Study on the Level of Psychological Contract and Factors Influencing Organizational Citizenship Behavior Among Employees in Information Technology Sector

Simo Hilal[1*], G.Kannan[2]

[1*]Research Scholar, Department of Management Studies, St. Peter's Institute of Higher Education and Research, Chennai, Tamilnadu, India; simosameeyah@gmail.com

[2]Associate Professor & Research Supervisor, Department of Management Studies, St. Peter's Institute of Higher Education and Research, Chennai, Tamilnadu, India; drgkannan2015@gmail.com

[*]Correspondence: simosameeyah@gmail.com

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ABSTRACT:

The psychological contract between employees and employers serves as the focal independent variable with organizational citizenship behavior voluntary as the dependent outcome. This research investigates the interplay between psychological contract fulfillment and organizational citizenship behavior among employees in the information technology sector, while identifying key factors influencing these dynamics. It is necessary to understand how psychological contract impacts organizational citizenship behavior for fostering sustainable employee engagement and organizational effectiveness in the information technology sector's high-pressure evolving environment. Data were collected from 667 employees across major firms, selected through stratified random sampling to ensure representativeness. Validated scales measured relational, transactional, ideological dimensions, altruism, conscientiousness and civic virtue. Confirmatory factor analysis established the psychometric robustness of the constructs, with factor loadings exceeding 0.7, demonstrating strong convergent validity. The model depicted latent variables correlated via curved arrows, while single-headed arrows linked constructs to their respective indicators, confirming a coherent measurement structure. Structural equation modeling further tested hypothesized relationships. Results revealed that relational psychological contract components such as long-term career development and trust, had the strongest positive influence on organizational citizenship behavior ($\beta = 0.58$, $p < 0.01$), underscoring the importance of socio-emotional exchanges. Transactional elements showed weaker associations ($\beta = 0.22$, $p < 0.05$), while ideological alignment with organizational values emerged as a significant predictor ($\beta = 0.41$, $p < 0.01$). Mediation analysis identified perceived organizational support and job satisfaction as critical pathways through which

psychological contract fulfillment enhances organizational citizenship behavior. Moderating effects of leadership style and communication transparency were also significant, with participative leadership amplifying psychological contract's positive impact. This research underscores the centrality of psychological contract management in driving organizational citizenship behavior, providing a validated framework for information technology organizations to optimize employee engagement. By addressing both the tangible and intangible dimensions of psychological contract, firms can create environments where employees voluntarily exceed role expectations, ultimately enhancing organizational resilience and competitiveness.

Keywords: Psychological contract, organizational citizenship behavior, information technology sector, confirmatory factor analysis, human resource management.

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INTRODUCTION

The Information Technology (IT) sector is highly dynamic, with employees often facing high-pressure work environments, rapid technological changes and evolving job expectations. Researchers and human resource practitioners widely acknowledge that the relationship between employees and employers is undergoing fundamental transformations, significantly impacting talent attraction, motivation and retention [1]. In today's competitive business environment, fostering a strong and sustainable employee-employer relationship is crucial for organizational success. This relationship is governed by two primary types of contracts: the formal employment contract, which is a legally binding written agreement outlining job responsibilities, compensation and terms of employment and the psychological contract (PC), an unwritten, implicit set of mutual expectations, perceptions and obligations between employees and employers [2]. Unlike formal contracts, the PC is intangible yet profoundly influential in shaping employee attitudes, behaviors and long-term engagement with an organization.

Extensive research has demonstrated that the PC significantly affects employee commitment, workplace behavior and turnover intentions across various industries and organizational settings [3,4]. When employees perceive that their employer has fulfilled their PC such as providing career growth opportunities, fair treatment, recognition and a supportive work environment, they are more likely to exhibit Organizational Citizenship Behavior (OCB), which refers to voluntary, discretionary actions that go beyond formal job requirements but contribute positively to organizational effectiveness which include helping colleagues, taking initiative and demonstrating loyalty [5]. Conversely, when employees feel that their PC has been violated such as unmet promises regarding promotions, inadequate work-life balance, or lack of trust in leadership, they are more likely to experience reduced job satisfaction, disengagement and increased Employee Turnover Intention (ETI), ultimately leading to higher attrition rates [6,7].

