

The Impact of Psychological Contract on Organizational Citizenship Behaviour: An Investigation on Banking Sector in Eastern Province, Sri Lanka

R. Kishokumar^{1*}

¹Faculty of Commerce and Management, Eastern University, Sri Lanka.

Author's contribution

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ABSTRACT

The psychological contract gives the opportunity to manage day-to-day employee and employer relationships proactively and offers many reasons for difficulties in employment relationships are currently experienced by organizations. This study examined whether Psychological Contract has an impact on Organizational Citizenship Behaviour in Banking Sector in Eastern Province, Sri Lanka as a research problem. Transactional Contract and Relational Contract are considered as the measurement variables of Psychological Contract. Meanwhile, Altruism, Compliance, Sportsmanship, Courtesy, Civic virtue are regarded as the measurement variable of Organizational Citizenship Behaviour. Thus 280 employees have been selected from Banking Sector in Eastern Province as the sample for this study. Findings have shown the Psychological Contract, and Organizational Citizenship Behaviour is at a high level in the banking sector. Furthermore, Psychological Contract significantly influences the Organizational Citizenship Behaviour. Further, managers should provide the long-term benefit, opportunity to participate the decision making, ensure the secure and stable employment and training etc. Through that the banks can easily increase the psychological contract, then it will lead to creating the citizenship behavior in the organizations to achieve organizations goals and objectives efficiently.

*Corresponding author: E-mail: kisho767@gmail.com;

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1. INTRODUCTION

1.1 Background of Study

Human resource management plays an essential role in the organization. It not only helps the employer evaluate employee accurately but also contribute to the firm's development. Hence, the appearance of psychological contract is one of the most effective tools to help the organization improve their HRM issues. However, it also has some challenges for the manager to overcome. PC offers one of the most insightful approaches to understanding and influencing behaviour at work. It is essential to understand the nature of this contract to maintain a positive relationship between employers and employees.

Over the last decades, change has been vividly illustrated in a world where globalization, deregulation, technological advancements, socio-political and economic events, and new employment trends continuously reshape it [1,2]. Under such circumstances, the employment relationship is inevitably subjected to significant transformations [3,4]. Thus, individuals are constrained to reassess and renegotiate their psychological contract, which underlies the relationship with their organization [5,6]. In this context, a mental contract has been regarded as an important framework for "shedding light" on the employment relationship.

Robinson and Morrison [7] suggest that Psychological Contract is especially important through which to view organizational citizenship behaviour. If a psychological contract is actively employed, then it may maximize the performance of the organizations as well as its employees because a psychological contract can directly influence a member's job attitudes and behaviours toward his or her organization.

OCB's importance is getting widespread attention from organizations in various industries. The services sector has been a major contributor to the growth and development of the Sri Lankan economy. The banking industry is a service industry where the performance is evaluated based on the number of customers it's able to retain. This can be achieved by providing superior customer service. Hence, the front service employees play a major role in making this. Begum [8] highlighted that people are employees who represent a crucial facilitator in

an implementation of relationship banking strategy. According to Organ [9], organization citizenship behaviour (OCB) has a variety of forms including altruism, courtesy, sportsmanship, civic virtue and conscientiousness. Since organization citizenship behaviours are less likely to be formally rewarded than are required job behaviours, they are presumably performed by intrinsic motivation mechanism [10].

Organizational Citizenship Behaviour (OCB) has garnered much attention since its conception. Being helpful and supportive of colleagues in a way that benefits the organization, working towards the organization's goals – this is embodied in the definition of citizenship Behaviour. It is perceived to be something intangible; OCB is not always formally recognized or rewarded, and concepts like 'helpfulness' or 'friendliness' are also difficult to quantify.

At present, the research on the formation of the psychological contract and Organizational Citizenship Behaviour is rare. Therefore this study focus on the impact of psychological contract and Organizational Citizenship Behaviour in the banking sector.

