

HOW EMPLOYEE'S ORGANIZATIONAL CITIZENSHIP BEHAVIORS GET AFFECTED BY CHARACTERISTICS OF THE PSYCHOLOGICAL CONTRACT



 Adel Mahmoud Al Samman¹⁺

 Ahmed Kh. Muttar²

Maryam Esa Ahmed Abdulaziz³

^{1,2,3} Department of Business Admin, College of Admin Science, Applied Science University, Bahrain.

¹Email: adel.alsamman@asu.edu.bh Tel: +97333821339

²Email: ahmed.almuhamadi@asu.edu.bh Tel: +97334318488

³Email: maryam_esa@hotmail.com Tel: +97339770109



(+ Corresponding author)

ABSTRACT

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This study examines the effect of the psychological contract including its dimensions of Content-oriented, Featured-oriented and Evaluation-oriented, on the organizational citizenship behavior, in the governmental sector in Bahrain. The study used the descriptive analytical approach to analyze the related data that was collected from 812 individuals, representing 34.5% of the target population, through a designed survey to reach results about the effect of the independent variable, with its two dimensions, on the dependent variable, in accordance with the study conducted and included (280) employee of the research population to reach qualitative results aiming at supporting the reached quantitative ones. Results indicated that the psychological contract different dimensions positively impact the Organizational Citizenship Behaviors at the Ministry. They also indicated that there are no significant differences among the responses of the sample individuals that could be attributed to the demographic variables such as gender, age, qualification, position title, and professional experience.

Contribution/ Originality: We were trying to address a common problem in business organizations, but rare to be dealt with in the middle east. Hence, it would shed light on this sensitive side of organizational behavior in this area. Literature was a guide to lead us to focus on filling the gaps in our knowledge about such problem.

1. INTRODUCTION

The written employment contract reached and signed by both the employer and the employee defines the relationship between both parties before it begins. By reaching such contract, both parties assure that they endorse the articles and terms within the agreement, which means the rights and obligations stemming from this contract. Regardless, this relationship parties could be forming additional expectations regarding their exchange to come. Such expectations could not be explicitly mentioned in the contract, but rather implicit, and thus not clearly signed by both parties. From the employer's side, such expectations concerning the mutual exchange could include the employee's loyalty, being an organizational citizen, stand by the company when needed, etc. On the other side, the employee's additional expectations for such mutual exchange could refer to job security, development, promotions, career path, etc. Such implicit expectations form an integral part of what is known as 'psychological contract' (Argyris, 1960; Morrison & Robinson, 1997; Robinson & Morrison, 1995; Rousseau, 1989). Upholding the

importance of organizational citizenship behavior in real life, Frederick Smith, founder of FedEx, says that "people first, distinguished service, profit" : "since FedEx was created, employees have been at the top of the organization's priorities, because it's the right policy," and his employees love him so much and trust him that the customer service manager at Federal Express says: "If Frederick Smith had asked his 13,000 employees to line up on the Hernando de Sotro Bridge in Memphis and jump off the bridge, it would have been 99.99% (Balogun, Ayodele, Olowodunoye, & Ogundijo, 2021). The interest of an organization in promoting desirable organizational citizenship behavior among its personnel contributes to the harmonization of the duties and obligations of the individuals and the organization and to the investment of its personnel to achieve its objectives, not only by performing core functions but also by being able to perform additional functions that benefit the organization.

The theoretical contribution and practical implications represent the two elements of the significance of this study. From one side, the study dealt with a relatively recent management topic in this part of the world. It was one of the first studies to address the issue of the impact of psychological knots on the behavior of organizational citizenship of employees in Bahrain. In addition, the study can open up new research horizons for researchers in organizational behavior, human resources, and social psychology. On the implication side, this study can help organizations achieve competitive advantage by investing their employees, strengthen the psychological contract of their employees, help organizations reduce the displacement of minds and scientific competencies, reduce the material and moral costs involved, and contain, develop and invest existing human resources to achieve and develop organizational goals. The study also focuses on human development in organizations. It is considered to have a positive impact in increasing understanding of working relationships and their impact on the organizational citizenship behavior of employees in the work environment.