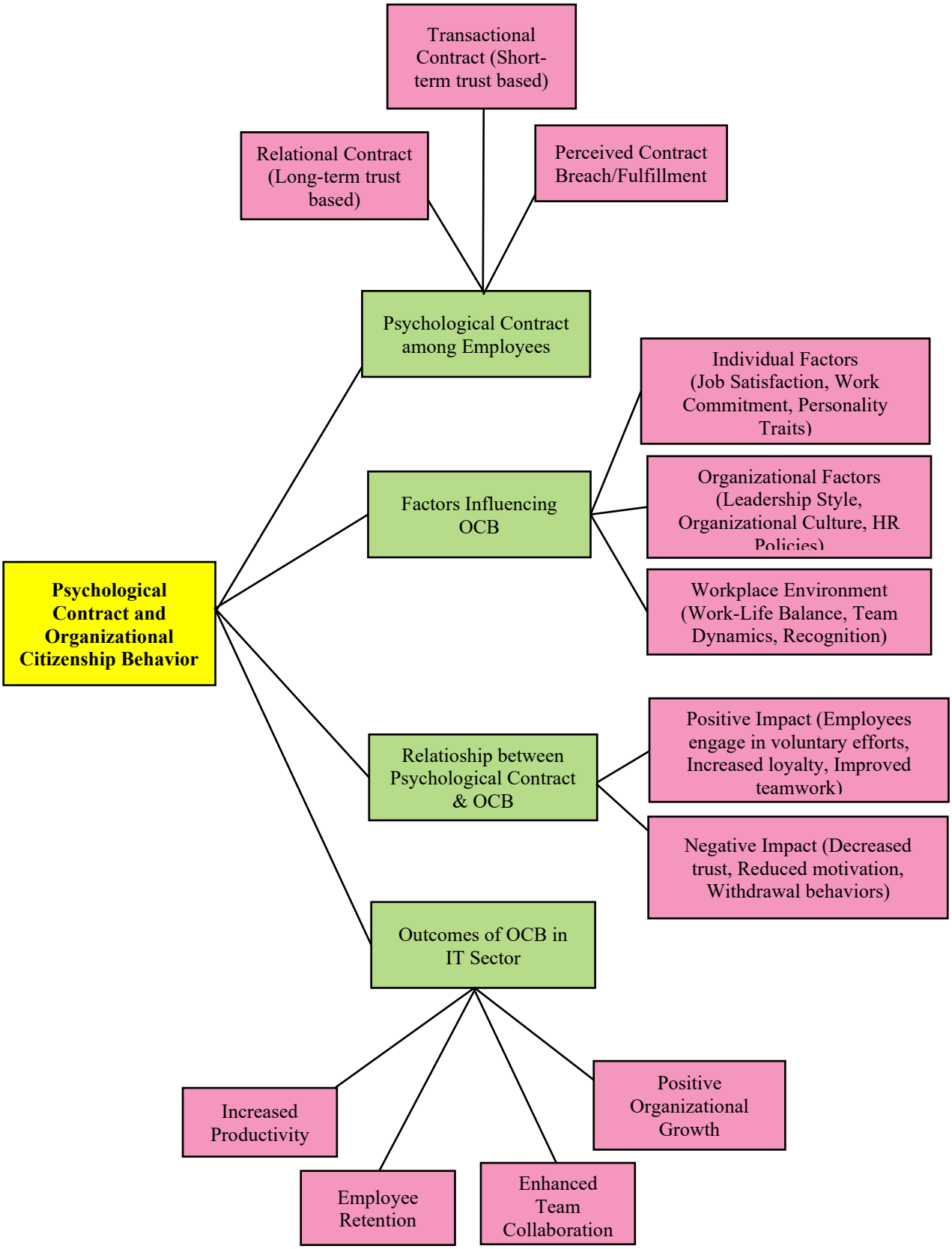

Figure 1. Factors influencing psychological contract and organizational citizenship behavior

The factors influencing psychological contract and organizational citizenship behavior is shown in Figure 1. The IT sector, known for its fast-paced, high-pressure work environment, faces significant challenges in managing employee turnover. Despite the industry's emphasis on innovation and talent retention, attrition remains a persistent issue, partly due to unmet PC expectations [8]. The PC is particularly relevant in the IT industry due to the sector's reliance on skilled knowledge workers who value autonomy, career progression and a positive work culture. IT employees often join organizations with expectations of continuous learning, challenging projects and work flexibility. When these expectations are met, employees are more likely to engage in OCB, strengthening their bond with the organization. However, breaches in the PC such as stagnant career growth, excessive workload without recognition, or poor managerial support can lead to frustration, decreased motivation and ultimately, higher turnover intentions [9]. The OCB plays a crucial mediating role between PC fulfillment and turnover intentions. Employees who perceive their PC as being honored are more inclined to exhibit OCB, which in turn reinforces their emotional attachment to the organization, reducing the likelihood of leaving [10]. A lack of OCB often stemming from PC breaches can create a toxic work environment where employees disengage, leading to higher attrition [11,12]. While numerous studies have explored the impact of PC on OCB and ETI in various sectors, there remains a gap in research specifically examining these dynamics within the IT industry, particularly in emerging hubs in India. This study seeks to address the gap by investigating how PC influence OCB and ETI among IT professionals, while also exploring the mediating role of OCB in the relationship between PC and ETI.

METHODOLOGY

This study examines the PC between employees and employers and its influence on OCB, which refers to voluntary, discretionary behaviors that benefit the organization. In India, Kerala is rapidly growing as an IT destination with strong government support, skilled talent and world-class infrastructure. Trivandrum (Technopark), Kochi (Infopark) and Kozhikode (Cyberpark) are the key IT hubs in the state. This study includes the employees from middle to senior level of companies from Technopark (Trivandrum) such as Tata Consultancy Services (TCS), Infosys, UST Global (UST), Allianz Technology and Nest Software.

