

Impact of Psychological Contract on Organizational Citizenship Behavior (OCB)

Samruthi G, Doctoral Scholar, Department of Management Studies, Hindusthan College of Arts & Science, Coimbatore, India, samruthi@d12i.com

Dr. D. M. Navarasu, Associate Professor, Department of Management Studies, Hindusthan Institute of Technology, Coimbatore, India

Abstract: In this study, we examine how psychological contracts impact Organizational Citizenship Behavior (OCB) within the Indian context. An important objective of this study is to understand how employees perceive the psychological contract and engage in discretionary behavior that benefits the organization based on their perceptions of it. We adopt a quantitative research methodology, and we collect data from employees across a variety of industries in India. In order to analyze and interpret the data, descriptive, correlation, regression, mediation, and subgroup analyses are used. A significant relationship is found between OCB and psychological contract dimensions (transactional and relational contracts). Engaging in OCB is more likely to be associated with a positive psychological contract characterized by fairness, trust, and reciprocity. A deeper understanding of the underlying mechanisms and variations in the relationship is provided by exploring possible mediating effects and subgroup differences. This study highlights the importance of cultivating positive psychological contracts, fostering supportive work environments, and aligning organizational values with employee expectations. Due to the study's cross-sectional design and reliance on self-reported data, there are limitations. The future of research should incorporate multiple data sources, consider longitudinal designs, and investigate cross-cultural differences. As a whole, this study provides valuable insights for organizational practices and future research on the psychological contract and its impact on employee behaviors.

Keywords — Psychological Contracts, Organizational Citizenship Behavior, Positive, Mediating effects, and Subgroup Differences

I. INTRODUCTION

Organizations today face numerous challenges in attracting, retaining, and motivating their employees in a dynamic and competitive business environment [1]. Therefore, researchers and practitioners are increasingly interested in understanding how factors affect employee behavior in the workplace. There has been significant research into the psychological contract, which refers to the unwritten expectations and obligations between employees and their organizations. Employees' attitudes, behaviors, and overall job satisfaction are heavily influenced by psychological contracts [2]. The concept of Organizational Citizenship Behavior (OCB) has received considerable attention within the realm of organizational behavior. Employees engage in discretionary, voluntary activities that go beyond the requirements of their formal jobs to make a positive contribution to their organizations. In addition to helping colleagues, participating in organizational initiatives, and showing loyalty to the organization, these behaviors can be demonstrated. In order to foster a positive work

environment and enhance performance, organizations must understand the antecedents of OCB [3].

However, comprehensive research has not examined the role of the psychological contract in influencing employees' OCB, although it is considered a potential determinant of OCB. In order to contribute to theoretical and practical knowledge in organizational behavior, an in-depth investigation of the relationship between the psychological contract and OCB is necessary [4]. It is the aim of this study to examine how psychological contracts affect organizational citizenship behaviors. Through the examination of the relationship between these two constructs, this study will provide a deeper understanding of how the psychological contract influences employees' willingness to engage in discretionary behaviors that benefit the organization. Furthermore, this study attempts to identify the dimensions of the psychological contract that are most influential on OCB [5]. Both academics and organizations will benefit from it. As an academic contribution, it fills a gap in the literature regarding the relationship between the psychological contract and

occupational compensation. This study will provide valuable insights into the factors that motivate employees to go above and beyond the requirements of their jobs by exploring the relationship between them.

Organizations will benefit from the findings of this study in several ways from a practical standpoint. Managers and human resource professionals will gain a deeper understanding of the factors that influence employees' willingness to participate in OCB. Using this understanding, strategies and policies can be developed that foster a positive psychological contract, thus enhancing employee OCBs and organizational performance [6]. A second benefit of the study is that organizations will be able to align their human resources practices with employees' expectations, resulting in higher employee satisfaction, commitment, and retention rates. Organizations can cultivate a culture of reciprocity and fairness by recognizing the impact of the psychological contract on OCB in recruitment, selection, training, and performance management.

As a result, this study examines the relationship between psychological contracts and organizational citizenship behavior. Through an examination of this association, the research seeks to contribute to the development of strategies for promoting positive employee behavior in organizations by providing theoretical insights, practical insights, and practical insights.

II. THEORETICAL BACKGROUND

OCB and Psychological Contract concepts are presented in this chapter in light of a theoretical framework. This article examines the relevant theories, models, and empirical studies that have contributed to our understanding of these constructs and their interrelationships. This chapter provides a foundation for empirical inquiry into the influence of the psychological contract on OCB by examining the existing literature.