2. LITERATURE REVIEW

Business world today did a lot of changes to how organizations operates within or outside. It makes them more complex and removed all boundaries. Furthermore, there were several factors that contributed in such changes, such as rise in mergers and acquisitions, globalization with its impacts, layoffs and organizational changes and restructuring; all of these factors brought major changes in the relationship between employer and employees (Shafqat & Mushtaq, 2020). Thus, the psychological contract has appeared as a corner stone in the mentioned relationship (Li, Xu, & Zheng, 2021). Alcover, Martinez-Inigo, and Chambel (2012) stated that there were numerous events that happen in organizational environment that cause emotional responses among the employees. Their behaviors and attitudes get affected by such emotional experiences. When positive events take place in the organizational environment, they affect the cognitive evaluation of the employee's job, and hence lead the employee towards positive emotions and views towards the organization he/she works for, which leads eventually to their motivation towards achieving the desired outcomes. On the other side, we find that negative things within the organizational environment lead employees towards negative emotions and views of their jobs and the organization, hence, they get less motivated to exert efforts in performing their work missions and tasks (Liu, 2019; Sobaih, Ibrahim, & Gabry, 2019). Psychological contracts achieve mentis an important indicator of the attitudinal and behavioral responses of employees at place of work (Ahmad & Zafar, 2018) as the agreed promises are the corner stone for the psychological contract. Psychological contracts fulfillment has been perceived by employees when organizational promises are completed and employee's expectancies are met (Rayton, Brammer, & Millington, 2015). Furthermore, in the organizations, the sense of being valued among personnel are usually created by the fulfillment of the psychological contract, which leads toward extra confidence and trust upon the organization and eventually, leads to positive impact on outcomes in the workplace for both parties involved in the psychological contract, namely, the employer and Conway and Coyle-Shapiro (2012).

The concept of a psychological contract was first developed and followed by the ideas of researchers (March & Simon, 1958) in the 1930s to 1950s, during which the concept of a psychological contract came under the social

sciences, representing a bilateral relationship between the employee and the organization, based on the principle of treatment, by balancing the process of giving one's work in return for rewards and incentives. Two researchers have developed this concept of a Model Contribution-Inductions theory, which expresses an individual's contribution to work, whereby the induction-induction-induction-serves as a motivator and motivator for an employee of the Organization: the greater the inducements and inducements, the greater the contribution of individuals While the concept of contribution theory and seduction has been seen by researchers as a reflection of the employment contract, while it is similar to the psychological contract concept, it reflects an individual's duties toward work in return for pay (Conway & Briner, 2005). The sixties until the eighties, which focused on the concept of the psychological contract from the relational perspective, so the relationship of the two parties continues on the basis of the two parties' agreement on the terms of their relationship and the exchange of the desired benefit. The opinion of the notebook (Argyris, 1960) was in the same vein. Schein, 1965, argued that organizational effectiveness and employee commitment depend on two important factors, the degree of a staff member's expectations depends on what the organization provides and on the duties owed to it, linking them to the expectations of the organization and to what the staff member will receive in return, and Money received in return, satisfaction with social needs, providing security and safety for hard work and functional loyalty, opportunities for self-realization, ability of staff to achieve high productivity with the best standards and quality, and creativity in service delivery to achieve organizational goals. The definition (Schein, 1965) added that a psychological contract plays a key role in influencing the behavior of organizational citizenship, while it was followed by the development by the researcher (Roehling, 1997) of the concept of a psychological contract: explicit consent is required not only in the workplace but also in various spheres of life, such as the relationship of client and counselor, student and teacher, as well as husband and wife; and he assumed that the relationship of employees with management in the organization is shaped by leadership and has been matched by researchers Gibson (1966) and Portwood and Miller (1976) added that the Kotter concept of psychological contract is an implied contract based on employee and employer expectations even if these expectations are not compatible with each other, as opposed to the requirement that employer and employee expectations conform. Inadvertently or inadvertently, the failure of either an employee or an organization to agree to contract terms informally results in a breach of contract, which can have negative consequences for the employee's behavior, including abandonment (Schaupp, 2012).

