERPLOT= PCB WITH OCB BYEducatio .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Educatio PCB
----- END MATRIX -----
Source: Andrew Hayes Process
```

The first model consists of two variables PCB and Educational Qualification, as observed from table no 6.18. These variables accounted for a significant amount of variance on Employees OCB, $R^2 = 0.240$, $F(3, 402) = 42.516$, $p < 0.05$.

Further, to check the moderating effect, the interaction variable was entered, which did not account for a significant variance, $R^2 = 0.000$, change in $F(1, 402) = 0.028$, $p = 0.865$, $b = 0.0049$, $t(402) = 0.170$, $p > 0.05$. Therefore, we can conclude that Educational Qualification does not moderate the relationship between PCB and OCB and reject the Hypothesis 11 ii.

Table no 6.19: Hierarchical Multiple Regression with Andrew Hayes process of Educational Qualification, PCB and Perceived Organizational Support

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : POS
      X :PCB
W : Educatio
Sample Size:      406
*****
      OUTCOME VARIABLE: POS
      Model Summary
      R          R-sq  MSE          F          df1          df2          p
      .5399      .2915 .2517          55.1430      3.0000      402.0000      .0000
      Model
      coeff      se          t          p          LLCI          ULCI
      constant  2.9946 .0251          119.1945      .0000      2.9452      3.0440
      PCB        .3233 .0252          12.8134      .0000      .2737      .3729
      Educatio   .0564 .0257          2.1906      .0291      .0058      .1070
      Int_1      -.0055 .0238          -.2315      .8171      -.0522      .0412
Product terms key:
Int_1          :          PCB          x          Educatio
Test(s) of highest order unconditional interaction(s):
R2-chng          F          df1          df2          p
X*W              .0001          .0536          1.0000          402.0000          .8171
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Educatio POS.
BEGIN DATA.
      -1.0000      -1.0000      2.6094
      .0000      -1.0000      2.9382
      1.0000      -1.0000      3.2670
      -1.0000      .0000      2.6712
      .0000      .0000      2.9946
      1.0000      .0000      3.3179
      -1.0000      .7331      2.7166
      .0000      .7331      3.0359
      1.0000      .7331      3.3552END DATA.
GRAPH/SCATTERPLOT= PCB WITH POS BY Educatio.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Educatio PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

The first model comprised of two variables, PCB and Educational Qualification and one outcome variable POS as presented from table no 6.19. These variables accounted for a significant amount of variance on employees POS, $R^2 = 0.291$, $F(3, 402) = 55.143$ $p < 0.05$. The model is significant.

Further, to check the moderating effect, the interaction variable was included in the second regression model, which did not account for a significant variance, $R^2 = 0.000$, $F(1, 402) = 0.053$, $p = 0.817$, $b = -0.005$, $t(402) = -0.231$, $p > 0.05$. The model is not a significant. Hence, the hypothesis 11 iii is rejected, that Educational Qualification moderate the relationship between PCB and employees POS.

Table no 6.20: Hierarchical Multiple Regression with Andrew Hayes process of Educational Qualification, PCB and Turnover Intention

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : TI
X : PCB
W : Educatio
Sample Size:      406
*****
OUTCOME VARIABLE: TI
Model Summary
      R          R-sq      MSE          F   df1      df2      p
      .2601      .0676 1.0035      9.7216 3.0000   402.0000   .0000
Model
      coeff      se          t   p      LLCI      ULCI
constant  3.4652   .0502   69.0719.0000   3.3666   3.5639
PCB       -.2601   .0504   -5.1610.0000   -.3591   -.1610
Educatio -.1096   .0514   -2.1333.0335   -.2107   -.0086
Int_1    -.0251   .0475   -.5282.0387   -.1184   .0682
Product terms key:
Int_1      :      PCB      x      Educatio
Test(s) of highest order unconditional interaction(s):
R2-chng          F          df1          df2          p
X*W              .008          .2790          1.0000          402.0000          .0387
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      Educatio TI.
BEGIN DATA.
      -1.0000      -1.0000      3.8099
      .0000      -1.0000      3.5749
      1.0000      -1.0000      3.3399
      -1.0000      .0000      3.7253
      .0000      .0000      3.4652
      1.0000      .0000      3.2052
      -1.0000      .7331      3.6633
      .0000      .7331      3.3849
      1.0000      .7331      3.1064 END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      TI      BY      Educatio .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:      95.0000
NOTE: The following variables were mean-centered prior to analysis:
Educatio PCB
----- END MATRIX -----

```

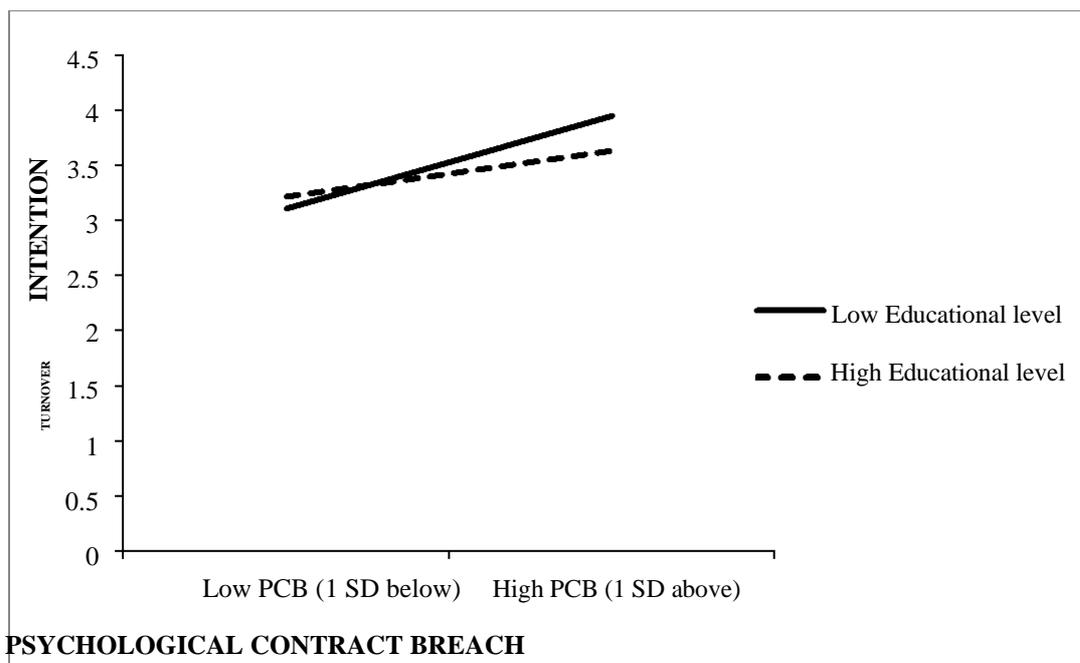
Source: Andrew Hayes Process

Table no 6.20 presents the output generated by HMR with the Andrew Hayes process. In the first model, two variables, PCB and Educational Qualification and one outcome variable Turnover Intention, were included. These variables accounted for a significant amount of variance on employees Turnover intention, $R^2 = 0.067$, $F(3, 402) = 9.721$, $p < 0.05$. The model is significant.

Secondly, to check the moderating effect of Educational Qualification on the relationship between PCB and Turnover Intention, the interaction variable was included in the second regression model, which did account for a significant variance, $R^2 = 0.008$, $F(1, 402) = 4.279$, $p = 0.038$, $b = -0.025$, $t(402) = -0.528$, $p < 0.05$, that indicates that Educational Qualification moderates the relationship between PCB and TI. Therefore, the researcher accepts the hypothesis 11 iv.

To gain further insights into the nature of the interaction effect, Aiken & West (1991) suggested plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean).

Figure no 6.2: Interaction plot of the moderating role of Educational Qualification on PCB – TI relationship.



Source: Andrew Hayes Process

Although the sample includes five categories, they have been classified into two groups for the Interaction plot. The first group of Low level of Educational Qualification consists of Diploma in IT, BCA, MCA, and second group High level of Educational Qualification comprising Computer Engineer and Software Engineer, for plotting the interactions. Visual inspection of the interaction plot, as seen in figure 6.2, shows Enhancing effect. As the Educational Level and PCB increases, the Turnover Intentions also increases.

6.1.5 Working Experience and the Psychological Contract Breach

Table no 6.21: One-way ANOVA for significant difference between employees Working Experience and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes.

Factors/ Variable	Working Experience					F Value	P Value	Partial eta squared
	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21-25 yrs			
RPCB	3.92 (1.46)	3.81 (1.48)	3.94 (1.48)	3.97 (1.31)	3.92 (1.73)	1.641	0.163	--
TPCB	3.67 a (1.49)	3.66 a (1.45)	3.87 b (1.41)	3.93 b (1.38)	3.76 ab (1.67)	3.851	0.004**	0.087
JS	2.92 a (0.69)	2.76 a (0.76)	2.88 a (0.89)	3.21 b (0.88)	2.89 a (0.76)	3.741	0.040**	0.071
OCB	3.49 b (1.55)	3.26 a (1.69)	3.30 a (0.87)	3.82 c (1.69)	3.63 bc (1.23)	4.233	0.002**	0.096
POS	2.98 (0.56)	2.97 (0.57)	3.06 (0.71)	3.14 (0.66)	2.75 (0.63)	0.618	0.650	--
TI	3.42 b (0.95)	3.53b (0.99)	3.43 b (1.27)	3.22 a (1.10)	4.22 c (0.84)	3.858	0.020**	0.080

Source: Primary survey

Notes: 1. the value within the brackets refers to SD

2. ** denotes significance at 5 % level

3. Different alphabet between the age groups denotes significance at 5 % level using Tukey HSD Test.

Table 6.21 presents the result of the one-way ANOVA between the subjects is conducted to compare the effect of Working Experience on the Type of Psychological Contract Breach i.e., Relational Psychological Contract Breach and Transactional Psychological Contract Breach and employee outcomes such as Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention. We can observe that there is a significant effect of Working Experience on the Transactional Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intention, at a 5 % level of significance. A Tukey post hoc test has been used to compare means as it is a suitable test for unequal sample size.

The result points out at the statistically significant effect of Working Experience on Transactional Psychological Contract Breach $F= 3.851 (4,401)$, $p = 0.004$. A post hoc comparison using Tukey HSD test indicate that the mean score of employees having working experience between 1-5 years ($M= 3.67$, $SD= 1.49$) and 6-10 years ($M= 3.66$, $SD= 1.45$) are significantly not different from each other towards Transactional Psychological Contract Breach, but different from other groups. The employee having working experience between 11-15 years ($M= 3.87$, $SD= 1.41$) and 16-20 years ($M= 3.93$, $SD= 1.38$) are significantly not different towards their Transactional Psychological Contract Breach. The Working Experience accounts for 8.7% of the variance in the Transactional Psychological Contract Breach. This is the effect size indicated by the partial eta squared.

We can also observe a statistically significant effect between employees Job Satisfaction and their Working experience $F= 3.741 (4,401)$, $p = 0.040$. Tukey post hoc test was conducted to check the difference between the groups. The test revealed that the employees having working experience between 16-20 years ($M= 3.21$, $SD= 0.88$) is significantly different from all other groups. Employees with experience of 1-5 years ($M= 2.92$, $SD= 0.69$), 6-10 years ($M= 2.76$, $SD= 0.76$), 11-15 years ($M= 2.88$, $SD= 0.89$), 21-25 years ($M= 2.89$, $SD= 0.76$), are significantly similar to each other. Working Experience accounts for 7.1% of the variance in the employees' Job Satisfaction. This is the effect size indicated by the partial eta squared.

