Chapter 6

Discussion
This chapter analyzes and discusses the findings of the research. The analysis begins with detail examination of verified hypothetical model in a stepwise process.

### 6.1 PSYCHOLOGICAL CONTRACT AND ORGANIZATION EFFECTIVENESS

There has been conceptual argument linking psychological contract (PC), organizational citizenship behavior (OCB), to organizational effectiveness (OE). However, past studies were limited to few subjective indicators of OE, such as job satisfaction, commitment, and employee intention to stay or leave. The current study highlights how PC and OCB vary in more effective and less effective organizations. The employees in more effective organizations have high expectations and high met-expectations. The PC fulfillment is also high in effective organizations. These findings provide additional insights about how effective organizations have healthy PC and OCB in comparison to the less effectiveness organizations. One plausible argument could be that effective organizations have resources to fulfill the expectations of employees. From employee’s side, it is argued that poor employee-employer relationship reduces employee’s ability to contribute to the organization and hence low performance (Cuypera, Heijden, Witte, 2011). Relationships sour because of breach of PC or unmet expectations of employees (Yeh, 2012). Further, PC is positively associated with work performance (Bal, Chiaburu, Jansen, 2010). The relationship becomes stronger in face of high social exchange. Healthy relationship promotes the effectiveness of the organization. It can also be said that effective organizations attract more talented employees in comparison to less effective organizations. Effective organizations are in better position to acquire the most suitable candidates. If we examine it from employee side in context of group cohesiveness theory (Cota, Evans, Dion, Kilik, and Lognam, 1995), it is difficult for the employees to get jobs in effective organizations. As per group cohesiveness theory, employees who get jobs with difficulty and great efforts are likely to value the organization and job more. Further, employees take pride in working for these
employers. This study identified significant differences in employee expectations between more effective and less effective organizations.

One of the important findings of the study suggests that employers (of more effective and less effective organizations) have similar expectations from employees (or no significant between the employers). Employers invariably expect their employees to perform, to be ready to take up larger responsibilities, adaptable, comply with the organization rules and regulation, respect the people, and manage their personal and professional lives responsibly. This indicates that employer realizes that the fulfillment of such expectations by the employees is linked to the organizational performance. It is apparent that display of such behaviors by employees would improve organizational effectiveness irrespective of the measurement parameters of OE. From the prism of theory of exchange relationship employee PC and employer PC could be likened to a virtuous circle, employer PC fulfillment will make employer obliged to fulfill the employees’ expectations and vice versa. For instance, employee PC fulfillment leads to low turnover (Cuypera, Heijden, Witte, 2011). In this cycle of employee-employer relationship, it appears that employee PC fulfillment and perceived contributions (to organizations) predict changes in employer psychological contract obligations, while employer fulfillment and perceived inducements predict changes in employee obligations (Lee, Liu, Rousseau, Hui, and Chen, 2011). The review largely directs us to conclude that probably it is the initiative of employer to fulfill his side of PC which leads to employee’s contribution to the employer. Further, when employer perceives that employee has lived the psychological contract, employer goes out of the way for the employee (Bordia, Restubog, Bordia, and Tang, 2010).

It is the breach of employee PC (non-fulfillment of expectations) which leads to negative outcomes. There arises a big question that how does employer react when the employer PC is not fulfilled by the employee. To a great extent, employees seethe response and reaction of employers through the managers. For example the reaction of employer towards the breach of code and conduct, roles and responsibilities, respect related content would reflect the employer reaction. Further, it has been observed that employer’s perspective is transactional in nature (Pate and Scullion, 2010). There might be some
specific incidents where the reaction might be limited to individual dynamics which employee share with the manager. Largely, it has been observed that the immediate reaction of the employer (after the employer PC breach) is to control the damage caused due to non-fulfillment of employer PC (Nadin and Williams, 2012).

The results show that employees’ expectations of firms high on OE and low on OE differ on job content, social climate, rewards and recognition, and respect and dignity. However, there is no significant difference in the training and development, work life-balance (WLB), compensation, and freedom to quit.

There is a significant difference in the contents of employee met expectations with respect to training and development, job content, WLB, social climate, rewards and recognition, respect and dignity, and compensation; but there is no significant difference in the freedom to quit in high on OE and low on OE organizations.