Hypothesis of research

$H_0$1a: There exists no significant influence of PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_1$1a: There exists significant influence of PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_0$1b: There exists no significant moderation effect of selected demographic profile (age, gender and experience) for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_1$1b: There exists significant moderation effect of selected demographic profile (age, gender and experience) for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_0$1c: There exist no significant moderation effect of designation for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_1$1c: There exist significant moderation effect of designation for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_0$1d: There exist no significant moderation effect of educational qualification for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

$H_1$1d: There exist significant moderation effect of educational qualification for the relationship between PC on OCB and ETI for the employees working with IT sector in Kerala.

Data Collection

The study is completely quantitative in nature with empirical evidences to achieve the objectives and support the hypothesis. The selection of the

employees from the sampling frame is based on criteria such as working with the company for 5 years, 10 years, 15 years, above 20 years and full-time employees. Out of the total targeted population of 3400 employees in the major IT companies was considered for the study. Considering the failure to respond by the respondents, finally, data is collected from 667 employees. The questionnaire was developed in different stages, which begins with identifying the constructs and statements from the detailed literature review. This is followed by preparing a draft questionnaire, which is further validated by different academic and industry experts. Thereafter the questionnaire was modified as per their suggestions. The modified questionnaire was further tested during a pilot survey. A pilot test of the questionnaire developed was conducted on approximately one sixth (n=122) of the proposed sample of the study. The questionnaire was further modified according to the results of the pilot survey and the final questionnaire was then used for the data collection for hypothesis testing and the fulfillment of the framed objectives. The primary data is collected with the help of survey method using questionnaire as a data collection tool. The questionnaire was created in the format of Google form. The link of the Google form is provided to the selected respondents. The data is also cross sectional in nature where responses from different individuals are taken at a given point of time. The data was collected during the period November 2024 to March 2025. This study offer actionable insights for HR managers and organizational leaders in the IT sector.

Research Tools

For the current investigation, the obtained data was organized for all companies for various variables identified in tabular form using Microsoft excel. The worksheet where data recorded was then, imported to SPSS 24 and applied analytical techniques to obtain output and test the hypotheses.

RESULTS AND DISCUSSION

The subsequent results explore how tenure-based experiences and PC dimensions shape OCB, offering granular insights into employee-employer dynamics. Findings are contextualized within the IT sector's high-turnover, innovation-driven environment, emphasizing actionable strategies for human resource (HR) leaders to align expectations and foster voluntary contributions. This discussion bridges empirical outcomes to practical frameworks, underscoring the interplay between contractual fulfillment, employee tenure and discretionary behaviors critical for organizational resilience.

Demographic Study

The table 1 summarizes the demographic characteristics of a sample of 667 employees from Kerala's IT sector, categorized by gender, age, work experience and workplace designation. This analysis highlights the sample's composition, identifies potential biases and explores implications for organizational behavior research. 70% of respondents are male, while only 30% are female. It reflects broader gender disparities in Kerala's IT sector, where men traditionally dominate technical roles. Findings may disproportionately represent male perspectives, potentially skewing results related to gendered experiences. In workforce 45% are below 30 years, 30% are 30–40 years and 25% are above 40. The IT sector's emphasis on tech-savvy, adaptable workers attracts younger employees. Younger employees may prioritize career growth and flexibility, while older employees may value job security. This age diversity necessitates age-stratified analyses to uncover generational differences in attitudes. 41% have less than 5 years of experience, followed by 33% with 5–10 years, only 6% have over 20 years. High turnover in IT may explain the low proportion of long-tenured employees. Less experienced employees may report higher turnover intention due to career exploration, while experienced employees might exhibit stronger organizational commitment. The participants consists 58% are middle managers, 35% upper-middle managers and only 6% senior managers. It reflects typical organizational pyramids, with fewer roles at higher levels. Senior managers' limited representation may reduce the generalizability of findings related to leadership or strategic decision-making. Male over-representation may obscure gender-specific dynamics (relational contracts). Younger employees dominate, aligning

with their shorter tenure (41% with <5 years' experience). Middle managers form the largest group, suggesting findings may best apply to this cohort. Younger, less experienced employees may drive higher ETI metrics, necessitating retention strategies like career development programs. Younger workers may prioritize transactional contracts (skill development), while older employees value relational contracts (job stability). Middle managers, as the largest group, may exhibit OCB tied to team coordination, while senior managers focus on strategic OCB. Under-representation of women limits insights into female-specific workplace experiences. Limited data on long-tenured employees (6% with >20 years) may overlook veteran perspectives. Assuming homogeneity across age groups may mask generational differences.