A significant effect of employee's working experience on Organizational Citizenship Behaviour was observed, $F = 4.233 (4, 401)$, $p = 0.002$. Tukey post hoc test indicated

a significant difference between the employees' working experience groups. Employees having working experience between 6-10 years ($M= 3.26$, $SD= 1.69$) and 11-15 years ($M= 3.30$, $SD= 0.87$) are significantly not different from each other but significantly different from other groups. The employee having experience of 1-5 years ($M= 3.49$, $SD= 1.55$) and 16-20 years ($M= 3.82$, $SD= 1.69$) differs from each other as well from all other groups. Employees are having working experience of 21-25 years ($M= 3.63$, $SD= 1.23$) significantly do not differ from employees having working experience of 1-5 years ($M= 3.49$, $SD= 1.55$) and 16-20 years ($M= 3.82$, $SD= 1.69$). Working Experience accounts for 9.6% of the variance on the employees' Organizational Citizenship Behaviour. This is the effect size indicated by the partial eta squared.

The working experience of employees also has a significant effect on employee Turnover Intention, $F= 3.858$ (4,401), $p = 0.020$. A Tukey post hoc test was conducted to check the difference between the groups. It was observed that employees are having working experience of 1-5 years (3.42 , $SD= 0.95$), 6-10 years ($M= 3.53$, $SD= 0.99$), and 11-15 years ($M= 3.43$, $SD= 1.27$) do not differ significantly between them but differs from all other groups. Employees are having working experience of 16-20 years ($M= 3.22$, $SD= 1.10$) and 21-25 years ($M= 4.22$, $SD= 0.84$) are significantly different from each other as well as different from all other employees working for experience groups. Working Experience accounts for 8.0% of the variance in the employees' Turnover Intention. This is the effect size indicated by the partial eta squared.

Interesting to note that Employees Working Experience is not significantly related to employees' Relational Psychological Contract Breach ($p>0.05$, $p=0.163$) and Perceived Organizational Support ($p>0.05$, $p=0.650$). It means there is no significant difference between the groups. A post hoc test cannot be conducted to find out the difference between mean groups as they all are similar to each other.

Overall, the result does not support hypothesis 12 and concludes that there is no difference between employee work experience concerning TPCB, JS, OCB, and TI. It is partially supported in the case of employee RPCB and POS.

Table no 6.22: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : Job_Sati
  X :PCB
W : Experien
Sample Size: 406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
R          R-sq      MSE        F        df1      df2      p
.6911     .4777     .3085     122.5381  3.0000   402.0000 .0000
Model
      coeff      se      t        p      LLCI      ULCI
constant  2.8596   .0276  103.7201  .0000   2.8054   2.9138
PCB       .5287   .0276   19.1543  .0000   .4745   .5830
Experien  .0100   .0277    .3592  .7197  -.0446   .0645
Int_1     .0250   .0281    .8899  .3740  -.0302   .0803
Product terms key:
Int_1      :      PCB      x      Experien
Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0010      .7919      1.0000  402.0000      .3740
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      Experien Job_Sati.
BEGIN DATA.
      -1.0000      -1.0000      2.3459
      .0000      -1.0000      2.8496
      1.0000      -1.0000      3.3534
      -1.0000      .0000      2.3309
      .0000      .0000      2.8596
      1.0000      .0000      3.3883
      -1.0000      1.0000      2.3158
      .0000      1.0000      2.8696
      1.0000      1.0000      3.4233END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      Job_Sati BY      Experien .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Experien PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

Table 6.22 presents the output generated by the Andrew Hayes process. The first model comprises two variables PCB and Experience and one outcome variable Job Satisfaction. It can be observed from the above table that these variables accounted for a noteworthy level of variation in Job Satisfaction, $R^2 = 0.477$, $F(3, 402) = 122.538$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect of Experience, the interaction variable was included in the Regression model. The result did not show a significant variance, $R^2 = 0.001$, $F(1, 402) = 0.791$, $p = 0.374$, $b = 0.025$, $t(402) = 0.889$, $p > 0.05$. Therefore the researcher rejects the hypothesis 13 i, that Working Experience moderate relationship between PCB and employees JS.

Table no 6.23: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Organizational Citizenship Behaviour

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : OCB
  X : PCB
W : Experien
Sample Size: 406
*****
OUTCOME VARIABLE: OCB
Model Summary
R          R-sq    MSE      F          df1         df2         p
.4782      .2286   .3701   39.7212    3.0000    402.0000   .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  3.3755   .0302  111.7731 .0000   3.3161   3.4349
PCB        .3231   .0302  10.6870 .0000   .2637   .3826
Experien  -.0274   .0304  - .9017 .3677  -.0871   .0323
Int_1      .0631   .0308   2.0506 .0410   .0026   .1236
Product terms key: Int_1 :PCB x Experien
Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0081     4.2051    1.0000   402.0000   .0410
-----
Conditional effects of focal predictor at values of the moderator(s):
  Experien Effect      se      t      p      LLCI      ULCI
-1.0000   .2600   .0431   6.0324   .0000   .1753   .3448
 .0000   .3231   .0302  10.6870   .0000   .2637   .3826
 1.0000   .3863   .0432   8.9425   .0000   .3013   .4712
Data for visualizing the conditional effect of the focal predictor:
Paste text below into SPSS syntax window and to produce plot.
DATA LIST FREE/
      PCB      Experien OCB. BEGIN DATA.
-1.0000  -1.0000    3.1429
 .0000  -1.0000    3.4029
 1.0000  -1.0000    3.6629
-1.0000   .0000    3.0524
 .0000   .0000    3.3755
 1.0000   .0000    3.6986
-1.0000   1.0000    2.9618
 .0000   1.0000    3.3481
 1.0000   1.0000    3.7344END DATA.

GRAPH/SCATTERPLOT= PCB WITH OCB BY Experien. *****
ANALYSIS NOTES AND ERRORS ***** Level of
confidence for all confidence intervals in output: 95.0000 NOTE:
Following variables were mean-centered prior to analysis: Experien
PCB ----- END MATRIX -----
```

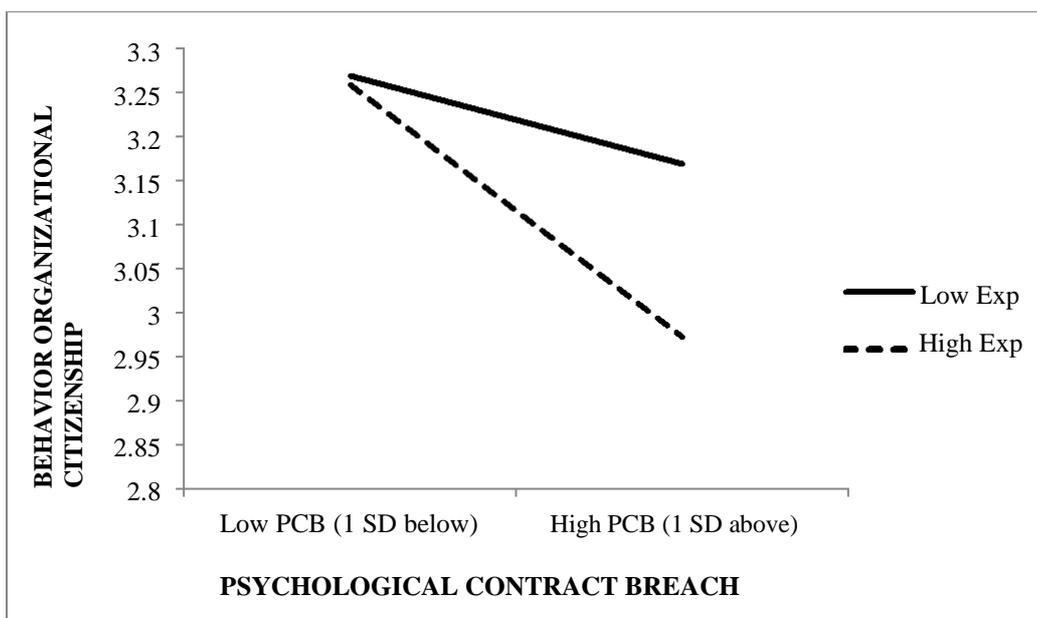
Source: Andrew Hayes Process

Table 6.23 presents output generated by the Andrew Hayes process. First, two variables PCB and Experience, and one outcome variable OCB were included in the regression model. These variables accounted for a significant amount of variance on employees OCB, $R^2 = 0.228$, $F(3, 402) = 39.721$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect, the interaction variable was included in the second regression model, which also accounted for a significant variance, $R^2 = 0.008$, $F(1, 402) = 4.205$, $p = 0.041$, $b = .0631$, $t(402) = 2.050$, $p < 0.05$, which is a significant model and assumes that employees working Experience moderate the relationship between PCB and employees OCB. Therefore, Hypothesis 13 ii, is accepted, indicating Experience moderates the relationship between PCB and employees OCB.

To gain further insights into the nature of the interaction effect, Aiken and West (1991) suggested plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean).

Figure no 6.3: Interaction plot of Moderating role of Working Experience on PCB – OCB relationship.



Source: Andrew Hayes Process

Although the sample has been classified into seven categories, they have been divided into two categories i.e., Low level of Experience (1-15 years) and High level of

Experience (16-25 years) for plotting the interactions. The visual inspection on the interaction plot in figure no 6.3 shows a Buffering effect of moderating variable on the outcome variable. As the level of PCB and Working experience increases, the level of OCB decreases.

Table no 6.24: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Perceived Organizational Support

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : POS
      X :PCB
W : Experien
Sample Size:      406
*****
      OUTCOME VARIABLE: POS
      Model Summary
      R          R-sq      MSE        F          df1      df2          p
      .5360      .2873      .2532     54.0152     3.0000    402.0000    .0000
      Model
      coeff      se        t          p        LLCI      ULCI
      constant  2.9948   .0250  119.9077   .0000    2.9457  3.0439
      PCB       .3164   .0250   12.6533   .0000     .2673  .3656
      Experien  .0321   .0251    1.2781   .2020    -.0173  .0815
      Int_1     -.0258  .0255   -1.0126   .3118    -.0758  .0243
      Product terms key:
      Int_1      :      PCB      x          Experien
      Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1      df2          p
      X*W          .0018     1.0254     1.0000  402.0000     .3118
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Experien POS.
BEGIN DATA.
      -1.0000      -1.0000      2.6205
      .0000        -1.0000      2.9627
      1.0000       -1.0000      3.3049
      -1.0000      .0000       2.6784
      .0000        .0000       2.9948
      1.0000      .0000       3.3113
      -1.0000     1.0000      2.7363
      .0000       1.0000      3.0270
      1.0000     1.0000      3.3176END DATA.
GRAPH/SCATTERPLOT= PCB          WITH      POS      BY          Experien .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output:      95.0000
NOTE: The following variables were mean-centered prior to analysis:
Experien PCB
----- END MATRIX -----
Source: Andrew Hayes Process
```

The first model comprises two variables PCB and Experience and one outcome variable POS as seen from table no 6.24. It can be observed that these variables accounted for an important level of variation in POS, $R^2 = 0.287$, $F(3, 402) = 54.015$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect of employees' working Experience, the interaction variable was included in the Regression model. The result did not show for a significant variance, $R^2 = 0.001$, $F(1, 402) = 1.025$, $p = 0.311$, $b = -0.025$, $t(402) = -1.012$, $p > 0.05$. Therefore, the researcher rejects the hypothesis 13 iii, that Experience moderates the relationship between PCB and employees' POS.