There is a significant difference in the contents of employee PC non-fulfillment with respect to training and development, job content, WLB, social climate, rewards and recognition, respect and dignity, and compensation but there is no significant difference in freedom to quit.

PC breach reduces well-being, job security and loyalty of employees (Lindorff, Worrall, Cooper, 2011). Though, not very strongly but compensation and benefits have a link with PC and other variables like turnover intention, discretionary behavior, job performance, and work efforts (Luchak and Pohler, 2010) The findings confirm the earlier work and suggest the significance of specific contents of employee psychological contract to the organization.

On work life balance experience an employee, who experiences family support and shares healthy relationship with family, is less likely to report PC non-fulfillment. Emotional family support moderates the relationship between PC breach and turnover intention in such a way that employee turnover intention will not increase as PC breach increase (Stoner, Gallagher, Stoner, 2011).

If we examine the contents of employer PC there is no significant difference in performance and promotability, adaptability, respect, and WLB conflict. However, there
is a significant difference in compliance and stability. Employers of high and low OE hold similar expectations from the employees. The contents of employer psychological contract are equally valued by employers of both high on OE and low on OE.

There is a significant difference in met expectations of performance and promotability, compliance, adaptability, respect, WLB conflict, and stability.

There is significant difference in PC non-fulfillment of performance and promotability, compliance, adaptability, respect, WLB conflict, and stability. The findings suggest that the contents of employer psychological contract are associated with organization effectiveness.

6.2 PSYCHOLOGICAL CONTRACT AND ORGANIZATION CITIZENSHIP BEHAVIOR

There is positive correlation between employee met expectations and V-OCB and employee met expectations and N-OCB. However, in this study, employee met expectations does not predict OCB as commonly found in the review of literature. This could be because an employee who is predisposed to display OCB will continue to do so, irrespective of PC fulfillment. Analogously, an employee who reports PC fulfillment might not want to succumb to the normative pressure to display OCB. An employee may actually focus on OCB, since PC fulfillment may be beyond his/ her realm of control. While PC is strongly correlated to OCB, but PC does not account for variation in OCB; and OCB does not mediate the relationship between PC and OE. However, it cannot be denied that PC fulfillment work as a mechanism to remove road blocks in the display of V-OCB.

6.3 ORGANIZATION CITIZENSHIP BEHAVIOR AND ORGANIZATION EFFECTIVENESS

There is a significant difference in V-OCB and N-OCB in more effective and less effective organizations. The findings provide a new set of evidence to the existing work on OCB and OE. OCB influences organizational performance. Display of OCB plays a critical role in the effectiveness of the organization (Bagheri, Matin, Amighi,
The relationship between OCB and OE is complicated by various other variables. For instance, procedural justice has an effect on group/organization-oriented citizenship which is more pronounced among employees with a strong (in comparison to weak) collective self-definition (Brebels, Cremer, Dijke, 2011). Therefore, generalization of results is warranted.

Effective organizations score highly on both V-OCB and N-OCB. The results could be due to the influence of acceptance of top management, action taken by top management, and strategy of the organization. The organization has the responsibility to ensure recovery in performance through encouraging efficiency, stability, and innovation, and by rechanneling resources and making organizational changes directed toward the goals. The organization which has the ability to act in such a way promotes OCB in its workplace (Beeri, 2012).

### 6.4 PSYCHOLOGICAL CONTRACT, ORGANIZATION CITIZENSHIP BEHAVIOR, AND ORGANIZATION EFFECTIVENESS

PC and OCB predict the OE, independently. The findings suggest that PC and OCB have independent relationship with OE. However, as per the earlier studies PC influences OE through OCB (Suazo and Stone-Romero, 2011). Though, the current study contrary to previous findings shows that OCB does not mediates the relationship between psychological contract and organization Effectiveness. Also, it is important to consider that the operationalization of OE framework is different from the subjective indicators of OE considered in the review of literature.