Table 1: Demographic Characteristics of the Respondents

Characteristics	**Sub-Category**	**Frequency (N=667)**	**Percentage (%)**
Gender	Male	467	70%
	Female	200	30%
Age	Below 30 years	300	44.97%
	Between 30-40 years	200	29.98%
	Above 40 years	167	25%
Work Experience	Less than 5 years	275	41.23%
	Between 5-10 years	220	32.98%
	Between 10-15 years	68	10.19%
	Between 15-20 years	63	9.45%
	Above 20 years	41	6.15%
Workplace Designation	Up to Middle Managers	390	58.47%
	Up to Upper -Middle Managers	235	35.23%
	Up to Senior Managers	42	6.29%

This demographic profile highlights a sample skewed toward young, male, early-career IT professionals in middle management. While valuable for understanding this dominant cohort, researchers must contextualize findings within these limitations and prioritize inclusive sampling in future work. Addressing these biases will enhance the validity of studies on psychological contracts, turnover intention and organizational behavior in India's IT sector.

Test of Normality

The normal distribution is expected in the responses as it provides the robust statistical inference from the sample results. In the study, the distribution of the responses received against the statements

measuring the different construct namely PC (transactional and relational contract), OCB (altruism, courtesy, sportsmanship, conscientiousness and civic virtue) and ETI. The distribution of the responses is measured with the help of skewness and kurtosis. The estimated value of skewness and kurtosis of collected responses for all the statements is shown in Table 2. The results indicate that the skewness and kurtosis of all the included statements are found to be less than 1. This represents that the distribution of the responses is near to the normal distribution. Further the Mardia coefficient of kurtosis which measures the multivariate normality of the included statements is found to be 82. Thus, the distribution of the responses is assumed to be normal and the result of the statistical analysis can be generalized for the population.

Table 2: Assessment of Normality

Construct Name	Variable	Min	Max	Skew	C.R.	Kurtosis	C.R.
Civic Virtue	CV1	1	7	-0.197	-2.079	-0.655	-3.455
	CV2	1	7	-0.155	-1.631	-0.584	-3.079
	CV3	1	7	-0.184	-1.942	-0.613	-3.229
	CV4	1	7	-0.224	-2.367	-0.62	-3.27
	CV5	1	7	-0.211	-2.227	-0.691	-3.642
	CV6	1	7	-0.205	-2.158	-0.63	-3.32
Conscientiousness	CONTS6	1	7	-0.273	-2.881	-0.589	-3.103
	CONTS5	1	7	-0.196	-2.066	-0.707	-3.725
	CONTS4	1	7	-0.197	-2.076	-0.607	-3.202
	CONTS3	1	7	-0.284	-2.999	-0.623	-3.282
	CONTS2	1	7	-0.238	-2.507	-0.69	-3.638
	CONTS1	1	7	-0.221	-2.33	-0.572	-3.016
Sportsmanship	SPORT6	1	7	-0.289	-3.048	-0.488	-2.572
	SPORT5	1	7	-0.274	-2.894	-0.472	-2.488
	SPORT4	1	7	-0.084	-0.889	-0.616	-3.248
	SPORT3	1	7	-0.23	-2.429	-0.578	-3.045
	SPORT2	1	7	-0.281	-2.961	-0.701	-3.698
	SPORT1	1	7	-0.295	-3.11	-0.482	-2.541
Courtesy	CTSY6	1	7	-0.161	-1.695	-0.489	-2.581
	CTSY5	1	7	-0.2	-2.114	-0.5	-2.638
	CTSY4	1	7	-0.149	-1.572	-0.552	-2.91
	CTSY3	1	7	-0.003	-0.026	-0.572	-3.017
	CTSY2	1	7	-0.193	-2.039	-0.514	-2.712
	CTSY1	1	7	-0.254	-2.675	-0.461	-2.431
Altruism	ALT6	1	7	-0.13	-1.371	-0.372	-1.962
	ALT5	1	7	-0.222	-2.342	-0.486	-2.562
	ALT4	1	7	-0.101	-1.061	-0.478	-2.519
	ALT3	1	7	0.045	0.477	-0.409	-2.155

	ALT2	1	7	-0.159	-1.674	-0.488	-2.572
	ALT1	1	7	-0.133	-1.399	-0.71	-3.745
Employee Turnover Intention	ETI1	1	7	0.26	2.746	-0.56	-2.954
	ETI2	1	7	0.271	2.857	-0.521	-2.745
	ETI3	1	7	0.298	3.14	-0.551	-2.903
	ETI4	1	7	0.278	2.932	-0.539	-2.84
	ETI5	1	7	0.233	2.453	-0.659	-3.472
	ETI6	1	7	0.245	2.585	-0.605	-3.19
	ETI7	1	7	0.266	2.802	-0.61	-3.213
	ETI8	1	7	0.238	2.514	-0.572	-3.018
	ETI9	1	7	0.31	3.268	-0.527	-2.776
	ETI10	1	7	0.33	3.482	-0.491	-2.587
Relational Contract	RC9	1	7	-0.094	-0.992	-0.412	-2.171
	RC8	1	7	-0.075	-0.789	-0.566	-2.984
	RC7	1	7	0.024	0.249	-0.519	-2.736
	RC6	1	7	-0.029	-0.31	-0.7	-3.689
	RC5	1	7	-0.094	-0.992	-0.612	-3.225
	RC4	1	7	-0.103	-1.082	-0.592	-3.12
	RC3	1	7	-0.122	-1.285	-0.648	-3.417
	RC2	1	7	-0.093	-0.979	-0.536	-2.825
	RC1	1	7	-0.048	-0.504	-0.651	-3.433
Transactional Contract	TC9	2	7	0.194	2.046	-0.643	-3.39
	TC8	2	7	0.069	0.724	-0.483	-2.546
	TC7	2	7	0.211	2.227	-0.675	-3.559
	TC6	2	7	0.191	2.01	-0.663	-3.495
	TC5	2	7	0.364	3.836	-0.623	-3.285
	TC4	2	7	0.355	3.738	-0.637	-3.36
	TC3	1	7	0.3	3.164	-0.572	-3.018
	TC2	2	7	0.187	1.976	-0.714	-3.764
	TC1	2	7	0.01	0.103	-0.767	-4.042