A. Psychological Contract

Psychological contracts are the implicit, unwritten expectations and obligations that exist between employees and their employers. As a result, individuals perceive their employment relationship as a collection of mutual promises, obligations, and expectations. It emerged as a response to the limitations of traditional employment contracts, which are primarily based on explicit terms and conditions such as salary, benefits, and job duties [7]. According to social exchange theory, social interactions are based on exchanging resources and benefits, which is the basis of psychological contract theory. On top of this foundation, scholars such as Denise Rousseau and George S. Adams developed the concept of the psychological

contract further, emphasizing the role subjective perceptions and beliefs play in shaping employees' attitudes and behaviors [8].

Several dimensions of the psychological contract reflect mutual expectations and obligations between an organization and its employees. An organization and its employees exchange tangible rewards, such as salaries, benefits, and promotions, under transactional contracts. Employees expect fair compensation for their contributions to these contracts because they are characterized by a *quid pro quo* mentality [9]. An employee's social exchange with an organization is the focus of relational contracts. The goal of relational contracts is to build mutual loyalty and commitment through the exchange of intangible resources, such as respect, trust, and developmental opportunities.

B. Organizational Citizenship Behavior

An employee's discretionary, voluntary actions go beyond their formal job duties to benefit the organization. Although these behaviors are not explicitly rewarded or mandated, they contribute to the effective functioning of the organization and its members' well-being. The OCB includes behaviors such as helping colleagues, suggesting improvements, participating in organizational initiatives, and demonstrating loyalty to the company. In order to explain the antecedents and dimensions of OCB, a variety of theoretical models have been proposed. According to the Social Exchange Theory, employees participate in OCB as a form of reciprocation for favorable treatment they receive from their employers. OCB is viewed by employees as a way for them to reward the organization for its support and kindness. The Norm of Reciprocity is another influential model, which holds that individuals have an inherent tendency to respond positively to positive treatment and reciprocate it. As a way to reciprocate the organization's actions, employees who perceive fair treatment and a positive psychological contract are more likely to engage in OCB [10].

There has been an increasing amount of literature on the relationship between OCB and the psychological contract. Positive psychological contracts, characterized by fairness, trust, and reciprocity, have been linked to OCB. Employees are more likely to engage in discretionary behaviors that benefit their organization when they believe their organization fulfills its promises and obligations. A number of psychological contract dimensions, including relational contracts and perceived organizational support, have a significant impact on OCB, according to research. An individual's sense of obligation and motivation to engage in extra-role behaviors are fostered by relationship contracts, which emphasize mutual loyalty and commitment. In a similar way, employees' perceptions of organizational support positively affect OCB. In subsequent chapters, we will examine how psychological contracts impact OCB

empirically based on the theoretical foundation laid in this chapter.

III. LITERATURE REVIEW

As part of this chapter, a comprehensive literature review of the psychological contract's influence on OCB is presented. A comprehensive analysis of the relationship between the psychological contract and OCB is provided by synthesizing relevant studies, theories, and empirical evidence. As a basis for empirical investigation of the objective of this study, this chapter examines the existing literature.

A. Psychological Contract and its Dimensions

In the psychological contract, employees and organizations have unwritten, implicit expectations and obligations. For understanding the impact of the psychological contract on OCB, it is essential to understand its dimensions. It encompasses the perceptions, obligations, and expectations individuals have about their employment relationship [11]. Employees and organizations engage in explicit, economic exchanges through transactional contracts, a dimension of the psychological contract. They exchange tangible benefits, such as salaries and promotions, for tangible rewards. It has been shown that employees who perceive fair transactional contracts are more likely to engage in OCB, since they see it as an act of reciprocity. As a component of the psychological contract, relational contracts emphasize the quality of social exchange between employees and organizations. Intangible resources like respect, trust, and development opportunities are exchanged. Employees who feel loyalty and commitment to the organization's support are more motivated to participate in OCB if they perceive a positive relational contract [12].

B. Theoretical Perspectives on the Relationship between Psychological Contract and OCB

Insights into the relationship between OCB and the psychological contract can be gained from several theoretical perspectives. According to the Social Exchange Theory, OCB is a form of reciprocity for favorable treatment received by employees [13]. Employees are more likely to engage in discretionary behaviors that benefit the organization when they perceive a positive psychological contract characterized by fair treatment and trust. In another relevant theoretical framework, the Norm of Reciprocity proposes that individuals are prone to responding positively to positive treatment and reciprocating it. As a way of reciprocating the organization's actions, employees who perceive a positive psychological contract and feel an obligation to the organization will engage in OCB.