In the context of PC, employee and employer PC contribute to the organizational effectiveness by experiencing fulfillment of the implicit employment relationship. While, in context to OCB, an employee contributes to the effectiveness by going out of the way and beyond the implicit and explicit employment relationship. The focus of an employee in on employment relationship is within the boundaries of PC, whereas under OCB the focus could be beyond the boundaries of employment relationship.
6.5 BALANCED PSYCHOLOGICAL CONTRACT AND ORGANIZATION EFFECTIVENESS

Balanced PC, which is a comparison of employee and employer PC fulfillment scores, is partially associated with effectiveness of the organizations. However, there is no specific theoretical framework available to examine the impact of high or low balanced PC. It is possible that mutual low obligation (low fulfillment of PC of both employer and employee) despite indicating a balanced psychological contract might not be associated with organization effectiveness. This might be because in the face of low mutual obligation, both parties may offer little to each other and to the larger organization and hence, low effectiveness. There is a need to examine whether low mutual obligation leads to lower OE or whether over fulfillment influences OE differently? Some studies do propose that mutual interest of both employer and employee is very important for long-term relationship. For instance, balance in employee’s expectations of career development and employer’s strategic goals provide long term returns to both employee and employer (Inkson and King, 2011), therefore, adding to the organization effectiveness. The findings in context to balanced psychological contract are mixed. There is a need to study the balanced psychological contract in detail. The findings at the firm level analysis were also similar in context to PC, OCB, and OE association.

6.6 GENDER AND PSYCHOLOGICAL CONTRACT

Gender is accounted for variation in PC. Male and female employees have different expectations from the employer. There is no significant difference between male and female employees on met expectations. Lack of significant difference in the met expectations may explain the position of neutrality in employer’s obligation towards the employees. The significant difference in PC non-fulfillment (in comparison to the expectations) suggests that employers have not treated the PC of female and male employees differently. The difference in male and female expectations could be attributed to the range of factors like difference in the way the information is perceived and processed by male and female employees. Moreover, it is because of
the way males and females are socialized in the society and the roles they are expected to play.

Contents of Employee Psychological Contract: In the current study largely the difference is in the job content, rewards and recognition, respect and dignity, compensation, and freedom to quit related expectation. There is difference in the met expectation on training and development, WLB, social climate, rewards and recognition, respect and dignity, and compensation. In context to PC non-fulfillment, there is a significant difference in the PC non-fulfillment of training and development, social climate, rewards and recognition, respect and dignity, compensation, and freedom to quit. The findings highlight the difference in male and female employees on various content of employee psychological contract. Therefore, there is need for employers to understand these differences and different expectations which male and female employees have from the employers.

6.7 GENDER AND ORGANIZATION CITIZENSHIP BEHAVIOR

In context to OCB, there is significant difference in the V-OCB of male and female employees. Since, V-OCB is largely because of an individual’s predisposition, the difference could be due to the difference psychological makeup of female and male employees. The no difference between male and female on N-OCB suggest that there is no difference among male and female employees in dealing with normative pressure in the organization.

6.8 AGE AND PSYCHOLOGICAL CONTRACT

Research in the area of organization behavior suggests the influence of age on employee behavior. In the current study there is a significant difference in the employee expectations, employee met expectations, and employee PC non-fulfillment.

Younger employees have limited understanding of the PC in comparison to the older employees. Older employees over the period not only develop understanding of PC but also skills in negotiating the PC. Further, age bring shift in the needs and
therefore shift in the expectations of the employees. Younger employees at this stage are busy establishing their career whereas older employees are settled in their career. Younger employees are more mobile and flexible in their approach. Older employees are largely settled and therefore the mobility is restricted. The difference could also be attributed to the more alternate employment opportunities available to the younger workforce. This influences the employee’s commitment to fulfill the employer obligation. Older employees have stable psychological contract. Therefore, older employees have strong PC then younger employees (Tomprou and Nikolaou, 2011). The different expectations of the younger and older employees provide opportunities to the employer to fit employees of different age group as per the firm’s needs and advantage.

Contents of Employee Psychological Contract: There is a significant difference in expectations of younger and older employees for training and development, job content, social climate, rewards and recognition, compensation, and respect and dignity. However, they do not differ on WLB. The review argues that expectations of employee are embedded in generation (Hauw and Vos, 2010). There is a significant difference on employee met expectations for training and development, WLB, social climate, rewards and recognition, and respect and dignity. There is no significant difference on job content, compensation, and freedom to quit. Younger and older employee differ on employee PC non-fulfillment for training and development, job content, WLB, social climate, rewards and recognition, respect and dignity, compensation, and freedom to quit. The reported difference in the PC non-fulfillment also indicates that older employees have more realistic understanding of the PC. Although, this might not be true all the time. There is high possibility that younger employees might not be sure of their skills and competence. They might not be in position to evaluate their self-worth accurately. Consequently, they might have low expectations from the employee and whole heartedly accept whatever is given by employer in return. Employees of different age group value contents of employee psychological contract differently. In one of the recent study, it was found out that younger generation place more value on opportunities for development and challenge, variation, and responsibility. Contrary to this Generation X placed high value on
work-life balance, autonomy and job security. Both younger and generation X equally valued work atmosphere, salary and task description (Lub, Bijvank, Bal, Blomme, and Schalk, 2012). It is important for employers to understand variation in employee’s expectations of different age group in order to design appropriate HR policies.