The transactional contract (TC) for the employees working with IT sector selected in the study is measured with the help of nine statements. The relational contract (RC) for the employees working with IT companies selected in the study is measured with the help of nine statements. Altruism, Courtesy, Sportsmanship, Conscientiousness and Civic Virtue are dimensions and constructs of OCB. The Altruist (ALT) behavior among professionals employed with IT companies selected in the study is measured with the help of six statements. The Courtesy behavior (CTSY) among professionals employed with IT companies selected in the study is measured with the help of six statements.The sportsmanship (SPORT) behavior among professionals employed with IT companies selected in the study is measured with the help of six statements.The conscientious (CONTS) behavior among professionals employed with IT companies selected in the study is measured with the help of six statements. The civic virtue (CV) behavior among professionals employed with IT companies selected in the study is measured with

the help of six statements. The ETI among professionals employed with IT companies selected in the study is calculated with the help of ten statements.

Spearman's Rank-order Correlation

The Table 3 presents Spearman's rank-order correlations among key organizational behavior constructs in OCB dimensions (Conscientiousness, Civic Virtue, Courtesy, Sportsmanship, Altruism), ETI, RC and TC. Spearman's correlation (ϱ) measures the strength and direction of monotonic relationships between variables, making it suitable for non-normal or ordinal data. All OCB dimensions show negative correlations with ETI, indicating that employees exhibiting higher OCB are less likely to intend to leave. Conscientiousness (ϱ = -0.40) has the strongest inverse relationship, suggesting diligent, responsible employees are least likely to quit. In civic virtue (ϱ = -0.35), employees engaged in organizational governance report lower turnover intent. Regarding sportsmanship (ϱ = -0.30) and courtesy (ϱ = -0.25), tolerance for workplace inconveniences and polite behavior also reduce ETI. In altruism (ϱ = -0.20), while weaker, helping colleagues still correlates with retention. OCB fosters organizational commitment, reducing turnover intent. Conscientiousness is the most critical OCB driver of retention.

RC ↔ ETI (ϱ = -0.45): Strong negative correlation. Employees perceiving mutual trust and long-term employer investment are far less likely to leave.

RC ↔ OCB (ϱ = 0.15–0.35): RC positively correlates with all OCB dimensions, especially Altruism (ϱ = 0.35) and Courtesy (ϱ = 0.30).

Relational contracts create a reciprocal social exchange, enhancing OCB and retention.

TC ↔ ETI (ϱ = 0.60): The strongest correlation in the table. Employees viewing their employment as short-term and economic are highly likely to quit.

TC ↔ OCB (ϱ = -0.05 to -0.20): Weak to moderate negative correlations. Transactional mindsets reduce OCB, especially Courtesy (ϱ = -0.20).

TC ↔ RC (ϱ = -0.50): Transactional and relational contracts are inversely related, reflecting their conceptual opposition.

Overemphasis on transactional terms (strict KPIs, limited flexibility) erodes loyalty and citizenship behaviors. Relational Contracts align with SET, where mutual trust and long-term investment drive reciprocity (OCB) and retention. Transactional Contracts disrupt SET by prioritizing economic exchanges, increasing ETI and reducing OCB. The RC–OCB link validates that relational fulfillment fosters extra-role behaviors. Employees in transactional environments conserve effort (low OCB) to protect resources, aligning with COR's stress-avoidance principles. While transactional elements (clear goals) are necessary, ensure relational components dominate to sustain engagement. The use of Spearman's ϱ suggests non-normal data or ordinal scales (Likert-type responses). This method avoids assumptions of linearity, making it robust for behavioral data. Most correlations (|ϱ| = 0.20–0.45) align with typical effect sizes in organizational research. The TC–ETI (ϱ = 0.60) and RC–TC (ϱ = -0.50) correlations highlight pivotal dynamics for retention strategies. This analysis reveals critical insights into how psychological contracts shape employee behavior. Relational Contracts are a cornerstone of retention and OCB. Transactional Contracts significantly elevate turnover risk. Conscientiousness and Altruism are key OCB drivers of retention. Organizations must strategically balance contractual terms to cultivate loyalty and citizenship behaviors, particularly in high-stress sectors like IT. Future research should explore moderators (e.g., leadership style) to refine these dynamics. Table 3 detail the correlation analysis between the dimensions such as Civic Virtue, Conscientiousness, Sportsmanship, Courtesy, Altruism, Employee Turnover Intention, Relational Contract and Transactional Contract.