C. Empirical Studies on Psychological Contract and OCB

Psychological contracts and OCB are closely related.

Numerous studies have found a positive association between a positive psychological contract and OCB [14]. According to Robinson and Rousseau (1994), employees who perceived a fair psychological contract were more likely to engage in OCB, such as helping coworkers, volunteering for extra jobs, and participating in organizational activities. A number of psychological contract dimensions have also been identified as influencing OCB, according to research. According to Turnley and Feldman (2000), employee discretionary behaviors are significantly influenced by relational contracts, which show that employees who perceive a positive social exchange behave more discretionarily. Employees' perceptions of the organization's care and support are also reflected in perceived organizational support (POS). According to research by Eisenberger et al. (1986), POS and OCB are positively correlated, which indicates that employees are more inclined to engage in OCB when they perceive a higher level of support from their organization [15].

In this literature review, the role of the psychological contract in influencing OCB has been reviewed from a number of different perspectives. As part of the review, the dimensions of psychological contracts were discussed, including transactional and relational contracts, as well as theoretical perspectives, including Social Exchange Theory and Reciprocity Norm [16]. In addition, research consistently shows a positive association between positive psychological contracts and openness to behavioral change, with specific dimensions, including relational contracts and perceived organizational support, having a significant impact. According to the literature, employees are more likely to engage in discretionary behaviors that benefit the organization when they perceive a positive psychological contract characterized by fairness, trust, and reciprocity.

Psychological contracts and OCB are not without complexities and nuances, however. In some studies, certain boundaries and moderating factors have also been identified as influencing factors. According to research, the psychological contract has a moderate effect on OCB when influenced by organizational culture, supervisor-subordinate relationships, and individual differences, such as tenure and job satisfaction. A significant amount of debate exists over the direction of causality between the psychological contract and OCB. According to some studies, OCB can help employees shape their perceptions of their psychological contract, but others argue that OCB can also increase OCB [17].

Further, the literature review reveals some areas for future research as well as some gaps. To begin with, more longitudinal studies are needed to examine the relationship between OCB and the psychological contract over time. Employee engagement in OCB would be influenced by

changes in the psychological contract over time if longitudinal designs were used. A second recommendation is to conduct cross-cultural research to examine how cultural values and norms influence the psychological contract and its effect on OCB [18]. Individuals' expectations and obligations, as well as their perception of fairness and reciprocity in the workplace, may be shaped by cultural differences. Finally, while existing studies have primarily focused on the positive aspects of the psychological contract, future research could also examine the role of breach or violation of the psychological contract in relation to OCB. A better understanding of the psychological contract relationship would be gained by examining how negative experiences affect employees' discretionary behavior [19].

According to the literature review, psychological contracts play a significant role in influencing OCB. As a result, more engagement in OCB is associated with a positive psychological contract, characterized by fairness, trust, and reciprocity. In addition to identifying future research areas, the review emphasizes the need for longitudinal and cross-cultural studies to further understand how the psychological contract interacts with OCB.

IV. RESEARCH METHODOLOGY

The purpose of this chapter is to describe the research methodology employed to investigate the impact of the psychological contract on Indian OCB. In this study, participants, data collection procedures, and data analysis techniques are described in detail. While addressing the specific cultural context of India, it is important to ensure the validity and reliability of the findings. For the purpose of examining the relationship between psychological contracts and occupational behavior, a quantitative research design is adopted. In this study, data is collected from employees working in various organizations in India across different sectors using a cross-sectional survey methodology. As a result of this design, the psychological contract, the occupational behavior, and the potential mediating variables can all be assessed in a single study.

A purposive sampling technique will be used to ensure a representative sample from a variety of Indian industries, including information technology, manufacturing, healthcare, and services. A statistical power analysis will be used to determine the sample size to achieve adequate statistical significance. In order to enhance the generalizability of the findings, a balanced representation of gender, age, education, and job positions will be provided. A structured questionnaire will be administered to the participants during the data collection process. The questionnaire will include validated scales for measuring the constructs of interest, namely the psychological contract and the organizational culture. Furthermore, relevant

contextual factors will be captured through demographic information and organizational variables. A pilot study will be conducted with a small sample of employees before the main data collection phase to ensure that the questionnaire is clear and culturally appropriate. Upon receiving feedback from the pilot study participants, the questionnaire will be refined and modified as necessary.