6.9 AGE AND ORGANIZATION CITIZENSHIP BEHAVIOR

The findings suggest that there is significant difference in the N-OCB displayed by younger and older employees. Older employees are expected to deal with normative pressure of the organization in better way. Over the period of time, they master skills to handle the normative pressure more prudently. Whereas, there is a high possibility that younger employees either would submit to the normative pressure or they might react strongly to the normative pressure in order to avoid the cognitive dissonance. The study highlight that there is no significant difference in V-OCB and suggests that age does not lead to variation in the tendency to display genuine OCB.

6.10 MARITAL STATUS AND PSYCHOLOGICAL CONTRACT

There is a significant difference in the expectations of married and unmarried employees. Married employees have responsibility of family and kids. They might expect an arrangement from the employer to facilitate in maintenance of WLB. Further, movement of married employees is restricted and there are risks associated with finding a new job. They would have higher needs of stability in comparison to the unmarried employees.

Unmarried employees on the other hand might not have strong need for flexibility. They are mobile. Further, they tend to shift jobs more frequently than the married ones. However, the finding does not show any significant difference in the met expectations and PC non-fulfillment. The plausible reason could be that employers realize and empathize with the different needs of married and unmarried employees. They probably follow differential HR polices for married and unmarried employees. Further, the findings could be the interaction of age and marital status. There is high possibility that married employees would be older than unmarried employees and might be holding relatively senior position than unmarried ones. Organizations in
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general provide more facility and perks to employees holding senior position. This argument hold true for the current data where most of participants above age 30 are married.

Contents of Employee Psychological Contract: There is a significant difference in the expectations of unmarried and married employees for training and development, job content, WLB, social climate, and freedom to quit. However, there is no significant difference on rewards and recognition, respect and dignity, and compensation. There is no significant different in the employee met expectations across the contents. Though, there is difference in PC non-fulfillment of compensation unmarried employees like married employees might have responsibility of taking care of parents. Though, the intensity and severity of accountability is relatively low for unmarried employees as they do have additional responsibility of taking care of spouse and kids. Married employees have high expectations probably because job content facilitates the task performance and it reduces the job stress and conflict. Unmarried employees have higher expectations for social climate in comparison to married employees. They probably need healthy relationship with colleague and supervisors in order to satisfy the social needs. Unmarried employees who are more mobile and believed to have better career avenues outside the organization are more concerned about the freedom to quit. They would not want to be restricted by contractual obligation.

6.11 MARITAL STATUS AND ORGANIZATION CITIZENSHIP BEHAVIOR

There is no significant difference in V-OCB. Since, V-OCB is largely temperamentally driven and hence relationship status might not produce any variation in the exhibition of V-OCB. The significant difference in N-OCB is surprising. Change in relationship status is associated with different needs and expectations. There is high probability that this could be due to the interaction of other variables. The results also direct us towards the possibility that the tendency to succumb to normative pressure might be an interaction of individual psychological makeup, age, and external environment of the organization. An individual who has been submitting to normative pressure in the organization might continue to do so even after getting married.
6.12 EDUCATION AND PSYCHOLOGICAL CONTRACT

There is a significant difference in the employee expectations and employee met expectations of graduate and post graduate employees. This highlight the fact that education influence PC and OCB. Education is likely to influence employee expectations. Post graduate employees or highly educated employees will have more expectations from the employer. They would want to negotiate their expectations with employer in exchange of the knowledge and expertise they bring to the employer. Contrary, to this graduate employees realize that they have lesser opportunities. Further, even if a graduate has same competence and good experience record he/she might not have the same edge to negotiate for fulfillment of expectations. There is significant difference in the met expectations of graduate and post graduate employees. The treatment of employer towards graduate and post graduate employee is likely to differ. Educated employees are in better position to make valuable contribution to the employer. Employer also strongly believes that more educated employees will add more value to the organization. This might not be case all the time. Often, low educated employees are subjected to different obligation as there is strong perception about the greater competence of more educated employees.