Table no 6.25: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Turnover Intention

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : TI
X :PCB
W : Experien
Sample Size:      406
*****
      OUTCOME VARIABLE: TI
      Model Summary
      R          R-sq      MSE          F          df1 df2          p
      .2345      .0550      1.0171      7.79653.0000      402.0000 .0000
      Model
      coeff      se          t          p          LLCI          ULCI
      constant  3.4691  .0501  69.2955 .0000  3.3707  3.5675
      PCB       -.2419  .0501  -4.8268 .0000  -.3405  -.1434
      Experien  -.0007  .0504  -.0141  .9888  -.0997  .0983
      Int_1     .0138  .0510  .2711  .7864  -.0865  .1141
      Product terms key:
      Int_1      :      PCB      x      Experien
      Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1          df2          p
      X*W          .0002      .0735      1.0000      402.0000      .7864
-----
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB          Experien TI.
BEGIN DATA.
      -1.0000      -1.0000      3.7256
      .0000      -1.0000      3.4698
      1.0000      -1.0000      3.2140
      -1.0000      .0000      3.7110
      .0000      .0000      3.4691
      1.0000      .0000      3.2271
      -1.0000      1.0000      3.6965
      .0000      1.0000      3.4684
      1.0000      1.0000      3.2403END DATA.
GRAPH/SCATTERPLOT= PCB          WITH TI          BY Experien .
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Experien          PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

Table 6.25 presents the output generated by the Andrew Hayes process. The first model comprises two predictor variables PCB and Experience and one outcome variable TI. These variables accounted for a significant amount of variance in employees Turnover Intention, $R^2 = 0.055$, $F(3, 402) = 7.796$, $p < 0.05$. The model is significant.

Further, to check the moderating effect of employees' working Experience between PCB and TI, the interaction variable was entered into the regression model. The result did not showed a significant variance, $R^2 = 0.000$, $F(1, 402) = 0.073$, $p = 0.786$, $b = 0.013$, $t(402) = 0.271$, $p > 0.05$. Therefore the researcher rejects the hypothesis 13 iv, that working experience the moderate relationship between PCB and TI.

6.1.6 Income and the Psychological Contract Breach

Table no 6.26: One-way ANOVA for significant difference between employees Income and their opinion concerning the Type of Psychological Contract Breach and Employee outcomes.

Factors/ Variable	Income						F Value	P Value	Partial eta square
	< Rs 4000	Rs 4000	Rs 8000	Rs 12000	Rs 16000	> Rs 20000			
RPCB	4.35 c (1.36)	3.83 a (1.47)	3.93 a (1.49)	4.09 b (1.48)	3.95 a (1.11)	4.05 b (1.12)	3.239	0.007**	0.039
TPCB	3.83 (1.27)	3.67 (1.49)	3.78 (1.44)	3.77 (1.24)	3.68 (1.11)	3.76 (1.34)	1.148	0.334	--
JS	3.76 c (1.49)	2.87 a (1.70)	2.90 a (0.81)	3.31 b (1.02)	3.35 b (1.56)	3.40 b (0.80)	4.767	0.000**	0.056
OCB	4.05 c (1.50)	3.32 a (1.66)	3.38 a (0.72)	3.71 b (0.78)	3.79 b (0.84)	3.60 ab (1.66)	3.951	0.013**	0.036
POS	3.37	2.92	3.05 a	3.31 c	3.32 c	3.14 b	2.628	0.024**	0.032

	c (1.25)	a (1.58)	(1.61)	(1.69)	(1.61)	(1.24)			
TI	3.54 c (0.96)	3.57 c (0.97)	3.43 c (1.09)	2.57 a (1.32)	2.43 a (0.79)	3.00 b (1.33)	3.647	0.003**	0.044

Source: Primary survey

Notes: 1. the value within the brackets refers to SD

2. ** denotes significance at 5 % level

3. Different alphabet between the age groups denotes significance at 5 % level using Tukey HSD Test.

A one way ANOVA between the subjects is conducted to compare the effect of Income per month on the Type of Psychological Contract Breach and Employee outcomes such as Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention. We can observe from table no 6.26, that there is a significant effect of Income on all the variables except on Transactional Psychological Contract Breach at 5 % level of significance. A Tukey post hoc test has been used to compare means as it is a suitable test for unequal sample size.

The result shows that there is a significant effect of employees Income on employee Relational Psychological Contract Breach, $F= 3.239 (5, 400), p = 0.007$. A Tukey post hoc has been conducted to find out the difference between the employee's group as per their income level. Employees in the income level of Rs 40001 – Rs 80000 ($M= 3.83, SD= 1.47$), Rs 80001 – Rs 120000 ($M= 3.93, SD= 1.49$) and Rs 160001 – Rs 200000 ($M= 3.95, SD= 1.11$) are significantly not different from each other but they are different from all other income groups. Employees in the income level of Rs 120001 – Rs 160000 ($M= 4.09, SD= 1.48$) and income above Rs 200000 ($M= 4.05, SD= 1.12$) are similar to each other but different from other income levels. At last, employees earning an income of less than Rs 40000 per month are significantly different from all other income levels. Therefore, hypothesis 14 is partially supported. Income account for 3.9% of the variance in the employee Relational Psychological Contract Breach. This is the effect size indicated by the partial eta squared.

Income has significant effect on employee Job Satisfaction, $F= 4.767 (5,400), p= 0.000$. Tukey post hoc test was conducted to check the difference between the groups. The test indicated that employees in the income level of Rs 40001- Rs 80000 ($M=$

2.87, SD= 1.70) and Rs 80001- Rs 120000 (M= 2.90, SD= 0.81) are significantly not different from each other but different from all other income levels. Employee earning < Rs 40000 (M= 3.76, SD= 1.49) per month are significantly different from all income levels. Employees in the income level of Rs 120001- 160000 (M= 3.31, SD= 1.02), Rs 160001- Rs 200000 (M= 3.35, SD= 1.56) and above RS 200000 (M= 3.40, SD= 0.80) are significantly not different from each other but different from other income levels. Therefore, the researcher rejects the hypothesis 14 in case of employee Job Satisfaction. Income account for an overall effect size of 5.6% on Employees Job Satisfaction as indicated by the partial eta squared.

A significant effect of Income on Organizational Citizenship Behaviour has been noticed, $F= 4.951 (5,400)$, $p = 0.013$. Tukey post hoc test shows that employees in the income level of Rs 40001- Rs 80000 (M= 3.32, SD= 1.66), Rs 80001- Rs 120000 (M= 3.38, SD= 0.72) are significantly not different from each other but are different from all other income level groups. Employees in the income level of Rs 120001- Rs 160000 (M= 3.71, SD= 0.78), Rs 160001-Rs 200000 (M= 3.79, SD= 0.84) are similar but different from other groups. Employees earning less than Rs 40000 per month (M= 4.05, SD= 1.50) are significantly different from all income groups. Interesting to note that employees earning above Rs 200000 per month are significantly not different from employees earning income in the range of Rs 40001- Rs 120000 and Rs 120001- Rs 200000. Therefore, the researcher rejects the hypothesis 14 with regards to OCB. Income account for an overall effect size of 3.6% on Employees Organizational Citizenship Behaviour, as indicated by the partial eta squared.

Income has a significant effect on Perceived Organizational Support. Employees in the Income level of Rs 40001- Rs 80000 (M= 2.92, SD= 1.58) and Rs 80001- Rs 120000 (M= 3.05, SD= 1.61) are significantly different from all other income levels. Employees in the income level of above Rs 200000 (M= 3.14, SD= 1.24) are significantly different from all other groups. Employees in the Income level of less than Rs 40000 (M= 3.37, SD= 1.25). Rs 120001- Rs 160000 (M= 3.31, SD= 1.69) and Rs 160001- Rs 200000 (M= 3.32, SD= 1.61) are significantly different from all other groups but not significantly different from each other. Hence, hypothesis 14 is rejected that there is no significant difference between employee income levels and POS. Income account for an overall effect size of 3.2% on Perceived Organizational Support, as indicated by the partial eta squared.

It can also be observed that Income has a significant effect on employee Turnover Intention $F=3.647$, $p=0.003$. Tukey post hoc test shows that there is a significant difference between the groups. Employees in the income level of Rs 120001- Rs 160000 ($M=2.57$, $SD=1.32$), Rs 160001- Rs 200000 ($M=2.43$, $SD=0.79$) are significantly not different from each other but different from all other income levels. Employees whose monthly Income is above Rs 200000 ($M=3.00$, $SD=1.33$) is significantly different from all other income levels. Employees in the income level of below Rs 40000 per month ($M=3.54$, $SD=0.96$), Rs 40001- Rs 80000 ($M=3.57$, $SD=0.97$) and Rs 80001- Rs 120000 ($M=3.43$, $SD=1.09$) are significantly not different from each other but different from all other income levels. Therefore, hypothesis 14 is rejected concerning Turnover Intention. Income account for an overall effect size of 4.4% on Employees Turnover Intention, as indicated by the partial eta squared.

Interesting to note that Income being an important element of the Transactional Psychological Contract, does not have a significant effect on employee Transactional Psychological Contract Breach ($M=3.83$, $SD=1.27$), which is quite surprising.

Table no 6.27: Hierarchical Multiple Regression with Hayes process of Income, PCB and Job Satisfaction