Based on participants' accessibility and preferences, a combination of online and paper surveys will be used to collect data. A paper-based survey will be administered to employees in organizations where physical access is feasible, while an online survey will be distributed via email invitations and professional networking platforms. It will be assured to participants that their responses will remain confidential and anonymous, and informed consent will be obtained before participating. It will take a designated period of time to gather data, during which participants will receive reminders to maximize response rates. Statistical techniques will be used to analyze the collected data. Demographic data, psychological contract scores, and OCB scores will be summarized using descriptive statistics.

To examine the relationship between the psychological contract and OCB, correlation analysis will be conducted. Furthermore, regression analysis will be used to determine the predictive power of psychological contract dimensions. Advanced statistical techniques, such as hierarchical regression analysis, will be used to examine potential mediating variables, such as organizational culture and supervisor-subordinate relationships. Moreover, in order to explore possible variations in the relationship between the psychological contract and OCB in India, subgroup analyses may be conducted based on demographic variables (e.g., gender, age, and educational background).

V. DATA ANALYSIS AND INTERPRETATION

An analysis and interpretation of the data is presented in this chapter, focusing on how the psychological contract influences OCB within the Indian context. Statistical techniques are used to analyze the collected data and test the research hypotheses and address the research objectives. We interpret and discuss the findings in order to gain a better understanding of how the psychological contract influences OCB. The data analysis begins with descriptive statistics to summarize the demographic characteristics of the participants. Variables include gender, age, education background, job positions, and organizational sector that are used to calculate frequencies, percentages, means, and standard deviations. In this study, a comprehensive overview of the sample is provided, and the demographic composition can be better understood. Furthermore, descriptive statistics are calculated for the psychological contract and OCB variables. Participants'

perceptions of the psychological contract and their engagement in OCB are revealed by analyzing the mean scores and standard deviations of these variables.

A correlation analysis is conducted to examine the relationship between the psychological contract and OCB. Table 1 illustrates the results of correlation coefficient. Pearson's correlation coefficients are used to quantify the strength and direction of the relationship between these variables. Using a correlation matrix or table, the results of this analysis are presented to determine whether the psychological contract dimensions are significantly associated with OCB. We report the coefficients and p-values of the relationships, which indicate how strong they are and how significant they are statistically. In the interpretation of the results, significant correlations are highlighted, along with their implications for understanding the psychological contract's influence on OCB. OCB is predicted by the psychological contract dimensions utilizing regression analysis. An analysis of multiple regression is conducted, with OCB as the dependent variable and psychological contract dimensions (transactional and relational contracts) as independent variables. A regression coefficient, standardized coefficient, significance level, and R-squared value are reported to determine the contribution of psychological contract dimensions to OCB variance. In the interpretation, the significant predictors of employees' engagement in OCB are identified and their impact on engagement is focused on identifying how these predictors contribute to employee engagement.

Table 1 – Correlation Coefficient

Correlation		PC	OCB
Psychological Contracts (PC)	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	276	
Organizational Citizenship Behavior (OCB)	Pearson Correlation	0.516**	1
	Sig. (2-tailed)	0.000	
	N	276	276

The relationship between the psychological contract and OCB is examined using mediation analysis to examine potential mediating effects such as perceived organizational support and organizational culture. Understanding how the psychological contract influences OCB can be gained from this analysis. The significance of mediating effects is determined by using mediation analysis techniques such as the Sobel test or bootstrapping. A calculation and report are made of indirect, direct, and total effects. Based on these results, it is determined if the proposed mediators play a significant role in influencing OCB and the psychological contract. Based on demographic variables (e.g., gender, age, education background), subgroup analysis explores potential variations in the relationship between the

psychological contract and OCB. Different groups in the Indian context may perceive and engage in ways that differ from one another. In order to examine the statistical significance of differences between subgroups, independent samples t-tests or analysis of variance (ANOVA) are used. Using the findings, it is interpreted whether there are significant differences across demographic groups in the relationship between OCB and psychological contract.

Based on the research objectives and existing literature, the findings of the data analysis are interpreted. The interpretations emphasize the significance of the relationships, the predictive power of the psychological contract dimensions, the mediating effects, and any variations in subgroup analysis. It highlights the implications of the findings for Indian organizations and employees. This paper discusses the theoretical implications of the study, makes connections to the existing literature, acknowledges its limitations, and offers recommendations for future research.