There is no difference in the PC non-fulfillment of graduate and post graduate employees. This indicates that employer differentially fulfill the PC fulfillment as per their expectations. Further, there is a high probability that both graduate and post graduate have realistic picture about expectations from the employer. The low expectations of graduate employees make it easier for the employer to fulfill their expectations. In case of post graduate employees, they bring more value and hence in return employer fulfills their expectations reflected in the significant difference of the employee met expectations.

Contents of Employee Psychological Contract: There is a significant difference on expectations among graduate and post graduate on training and development, job content, social climate, rewards and recognition, respect and dignity, compensation, and freedom to quit. However, there is no significant difference on WLB. The findings show that graduate employees in general have low expectations across all the contents of expectations in comparison to post graduate employees. Post graduate
employees feel worthy of all the mentioned contents of PC. Further, there is a significant difference on met expectations for job content, WLB, and social climate. There is no significant difference on training and development, rewards and recognition, respect and dignity, compensation, and freedom to quit. Graduate employee report high met expectations largely because of low expectations from the employer. There is a significant difference on PC non-fulfillment of graduate and post graduate employees for respect and dignity and freedom to quit. There is no significant difference for training and development, job content, WLB, social climate, rewards and recognition, and compensation. Graduate employees have low expectations from the employer. Consequently, graduate employees have high score on met expectations and low on PC non-fulfillment. Further, postgraduate employees during the selection process have entirely different form of PC with employer.

6.13 EDUCATION AND ORGANIZATION CITIZENSHIP BEHAVIOR
There is a significant difference in the V-OCB and N-OCB of graduate and post graduate employees. The variation in V-OCB among graduate and post graduate employees is not expected. The variation in N-OCB is expected. There is possibility that graduate employees feel indebted to the organization for hiring them and therefore follow the norms and implicit rules and regulations of the organization. Education brings empowerment and increase in self variables like self-esteem and self- respect. Such people prefer to follow their own path rather than submitting to the normative pressure.

6.14 EXPERIENCE AND PSYCHOLOGICAL CONTRACT
There is significant difference in the expectations, met expectations, PC non-fulfillment of high and low experience group. Experience beings shift in the expectations of the employee. An employee with less experience might not have high expectations from the employer. Such employees probably are comfortable with employer under obligation exchange. On the other hand experienced employees have high expectations from the employer. Experienced employees not only bring the technical and operation skills but leadership and managerial skills. However, the
relationship between experience and PC is not as simple. It is important to consider that there is high correlation between age and experience. Therefore, there is high possibility of curvilinear relationship between experienced employees and their PC. The less experienced employees report relatively low score on met expectations. Organizations worldwide are more concerned about retaining the experienced employees rather than employees with less experience. Employees with high experience require less investment and less risk. Further, experienced employees score high on PC fulfillment. Further, employees with more experience have better understanding of the relationship that they share with the employer. Over the period of time they develop the skills in managing their implicit relationship with the employer. Moreover, they are argued to hold a realistic perspective of the PC.

Contents of Employee Psychological Contract: There is a significant difference in the expectations of employees of different experience groups for training and development, job content, WLB, rewards and recognition, respect and dignity, and freedom to quit. There is no significant difference for social climate and compensation. Employees with less experience have fewer expectations from employment in terms of training and development, preference for variety and challenge in job, flexibility, acknowledgement, respect, and freedom to quit. The difference could be largely because of high expectations of the experienced and their firmness about it. An experienced employee is likely to hold a senior position in his/her current organization. He/she will not take up any opportunity until and unless he/she is promised a better psychological and legal contract. There is a significant difference in met expectations of employees of different experience groups for training and development, WLB, social climate, rewards and recognition, respect and dignity, compensation, and freedom to quit. There is no significant difference for job content. Less experienced employee have fewer opportunities for career development. It is imperative for employer to be more focused on the grooming and development of experienced employees as they are directly responsible for the performance of the organization. Therefore, employer would not want to cut down on the investment. Similarly, rewards and recognition for less experienced is less in comparison to the high experienced employees. Further, there is possibility that rewards and recognition
opportunities might be similar in reality but the variation in perception could be due to the intensity and involvement from the management in appreciating the efforts of less experienced employees. Employees with more experience report low on WLB met expectations. This could be largely because more experience brings larger responsibilities to the employee. Consequently, hurt the WLB of highly experienced employees. Similarly, employees with more experience report high met expectations of compensation, respect and dignity, and FTQ. Experienced employees command respect and dignity. They have larger scope for compensation negotiation. Further, the compensation is largely dependent upon an employee’s ability to negotiate for the compensation. Additionally, the compensation of the experienced employees is linked to the overall performance of the organization.