The subjective nature i.e. the self-contract is the individual's unique interpretation of the obligations agreed upon in the psychological contract and the classification and processing of information, as it varies according to his vision as Tallman (2001) stated. The characteristic nature so that the psychological contract is represented by implicit clauses that arise through the observations of others and the cues and privileges that were declared by the organization and Specific nature and publications such as health insurance, training and professional development, may be published orally during an interview as well as through a legal contract (McInnis, 2012).

Cognitive nature. The more the individual becomes aware of his or her duties towards the organization, the more he or she can fulfill and harmonize his or her duties as required, and in return obtain his or her rights from the organization (Harman, Millar, & Kerwin, 2021). In order to attract and maintain human resources in the organization, today's leadership requires that it develop plans, maps and policies through which it can organize its workflows, understanding the organization's goals and pursuing its development. Such plans include ways to promote and develop the organizational citizenship of a staff member in the Organization and to address barriers that may affect the behavior of staff members, which have a negative impact on the Organization. Organizations' success depends on the readiness of their staff to go for broader horizons and assignments than on offering the limited job requirements to the regular staff member. Organ, Podsakoff, and Scott (2006) defined organizational citizenship behavior as "elective behaviors that go beyond formal job descriptions, in which individuals within the organization neither expect nor claim the corresponding compensation system, which ensures effective performance for the organization" (Organ, 1988). This definition encompasses three main aspects: first selective behavior, then

non-rewards, and outcomes of citizenship supportive behavior to strengthen organizational effectiveness (Mayam, Adel, & Ahmed, 2021). Reimann and Guzy (2017) added as additional desirable behavior by the organization, is not stated to be linked to the remuneration system, expressed as "additional behavior beyond the formal conduct of an individual in the organization and at the same time desirable by the organization" (Khaliq et al., 2019). It was expressed as voluntary, voluntary and conscientious behavior, by adding to the behavior of a voluntary role and providing assistance to staff members of the organization as well as to the organization without regard to remuneration or remuneration, which enhanced the image of the organization of competing organizations and individuals not belonging to the organization, as the staff member contributed to organizational well-being and the staff member was not liable to punishment or retribution for failing to exercise such assistance. In addition to the concept of organizational citizenship behavior as that which influences and makes a good impression on the members of an organization by employers (Konovsky & Pugh, 1994).

The number and content of organizational citizenship behavior are dimensionless, and three main dimensions will be highlighted to show the effect of psychological contract characteristics on them based on the study (Schnake & Dumler, 2003). Altruism is the personal behavior of an individual in helping his co-workers, in matters relating to the work itself. Where Becton, Giles, and Schraeder (2008) indicates that it is the performance of a personal citizenship. It suggests suggestions and provides co-workers and the organization with positive skills and knowledge for the good of the work, and adds that an altruistic individual is also willing to provide emotional support and courtesy, setting team goals as they see fit for everyone. Examples of altruistic behavior include engaging coworkers in new ways of working, wanting to educate them, helping new workers, and ensuring work-related problems do not occur. Civilized behavior, which is called the sincerity of citizenship, which is the individual's desire to participate and integrate in the activities of the informal organization, and the willingness to bear the burdens of overtime, in addition to the careful reading of the publications and declarations of the Organization results in positive, constructive engagement and concern for the fate of the Organization.

Sportsmanship, which is the dimension that reflects the individual's willingness to take on additional tasks and tasks without rejection or grumbling, accepting them with open arms, and being patient with the frustrations received and Without feeling divided and unfairly, accepting career frustrations reduces the workload of the immediate boss, allowing him or her time to solve real business problems in the organization, thereby fostering a constructive spirit among the members of the organization, rather than being consumed by trying to generate unnecessary debate. In Rousseau and Tijoriwala (1998) reviewed the evaluations used in the research on psychological nodes. A new organizational framework for future research has been proposed, including the characteristics of the psychological nodes (subjective nature, subjective nature, cognitive nature) chosen to measure their impact on the aspects of organizational citizenship behavior. These characteristics have many characteristics that help to study the content of the psychological nodes more fully. The authors consider that Both researchers noted that it is difficult to identify specific dimensions of psychological contract measurement, but it is possible to consider future research on the impact of psychological contract characteristics not only in organizations but also nationally. Despite all experimental research conducted using psychological contract types, it remains to be seen whether transactional and relational contracts can be generalized to samples over time (Ten Brink, 2004). Manning (1993) asserted that interviewing staff of the organization and human resources specialists is an effective empirical and supportive method of measuring the psychological contract of the organization, in addition to the distributed identification of staff (Robinson & Morrison, 1995) the research tools of the study.