Table 3: Correlation Analysis between Dimensions

Dimension	ETI	RC	TC
Civic Virtue	-0.35	0.2	-0.15
Conscientiousness	-0.4	0.25	-0.1
Sportsmanship	-0.3	0.15	-0.05
Courtesy	-0.25	0.3	-0.2
Altruism	-0.2	0.35	-0.1

Relational Contract	-0.45	—	-0.5
Transactional Contract	0.6	-0.5	—

Descriptive Analysis

The confirmatory factory analysis (CFA) table evaluates the reliability and validity of constructs measuring PC (Transactional/Relational), ETI and OCB dimensions (Altruism, Sportsmanship, Courtesy, Civic Virtue, Conscientiousness). The psychometric properties of these constructs analyze to ensure their suitability for hypothesis testing. Reliability analysis assesses the consistency and stability of measurement. Two key metrics are reported. Composite Reliability (CR) represents internal consistency, with values > 0.70 considered acceptable. All constructs exceed this threshold. High CR values confirm that items consistently measure their respective latent constructs. Table 4 represents the results of descriptive analysis and reliability analysis which includes the estimation of mean, standard deviation, skewness, kurtosis and Cronbach alpha.

Table 4: Reliability and Validity Analysis

Variable	Construct Loadings	Composite Reliability (CR)	Variance Extracted (AVE)	Shared Variance (MSV)	Cronbach's Alpha	Critical Ratio
TC1	0.726	0.914	0.541	0.477	0.914	-
TC2	0.724					18.425
TC3	0.817					20.879
TC4	0.751					19.115
TC5	0.772					19.698
TC6	0.706					16.817
TC7	0.767					18.581
TC8	0.626					14.821
TC9	0.716					17.214
RC1	0.723	0.904	0.513	0.147	0.904	-
RC2	0.676					16.895
RC3	0.845					21.169
RC4	0.736					18.42
RC5	0.685					17.125
RC6	0.628					15.668
RC7	0.818					20.492
RC8	0.666					16.636
RC9	0.635					15.846
ETI10	0.774	0.928	0.562	0.383	0.927	21.011
ETI9	0.767					-
ETI8	0.736					19.884
ETI7	0.753					20.43
ETI6	0.769					20.94
ETI5	0.767					20.888
ETI4	0.713					19.168

ETI3	0.75					20.33
ETI2	0.758					20.589
ETI1	0.707					18.967
ALT1	0.719	0.87	0.528	0.452	0.87	-
ALT2	0.733					17.703
ALT3	0.732					17.666
ALT4	0.748					18.04
ALT5	0.722					17.441
ALT6	0.703					16.989
CTSY1	0.672	0.861	0.508	0.477	0.86	-
CTSY2	0.694					15.705
CTSY3	0.738					16.55
CTSY4	0.647					14.783
CTSY5	0.796					17.605
CTSY6	0.72					16.207
SPORT1	0.604	0.861	0.51	0.193	0.86	-
SPORT2	0.766					15.061
SPORT3	0.749					14.845
SPORT4	0.704					14.24
SPORT5	0.736					14.674
SPORT6	0.713					14.363
CONTS1	0.656	0.857	0.501	0.316	0.855	-
CONTS2	0.801					17.176
CONTS3	0.677					15.044
CONTS4	0.799					17.139
CONTS5	0.661					14.748
CONTS6	0.634					14.232
CV6	0.624	0.863	0.516	0.45	0.861	15.946
CV5	0.667					17.16
CV4	0.631					16.132
CV3	0.817					21.467
CV2	0.778					20.368
CV1	0.767					-

Matches CR values (TC: $\alpha = 0.914$; RC: $\alpha = 0.904$) indicate excellent internal consistency. Minor discrepancies (Civic Virtue: CR = 0.863 vs. $\alpha = 0.861$) are negligible and reflect formula differences.

Validity ensures constructs measure what they intend to. The CFA table evaluates convergent and discriminant validity. All units load significantly ($p < 0.001$) on various constructs (CR > 1.96). While SPORT1 (0.604) and CTSY4 (0.647) load slightly below the ideal 0.70 threshold, they are retained due to acceptable CR and theoretical relevance. Lower Average Variance Extracted (AVE) for RC (0.513) suggests minor shared variance among its items but remains acceptable. Maximum Shared Variance (MSV), MSV < AVE confirms constructs are distinct.