Followed by this, there is a significant difference in all the contents of the PC non-fulfillment. Experienced employees have higher expectations from the employer. If organization does not have HR polices broad enough to meet the needs of employees of different experience group. There is high probability that experienced employees will report high PC non-fulfillment.

6.15 EXPERIENCE AND ORGANIZATION CITIZENSHIP BEHAVIOR

The no significant difference in the less and high experienced employees group of employees suggest that employee tendency to exhibit genuine OCB remain same irrespective of their experience. There is a significant difference in the N-OCB among low and high experienced employees. Less experienced are more susceptible to deal with normative pressure in the organization. Whereas, the more experienced employees those who have passed this stage are more capable of dealing with it. They might be more focused upon their individual relationship with the employer rather than being too concerned about the normative pressure. Though, this is one side of the story. Employees with low experience might not be psychologically mature enough to handle the cognitive dissonance and might tend to follow what they wish to do and what they think is right. Experienced employees on the hand might not want to submit to normative pressure originated from colleagues of same ladder. They will likely to follow the normative pressure that comes from their seniors.
6.16 PERSONALITY, PSYCHOLOGICAL CONTRACT, AND ORGANIZATION
CITIZENSHIP BEHAVIOR AGREEABleness

Agreeableness is negatively related with employee expectations, met expectations. Employees high on agreeableness are compliant and are not expected to negotiate hard. Further, they avoid conflicts and confronting. In this process they are willing to forgo the obligations which they probably deserve. The negative relationship between agreeableness and met expectations might not be just perception but rather a reality. Employer might be less concerned about such employees as they realize that such employees will not react. Though, the relationship is not significant. Agreeableness shares no relationship with PC non-fulfillment. It is important to consider that agreeable employees might have low expectations and they might not react actively to the breach of PC. However, there are no arguments to support that they do not experience or understand the uncomfortable PC or under employer obligation. Agreeableness positively predicts expectations and met expectations but it does not predict PC non-fulfillment. The results largely suggest that agreeableness is not very strongly associated with PC. It could be that the compliance and non-confronting constituents makes them indifferent about their PC. They might prefer to ignore the issues associated with PC and do not try to focus too much on the relationship they have with employer. Further, the variance explained is too low for both expectations and met expectations. Agreeableness positively predicts training and development and freedom to quit expectations. It negatively predict job content and social climate. As mentioned that agreeableness will have low expectations from the employer. Further, agreeableness is positively related with training & development, WLB, and social climate met expectations. It negatively predicts job content, WLB, and social climate PC non-fulfillment. It positively predicts rewards and recognition and freedom to quit. The positive association with contents employee expectations and met expectations is expected. Review suggests positive relationship between agreeableness and PC fulfillment. Employees high on agreeableness might bow down to all the terms and conditions of the employer. However, if employer keeps on ignoring the PC of agreeable employees for too long, it might have the same repercussion. The reaction to PC breach is expected to be passive and withdrawal behavior.
Agreeableness is negatively correlated with V-OCB but positive relationship with N-OCB. This is largely because employees high on agreeableness are vulnerable to normative pressure. They would choose to follow the implicit rules of the organization instead of confronting the norms. The negative relationship needs further exploration.