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : Job_Sati
  X :PCB
W : Income
Sample Size: 406
*****
OUTCOME VARIABLE: Job_Sati
Model Summary
R          R-sq      MSE        F          df1   df2      p
.6959     .4843     .3046    125.8287   3.0000  402.0000 .0000
Model
      coeff      se        t          p    LLCI      ULCI
constant  2.8525    .0275   103.5631  .0000   2.7983   2.9066
PCB        .5247     .0276   19.0319  .0000   .4705   .5789
Income     .0060     .0291    .2076   .8357  -.0512   .0633
Int_1      .0657     .0289    2.2749  .0234   .0089   .1225
Productterms key:
Int_1 :      PCB      x Income
Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1   df2      p
X*W      .0066    5.1751    1.0000  402.0000  .0234
-----
Conditional effects of the focal predictor at values of the
moderator(s):
Income Effect      se          t   p          LLCI      ULCI
-1.0000.4590      .0402    11.4042 .0000    .3798    .5381
 .0000.5247      .0276    19.0319 .0000    .4705    .5789
 1.0000.5904      .0396    14.9066 .0000    .5125    .6682
Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce
plot.
DATA LIST FREE/
      PCB      Income      Job_Sati  .BEGIN DATA.
-1.0000  -1.0000    2.3875
 .0000    -1.0000    2.8464
 1.0000   -1.0000    3.3054
-1.0000   .0000    2.3278
 .0000   .0000    2.8525
 1.0000   .0000    3.3771
-1.0000   1.0000    2.2682
 .0000   1.0000    2.8585
 1.0000   1.0000    3.4489      END DATA.
GRAPH/SCATTERPLOT= PCB WITH Job_Sati BYIncome.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervalsin output: 95.0000
NOTE: The following variables were mean-centeredprior to analysis:
```

Income	PCB
-----	-----
END MATRIX	

Source: Andrew Hayes Process

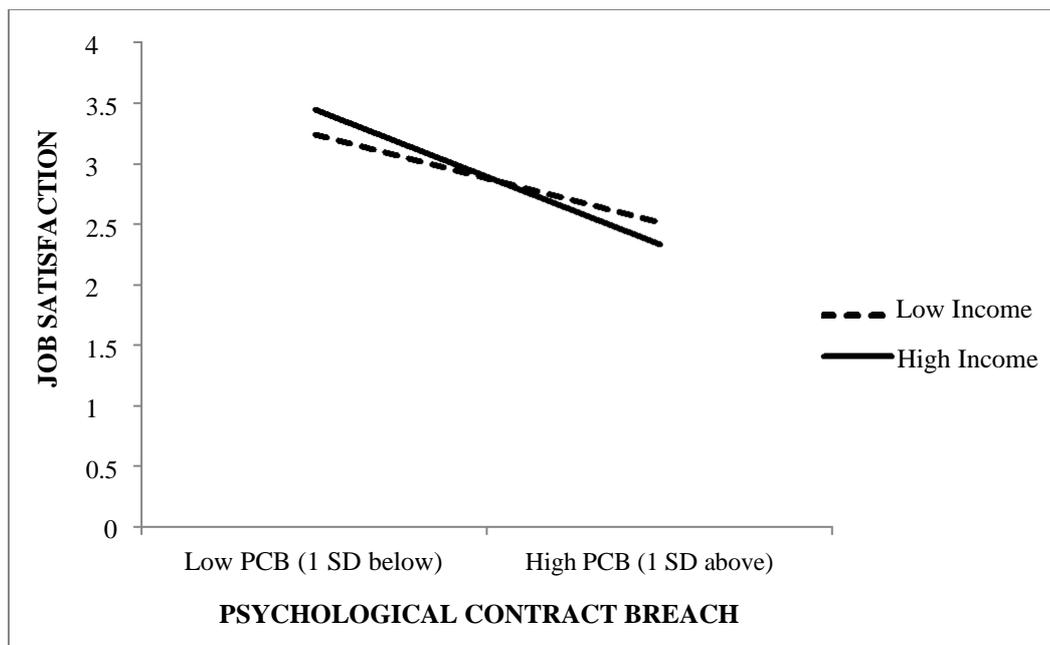
Table 6.27 presents the output generated by the Andrew Hayes process. The first model comprises of two predictor variables, PCB and Income and one outcome variable, Job Satisfaction. These variables accounted for a significant amount of variance in employees Job Satisfaction, which can be observed from the above table, $R^2 = 0.484$, $F(3, 402) = 125.828$, $p < 0.05$. The model is significant.

Further, to check the moderating effect of Income between PCB and Job Satisfaction, the interaction variable was included in the second Regression model. The result showed a significant variance, $R^2 = 0.006$, $F(1, 402) = 5.175$, $p = 0.023$, $b = .0657$, t

$(402) = 2.2749$, $p < 0.05$. Therefore, the researcher accepts hypothesis 15 i, that Income moderate relationship between PCB and employees Job Satisfaction.

To gain further insights into the nature of the interaction effect, Aiken & West (1991) suggested plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean).

Figure no 6.4: Interaction plot of Moderating role of Income on PCB – JS relationship.



Source: Andrew Hayes Process

Although the sample has been classified into six categories, they have been divided into two categories i.e., Low level of Income between Rs 40,000-1,20,000 and High level of Income between Rs 1,20,001-2,00,000, for plotting the interactions. Visual inspection of the interaction plot shows Buffering effect i.e., at a higher level of Income and PCB, Job Satisfaction decreases.

Table no 6.28: Hierarchical Multiple Regression with Hayes process of Income, PCB and Organizational Citizenship Behaviour

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
***** Model :
1
      Y : OCB
      X :PCB
W : Income
Sample Size:      406
*****
OUTCOME VARIABLE: OCB
Model Summary
R                R-sq      MSE      F          df1      df2      p
.4887            .2389      .3652     42.0515    3.0000   402.0000  .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant  3.3642   .0302  111.5385 .0000   3.3049   3.4234
PCB        .3208   .0302   10.6259 .0000   .2614   .3801
Income    -.0214   .0319   -.6701  .5032  -.0841   .0413
Int_1     .1001   .0316   3.1643  .0017   .0379   .1622

Product terms key:
Int_1      :      PCB      x      Income
Test(s) of highest order unconditional interaction(s):
R2-chng      F      df1      df2      p
X*W          .0190   10.0131   1.0000   402.0000   .0017
-----
Conditional effects of the focal predictor at values of the
moderator(s):
      Income Effect      se      t      p      LLCI      ULCI
-1.0000 .2207      .0441   5.0079 .0000   .1341   .3073
.0000 .3208      .0302  10.6259 .0000   .2614   .3801
1.0000 .4208      .0434   9.7040 .0000   .3356   .5061

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.
DATA LIST FREE/
      PCB      IncomeOCB      .BEGIN DATA.
-1.0000 -1.0000 3.1648
.0000 -1.0000 3.3855
1.0000 -1.0000 3.6062
-1.0000 .0000 3.0434
.0000 .0000 3.3642
1.0000 .0000 3.6849
-1.0000 1.0000 2.9219
.0000 1.0000 3.3428
1.0000 1.0000 3.7636      END DATA.
GRAPH/SCATTERPLOT= PCB      WITH      OCB      BY Income.
***** ANALYSIS NOTES AND ERRORS *****

```

```

Level of confidence for all confidence intervals in output: 95.0000
NOTE: The following variables were mean-centered prior to analysis:
Income          PCB
----- END MATRIX -----

```

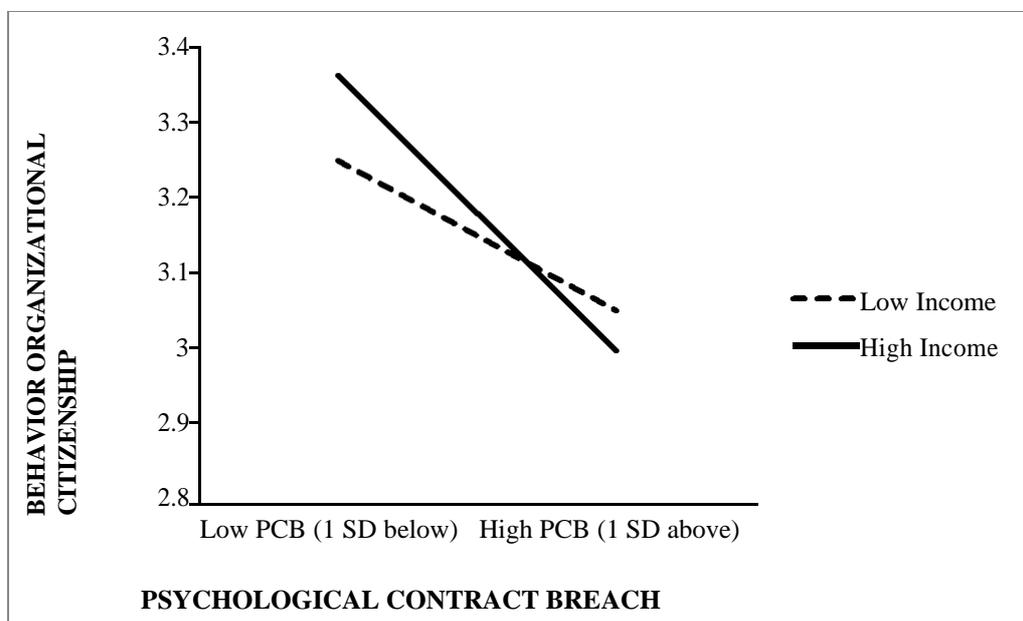
Source: Andrew Hayes Process

Two predictor variables PCB and Income and one outcome variable OCB were included in the regression equation, as can be observed from table no 6.28. These variables accounted for a significant amount of variance on employees OCB, $R^2 = 0.238$, $F(3, 402) = 42.051$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect of Income on the relationship between PCB and OCB, the interaction variable was included in the regression model, which also accounted for a significant variance, $R^2 = 0.019$, $F(1, 402) = 10.013$, $p = 0.001$, $b = 0.1001$, $t(402) = 3.1643$, $p < 0.05$, that indicates that Income moderate the relationship between PCB and employees OCB. Therefore, the researcher accepts hypothesis 15 ii, that Income moderates the relationship between PCB and employees OCB.

To gain further insights into the nature of the interaction effect, Aiken & West (1991) suggested plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean).

Figure no 6.5: Interaction plot of Moderating role of Income on PCB – OCB relationship.



Source: Andrew Hayes Process

Although the sample has been classified into six categories, they have been divided into two categories i.e., Low level of Income between Rs 40,000-1,20,000 pm and High level of Income between Rs 1,20,001-2,00,000 pm, for plotting the interactions. The interaction plot shows the Buffering effect of Income on OCB. At higher Income level and High level of PCB, OCB decreases as seen from figure no 6.5.

Table no 6.29: Hierarchical Multiple Regression with Andrew Hayes process of Income, PCB and Perceived Organizational Support

```
***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : POS
  X :PCB
W : Income
Sample Size: 406
*****
OUTCOME VARIABLE: POS
Model Summary
R          R-sq      MSE      F      df1      df2      p
.5373     .2887     .2527    54.3817  3.0000   402.0000 .0000
Model
      coeff      se      t      p      LLCI      ULCI
constant  2.9925    .0251  119.2851.0000    2.9432    3.0418
PCB        .3118    .0251   12.4188.0000     .2625    .3612
Income     .0265    .0265    1.0008.3175    -.0256    .0787
Int_1      .0285    .0263    1.0846.2788    -.0232    .0802
Product terms key:
Int_1 :      PCB      x      Income
Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0021    1.1763    1.0000402.0000    .2788
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      Income POS.
BEGIN DATA.
      -1.0000    -1.0000    2.6827
      .0000    -1.0000    2.9659
      1.0000    -1.0000    3.2492
      -1.0000    .0000    2.6807
      .0000    .0000    2.9925
      1.0000    .0000    3.3043
      -1.0000    1.0000    2.6787
      .0000    1.0000    3.0190
      1.0000    1.0000    3.3594END DATA.
GRAPH/SCATTERPLOT= PCB WITH POS BYIncome.
***** ANALYSIS NOTES AND ERRORS *****
Level of confidence for all confidence intervalsin output: 95.0000
NOTE: The following variables were mean-centeredprior to analysis:
Income      PCB
----- END MATRIX -----
```

Source: Andrew Hayes Process

The first model comprises two predictor variables PCB and Income and one outcome variable POS. These variables accounted for a significant amount of variance in employees POS, that can be observed from the table no 6.29, $R^2 = 0.288$, $F(3, 402) = 54.381$, $p < 0.05$, which is a significant model.

Further, to check the moderating effect of Income between PCB and POS, the interaction variable was entered into the second Regression model. The result did not show a significant variance, $R^2 = 0.002$, $F(1, 402) = 1.176$, $p = 0.278$, $b = 0.028$, t

$(402) = 1.084$, $p > 0.05$. Therefore, the researcher rejects hypothesis 15 iii, that Income moderate relationship between PCB and POS.