As one of the most vital elements in the success or failure of an organization, the positive behavior of individuals within an organization ensures the achievement and continuity of its goals, this is generated when an individual is associated and feels responsible for the organization, thus ensuring the success and survival of the organization. With the fulfilment of the psychological contract characteristics of employees in the organization, the ways of communication and relations between the members of the organization are developed, and coordination is

achieved so that those variables (altruism, cultural behavior, sports spirit) are generated among the members and can be assured of increased morale and satisfaction between the staff and the clients (Khalid, 2020).

3. HYPOTHESES AND CONCEPTUAL FRAMEWORK

Based upon the above literature review discussion, this study aims at testing the following hypotheses:

In this paper, researchers have developed a conceptual framework to depict the relationship between Cultural Barriers and Women’s contribution in the private labor market as follows:

H1 "There is a significant effect of the characteristics of the psychological contract on the organizational citizenship behavior."

H1-1 "There is a significant effect of subjective nature on the dimensions of organizational citizenship behavior."

H2-2 "There is a significant effect of the characteristic nature on the dimensions of organizational citizenship behavior."

H3-3 "There is a significant effect of cognitive nature on the dimensions of organizational citizenship behavior."

For the sake of the study, the following conceptual framework was developed for the study variables and hypotheses:

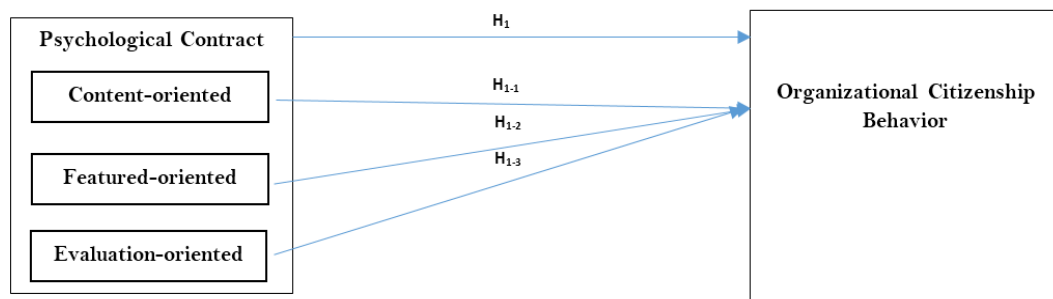


Figure 1. Study conceptual framework.

Figure 1 illustrates the conceptual framework developed by researchers to depict the relationship between the dimensions of the independent variable, Psychological Contract, and the dependent variable, Organizational Citizenship Behavior.

4. METHODOLOGY AND PROCEDURES

This part of the study deals with the study variables and their measurement, study population and sample, reliability tools employed and data analysis methods, as follows:

4.1. Study Variables and Measurement

This study deals with two types of variables:

- (1) Independent Variable, represented in the Psychological Contract along with its used characteristics of Content-oriented, Featured-oriented and Evaluation-oriented.
- (2) Dependent Variable, which is the Organizational Citizenship Behavior.

A questionnaire was purposely developed and used on a sample of 280 personnel of those working for a governmental organization in Bahrain, the aim of which was to assess their perception regarding the three used characteristics of psychological contract.

4.2. Validity and Reliability

A pilot study was used on a sample consisted of 40 personnel to make sure of the data collection tool reliability, and as far as the consistency is concerned, the researchers used the coefficient of Cronbach Alpha for the used dimensions as shown in the following table: Table 1 shows the result of the analysis:

Table 1. Study variables validity and reliability.