Conscientiousness shares a positive and significant relationship with employee expectations and met expectations. They have negative and significant relation with PC non-fulfillment. It is argued that employees high on conscientiousness are valuable to the employer. They are task driven, planned, organized, achievement oriented, high on perseverance, and loyal. The high correlations with employee expectations suggest that employees high on conscientiousness realize their worth and know their potential to contribute highly to the employer. Therefore, they hold high expectations from the employer to value their efforts. Further, conscientious people command respect. Therefore, they would not want to get into the relationship where their efforts are not valued. There is a positive relationship between conscientiousness and employee met expectations. The relationship could be interaction of their personality traits and employer treatment towards them. Such employees are loyal and value what is being offered to them. The probability of employer to reciprocate through fulfilling their obligation in return of the contribution made the employee is high. However, we cannot ignore the fact that such employees might become difficult to handle for employer who are incapable of fulfilling the obligation of such employees. The reaction to the breach might be stronger from employees high on conscientiousness. The negative relationship with PC non-fulfillment supports the existing work on personality and PC. Conscientious people are careful and planned. These traits make them capable to handle their relationship with employer. Further, there is a very high possibility that such planned and careful employees might not join an employer which cannot fulfill their expectations.

a. **Conscientiousness**

Conscientiousness positively predicts employee expectations, met expectations, and negatively predicts the PC non-fulfillment. The results largely support the argument.
Conscientiousness positively predicts training and development, job content, social climate, compensation, and rewards and recognition related expectations and negatively predicts rewards and recognition. Further, it positively predicts job content, WLB, social climate, rewards & recognition, respect and dignity, and compensation related met expectations. It negatively predicts job content, WLB, social climate, rewards & recognition, respect and dignity, and compensation related PC non-fulfillment. However, the relationship is positive for training and development. The employees high on conscientiousness are huge responsibility for the employer. This is because they are believed to bring the highest individual performance to the employer. The loss of these employees will hurt the employer maximum.

Conscientiousness is positively related with V-OCB but negatively related with N-OCB. Conscientious people probably are predisposed to the V-OCB. Further, there is need to explore that there might be high correlation between constituents traits of conscientious and V-OCB. The negative correlation between conscientiousness and N-OCB is expected. They are self driven and might not be very comfortable doing things which they do not believe in.

b. Extroversion

Extroversion like conscientiousness is significantly and positively related to employee expectations and employee met expectations. It is negatively and significant related with PC non-fulfillment. Though, the relationship is relatively stronger in case of the conscientiousness. Extroverts are social, expressive about their feelings and opinions, confident, energetic, companionable, and friendly. The positive relationship with expectations, met expectations and negative relationship with PC non-fulfillment could be argued in the light of their expressive behavior. The tendency to express their opinions and feelings in unreserved manner brings the implicit PC on surface. Therefore, they do not experience the PC non-fulfillment which is largely because of lack of understanding of PC between employee and employer. Further, such employees are friendly and energetic. These traits facilitate them to get popularity, social support, and acceptance at workplace. Extroversion positively predicts employee expectations and negatively predicts PC fulfillment. The management of
employment relationship with extrovert employees appears to be easy for the employer. The negative association with expectations and no association with met expectations suggest that probably extroverts have high internal locus of control. Extroversion positively predicts job content and negatively predicts WLB, and freedom to quit related expectations. Further, extroversion is positively predicts WLB, social climate, rewards & recognition, respect & dignity, compensation related met expectations. Extroversion negatively predicts WLB, social climate, respect and dignity, compensation, and freedom to quit PC non-fulfillment. In the light of the results of extroversion and the contents of PC, it can be said that extroverts have less expectations; they report high met expectations, and PC fulfillment.

Extroversion is positively related with V-OCB but negatively related with N-OCB. Extroverts are temperamentally social and friendly. Therefore, they might be people sensitivity and make genuine attempts to benefit people and organization. Further, they spend large amount of time with people. This might be one of the factors for empathy towards people. Further, their social skills add to their ability to handle people issue at workplace better. All these factors facilitate in displaying V-OCB. The negative relationship with N-OCB could be largely due to their social and people skills. They are in better position to not to chose what they do not want to do. They make their presence felt by their own extrovert behavior and hence need not too bother about being isolated.