1.2 Research Problem

Sri Lankan banking sector plays an essential role in not only shaping but also maintaining the economy of a country. But most of the studies about Psychological Contract and organisational Citizenship Behaviour were conducted in Western societies [11], and little is known about the banking industry in Asian culture. Therefore, this study investigates the impact of Psychological Contract on Organizational Citizenship Behaviour among the bankers in Eastern Province. Thus the research problems being confronted by the employees of the banking sector in Eastern province. There are formidable challenges and stiff competitions among the banks both public and private sectors in the environment of Sri Lanka. And also there are inherent and associated problems that are particularly faced by the employees of the banking sector. Hence the broader problem is "How significantly Psychological Contract has impact on Organizational Citizenship Behavior in banking sector in Eastern province"? Further specific problem is to investigate the effect of

Psychological Contract on Organizational Citizenship Behavior.

1.3 Research Questions

Research questions of this study are:

- What is the level of Psychological Contract of banking sector in Eastern province?
- What is the level of Organizational Citizenship Behaviour of banking sector in Eastern province?
- Whether the Psychological Contract has an impact on the Organizational Citizenship Behaviour of banking sector in Eastern province?

1.4 Research Objectives

The specific objectives of this study are given below. These objectives have been derived from the research questions and purpose of the study.

- To identify the level of Psychological Contract of banking sector in Eastern Province.
- To explore the level of Organizational Citizenship Behaviour of banking sector in Eastern Province.
- To analyze impact of Psychological Contract on Organizational Citizenship Behaviour in banking sector in Eastern province.

2. LITERATURE REVIEW

2.1 Definition of Psychological Contract

In general, employment contracts aim to connect the employee with the employer or organization with regard to future contributions and inducements of the parties involved in the contract. These contributions and inducements are partly put on paper in the written formal contract of employment, but the most part are unwritten and implicitly held [12]. The psychological contract is a less formal contract and represents the mutual beliefs, perceptions, and informal obligations underlying a relationship between individual employees and their organization [13].

The origins of the psychological contract go back thousands of years to the major world religions. One of the most important prayers in the Jewish faith for example, the researcher Amidah [14],

refers to the mutual expectations, in essence the psychological contract, between Gods and the Jewish people (Thomas & Singh 2011). Rousseau (1989) highlights the construct as individually subjective. This means that there may be differences between what the employee expects and what the employer believes has been promised. This difference of understanding ignited research regarding employee reactions based on fulfillment and breach of psychological contract. Nowadays researchers are consistent with this definition (Chaudhry, Wayne & Schalk, 2009; Conway & Briner, 2005; Turnley & Feldman, 2000).

In this study, the researcher focuses on employer obligation as form of a psychological contract. Theoretically, the psychological contract also consists of employee obligations. However, in this current study, researcher omits this part of the psychological contract in line with past researcher Zhao et al., (2007).

Rousseau (1989) classifies psychological contract into two aspects: transactional contract and relational contract. The former is based on the material benefits' satisfaction for both sides. Employees do not become the organizational members really but they are only concerned about the short term material reward and personal benefits. In contrast, relational contract is based on the satisfaction of social affection of both sides, such as organizational support and organizational loyalty. Relational contract reflects employees' affective involvement and belief in organizations because organizations not only provide necessary material reward in return to employees, but also provide guarantees for employees' work safety, skill training and career development. Many empirical studies have supported these two dimensions of psychological contract.

2.2 Dimensions of Psychological Contract

2.2.1 Transactional contract

The transactional contract is based on the material benefits' satisfaction of both sides. Employees do not become the organizational members really but they only concern about the short term material rewards and personal benefits. Closed-ended time frame, exchange of economic resources, unambiguous performance standards and limited mutual investment between employer and employees are the characteristics of transactional contract [7].

For instance, sales employees may expect to receive a spot bonus if they reach their sales goals for the week. This financial incentive motivates employees to perform well in a short period of time but generally does not result in high performance in the long term [15]. The characteristics of transactional contract are as follows:

Narrow: Employee is obligated to perform only a fixed or limited set of duties, to do only what he or she is paid to do. Employer has committed to offer the worker only limited involvement in the organization, little or no training or other employee development (Rousseau & Wade-Benzoni, 1994; Rousseau, 1995).

Short-term: Employee has no obligations to remain with the firm, committed to work only for a limited time. Employer offers employment for only a specific or limited time [16,17].