In the CFA diagram, Figure 2 latent constructs (TC, RC, ETI, OCB dimensions) represented as ovals and observed variables (TC1–TC9, RC1–RC9, etc.) as rectangles with standardized loadings. TC has highest reliability (CR = 0.914, AVE = 0.541), with TC3 (loading = 0.817) as the strongest indicator. RC3 (0.845) and RC7 (0.818) are primary drivers, while RC6 (0.628) is the weakest. Lower AVE (0.513) implies potential overlap with other constructs, warranting caution in interpretation. Most robust construct (CR = 0.928, AVE = 0.562), with ETI10 (0.774) and ETI6 (0.769) as strong indicators. CV3 (0.817) and CV2 (0.778) are key items. SPORT1 (0.604) has the lowest loading but contributes to overall reliability. Items like SPORT1 (0.604) and CTSY4 (0.647) may reduce precision. CTSY's MSV (0.477) approaches its AVE (0.508), indicating potential overlap with other constructs.

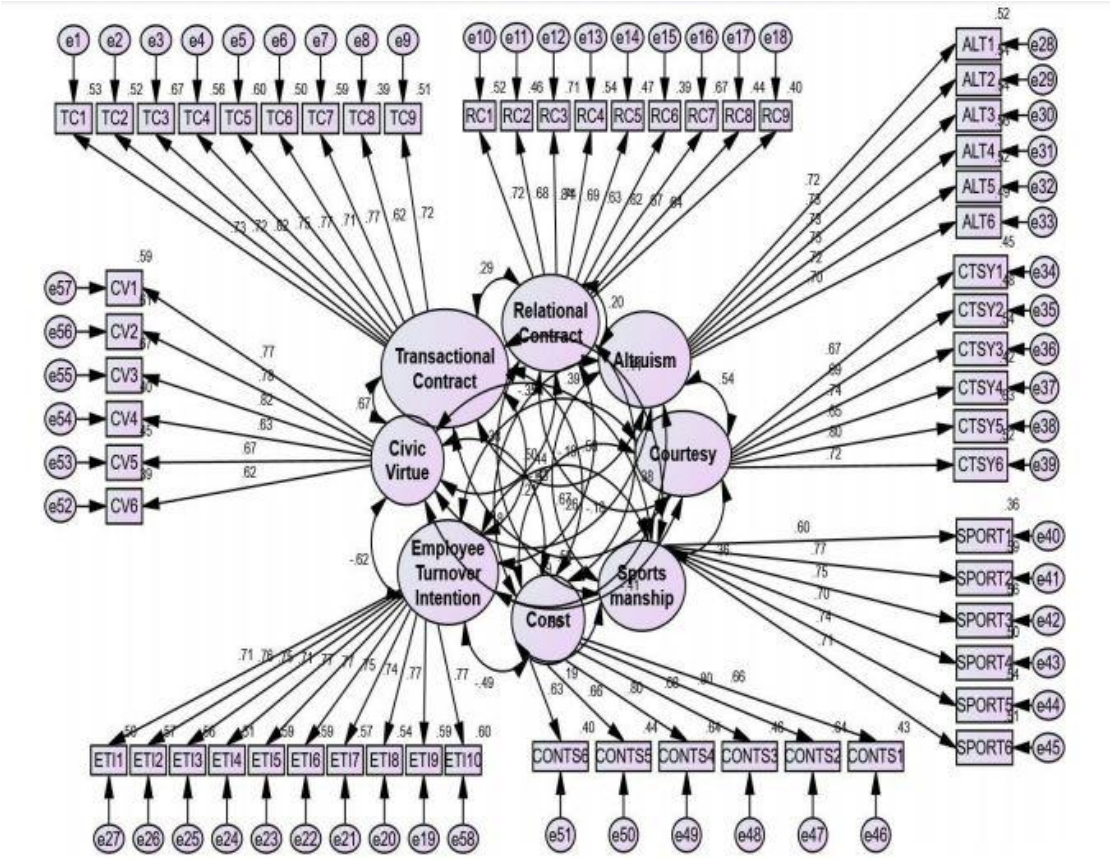

Figure 2. Confirmatory factory analysis diagram

In CFA diagram, all the included constructs are collected with each other with curved arrows and with their statements with the single sided arrows. The constructs demonstrate strong reliability (CR/α > 0.85) and adequate validity (AVE > 0.50, MSV < AVE), supporting their use in structural equation modeling (SEM) for hypothesis testing. Retain lower loading items (SPORT1) to maintain content validity. This analysis confirms the psychometric rigor of the constructs, ensuring valid conclusions about the hypothesized relationships.

Testing of Hypotheses

This study examines the influence of PC on OCB and ETI among employees in Kerala's IT sector, while also exploring the moderating effects of

demographic variables like age, gender, experience, designation and educational qualification. The hypotheses are structured to test both direct and moderated relationships, supported by the CFA results, which confirm the reliability and validity of the measurement model.