c. Neuroticism

Neuroticism is negatively and significantly related with employee expectations and met expectations. It is positively and significantly related to the PC non-fulfillment. The findings are in alignment with whatever work has been done so far. People high on neuroticism are anxious, vulnerable, aggressive, emotionally unstable, reactive, and self-consciousness. The negative relationship with expectations suggests that employees high on neuroticism probably are too self-conscious and unworthy to expect anything from the employer. Also, due to their vulnerability and anxiety they might not have high expectations from the employer. Though, the relationship might not be as simple. It is difficult to deny the fact that often neuroticism in order to
compensate for their anxious behavior might have higher expectations. They might not have only higher expectations but also unrealistic expectations from the employer. However, neuroticism does not predict the expectations. Contrary to the previous argument these results reflect another side of the story. They probably are hopeless about alternate employment opportunities and consider themselves unworthy of anything. They negative relationship with met expectations highlight their pessimisms. They are not easy to please and tend to undervalue value whatever is being offered to them. Further, neuroticism negatively predicts the employee met expectations. They are not appreciative. The positive relationship with PC non-fulfillment further supports that argument. Moreover, it positively predicts PC non-fulfillment. It is important to understand that an employee high on neuroticism might not have high expectations from the employer but they actually need more support from their employer in all respects. Neuroticism positively predicts WLB, social climate, respect and dignity but it negatively predicts training and development and compensation expectations. More an employee is anxious and emotionally stable the greater would be his needs/expectations for a healthy social climate, respect, and WLB. Neuroticism is negatively predicting all the contents of employee expectations. This is largely because of their pessimist behavior. Further, there is high possibility that employer might resist in fulfilling the expectations of employees high on neuroticism as they are not high performers.

Neuroticism is negatively related with V-OCB. They hold pessimistic perspective about people and work around them which might limit their tendency to display V-OCB. The positive relationship with N-OCB is reflection of their vulnerability. They are anxious and prone to depression. Therefore, they would not want to invite more troubles for themselves by confronting the social norms of the organization. This might not be true all the time. For example in negative mood set a person might want to be true self and would not be concerned about the long term consequences of defiance.

d. **Openness to experience**

Openness to experience is positively and significantly correlated with employee expectations and employee met expectations. It is negatively correlated with PC non-
fulfillment. People high on openness to experience have intellectual curiosity, individualistic, creative, logical, and close to their feelings. Employee with these kinds of characteristics is likely to have high expectations in order to satisfy their needs. The positive relationship with met expectations and negative relationship with indicate that employee high on openness to experience bring value to the organization through their creativity and imagination. However, it is important for the employer to ensure that they are given right job. The consequences might not be fruitful in case of job-misfit. Employees with individualistic and high on intellectual curiosity might become cause of disruptiveness if given structured job. As high on openness positively predict employee expectations and PC non-fulfillment. It negatively predicts employee met expectations. Openness to experience positively predict employee expectation for job content, WLB, social climate, rewards and recognition, respect and dignity, and freedom to quit. They have an intellectual bent of mind and high on creativeness. It is likely to have high expectations for these contents. Further, openness to experience does not predict compensation. It further highlight that they are more focused upon the expectations which satisfy their intellectual and creativity craving. Openness to experience positively predicts rewards and recognition but negatively predicts respect and dignity and freedom to quit. Employees high on openness are more likely to come with creative and innovative ideas which make them deserving candidates for rewards and recognition. An employer might not wish to lose such employees easily and would make all retention efforts. The negative association with respect and dignity shift our attention to the fact that such employees might not be successful in their attempts all the time. Their imaginative and fantasy ideas might bring more trouble to the team and organization rather than any good. Further, these employees are not fit for all the jobs.

Openness to experience is positively related with V-OCB. The findings are very much in alignment with theoretical notion. Such people are value driven and therefore high on V-OCB. At the same time they are individualistic and close to their feelings. Therefore, they would not want to do anything which is contrary to their values and feelings as it might produce cognitive dissonance.
Though, the relationship between big five personality traits and PC is not as simple as it appears. The big five traits are related to various other personality types, behavior pattern (etc). For instance POS mediated the relations between variables like (positive affectivity, reciprocation wariness, equity sensitivity, protestant work ethic) and perceived psychological contract breach (Suazo and Turnley, 2010). Moreover, attribution styles and power distance moderate the relationship psychological contract breach and counterproductive behavior (Chao, Cheung and Wua, 2011). The researcher proposes that big five factor must be interpreted in the light of various other individual variables. Further, an individual self concept influence both OCB and Task performance (Johnson and Saboe, 2011).

The findings largely support all the hypotheses. However, it does not confirm the relationship between marital status and PC and OCB. Further, the mediating effect of OCB could not be proved in this research. The coming Chapter will present the managerial and theoretical implications of the findings and analysis drawn from the results. The results also suggest some further analysis and examination which need to be studied in future. The coming chapter will discuss the same in detail.