Table no 6.30: Hierarchical Multiple Regression with Andrew Hayes process of Income, PCB and Turnover Intention

```

***** PROCESS Procedure for SPSS Version 3.2.01 *****
Written by Andrew F. Hayes, Ph.D. www.afhayes.com Documentation
available in Hayes (2018). www.guilford.com/p/hayes3
*****
Model : 1
  Y : TI
X : PCB
W : Income
Sample Size: 406
*****
OUTCOME VARIABLE: TI
Model Summary
R          R-sq    MSE      F          df1      df2      p
.2787     .0777     .9926    11.2890    3.0000   402.0000 .0000
Model
      coeff      se  t          p      LLCI  ULCI
constant  3.4726  .0497   69.8374  .0000   3.3749  3.5704
PCB       -.2260  .0498  -4.5402  .0000  -.3238  -.1281
Income    -.1407  .0526  -2.6760  .0078  -.2440  -.0373
Int_1     -.0378  .0521  -.7253   .4687   .1403  .0647
Product terms key:
Int_1      :      PCB      x      Income
Test(s) of highest order unconditional interaction(s):
      R2-chng      F          df1      df2      p
X*W       .0012      .5261      1.0000  402.0000  .4687
-----
Data for visualizing the conditional effect of the focal
predictor: Paste text below into a SPSS syntax window and execute
to produce plot.
DATA LIST FREE/
      PCB      Income TI.
BEGIN DATA.
      -1.0000      -1.0000      3.8014
      .0000      -1.0000      3.6133
      1.0000      -1.0000      3.4251
      -1.0000      .0000      3.6986
      .0000      .0000      3.4726
      1.0000      .0000      3.2467
      -1.0000      1.0000      3.5957
      .0000      1.0000      3.3319
      1.0000      1.0000      3.0682END DATA.

GRAPH/SCATTERPLOT= PCB WITH TI BY Income. *****
ANALYSIS NOTES AND ERRORS ***** Level of confidence
for all confidence intervals in output:95.0000 NOTE: The following
variables were mean-centered prior to analysis: Income PCB
----- END MATRIX -----

```

Source: Andrew Hayes Process

Table 6.30 presents the output generated by the Andrew Hayes process. In the first model, two predictor variables PCB and Income and one outcome variable Turnover Intention, were included. These variables accounted for a significant amount of variance on employees TI, $R^2 = 0.077$, $F(3, 402) = 11.289$, $p < 0.05$. The model is significant.

Secondly, to check the moderating effect of Income between PCB and Turnover Intention, the interaction variable was included in the regression model, which did not account for a significant variance, $R^2 = 0.001$, $F(1, 402) = 0.526$, $p = 0.486$, $b = -0.037$, $t(402) = -0.725$, $p > 0.05$. This indicates that Income does not moderate the relationship between PCB and employees Turnover Intention. Therefore, the researcher rejects the hypothesis 15 iv.

CHAPTER VII

FINDINGS, DISCUSSION, AND CONCLUSIONS

This chapter presents the results of the Study, Discussion, Conclusion, Theoretical contributions, Limitations of the Study, and Directions for Future Research. These findings throw some light on the issues existing in the field by confirming the vital role of the Psychological Contract in understanding workplace emotions, behaviors, and attitudes.

7.1 Findings and Discussion

Hypothesis 1 found that the Relational and Transactional Psychological Contract of IT company employees is negatively correlated to the overall evaluation of employee satisfaction. As expected, as the gap between Expectations and Experiences increases, the overall satisfaction/evaluation of the employee decreases. This indicates that IT companies have failed to meet the expectations of their employees, resulting in the Psychological Contract Breach. In addition, it also suggests that incidents related to "Healthy Working Environment," ($b = 0.41, p < 0.01$), are the most important in assessing the Psychological Contract of the employees working in Indian IT companies followed by "Reward and Recognition from Top Management," ($b = 0.22, p < 0.05$), and lastly Work-Life Balance ($b = 0.18, p < 0.05$). To be specific, the majority of the women IT employees highlighted that the project with fixed deadlines, sometimes excessive traveling and long and odd working shifts have a tremendous effect on work-life balance. This finding is in line with the study of Teagarden (2008).

Further, three statements were the significant predictor of the content Healthy Working Environment, namely "An environment free of power and politics," ($b = 0.47, p < 0.01$), "Physically and Socially safe environment," ($b = 0.27, p < 0.01$) and "Allow informal interaction between supervisors and subordinates," ($b = 0.24, p < 0.01$). A similar result was observed by Agrawal et al., (2012); Hollman et al., (2000). From Reward and Recognition from Top Management content, "Clarity on career paths in the company", ($b = 0.19, p < 0.01$), and "Pay for any overtime I do", ($b = 0.18, p < 0.01$), constitute significant predictors. The above findings are in line with the past studies of Agrawal et al., (2012); Athreye, (2005); Hollman et al., (2000). Lastly, from Work-Life Balance, "Flexibility to prioritize and seek balance between personal

needs and work demand," ($b = 0.41$, $p < 0.01$) and "Support me in maintaining Work-Life balance," ($b = 0.19$, $p < 0.01$), constitutes significant predictor, which is in line with the study of Srinivasan & Valk, (2011), White et al., (2003).

Past studies have focused on examining the Psychological Contract of employees, forgetting the other side of it as it is a mutual contract. A new dimension of this study is that an attempt has been made to throw light on the Employer Psychological Contract. The Gap analysis suggests that there is a mixed response in terms of fulfillment and Breach of Psychological Contract. The Psychological Contract of the employer is partly fulfilled and partly breached.

There are few items of Employer Relational Psychological Contract such as "Uphold the privacy norms of the company," ($p < 0.01$), "Continually exceed formal accomplishments," ($p < 0.05$), "Employees to be highly competitive and performance-focused," ($p < 0.01$) and "Actively seek opportunity for training and development," ($p < 0.05$), are negatively correlated to overall evaluation of Employer Relational Psychological Contract, and a significant Breach has occurred on the above expectations.

In addition, items of Employer Transactional Psychological contract such as "Uphold the privacy norms of the company," ($p < 0.01$) and "Understand that employees belonging to different departments and job profiles may not be necessarily treated equally," ($p < 0.05$), are negatively related to overall evaluation of Employer Transactional Psychological Contract, and a significant Breach has occurred on these expectations. The study cannot conclude precisely whether the other expectations have been fulfilled as there is a negative relation between the overall evaluation of the Employer Psychological Contract and the expectations, but it is not significant.

The researcher examined the relationship between the Type of Psychological Contract Breach with employee outcomes. Employees working in Indian IT companies are experiencing a high level of Relational Psychological Contract Breach as well as a high level of Transactional Psychological Contract Breach. Similarly, the employees are also experiencing a low level of Job Satisfaction, negative Organizational Citizenship behavior, and low Perceived Organizational Support. However, the Turnover Intention of the employee is on a higher level.

The study also finds that the Relational Psychological Contract Breach and Transactional Psychological Contract Breach have a strong negative relationship with employee Job Satisfaction. The degree of Job Satisfaction decreases as the level of Psychological Contract Breach increases. Similar findings were observed in case of Feldman & Turnley, (2000); Lishin & Srilatha, (2011); Anika & Tetrick, (2003); Kennedy & Knights, (2005), Nelson et al., (2006); Ballau, (2013); Rigotti, (2009); Zhao et al., (2007); Yalabik et al., (2014); Larwood et al., (1998); Hartmann & Rutherford, (2015), Knoppe, (2012).

On the contrary, previous literature found that the Psychological Contract Breach did not have any effect on Job Satisfaction (Zhao et al., 2007), of employee who is not permanent in the service, (Bukhari et al., 2011); (Makin & McDonald, 2000); (Cuyper & Witte, 2006); (Briner & Conway, 2002). Past studies also point out that component of Psychological Contract influenced the relationship between work experience and Job Satisfaction, (Cavanaugh & Noe, 1999), Age has an influence on Psychological Contract Breach and Job Satisfaction (Bal et al., 2008, 2011, 2013). One must note that it is prerogative to all organizations that their employees possess a certain level of Job satisfaction to obtain superior performance.

Organizational Citizenship Behaviour is negatively related to Relational as well as Transactional Psychological Contract Breach. As the Breach increases, the employee level of Organizational Citizenship Behaviour decreases. This indicates that the IT companies have failed to fulfill the short term as well as long term commitments made to their employees, resulting in negative Organizational Citizenship Behaviour of employees. This supports the findings of Turnley et al., (2003); Chen & Xiong (2004); Coyle-Shapiro & Kessler, (2000); Ballou, (2013); Coyle-Shapiro & Jacqueline, (2002). Opposite were the findings of Bal et al. (2010), where trust moderated the relationship. Besides, Zhao et al. (2007) find that the Transactional Psychological Contract Breach did not affect Organizational Citizenship Behaviour.

The study concludes both Relational as well as Transactional Psychological Contract Breach has a negative influence on employees' Perceived Organizational Support. As the level of Breach of Psychological Contract increases, the employee perceives that their organization does not support them. This supports the studies conducted by Eisenberger & Aselage, (2003); Ballou, (2013); Helena & Parboteeah, (2006).

Specifically, an employee who has Relational Psychological Contract Breach reported lower organizational support, whereas employees who have Transactional Psychological contracts do not have any effect on their organizational support (Ballou, 2013).

Employee Turnover Intention is positively related to Breach of both types of Psychological Contract. The intensity of the Transactional Psychological Contract Breach is higher as compared to Breach of Relational Psychological Contract Breach. This type of conclusion is obtained by Bal et al., (2011), Ballou, (2013), Lishin & Srilatha, (2011); Heffernan & Rochford, (2017); Anyika, (2012); Rigotti, (2009); Hakanen & Parzefall, (2010); Shah Nawaz & Goswami, (2011); Zhao et al., (2007); Aykan & Ebru, (2014); Barnett et al., (2004); Arshad & Rasidah, (2016); Helena & Parboteeah, (2006). Exactly opposite findings were in the case of Manxhari, (2015); Ahmad & Khan, (2015); Zhao et al., (2007).

The importance of measuring employee Job Satisfaction cannot be overturned in today's complex business environment. Employee Job Satisfaction and Organizational Citizenship Behaviour are strongly positively related. An increase in employee Job Satisfaction will improve the Organizational Citizenship Behaviour of employees. Similar results were found in studies conducted by Organ & Ryan, (1955), whereas an opposite view has been posted by Ballou,(2013); Kim, (2006), Feather & Rauter, (2004). However, Kim, (2006); Ballou, (2013) have failed to confirm the relationship.

Perceived Organizational Support and employee Job Satisfaction are very strongly positively related. Whenever employees perceived that their organization supports them, their Job Satisfaction increases. These findings support the studies conducted by Colakoglu & Culha, (2010); Ballou, (2013); Eisenberger et al., (1997). Similar to that, the employees who perceive that their organization values and cares about them are prepared to offer a voluntary suggestion for organizational development. Such opinions are vital to the victory of the organization (Katz, 1964; Smith et al., 1983).

The result shows a strong negative relationship between employee Job Satisfaction and Turnover Intention. This means that when employees are dissatisfied with their job, their intention to leave becomes stronger. This is also evidenced by past studies of Lambert et al., (2001).

When employees recognize that their organization supports them, they are more liable to engage in Organizational Citizenship Behaviour. There is a strong positive relation between POS and OCB. This result is consistent with the findings of Chun-Fang & Tsung-Sheng (2012); Ballou, (2013); Shore et al., (2002); Yui-Tim; Chi-Sum & Hang-Yue (2012).

A significant negative relationship has been observed between Organizational Citizenship Behaviour and Turnover intention of employees. Thus employees' who exhibit a higher level of Organizational Citizenship Behaviour are less likely to think about leaving their organization. This result is in line with Podsakoff et al. (2009). One essential contention highlighted by Organ (1997) that Organizational citizenship behaviors are related to organizational effectiveness. Therefore, to enhance organizational effectiveness is to encourage employees to show positive Organizational citizenship behaviors.

The relationship between employee Turnover Intention and Perceived Organizational Support is strongly negative. When the employee perceives that their organization does not support them, their intention to leave the organization becomes stronger. Perceived Organizational Support is like a social exchange between the organization and the employees, whereby the employees understand that their organization cares about them and values them. Therefore, it becomes a general obligation on the employee's part to remain with the organization. This is an outstanding finding owing to the high attrition rate in the IT companies. Hence, we can also argue that Perceived organizational support decreases the turnover intention of the employee. Therefore, this finding suggests that an employee who perceives the employer as a supportive one is more likely to engage in reduced turnover intention. This finding is in line with Djurkovic et al., (2008); Jayasree et al., (2012); Tumwesigye., (2010); Wickramasinghe, D., (2011); Allen, S G., (2003).