2.2.2 Relational contract

Relational contract reflects employees' affective involvement and belief in organizations because organizations are not only provide necessary material reward in return to employees but also provide guarantees for employees' work safety, skill training and career development. The characteristics of relational contract are as follows:

Stability: Employee is obligated to remain with the firm and to do what is required to keep job. Employer has committed to offering stable wages and long-term employment [16,17].

Loyalty: Employee obligated to support the firm, manifest loyalty and commitment to the organization's needs and interests. Be a good organizational citizen employer has committed to supporting the well-being and interests of employees and their families [16,17].

2.3 Definition of Organizational Citizenship Behaviour

Organizational Citizenship Behavior (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. OCB is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the

organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable [9].

Spontaneous and discretionary individual behavior resulting from one's innate characteristics or characteristics of the job and the organization and/or coworkers, with the result of enhanced organizational effectiveness whether by direct influence on the job or by an indirect social route based on improving interpersonal relations. Citizenship behaviors do not appear in formal job descriptions, nor are they contractually rewarded. This definition demonstrates that OCBs are the result of previously existing conditions that lead the person to demonstrate these citizenship behaviors. In fact, OCB has been related to wide range of antecedents such as job satisfaction, leadership, fairness, perceived organizational support, psychological contract, and commitment [7,18,19].

Podsakoff et al. [18] summarized previous studies and found that OCB could enhance co-worker and managerial productivity, free up resources so they can be used for more productive purposes, reduce the need to devote scarce resources to purely maintenance functions, help to coordinate activities both within and across work groups, strengthen an organization's ability to attract and retain the best employees, increase the stability of an organization's performance, and enable an organization to adapt more effectively to environmental changes.

2.4 Dimensions of Organizational Citizenship Behaviour

2.4.1 Altruism

Smith, Organ, and Near [20] defined altruism as voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances. Altruism refers to a member helping other members of the organization in their work. Podsakoff et al. [18] has demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity.

Altruism, refers to helping behaviors aimed at coworkers, customers, clients, vendors, or suppliers. Unlike courtesy which is meant to prevent a problem from happening, altruism is meant to provide help to someone who is already in trouble [9]. According to Schwartz [21], people in a culture of egalitarianism (comparable to low power distance) tend to be more helpful. Schwartz [22] found that the helping behavior of individualists is more inclusive than that of collectivists. In other words, individualists tend to extend their helping behavior to a broad range of people whereas collectivists are more likely to limit their help to in group members [22,23]. According to Triandis et al. [24], individualists tend to hold pro social values at a more universal and abstract level than collectivists.

2.4.2 Compliance

General compliance, which was renamed by Organ [9] as conscientiousness, is more impersonal than altruism because it is not directed to a specific person but to the system. It mainly refers to compliance with internalized norms that define the behaviors of a good worker such as being punctual, making proper use of work time by not wasting time [20].

Conscientiousness is a pattern of going well beyond minimally required levels of attendance punctuality, housekeeping, conserving resources, and related matters of internal maintenance. It is used to indicate that a particular individual is organized, accountable and hardworking. Organ [9] defined it as dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics among employees [25].

2.4.3 Sportsmanship

Organ [9] defined sportsmanship as the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting. Podsakoff and MacKenzie [26] revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

Sportsmanship refers to behaviors such as not complaining about trivial matters or making petty grievances, enduring uncomfortable working conditions without complaining, maintaining a

positive attitude in difficult circumstances, and being willing to sacrifice personal interests for group interests [9,18]. Enduring uncomfortable working conditions without complaining can be seen as the opposite of hedonism, a value cherished by individualists, and consistent with conformity, a value viewed as important by collectivists [27]. Sportsmanship behaviors are aimed at maintaining the status quo and promoting social harmony.

2.4.4 Courtesy

Courtesy includes behaviors, which focus on the prevention of problems and taking the necessary step so as to lessen the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities [18].