Variables	Psychological Contract Dimensions			Total Psychological Contract Dimensions	Organizational Citizenship Behavior
Dimensions	Content-oriented	Featured-oriented	Evaluation-oriented	0.914	0.951
Alpha	0.856	0.867	0.906		
Significance	0.01	0.01	0.01	0.01	0.01

Table 1 demonstrate that the reliability and validity coefficients the used variables are quite high, as we see that the least value for Cronbach Alpha is 0.856 for the dimension of Content – oriented. Regarding the validity, we find that the confidents are relatively high for all used variables, which means that the results reached point out to a suitable degree of internal consistency among the dimensions used. Furthermore, correlation coefficients were considered for each of the survey paragraphs beside the total correlation and were computed using SPSS software to assure the data collection tool validity and consistency. Hence, the study instrument validity and consistency were logically and statistically assured to collect the field data of the study.

4.3. Data Analysis

The used methods included the following:

- Measured of Descriptive Statistics, such as means, standard deviations, ratios, repetitions, in addition to correlation coefficients among the used variables and dimensions to compute the initial results.
- Multiple and simple regression to examine the relationships that were demonstrated in the conceptual model.

5. RESULTS

5.1. Initial Indicators

Table 2, shows the study sample demographic variables descriptive statistics, as follows:

Table 2. Study sample descriptive statistics.

Variable	Category	Repetition	Percentage
Gender	M	87	31.1%
	F	193	68.9%
Age	<25	13	4.6 %
	25-35	113	40.4 %
	36-45	95	33.9 %
	36-55	34	12.1 %
	>55	25	8.9 %
Qualification	High School	37	13.2%
	Diploma	40	14.3 %
	Bachelor	145	51.8 %
	Higher Studies	58	19.3 %
Position Status	Employee	188	67.1 %
	Supervisor	24	8.6 %
	Head of a Section	54	19.3 %
	Dept. Manager	14	5.0 %

5.2. Testing the Study Hypotheses

In this part, we will deal with the statistical data analysis testing for the study hypotheses as follows:

5.2.1. Testing H₁

In order to test the effect of the psychological contract variable on the organizational citizenship behavior, the variance was performed as follows:

Table 3. Simple Regression to test effect of Psychological Contract on organizational citizenship behavior (n=280).

Variance	Total Squares	Degree of Freedom	Correlation Coefficient R	Coefficient of Determination R ²	Adjusted R ²	F Value	Level of Significance at (F)
Regression	56.152	1	0.546	0.298	0.296	118.247	0.000
Residues	132.013	278					
Total	188.165	279					

Table 3 shows a statistically significant effect at the level of significance (0.01) of the psychological node independent variable on the behavior of organizational citizenship at the Ministry of Information Affairs in the Kingdom of Bahrain by means of a statistically significant F value of 0.000. The average variation for all three psychological nodes was 29.8% based on the Adjusted R² determinant value (0.296). Accordingly, the study's first major premise was accepted: H1: "There is a statistically significant effect of subjective nature on the dimensions of organizational citizenship's behavior.

5.2.2. Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical method that ensures the accuracy of statistical reasoning. In order to improve research results by finding causal relationships between the effect of psychological contract characteristics on the organizational citizenship behavior.

To test this hypothesis, we used the simple regression analysis as shown in Table 4:

Table 4. Multiple regression to test the effect of psychological contract on organizational citizenship behavior.

Dependent Variable	Dimension	R	R ²	F-Value	Sig. Level	بيتا β	T- value	T sig.	VIF
Organizational Citizenship Behavior	Content-oriented	0.647	0.419	66.25	0.000	0.601	10.462	0.000	1.564
	Featured-oriented					0.056	0.862	0.039	2.007
	Evaluation-oriented					0.023	0.363	0.007	1.932

Table 4 shows a significant regression model with a value of F (66.25) and F (0.00) is less than a significant level (0.01). The beta value, which shows the effect of organizational citizenship behavior and subjective nature with a value of (0.601), is statistically significant and can be inferred from the value of (T) and its associated significance. This means that the better the level of subjective nature by one unit, the better the level of organizational citizenship behavior by 0.601 units.

A beta value of 0.056 D is then statistically obtained: the better an employee's characteristics in an organization, the more it is reflected in organizational behavior in the organization. The beta value of the perceptual nature variable (0.023) is also the same. As the results of the linear pluralism test are shown in Table, the variance magnification factor (VIF) for three dimensions is smaller than (3) indicating that there is no linear multiplicity problem among the study model variables.