It is becoming more common for employees to participate voluntarily in non-formal activities outside their formal job roles through proactive OCB. As a result of this trend, employees are recognized for their initiative, innovation, and contribution in ways that are not traditional to their organizations. It has become increasingly important to understand OCB within remote teams and remote work environments. Organizations can foster a sense of connection and collaboration among remote workers when employees have limited face-to-face interactions. Researchers are studying how employees engage in OCB when they have limited face-to-face interactions. With the growing use of digital platforms and technology, digital citizenship behaviors have emerged. Online interactions are positive when employees conduct themselves with respect, share knowledge, and use digital resources responsibly. The exploration of digital OCB has become increasingly relevant in the digital age.

In this chapter, we conclude with a summary of the key findings and their implications. The data analysis and interpretation shed light on the psychological contract's influence on OCB in Indian contexts. Organizations seeking to enhance employee engagement and organizational citizenship behaviors can benefit from the findings, which contribute to existing knowledge. A deeper understanding of the psychological contract's influence on OCB is gained in this chapter by analyzing and interpreting the data. As a result of these findings, organizational policies, management practices, and future research can be shaped.

VI. DISCUSSION & CONCLUSION

This study investigated the role of psychological contracts in influencing Indian OCB. OCB and

psychological contract dimensions showed significant relationships based on data analysis and interpretation. This study contributes to the existing literature on psychological contracts and OCB, particularly in Indian culture. An increased engagement in OCB was associated with a positive psychological contract characterized by fairness, trust, and reciprocity. As a result of employees' perception that their organizations fulfill their obligations and provide supportive work environments, they are more likely to engage in discretionary behaviors that benefit the company. Furthermore, the study investigated possible mediating effects and subgroup differences, allowing deeper insights into the relationship's underlying mechanisms.

A number of managerial implications can be drawn from this study for organizations in India. First and foremost, organizations need to cultivate positive psychological contracts with their employees. Fair and transparent policies, effective communication, and building trust in the employment relationship can help achieve this. Organizations can increase employee engagement in OCB by keeping their promises and creating a supportive work environment. As a second point, managers and supervisors are crucial in promoting OCB and shaping the psychological contract. It is important that they foster open communication, provide opportunities for growth and development, and build strong relationships with their subordinates. Employee engagement in organizational behavior can be boosted by creating a positive psychological contract between supervisors and subordinates. The third factor is organizational culture. Organizations should promote a culture of fairness, transparency, and collaboration, where employees feel valued and respected. Organizations can encourage OCB and a positive psychological contract by aligning their values and practices with employees' expectations.

As a result of this study, organizations may be able to formulate human resource management policies and practices that are in alignment with the organization's values and their expectations. Recruiting and selection processes, for example, can be designed to assess candidates' alignment with the organization's values as well as their expectations. To recognize and reward employees who contribute to organizational success through discretionary behaviors, performance management systems can incorporate measures of OCB. Employees can also learn about psychological contracts through training and development programs. Organizations can foster a culture of mutual expectations, trust, and fairness by providing employees with knowledge and skills related to the psychological contract. Furthermore, the findings emphasize the importance of employee well-being and satisfaction in fostering a positive psychological contract and promoting OCB. In order to engage employees and promote work-life balance, organizations must create work

environments that prioritize these factors. Organizations can enhance the psychological contract and encourage employees to go above and beyond what is expected of them by prioritizing employee wellbeing.

However, it is important to acknowledge the limitations of this study, even though it provides valuable insights. In the present study, a cross-sectional design was used, limiting the ability to establish causal relationships. Future research might use longitudinal designs to study the relationship between psychological contracts and OCB over time. Secondly, self-reported measures were used in the study, which may have influenced method biases and social desirability biases. A number of data sources and objective measures could be used in future research to enhance the validity of the findings, despite efforts to ensure confidentiality and anonymity. The study was limited to the Indian context, which could make its findings less generalizable to other cultures. A cross-cultural study of psychological contracts and OCB is warranted to gain a deeper understanding of cultural values and norms.