When the organization fails to fulfill the expectations of the employee, they perceive this as a Breach of Psychological Contract and results in a negative impact on outcomes. The employee will reciprocate by decreasing their contribution towards the organization. Literature provides that Psychological Contract Breach is subjective (Rousseau, 1995), individuals' characteristics can aggravate or may work as a shock absorber to the adverse effects of contract Breach on outcomes (Morrison &

Robinson, 1997; Rousseau, 1995). This study takes the first step towards the thoughtful understanding of these reactions by investigating the moderating role of demographic variables on the relationship between Psychological Contract Breach and employee outcomes.

The role played by the Demographic variables in the Psychological Contract of employees has been examined through an independent sample t-test and one-way ANOVA. Hierarchical Multiple Regression with Andrew Hayes process has been conducted to check the moderating effect of the demographic variables on the relationship connecting Psychological Contract Breach and Employee outcomes.

The result of the t-test shows that there is no difference between the Male and Female employees about their Relational as well as Transactional Psychological Contract Breach. Similarly, Male and Female employees working in IT companies in India do not differ significantly in their opinion on Job Satisfaction (opposite to findings of Saziye & Tansel, 2006), Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intentions. One has to remember that the existence of women in IT companies in huge numbers not only broke the conventional view of women as homemakers and men as bread earners, but a new thought of women as a financial provider has emerged.

Employees working in IT companies do not differ significantly with regards to both type of Psychological Contract Breach based on their Gender. Gender does not have an important effect on employee Turnover Intention, as also concluded by Blomme et al., (2010), Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support. As found by Morris (1995), for women, promotional opportunities are more important than men. On the contrary Joy, (2016) suggests that Gender significantly influences Organizational Citizenship Behaviour.

Gender did not moderate the relation between Psychological Contract Breach and Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intentions. Similar results were obtained by Pao-Ling & Min-Ling (2013). Previous research shows that women have higher turnover rates than men when Breach of Psychological Contract occurs (Miller & Wheeler, 1992; Moncrief et al., 2000; Kobarik., 1995; Kirschenbaum & Weisberg, 1993). Gender moderated the relationship between

Psychological Contract Breach and Perceived Organizational Support. This is the result of adopting gender-neutral human resource policies by IT companies.

The result of the t-test shows that there is no difference between the married and unmarried employees about their Relational Psychological Contract Breach. Similarly, no difference between the married and unmarried employees about Transactional Psychological Contract was observed. These findings are in line with Engellandt et al. (2003). Further, employees working in IT companies in India do not differ significantly regarding their opinion on Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intentions. Interestingly Marital status influences employee view on Perceived Organizational Support. Marital status did not moderate any of the relationships between the Psychological Contract Breach and employee outcomes.

Given the role played by the age in the labor market, it is critical to understand how to shape the employment relationship to take maximum benefit of one's age. How age plays a vital role in the formation and execution of the Psychological Contract as a crucial explanatory framework that needs to be examined in future research also. One-way ANOVA was conducted to explore the effect of different age groups on the type of Psychological Contract Breach and Employee outcomes. The result showed that there is a significant effect of Age on the Type of Psychological Contract Breach and all employee outcomes. It is a well-known fact that the IT industry employs the young population. These young employees who belong to the age group of 21-30 years do have a different approach towards their Relational Psychological Contract Breach. Similarly, the employees in the age between 36 – 45 years have a similar attitude towards their Transactional Psychological Contract Breach. Age also has a significant effect on employee Turnover Intention, similar to findings of Blomme et al., (2010), Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support.

Another aspect of Age was to examine the moderating effect between Psychological Contract Breach and employee outcomes. The result concludes that the Age did not moderate the relationship between Psychological Contract Breach and employee outcomes.

This study has identified a significant difference between employees' Educational Qualification and their opinion concerning the Type of Psychological Contract Breach and employee outcomes using one-way ANOVA. The result concludes that Educational Qualification is significantly related to Relational Psychological Contract Breach and employee outcomes except for Turnover Intention. Specifically, Software engineers are substantially different from all other Educational Qualification groups. About Transactional Psychological Contract Breach, the Software engineers and employees having MCA/ME degree are having a similar approach.

The results point out that there is a statistically significant effect of Educational Qualification on employee Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support. However, Educational Qualification is not significantly related to Employees' turnover intention.

The researcher was also interested in finding out the moderating role of Educational Qualification on the association between Psychological Contract Breach and employee outcomes. Educational Qualification has influenced the relationship among Psychological Contract Breach and employees' intention to leave. However, Educational Qualification has been unsuccessful in moderating the relationship between Psychological Contract Breach and Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support.

The study examined the influence of Working Experience on types of Psychological Contract Breach and Employee outcomes. The result states that there is a significant effect of Working Experience on the Transactional Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intention but not on Relational Psychological Contract Breach and Perceived Organizational Support.

Another verdict of the study discloses that employee working experience moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour. However, Working Experience has been unsuccessful to influence the relation between Psychological Contract Breach and Job Satisfaction, Perceived Organizational Support, and Turnover Intention.

The last demographic variable examined was Income. Interestingly, the result indicates that there is a significant effect of Income on all the variables except on Transactional Psychological Contract Breach. Income is significantly related to employee Relational Psychological Contract Breach, employee Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention.

Additionally, Income is found to moderate the relationship between Psychological Contract Breach and employee Job Satisfaction and Organizational Citizenship Behaviour. However, Income could not influence the relation between Psychological Contract Breach and Perceived Organizational Support and employee intention to leave the organization.

Psychological Contract Breach

The primary objective of the study is to explore how the Psychological Contract measurement and theory can best capture the actual experience of the employee in the employment relationship. Over the past fifty years, research on Psychological Contracts has grown tremendously (Conway & Briner, 2009). Researchers have questioned whether the Psychological Contract construct is genuinely capturing the employee experiences in the employment relationship or not. Thus, expectations are shaped during the exchange process regarding the future pattern of reciprocity that constitutes a Psychological Contract for an individual who is a party to the relationship. To be precise, Psychological Contracts consists of the obligations which one considers their employer owes them and the commitment one feels they are obligated towards their employer in return. These obligations take the form of Expectations. An employee working for the organization experiences whether the organizations are trying to fulfill these expectations. This presents a picture of the state of the Psychological Contract.

The IT employees in India are considered to be powerful knowledge workers. Our proposed hypothesis in the study has been proved as expected. The gap between Employee Expectations and Experience is more extensive. The Psychological Contract of the IT sector Employees has not been fulfilled. This is very true about the IT company's work culture of long working hours, time-bound target, disturbed work-life balance, etc. Further, this sector has been coming across uncommon issues about

their workers. The distinctive form for work and work organization in this field includes a lot of insecurities to the workforce, including high attrition rates, higher stress levels, and low collectivity amongst the employees. The IT Companies portrays themselves as "Work as Fun" and as "Workplace is yet another campus," are possibly the potential attraction to the young educated youngsters, in addition to the more prominent representation of work, excellent ambiance of the building with sweeping glass, concrete buildings, smart and trendy colleagues and indoor facilities like internet, cafeteria, recreation center, kiosk, clinic, gym, and so on. The consequences of such appearance are that the Expectations of the prospective employees keep on increasing. But these come with a host of insecurities, and vulnerabilities that are reflected in high attrition rate, lack of career prospects, high level of stress resulting in quitting the job voluntarily. This, on the other side, results in broadening the gap between the Employee Expectations and their Experiences, further resulting in the Breach of their Psychological Contract. It is mentioned out on several occasions that quick technological transformation, along with the aging of IT proficiency, produces a constant push to work on a job that is not only attractive but also tenders to open for enlargement of crucial competencies for the future.

This discussion can be further extended to the various significant contents that emerged from our empirical investigation. The IT companies in India are highly structured, actively controlling, technical, dignified, monitored, and scripted, although aiming for a "total customer satisfaction" viewpoint. Their work culture is very formal and bureaucratic. As pointed out by the employee while discussing in the first phase of the study that there is a severe concern about the Working Environment in the IT companies. In the recent past, a group of techies has challenged the working conditions in the IT companies in India, terming the work culture as a violation of Fundamental Rights by calling it "white collared slavery" prevailing in the IT industry. No doubt, the Indian IT companies pay better than the local companies in the US, but getting a massive amount of pay packet is not that all matters. As expressed by many employees that the work culture has a fundamental problem. Notably, the backbiting, office politics, inappropriate appraisal systems, no leave policy, use and throw policy, shift extension, etc. All of these result in a bad working environment in the organization. On the other hand, one must notice that the secret of most successful rapidly growing IT companies is that they have realized the

importance of a specific type of informal work culture. The distinctiveness of this type of casual work culture includes a shared belief in openness, norms supporting employees' welfare, a sense of what the organization and where it is going, and finally, a commitment to flexibility and change.

Almost all of the studies on Psychological Contracts in the past have focused on the Employee side keeping aside the other part to it, the Psychological Contract of the employer. An attempt has been made in this study to come across the Psychological Contract of Employer. The results are having a mixed response on Breach of Psychological Contract. However, if we observe, then we can find that there is a gap between Employer Expectations and the Experience, but the difference is not significant. There are few items from the Employer Psychological Contract contents on which a considerable Breach has occurred. For example, upholding the privacy norms of the company, exceeding formal accomplishment, employee to be highly competitive, and performance-focused seeking training and development opportunities and treatment of employees, on these items, a significant breach has been encountered by the Employer. A few reasons for the poor performance of the employees could be that the small IT firms are not in a position to set up in-house training facilities where the employees can increase their competencies. The leadership in IT companies is also a matter of concern. The employer expects the workers with the experience of 3-4 years to lead the project as well to handle the clients. The current slow-down in the international economy has condensed the mobility and erosion of experienced software experts in the IT industry. However, the complexity of preserving brilliant software people continues to linger.

Psychological Contract Breach and Employee Outcomes

A significant contribution of this study is examining the relationship between Psychological Contract Breach and the employee outcomes. The result suggests that the Psychological Contract Breach has a strong influence on almost all outcomes. These findings hold the conventional view that the Psychological Contract is a vital notion in understanding the relationship between employee and the employer. The IT company employees are experiencing a higher level of Relational as well as Transactional Psychological Contract Breach, Low Job Satisfaction, Low Organizational Citizenship Behaviour, Low Perceived Organizational Support, and

Higher Turnover Intention. Additionally, it offers definite proof that Breach and Fulfillment are two distinctive perceptions, with Breach being the stronger forecaster of the employee outcomes.

Another vital contribution of this study is that we tested the chronological route of the result of Breach on employee outcomes. The Social Exchange Theory presents a broader theoretical structure when probing the cost of Breach by including the exchange responses into the study of the Psychological Contract. In line with the Social Exchange Theory, the result reveals that the negative feelings are the likely effect of Breach. Not just do negative emotions incur direct costs such as an increase in health expenditure but also incur indirect costs replicated in employees' harmful approach and behaviors. Social exchanges need the person to trust the other party to execute their obligations (Blau, 1964). But, it is not at all times possible to guarantee the return of a good deed. When the opposite party fails to fulfill their promises, the person's instant reaction is distrust, which would additionally generate a negative outlook and behaviors.