Courtesy refers to “such actions as “touching base” with fellow employees, whose work could be affected by one’s decisions or commitments. Advance notice, reminders, passing along information, consultation, and briefing all suggest the intrinsic quality of courtesy” [9]. Organ [9] argues that courtesy behaviors (e.g., advance notice of non-routine demands) enable co-workers to efficiently order and distribute their efforts, thereby reducing the chance of wasting resources and experiencing anger or frustration. This type of behavior can be seen as intended to prevent chaos or conflict among employees and serving to maintain social order and group harmony.

2.4.5 Civic virtue

Civic virtue is defined as subordinate participation in organization political life and supporting the administrative function of the organization [28]. It is referring to the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization [9]. This dimension of OCB is actually derived from Graham’s findings which stated that employees should have the responsibility to be a good citizen of the organization [29]. These behaviors reflect an employees’ recognition of being part of organization and accept the responsibilities

which entails [18]. Other researchers have found that civic virtue enhances the quantity of performance and help to reduce customer complaints [30].

Examples of this type of behavior include attending meetings that are not required but important, reading intra-office mail, discussing work issues on personal time, voting, and speaking up [9]. Encouragement of, and engagement in, this type of behavior may be based on the assumption that ordinary employees have the right to participate in the organization's affairs, and their opinions are worthwhile and deserve being heard. Civic virtue behavior requires an individual to assume an assertive role in the organization.

2.5 Psychological Contract and Organizational Citizenship Behaviour

The relationship between OCB and psychological contract fulfillment is often explained in terms of social exchanges, as employees are expected to engage in citizenship behaviors as reciprocation for organizational inducements. Similarly, employees are expected to reduce these behaviors if they experience that the organization does not meet their obligations [7]. In line with these assumptions, several cross-sectional and cross-lagged studies have found support for a positive relationship between PCF and OCB (e.g. 7,31,32,33,34) According to Coyle-Shapiro and Parzefall [35], the relationship between psychological contract fulfillment and outcome variables is often considered as evidence for a reciprocal interplay between the employer and the employee. However, the results from cross-sectional studies are not sufficient for explaining the underlying processes for this reciprocity, as it is not able to provide any information about the direction and form of the relationship [36].

3. CONCEPTUALIZATION

3.1 Conceptual Frame Work

The conceptual framework shows that the variables and their relationship to be analyzed through the research.

The Fig. 1 depicts the relationship between Psychological Contract and Organizational Citizenship Behaviour. According to Fig 1, Psychological Contract and Organizational Citizenship Behaviour are constructs. Psychological Contract can be measured in terms of two variables that are Transactional Contract and Relational Contract as recommended by Robinson and Morrison [7]. Therefore, Transactional Contract and Relational Contract are considered as independent variables. Meanwhile Organizational Citizenship Behaviour can be considered as dependent variables. Hence above conceptual framework establishes links between the variables of Psychological Contract and with the variables of Organizational Citizenship Behaviour.

4. METHODOLOGY

4.1 Questionnaire

Researcher applies quantitative methodology for this study. Thus, survey method was adopted for this study. Constructs such as Psychological Contract and Organizational Citizenship Behaviour are well defined and measurable. Therefore, researcher use quantitative methodology for this study.

The data collection of this study was done by using primary method. The data was collected through the structured questionnaire from the respondents, those who are working at licensed

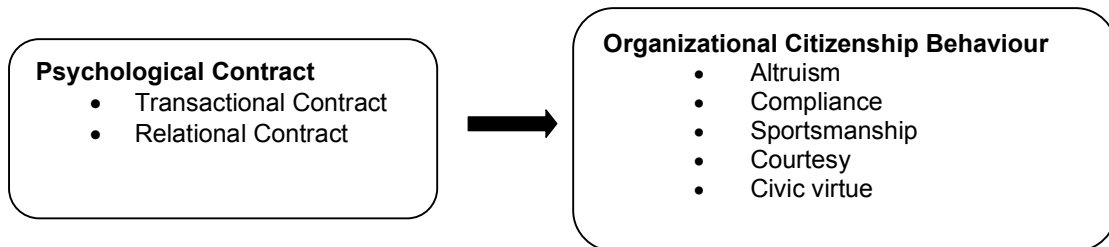


Fig. 1. Conceptual framework
 Source: Robinson and Morrison (1995) [7]

commercial and specialized banks in Eastern Province, Sri Lanka.