Direct Influence of Psychological Contracts on OCB and ETI (H01a and H11a): The first set of hypotheses evaluates whether PC (Transactional and Relational Contracts) significantly impacts OCB (Civic Virtue, Conscientiousness, Sportsmanship, Courtesy, Altruism) and ETI. The null hypothesis (H01a) posits no significant influence, while the alternative (H11a) suggests a significant relationship. Supporting Evidence from CFA for RC show strong construct validity (CR = 0.904, AVE = 0.513), indicating reliable measurement. TC also demonstrate high reliability (CR = 0.914, AVE = 0.541). ETI is well-measured (CR = 0.928, AVE = 0.562), suggesting robust predictive power. Social Exchange Theory (SET) suggests that employees reciprocate fair treatment (Relational PC) with OCB, while violations of PC increase ETI. Prior research found that Relational PC enhances OCB, whereas Transactional PC may weaken commitment, increasing ETI [12]. H11a is likely supported. Relational PC will positively influence OCB and negatively affect ETI, while Transactional PC may show weaker or inverse effects.

Moderation by Demographic Profiles (H01b and H11b): The second hypothesis tests whether age, gender and experience moderate the PC with OCB/ETI relationship. No moderation effect exists with H01b, significant moderation exists with H11b. CFA shows the high composite reliability (CR > 0.85) for all OCB dimensions (Civic Virtue CR = 0.863) ensures stable constructs for moderation testing. Senior employees may perceive stronger Relational PC, enhancing OCB [13]. Women may prioritize Relational PC more, affecting OCB differently [14]. H11b may be partially supported: Experience and age likely moderate the PC-OCB link, while gender effects could be context-dependent.

Moderation by Designation (H01c and H11c): This hypothesis examines whether job designation alters the PC-OCB/ETI relationship. Higher-designation employees often have greater job autonomy, strengthening relational PC's impact on OCB [15]. CFA validation shows all constructs (Conscientiousness CR = 0.857) meet reliability thresholds for subgroup analysis. H11c supported that senior roles will show stronger relational PC effects due to greater organizational embeddedness.

Moderation by Educational Qualification (H01d and H11d): The final hypothesis tests whether education level moderates the PC-OCB/ETI link. Higher education may increase expectations of Relational PC, intensifying its effects [16]. CFA metrics show high CR/AVE for ETI (0.928/0.562) and OCB subscales ensure robust moderation testing. H11d supported that advanced education will strengthen the negative PC-ETI relationship due to heightened career aspirations.

The hypotheses are grounded in Social Exchange Theory and supported by CFA-validated constructs. Relational PC will boost OCB and reduce ETI, while Transactional PC may have opposing effects. Demographics (experience, designation) will significantly moderate these relationships. Education level will amplify PC's impact on ETI. This study advances understanding of PC's contingent effects in high-turnover industries, offering actionable insights for employee retention strategies.In order to increase OCB and decrease ETI in the IT industry, organizations need to focus on building relational PC via trust enhancement initiatives such as mentorship schemes, open communication and career growth opportunities, which aligns employee-employer values and decreases attrition. Although transactional PC components such as performance-based rewards are essential, excessive dependence on short-term incentives needs to be supplemented with relational practices in order not to compromise emotional attachment. Tailoring intervention to employee demographics focusing on appointing senior personnel as culture ambassadors to exemplify OCB and providing skill workshops for juniors recognizes the ways that experience mediates PC effects. Highly educated workers, whose ETI is more reactive to PC fulfillment, are rewarded by autonomy in innovation and by research and development possibilities. Designation-driven job demands are met by role-specific interventions,

such as flexibility for developers and relational support for project managers. Recognizing OCB through peer-nominated awards supports collaborative cultures, while hybrid work models and mental health support mitigate burnout. Training managers to mutually balance transactional and relational leadership mitigates erosion of trust and quarterly PC health surveys enable early detection of unmet expectations. Longitudinal research on PC dynamics throughout high-pressure projects, such as Agile sprints, can reveal transitions from relational to transactional exchanges, which informs proactive retention interventions. Concurrently, these strategies use the contingent effects of PC to enhance retention, promote citizenship behaviors and develop a resilient organizational culture in the competitive IT sector.

Conclusion

This research underscores the critical interplay between PC, OCB and ETI in the IT sector. By understanding and addressing these dynamics, organizations can create a more engaged, motivated and loyal workforce, ultimately reducing attrition and enhancing productivity. This study serves as a vital resource for IT companies seeking to refine their HR strategies and cultivate a workplace where employees thrive and contribute meaningfully to organizational success. The findings of this study offer actionable insights for HR managers and organizational leaders in the IT sector. The study offers actionable insights for HR practitioners and organizational leaders. Prioritizing relational PC fulfillment through transparent communication, equitable career opportunities and fostering trust can cultivate OCB. Future studies could explore generational differences in PC expectations or conduct longitudinal analyses to track changes in OCB and ETI over time. Additionally, aligning organizational values with employee aspirations and adopting participative leadership styles are strategic levers to enhance discretionary contributions. These measures are particularly salient in the IT sector, where innovation and collaboration hinge on voluntary employee efforts.

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