It is particularly remarkable that the intensity of the Transactional Psychological Contract Breach is more significant than that of Relational Transactional Psychological Contract Breach. Transactional Psychological Contract being short term in nature concerning the materialistic benefit, the employee senses the suspicions occupied in the exchange relationships. This results in bringing down the level of Job Satisfaction and Perceived Organizational Support. Rousseau (2000) argued that "quitting one's job can be expensive even in a comparatively mobile culture," and turnover is usually a rational choice for employees only after getting another job proposal. The frequent observation that even though employees react to Breach of Psychological Contract with harmful attitudes and higher intentions to quit, they may not necessarily depart from their organizations. This type of weak result may be due to the higher cost of real departure to the employee. Nevertheless, there are still reasons to worry for the Employer. By staying rather than quitting, employees, with strong harmful emotional reactions and approach, can always do damage to the firm by dropping their citizenship behaviors and negatively affecting the confidence of co-workers.

Transactional Psychological Contract Breach has a tremendous effect on Job Satisfaction, OCB, POS, and Turnover Intentions. There could be several reasons for this effect. First, Transactional expectations such as pay level and incentive packages are covered in the printed employment agreement and thus become legally obligatory, making Breach less likely. However, in the IT sector, the pay is linked to employee performance. Secondly, employees' work ideologies shape the formation and contents of the Psychological Contract and can influence reactions to the Psychological Contract Breach, as in the case of IT company employees. The workers from different professions may have diverse Psychological Contracts and respond to Breach in unusual ways. Sometimes, employees may also respond to the Psychological Contract Breach in different ways that may not be examined in this study. For example, workers' might "voice" by suing the employer in place of leaving the job or dropping their level of OCB, as is observed in this study.

Whether the experience of the employee in terms of outcomes varies depending on the type of Psychological Contract Breach is the primary question. The probable answer is yes. The type of Psychological Contract held by employees makes a difference. If the employee's Psychological Contract is based on Transactional content, the employee is less expected to take on in Organizational Citizenship Behaviour, experiencing lower Job Satisfaction, lower perceived support, and higher Turnover Intentions as compared to breach on Relational contents. However, one would predict that employees will exhibit negative Organizational Citizenship Behaviour, lower Job Satisfaction, lower perceived support, and higher Turnover Intentions not considering of the kind of Psychological Contract Breach. A likely explanation for this could be that the employees with a Transactional Psychological Contract Breach may have perceived that they had not maintained their side of their Psychological Contract and hold themselves accountable for the Breach of their Psychological Contract. Broadly speaking, employees' who perceive a Transactional Psychological Contract consider their relationship with their company as more of a transaction or trade, mainly, if employees' with the Transactional Psychological Contract do not obtain the output they projected from their employer and may believe that they need to boost their input towards their employer. Generally, employees with a Relational Psychological Contract tend to support their contracts on honesty and socio-emotional characteristic, so the Breach of their Psychological Contract may

have forced them to decrease trust in their employer and experience a logic of unfaithfulness, this has also been experienced in past studies too. Such breakdown in trust and sense of disloyalty will have, in turn, compelled the workers with Relational Psychological Contracts to reduce their outcomes.

Yet another crucial issue emerged in the study related to the Demographic variables. IT Employee belongs to various demographics as well as social groups, and these groups can aggravate or alleviate the effect of the Psychological Contract Breach on the outcomes. Therefore, it becomes of utmost imperative to test such groups against the Psychological Contract Breach. Our study observed that Gender did not differentiate between the type of Breach of Psychological Contract and outcomes. Notably, women employees in IT did not perceive any difference in Job Satisfaction, OCB, POS, and Turnover Intention to that of their male counterparts. These findings conclude that the IT industry in India has moved far away from conventional sectors in making the place of work gender-neutral. This is mostly because of the character of work in the IT industry, that is more knowledge-centric, and the primary attribute of IT employee is the expertise they hold. On the other hand, there are studies in the recent past that proposed that there is gender-based discrimination at the place of work. Past studies also suggest that women employees in the IT sector are more likely to leave the job as compared to their male counterparts as there is a disturbance in the family life due to the shift timings, stressful targets, etc. The customs of gender and gender economics in our country are perhaps firmly based on the ongoing trend of deteriorated sex ratio. In the IT companies, there exists a concept called "Glass ceiling," especially for women employees. It means there is a presence of a gap between the organization's policies and its actual execution that further seen as an obstruction for women employee promotion prospects.

Age constitutes a significant variable influencing employee Psychological Contract Breach and outcomes. The young generation working in IT companies seems to have accepted the new Psychological Contract, and the fact that you need to survive in this industry taking the positive things into your strides, probably might be because the employee may have realized that how hard it is to find a new job. Young employees working in IT companies might also have realized the importance of striking a balance between work and private life. In line with the Lifespan theory of aging, as

the employees' age increases, they become better in regulating their emotions and are less likely to respond to the Psychological Contract Breach.

The employee working in the IT sector has been referred to as Knowledge Workers because they are highly qualified. The finding reveals that the Educational level has a significant influence on Relational Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support. Employees who have been exposed to extra years of learning are more likely to expect more from their employers. We cannot overlook the fact that employees with lower educational levels shall look for greater support from colleagues but may not be applicable in the IT industry where the workers are highly qualified.

The study reiterates the importance of attracting and retaining knowledgeable professionals in IT companies. For this, a work environment that provides sufficient prospects for learning and an incentive system that is based on a crystal clear performance measurement structure must be in place. Such an arrangement requires facilitative leadership in IT companies. It involves an open communication system by encouraging formal and informal meetings and teamwork encouragement. If not taken care of, this may result in employee burnout, further adding to the high attrition rate. The initial discussion in phase I of the study reveals that the burnout takes place in the initial career because of poor placement, underemployment, stressful job and fear and replacement by new employee, exhausting work environment, and downsizing. It is, therefore, essential to deal with all of these factors to avoid burnout amongst the young knowledge employees' in the individual and organizational interests. At the initial stages of their career, they are being treated as an essential asset and scarce resource but fail to create a match between the organization and the employees. Such mismatch develops anxiety, frustration, and disappointment amongst the fresh recruits and higher turnover intention.

7.2 Conclusion

IT industry is a significant and growing industry in the world economy. Notably, the IT industry in India has played a significant role in the economic development of India. The study examined various aspects of the Employees' Psychological Contract and the effect on outcomes in the IT companies in India. Also, the Psychological Contract of Employer has been examined.

The IT sector workforce in India is experiencing a High level of Psychological Contract Breach, both Relational and Transactional Psychological Contract Breach. Similarly, the employee outcomes examined show a low level of Job Satisfaction, low level of Organizational Citizenship Behaviour, and low level of Perceived Organizational Support. Higher Level of Turnover Intention is also observed. The negative consequences of non-fulfillment of employees' expectations are likely to go beyond the hurt feelings and disillusionment felt by employees that further results in damaging the organization's reputation as well. Psychological Contract Breach could be one of the possible reasons for the high attrition rate in the IT sector.

The employees perceived that the employer has failed to fulfill the promises made to them. Further investigation revealed that incidents related to Healthy Working Environment, Reward and Recognition from Top Management and Work-Life Balance had not been fulfilled by the employer which has been considered most important by the employees' working in the IT companies in India.

There is a mixed response on fulfillment or Breach of Employers' Psychological Contract. Few items from the Employers' Psychological Contract have a significant negative relationship with overall evaluation, such as Upholding privacy norms, exceeding formal accomplishments, employees to be highly competitive, searching for Training and development opportunities, and Equal treatment. The employer is experiencing a significant breach on these items.

The relationship between the Psychological Contract Breach and employee outcomes provides an additional dimension to the study. Consistent with the previous research, Breach of Psychological Contract is likely to have adverse effects on employee attitude and behaviors, including reduced citizenship behaviors, low perceived support, low job satisfaction, and increased intention to leave the organization altogether. The result confirmed that Relational Psychological Contract Breach and Transactional Psychological Contract Breach have a strong negative influence on Job Satisfaction and Perceived Organizational Support. Psychological Contract Breach is negatively related to Organizational Citizenship Behaviour. Both the type of Psychological Contracts Breach are the significant predictors of Job Satisfaction. Additionally, Relational Psychological Contract Breach is a substantial predictor of Perceived Organizational Support. Transactional Psychological Contract is the most

significant predictor of employee Turnover Intention. This finding underlines the significance of studying the Psychological Contract at the workplace in determining the state of the employment relationship. The result is in line with the Social Exchange Theory. The study confirms that there is a strong association between employee perception of Breach of Psychological Contract and higher Turnover Intention. When employee perceives their Psychological Contract has been breached, they respond to this Breach by a decrease in Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support.

The research study also throws light on the relationship amongst the employee outcomes in line with the Psychological Contract. Employee Job Satisfaction is strongly positively related to Organizational Citizenship Behaviour and Perceived Organizational Support. Organizational Citizenship Behaviour and Perceived Organizational Support are strongly positively related. Job Satisfaction, Organizational Citizenship Behaviour, and Perceived Organizational Support have a strong negative relationship with employee Intention to leave the organization. Employees, who perceive strong support from their organization, will express strong feelings of affiliation and loyalty towards the organization. Therefore, the organizations need to enthusiastically handle the employees' perception of support to obtain constructive outcomes for organizational advantage. On the contrary, low perceived support would decrease the participation of employees, resulting in inferior treatment and additional low perceived support. The impact of Psychological Contract Breach is such that employee turns out to be less satisfied with their jobs, believes that they are less supported by their company, and lessen their dedication toward the company. The firm needs to pay special attention to the inequality in how workers respond to Psychological Contract Breach depending on the type of Psychological Contract employee hold, as the response to Breach can differ based entirely on the type of Psychological Contract and influence the firm and outcome in several ways.

The research has also highlighted the role of demographic variables in employees' Psychological Contract. In the last two decades, the IT companies in India have emerged as significant players in employment generation, especially for women. The research concludes that the Male and Female employees working in IT companies in India did not account for any variation in the Psychological Contract Breach. There is no significant difference between Male and Female employees on Job Satisfaction,

Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intention. This could be the effect of having gender-neutral Human Resource Management policies in the IT sector. This has allowed women employees also to move to higher technical and managerial positions. Gender moderates the relationship between Psychological Contract Breach and Perceived Organizational Support. A great deal of support for women employees is provided by the IT companies to make women employees capable of taking decisions and a broader scope to enhance their capabilities. Nevertheless, the IT industry has provided a foundation for a redefinition of conventional gender-based norms and supports a more comprehensive vision in which women's welfare is promoted. This will automatically enable women employees to enhance production and productivity.

The marital status of the employees accounted for significant variance in Perceived Organizational Support. However, it did not account for a substantial variation for the types of employees Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intentions. The irregular working hours in the IT industry has made regular socialization difficult, resulting in isolation and identity crisis. Unconventional working hours tend to be inauspicious to employees who are married or have families. Though there are many firms which provide transport facilities to such unusual working hours, still married employees prefer to work as per traditional working hours. Nowadays, the IT companies have offered married employees, especially women employees having children, to work from their homes.

An exciting conclusion in terms of Age and Marital Status can be observed. Age did not account for a significant variance for the type of Psychological Contract Breach. Age accounted for a substantial difference in employee Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intentions. Hence, it is essential to employ a vibrant lifespan perception on the Psychological Contract, as it is concluded that age does play a significant role in the relationship between contract Breach and outcomes. For example, younger people focus on growth and learning, whereas older employees are more focused on maintaining present well-being and operations. Therefore older and younger employees may perceive diverse employer obligations. Our findings provide enough

support for this observation. Age and Marital Status did not moderate the relationship between Psychological Contract Breach and employee outcomes were an entirely surprising result.