This study has been obtain cross- sectional survey design. The study variables of this study have been identified based on the review of the literature, and structured questionnaire has been modified and adopted from Robinson and Morrison [7] to measure those variables. The questionnaire of this study was divided into two section. Section I contain the question to elicit demographic information of the respondents and Section II consist of the questions on research information of Psychological Contract and Organizational Citizenship Behavior.

4.2 Population and Sample

According to the Central Bank of Sri Lanka [37], the Sri Lankan financial sector comprises of four major categories of financial institutions, namely licensed commercial banks, licensed specialized banks, registered finance companies, and specialized leasing companies. However, this research is limited to the licensed commercial banks and licensed specialized banks in Eastern Province.

Krejcie & Morgan [38], suggested that if population is equal to 1000, a minimum of 278 samples to be surveyed to get accurate representation. In this study, population is around 1000 individual employees of Banks of each three district in Eastern province. Thus, 280 banking employees in the study area are considered as the sample for this study based on stratified proportionate random sampling method. Hence questionnaires were distributed to the employees of banks in Eastern Province.

4.3 Measures

Findings of Schall [39] on comparing four, five, six, seven and 10 point Likert scale reveal that five-point scale provides best results and recommended its usage especially for Banking Industry. Hence, five-point scale used in the survey instrument.

1. Strongly disagree
2. Disagree
3. Neither Agree nor Disagree
4. Agree
5. Strongly agree

4.4 Data Presentation, Analysis and Evaluation

Inferential and descriptive analysis are expected to use for data analysis. Hence under the descriptive analysis, mean and standard deviation have been derived. In inferential analysis, correlation and multiple linear regressions have applied. Statistical package of SPSS 22.0 was used for this purpose. Furthermore the criteria shown in the Table 1 was adopted to evaluate mean values.

Table 1. Decision rule for univariate analysis

Range	Decision attributes
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

Source-Data analysis

5. ANALYSIS AND FINDINGS

5.1 Descriptive Statistics

Univariate analysis was carried out for evaluating the attributes of variables individually based on the responses. Here, the frequency, mean values and standard deviation of variables were considered. Mean values have been distributed based on Liket's scale between "Strongly Disagree" to "Strongly Agree", which represents 1-5 scale. Meanwhile mean values were evaluated based on already established evaluative criteria which range from "Low level" to "High level".

5.2 Data Presentation for Personal Information

The primary data are collected through questionnaires from selected banking sector in Eastern province. The 280 questionnaires were issued to collect the data from employees of banks in Eastern province. The questionnaires were received and used for analysis. The collected data is presented by using the frequency distribution.

The study discusses about six personal factors namely service experience, gender, age, educational level, designation and marital status in the present job. This study has 280 respondents from banking sector in Eastern province. Among the respondents of 280, most of the employees who have More than 6 years' experience contributed to this study. Because

banks provide the opportunity to employees who get the experience, so in every bank researcher observe large number of employees work as executive with experience.

Most of the respondents are male in this study which indicates that male staffs are working in highest proportion (64.4%) compared with female staffs in selected banks in Eastern province. The reason being that male is hard worker, easy to balance the work and life compare with female [40]. So their contribution is very high in banks. Normally private banks give the more priority to the male in the recruitment and promotion activity.

In the age wise, most of the employees with the age of 21-30 years contributed (57.7%) to this study compare with other employees, because these employees are more energetic and engaged in the banks.

In the educational qualification wise, most of the employees who have Bachelor-Degree qualification (53.4%) contributed to this study, because most of the bank recruit the employees as a management trainee after completion of their Bachelor-Degree.

In the designation wise, most of the executive officer contributed to this study (44.5%), because in every bank, there are large numbers of employees working as executive officer.

5.3 Discussion about Research Information

5.3.1 Findings and discussion on Psychological Contract of banking sector in Eastern province

This section provides findings and discussion on Psychological Contract of banking sector in Eastern province in order to meet the first objective of this study which is the examination of the Psychological Contract.