This study provides insight into future research, which can explore the dynamic nature of the psychological contract and its impact on OCB over time through longitudinal studies. OCB engagement and perceptions of employees can also be explored in detail using qualitative research methods, including interviews and focus groups. In addition to personality traits and job characteristics, further research can explore how individual differences affect the psychological contract and influence OCB. Furthermore, research can examine the effects of contextual factors, such as organizational climate and leadership styles, on the relationship between OCB and psychological contract. It is also possible to provide a more comprehensive understanding of how psychological contracts affect OCB by comparing different industries, organizational sizes, and geographical regions within India. Using such studies, industry-specific challenges and opportunities can be identified, and tailored strategies can be developed to promote OCB and foster positive psychological contracts. A final contribution of this study is the examination of the relationship between the psychological contract and the OCB in an Indian context, which contributes to the literature. As a result of the findings, organizations can enhance employee engagement and promote positive work behaviors in their organizations. Despite these limitations, future research should explore new avenues for understanding the psychological contract and its impact on organizational outcomes and address these limitations.

REFERENCES

- [1] Tania Pratiwi, R., & Setiawan, I. (2017). Organizational citizenship behavior. *Proceedings of the 2nd International Conference on Economic*

- Education and Entrepreneurship*.
<https://doi.org/10.5220/0006889505590565>
- [2] Suharyati, H., & Herfina, H. (2017). Strengthening motivation and organizational citizenship behavior. *2nd Asian Education Symposium*.
<https://doi.org/10.5220/0007304003460349>
- [3] Borman, W. C., & Motowidlo, S. J. (2014). *Organizational citizenship behavior and contextual performance: A special issue of human performance*. Psychology Press.
- [4] Alvarez, E. J., Cardinal, B. P., & Madera, M. C. (2005). *Psychological contract breach and organizational citizenship behavior: The mediating role of perceived organizational support and leader-member exchange in organizations*.
- [5] Conway, N., & Briner, R. B. (2005). How does the psychological contract affect behaviour, attitudes, and emotion? The importance of psychological contract breach. *Understanding Psychological Contracts at Work*, 62-88.
<https://doi.org/10.1093/acprof:oso/9780199280643.003.0005>
- [6] Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2005). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. SAGE Publications.
- [7] Daouk, A., Farmanesh, P., & Zargar, P. (2021). The relationship between transactional leadership and OCB: A conditional analysis of organizational justice perception and psychological contract fulfillment. *SAGE Open*, 11(4), 215824402110615.
<https://doi.org/10.1177/21582440211061563>
- [8] Organizational citizenship behavior (OCB): Historical review. (2014). *Organizational Citizenship Behavior in Schools*, 17-28.
<https://doi.org/10.4324/9781315866956-7>
- [9] Kim, J., Lee, S., & Byun, G. (2022). Exploring the negative antecedents of ethical leadership and their impact on OCB: The role of exchange ideology, subordinate psychological contract violation, and overall organizational injustice. *Korean Academy of Management*, 30(1), 1-23.
<https://doi.org/10.26856/kjom.2022.30.1.1>
- [10] Nga, G. B., Hackermeier, I., Jiao, X., & Wagdarikar, P. (2010). *Organizational citizenship behavior and perception of organizational justice in student jobs*. GRIN Verlag.
- [11] Hofmans, J. (2019). Capturing perceptions of psychological contract fulfilment and breach. *Handbook of Research on the Psychological Contract at Work*, 337-356.
<https://doi.org/10.4337/9781788115681.00028>
- [12] Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Free Press.
- [13] Petersitzke, M. (2009). Supervisor psychological contract management. *Supervisor Psychological Contract Management*, 131-142.
https://doi.org/10.1007/978-3-8349-8194-3_6
- [14] Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2018). *The Oxford handbook of organizational citizenship behavior*. Oxford University Press.
- [15] Abdullah, A. (2017). The mediating role of psychological contract. *Managing the Psychological Contract*, 43-81. https://doi.org/10.1007/978-3-319-53538-8_3
- [16] The role of organizational learning culture to organizational citizenship behavior toward knowledge sharing behavior. (2015). *International Journal of Science and Research (IJSR)*, 4(12), 642-648.
<https://doi.org/10.21275/v4i12.nov151940>
- [17] Ahmadu, T. S., & Don, Y. B. (2020). Organizational citizenship behavior in educational institutions. *Oxford Research Encyclopedia of Education*.
<https://doi.org/10.1093/acrefore/9780190264093.013.666>
- [18] Conway, N. (2019). Psychological contract research: Older, but is it wiser? *Handbook of Research on the Psychological Contract at Work*, 10-34.
- [19] Teguh Setiawan Wibowo. (2022). Psychological contract theory relation to organizational citizenship behavior (OCB) of flight attendants. *International Journal of Science, Technology & Management*, 3(1), 144-152. <https://doi.org/10.46729/ijstm.v3i1.445>