The relationship connecting the level of education and job satisfaction is somewhat ambiguous in the earlier studies. Studies point out that the significant impact on job satisfaction was owed to a variety of characteristics of the job. Our research finds that Educational Qualification accounts for considerable influence on Job Satisfaction, Relational Psychological Contract, Organizational Citizenship Behaviour, and Perceived Organizational Support but not for Turnover Intentions. Educational qualification moderates the relationship between Psychological Contract Breach and employee Intention to leave the organization.

Employee total working experience in the IT industry accounted for a significant amount of variance in Transactional Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, and Turnover Intentions but not for employee Relational Psychological Contract Breach and Perceived Organizational Support. However, employee working experience moderates the relation among Psychological Contract Breach and employee Organizational Citizenship Behaviour.

One economic variable, Income of the employee, did account for a significant amount of variance in employee Relational Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, and Turnover Intentions. Income moderates the relationship between Psychological Contract Breach and employee Job Satisfaction and Organizational Citizenship Behaviour. Today, the organization wants its employees to do things better, faster, and cheaper. To do so, the reward system should be more dynamic and flexible without having any connection with position or status. This type of reward system will not only encourage employees to give their best but also serve as a core competence.

The highlight of the present study is that out of the four-employee outcomes considered in the study, the Demographic variable moderates their relationship with Psychological Contract Breach. In short, Gender moderates relationship between Psychological Contract Breach and Perceived Organizational Support, Educational Qualifications moderates relationship between Psychological Contract Breach and

employee Turnover Intention, Work Experience moderates relationship between Psychological Contract Breach and Organizational Citizenship Behaviour, Income moderates relationship between Psychological Contract Breach and Job satisfaction and finally Income moderates relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

The findings point out the desirable Psychological Contract by employees that may differ based on the group membership of employees. For instance, the employee belongs to different age groups; their desirable Psychological Contract varies based on the age group to which he or she belongs. The organizations have to be sensitive to the employees' work approach that is subjective to the group to which the employee belongs. The finding provides support to the existing theory on the subjectivity of the Psychological Contract in addition to its practical significance. Knowing employee priorities and perspectives on the Psychological Contract can help the organization in the Recruitment and Selection process as there is every possibility of creating a fit between organization requirements and prospective employee capabilities. Another significant benefit can be to design a desirable reward system once the organization has a clear picture of its employees' expectations. Recognition of individuals' needs could reduce tensions and conflicts between Team Leaders and their subordinates. The organization must find different ways to support employees that can include reward systems, appraising their performance, career development, etc. Such practices will prove that the organization recognizes its employee's contribution and that the organization's concern for their well being.

These finding reinforces the multifaceted character of the employment relationship and enforces the need for adopting extensive instrument when measuring employees' Psychological Contract. Enough research has now been conducted to recognize the importance of understanding the Psychological Contract at the workplace. But, still it has remained as an important issue as the current employment relationship continues to undergo significant transformations. The results show that the Psychological Contract Breach has a substantial effect on work-related behavior and attitude. But there are still numerous debatable questions that need future research attention.

7.3 Theoretical Contribution

The past studies in the literature suggest a new work form because of outsourcing arrangements. The challenges are present in front of IT workers because of outsourcing. The majority of the studies in the past have been conducted that attempt to identify factors that influence employee perception towards Organizational Commitment, Trust, etc. There is a scarcity of studies about direct empirical data on differences in work-related outcomes of IT sector employees in India. Therefore the study contributed to the literature by bringing forth the much-needed diversity to the topic of examining the Psychological Contract of IT sector employees in India. Additionally, the study also brings forth the role played by the demographic variables with the variations to employee outcomes in IT companies in India. Identifying the strategies to understand the Psychological Contract would be easy tasks if one understands the work-related attitude along with the demographic profile of an individual.

Another significant contribution of the study is regarding the investigation about the expectations of employees; it was discovered that incidents related to Healthy Working Environment, Reward and Recognition from Top Management and Work-Life Balance are being considered the most important by the employees working in IT companies in India.

Our study extends the literature on the Psychological Contract by examining the Psychological Contract from a holistic perspective i.e., the Psychological Contract of Employee as well as Employer. The study has captured pre-joining, pre-hiring expectations, post-joining, post-hiring expectations, and Psychological Contract fulfillment and breach of Employees and Employer.

The study contributes in terms of finding out the expectations that can be considered while formulating Human Resource policies. Though the Psychological Contract is deemed to be mutual, generally speaking, there will always be differences in the expectations of the parties to it. An organization and its employees need to be aware of such differences; otherwise, the result will be a Breach in the Psychological Contract, which will further lead to the demotivation of employees. The Psychological Contract of the organization is the most significant indicator to tell whether Human Resource policies are achieving its objective or not. The agents of the

organization must attempt to recognize the employees' view of the content of the Psychological Contract and adjust it wherever the situation allows. This will certainly guide to a policy that is superior in line with the expectations of employees that will result in a favorable outcome on productivity, attendance, and turnover.

The study also contributes towards the identification of a desirable Psychological Contract by the employee. The Psychological Contract differs based on the group membership to which the employee belongs. For instance, the employee belongs to different age groups; their desirable Psychological Contract varies based on the group to which they belong. The organizations have to be sensitive to the employees' work approach that is subjective to the group. The study contributes towards an understanding of the diverse expectations of males and females employees, younger and older employees, highly experienced and low experienced employees, educated employees, high income and low-income level employees, and married and unmarried employees. The output of the study can be helpful to the professionals to plan and execute Human Resource policies that fulfill the expectations of the dissimilar workforce. The finding provides support to the theory on the Subjectivity of the Psychological Contract. Understanding employees' expectations can help the organization in the Recruitment and Selection process, thereby creating a fit between organizational requirements and prospective employee capabilities.

Having understood the nature of the IT industry, the management of Human Resources is of supreme importance. Understanding employee expectations assumes immense significance in the employment relationship. As there is an insufficient research literature on employee Psychological Contracts in the IT sector in India, the current study fills the gap and provides some insights. This research study is the first of its kind to examine the moderating role of Demographic variables in the association involving Psychological Contract Breach and employee outcomes in the IT companies in India.

7.4 Limitations

The influential limitation of the study is the Common method variance because all of the data were collected via employees' self-reports. Future research can reduce this limitation by collecting the data from multiple sources such as peer or supervisor reports on employee performance.

It is to be noted that the data set provides the perception of the employment relationship in Indian circumstances only. The employees surveyed belong to different IT companies in the Indian working environment. Therefore, enough care has to be exercised before the generalizability of its findings. Nevertheless, we expect that employees experiencing Psychological Contract Breach will react similarly.

This study highlighted the role played by Demographic variables. There are other organizational and individual characteristics such as tenure, organizational size, stage in career, personality, work status, etc., may also influence their perception about Psychological Contract and outcomes that requires due consideration. This concern needs to be addressed in future studies to come.

7.5 Implications for the Future Research

The current research stressed one of the fastest growing industries in India i.e., the IT industry. Studies have revealed that Indian IT professionals are suffering from extreme work pressure, which leads to sharp and persistent work pressure and later adversely upsetting their Physiological and Psychological wellbeing. Hence, there is an imperative requirement to understand the importance of the Psychological Contract among IT professionals working in India.

Further research should spotlight on investigating the diversity of Psychological Contracts by different groups of employees bearing in mind the implications for a whole series of issues concerning the employment relationship. The Psychological Contract does not remain the same; it goes through many changes over a long period of the employment relationship. Researchers need to tap these changes for effective management of the workforce.

Researchers must also focus on examining the other aspects like its formation, contents, etc., of Psychological Contract to understand the employment relationship better. Research needs to discover how Psychological Contract in the place of work is developed and to what extent they are shared. Which elements of the Psychological Contract, Relational, or Transactional are most appreciated or which elements are more prone to experience a Breach, need to be examined. Such understanding will help to understand why and when the workers are likely to respond negatively to Psychological Contract Breach and under what condition such response can be

minimized to reduce the organizational damage. The agents of the organization must attempt to recognize the employees' view of the Psychological Contract and adjust it wherever the situation permits. From an industrial relation viewpoint, the study can center on the employment relationship amid trade union membership that will offer more insight keen on the employment relationship in a unionized environment on Psychological Contract.

One exciting area in Human Resource Management now a day is the trend of employment of part-time and contract workers. Future research can explore how the employees working on contract employment or part-time employees perceive their Psychological Contract. Whether the Psychological Contract for these types of employees differs or similar as compared to full time and regular employees.

Realistic Job Previews (RJP) at the entry stage will serve as an essential tool to bridge the gap between an employee's perception of organizational obligations and the employment relationship. In an era of retaining employees and getting the best out of them is necessary for creating a competitive advantage, the organizational agents need to have a clear picture of what they are supposed to provide to their employees. Realistic Job Previews will assure that the new employees will have more or less correct expectations from the organization, thereby minimizing the incidents of having a Breach in the Psychological Contract. As in the initial stages of employment, the employees reported having extremely decisive in setting the potential frame of future reciprocity; due attention must be paid to how the employees are introduced into the organization. Given the argument that most of the turnover takes place during the first six months of employment, Realistic Job Previews and due concern towards employees' expectations can offer a more rational outlook of the organization, thus dropping the cost of turnover. As a norm, open communication can be practiced right from the recruitment process that can be continued even after recruitment.

Another noteworthy demographic variable is age. A general notion exists that due to recent developments in the retirement age, more people will be working after retirement. However, employees more than 45 years of age are underrepresented in the sample. Therefore, there is a need of additional investigation that includes employees with a broader age range and to explore more exclusively how older employees distinguish their Psychological Contract compared to the younger employees, and

how the associations among Psychological Contract and attitudes and behaviors vary for younger and older employees.

Previous researches ignored the Employers' Psychological Contract. This implies that there is scope for future research in this area. Managerial Level employees are considered to be the representatives of the employer. They are regarded as contract makers. Sometimes managers may feel that organizational policies and practices act as a constraint in fulfilling their obligations. Even the middle-level managers may think that they possess the limited authority to meet the requirements. Therefore, future research can focus on the role played by these managerial level employees in exclusively delivering their part of the Psychological Contract. Additionally, managers, so-called agents of the organization, can lighten the negative effect of Psychological Contract Breach by paying closer attention to the emotional conditions of the workers. This could be achieved by arranging counseling programs to deal with employees' emotional conditions such as anger, depression, and stress, which are probably the result of Breach. Another way to handle the situation could be to explain the reason for the non-fulfillment of promises with valid evidence. But, if the organization always fails to execute its obligations, then no matter what clarification it provides, destructive consequences are to be expected.

Additional research is needed to determine how organizations can develop a positive perception of outcomes. To do so, the recruiters must go past discussing the compensation part and must focus on the various contents of the Psychological Contract. Efforts must be in developing a supportive work culture within the organization. Such efforts will not only motivate employees to surpass their call of duty but will also work as a cushion in case their expectations are not met. Also, the recruiters must not offer impractical promises during the recruitment and regular work interactions with employees. It may have a short term motivational outcome, but in the long term, both organization and the employee may have severe consequences as what was promised has not been fulfilled.

The complex business environment plays a crucial role in setting the framework in an employment relationship and will carry on doing so. The research will provide us an enhanced understanding of why and when employees are expected to react negatively and under what circumstances such a negative response can be minimized or avoided.

There is an urgent need to have a comprehensive framework that will help the organization to solve the complex problem of Human Resource Management. The organizations are becoming more flexible and fragmented, focusing on individualistic values. Examining the Psychological Contract will help to develop Human resource policies that will take care of individual-organization linkage, positive leader-management exchange, and combined pervasive change.

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