As presented in Table 2, all Psychological Contract dimensions have taken mean values of more than 3.5 which fall under the evaluative category of high level. From the analysis of survey, it has the Mean level of 4.18 and Standard Deviation as 0.438. In addition, most of the respondents expressed the common opinion regarding the Psychological Contract (SD = 0.438)

This was to explore the level of each Psychological Contract dimension (Transactional contract and Relational contract) of banking sector in Eastern province. Univariate analysis was performed to find out the results. Findings confirmed that Transactional contract has the mean of 4.19 and Relational contract with the mean value of 4.18. Banking sector in Eastern province are having high level of Psychological Contract since the mean value of Psychological Contract construct is 4.18.

Some reasons are influenced to build the high level of psychological contract fulfillment in selected banks in in Eastern province are employer offers employment for the long time, provide the training for perform current task and future task, provide the economic resource, supporting the well-being and interests of employees. The past researchers stated that recognition, chance to be creative, job security, training, promotion are very important factors to create the feeling of employee regarding the psychological contract [41].

5.4 Findings and Discussion on Organizational Citizenship Behaviors of Banking Sector in Eastern Province

This section provides findings and discussion on Organizational Citizenship Behaviour of banking sector in Eastern province in order to meet the second objective of this study which is the examination of the Organizational Citizenship Behavior.

As presented in Table 3, all Organizational Citizenship Behaviour dimensions have taken mean values of more than 3.5 which fall under the evaluative category of high level. From the analysis of survey, it has the Mean level of 3.98 and SD as 0.284. This mean value falls into the scale of high level; therefore, it reveals that high level of Organizational Citizenship Behaviour.

5.5 Relationship between Psychological Contract and Organizational Citizenship Behaviour

Correlation values were found to determine relationship between variables of Psychological Contract and Organizational Citizenship Behaviour. It has been presented in the table.

The Table 4 clearly shows the correlation analysis between Psychological Contract and Organizational Citizenship Behaviour.

Table 2. Summary of the findings on psychological contract

Dimensions of psychological contract	Mean	Std. deviation
Transactional contract	4.19	.456
Relational contract	4.18	.485
Psychological contract	4.18	0.438

Source-Data analysis

Table 3. Summary of the findings on organizational citizenship behaviour

Organizational citizenship behaviour	Mean	Std. deviation
Altruism	4.17	.481
Compliance	3.72	.463
Sportsmanship	4.01	.470
Courtesy	4.06	.469
Civic virtue	3.95	.578
Organizational citizenship behaviour	3.98	0.284

Source-Data analysis

Table 4. Correlation between the variables of psychological contract and organizational citizenship behaviour

Variables	Correlation with organizational citizenship behaviour
Transactional Contract	0.814**
Relational Contract	0.825**
Psychological Contract	0.876**

Source-survey data, **. Correlation is significant at the 0.01 level (2-tailed)

It indicates that there is a linear positive correlation between Psychological Contract and Organizational Citizenship Behaviour. The correlation coefficient (r) value between Psychological Contract and Organizational Citizenship Behaviour is 0.876 at 0.05 significant level ($P < 0.05$). So the correlation coefficient (r) value is fall on the attribute ($0.5 < r < 1$ =Strong Positive Relationship) of the decision rule. This provides a strong positive relationship between the Psychological Contract and Organizational Citizenship Behaviour in selected banks in Eastern province.

5.6 Analysis on the Impact of Psychological Contract on Organizational Citizenship Behaviour

This section analyses the impact of Psychological Contract on Organizational Citizenship Behaviour. In this study the outcome or value of dependent variable (Organizational Citizenship Behaviour) depends on one independent variable (Psychological Contract). Therefore, to quantify the effect of different independent variables on the behavior of dependent variable, it is necessary to apply the technique of simple regressions [42,43].

In simple linear regression analysis adjusted r square statistics as well as regression coefficient are considered to be important for analysis and interpretation. Adjusted r square represents the amount of variance in the dependent variable that can be attributed to independent variable [42]. Meanwhile the regression coefficient (value of b) implies the change in the outcome (dependent variable) resulting from a unit change in the independent variable [42].

5.6.1 Impact of psychological contract on organizational citizenship behaviour of banking sector in Eastern province

Regression analysis has done to identify the answer for this research question.

The coefficient table provides the significant value for all the variables and these values indicate that Psychological Contract has significantly contributed to the Organizational Citizenship Behaviour. These predictions have been significant at p value of 5% ($p < 0.05$).

Hence, the equation for Organizational Citizenship Behaviour can be written as follows:

$$\text{Organizational Citizenship Behaviour} = 1.295 + 0.642 (\text{PC})$$

Table 5. Coefficients the influence of psychological contract on organizational citizenship behaviour

Model	Coefficients ^a			t	Sig.
	Unstandardized coefficients		Standardized coefficients		
	B	Std. error	Beta		
1 (Constant)	1.295	.089		14.517	.000
Psychological contract	.642	.021	.876	30.281	.000

a. Dependent variable: organizational citizenship behaviour
Source-Data analysis

Table 6. Model summary the impact of psychological contract on organizational citizenship behaviour

Model summary					
Model	R	R square	Adjusted R square	Std. error of the estimate	F
1	.876 ^a	.767	.767	.164	916.947

a. Predictors: (Constant), Psychological contract

From the above model summary table 76.7% variance in Organizational Citizenship Behaviour can be explained by Psychological Contract as represented by adjusted r square value.

In addition, f value statistics is 916.947 which indicate that this model can be accepted. Hence it can be derived that Psychological Contract significantly Impact on Organizational Citizenship Behaviour of banking sector in Eastern province.

6. CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusion

Descriptive statistics and regression were used to come up with findings related to the research problem. The study is conducted with two hundred and eighty employees throughout the banking sector in Eastern province. Descriptive statistics used to investigate the extent to which Psychological Contract and Organizational Citizenship Behaviour exist among the banking sector in Eastern province. As well as regression analysis was applied to test the impact of Psychological Contract on Organizational Citizenship Behaviour in the banking sector in Eastern province.

The results of this study showed that Psychological Contract and Organizational Citizenship Behaviour are at high level. The results of the correlation analysis indicated that there is a strong positive correlation between Psychological Contract and Organizational

Citizenship Behaviour. As well as the variables of Transactional Contract and Relational Contract also have a strong positive relationship between Organizational Citizenship Behaviour. The findings of this study confirm the results of the previous study by Hui, C et al [43].

Some reasons are influenced to build the high level of transactional contract fulfilment in banks in Eastern province are employee believe that employer offers employment with the specific duties and task, provide the training for to do the current job. Some reasons are influenced to build the high level of relational contract fulfilment in banks in Eastern province are employer offers employment for a long time, supporting the well-being and interests of employees and their family, stable wages and long-term employment. The results of regression analysis indicated that there is a definite impact of Psychological Contract on Organizational Citizenship Behaviour. Hence the results of this study aligned with previous studies as Employee beliefs regarding the psychological contract have been found to predict their response on the job [4,44] Furthermore, the ultimate research problem of this study was whether Psychological Contract impact on Organizational Citizenship Behaviour. This question has been addressed through the findings. It was implied that Psychological Contract has the significant influence on Organizational Citizenship Behaviour.

This study is very important to the banking sector in Eastern province as it contributes to an understanding of the impact of Psychological

Contract on the Organizational Citizenship Behaviour.

6.2 Recommendation

Psychological contract is very important determinant factor to banking sector for achieves their targets. Based on the research findings, some recommendation would be given to improve the Psychological Contract and Organizational Citizenship Behaviour among the employees. Thus help to increase the Psychological Contract and increase the Organizational Citizenship Behaviour in selected banks in Eastern province.

This study identified that there is a strong positive relationship between Psychological Contract Fulfillment and Organizational Citizenship Behaviour. So in Sri Lankan context all the banks should concentrate to ensure the fulfillment of psychological contract. So it leads to increase the Organizational Citizenship Behaviour of employees.

Further, managers should provide the long term benefit, opportunity to participate the decision making, provide the secure and stable employment and training etc. Through that the banks can easily increase the psychological contract, then it will lead to create the citizenship behavior in the organizations.

COMPETING INTERESTS

Author has declared that no competing interests exist.

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