From the foregoing, we conclude through the multiple regression of the dimensions of the psychological contract and its impact on organizational citizenship behavior as follows:

H1-1: "There is a statistically significant effect of the subjective nature on the dimensions of organizational citizenship behavior, is accepted.

H2-2 "There is a statistically significant effect between the characteristic nature and dimensions of organizational citizenship behavior, is accepted.

H3-3 "There is a statistically significant effect of the perceptual nature on the dimensions of organizational citizenship behavior, is accepted.

6. DISCUSSION

Data analysis demonstrated that the Psychological Contract, represented in the characteristics of Content-oriented, Featured-oriented and Evaluation-oriented, has a substantial impact on the Organizational Citizenship Behavior. Results showed that the better the level of subjective nature by one unit, the better the level of organizational citizenship behavior by 0.601 units. A beta value of 0.056 D is then statistically obtained: the better an employee's characteristics in an organization, the more it is reflected in organizational behavior in the organization. The beta value of the perceptual nature variable (0.023) is also the same. As the results of the linear pluralism test are shown in Table, the variance magnification factor (VIF) for three dimensions is smaller than (3) indicating that there is no linear multiplicity problem among the study model variables. This agrees with results reached by Tufan and Wendt (2020); Barnhill and Smith (2019); Kishokumar (2018); Anggraeni, Dwiatmadja, and Yuniawan (2017) and Khan, Zhiqiang, Abubakari Sadick, and Ibn Musah (2018).

Furthermore, findings of the study suggest a tendency for the organization's ability to fulfil its promises and obligations in the psychological contract became a core variable to interpret the responses of the employees at the workplace. Thus, if the employing organization honors the psychological contract, we find that the employees are more likely to react with more positive behaviors and attitudes towards their jobs, which shows that the fulfilment of the psychological contract sustains the employment trust and confidence relations between the employee and the organization and enhance the employee identification towards work assignments and his/ her organization, which agrees with findings reached by Shafqat and Mushtaq (2020); Liu (2019) and Sobaih et al. (2019).

The results demonstrated the existence of statistically significant differences between the opinions of the sample individuals in the impact of the psychological contract on the organizational citizenship behavior that are attributed to the demographic variables of age and position, while the results proved that there were no significant differences between the opinions of sample on the effect of the psychological contract on the organizational citizenship behavior that are attributed to the demographic variables of gender and educational qualification.

7. CONCLUSION

His paper expands the prior research on the impact of the psychological contract on the different variables of organizational contexts and how its characteristics, namely Content-oriented, Featured-oriented and Evaluation-oriented, affect the organizational citizenship behaviors.

The study is mainly based on cross-sectional data collected through a field survey, in which we examined the effects of the psychological contract characteristics, of Content-oriented, Featured-oriented and Evaluation-oriented, on the organizational citizenship behavior, in the governmental sector in Bahrain. The coefficients of all variables concerned are significant and have positive impact on the dependent variable.

Previous studies in this area of psychological contracts in the context of governmental and public organizations combine it with outsourcing, restructuring, organizational changes, efficiency, organizational justice and employability, organizational support, job satisfaction, organizational cynicism, employee motivation, employee relations and employee commitment (Casado & Caspersz, 2021). The management of governmental and public organizations should remember that violation of a psychological contracts could result, from the employees' side, in a loss of sense of job security, emotional exhaustion, distancing oneself, deterioration of well-being, deterioration of relations with co-workers, distrust, dissatisfaction, and lack of commitment as was underlined by Duran, Woodhams, and Bishopp (2018). This study can help governmental and public organizations become more aware of the potential outcomes of the psychological contracts and the impact it could sustain on different variables of the organizational contexts. Findings also lead us to a future research program on the outcomes of psychological contracts in governmental and public organizations. We suggest that future research into the psychological contracts outcomes and impact should encompass all aspects of those outcomes and, in particular, the interdependencies between the outcomes. Also, research should concentrate on the nature of psychological

contracts individual outcomes due to the fact that a psychological contract is group of mutual unwritten expectations between employees and their organizations. Furthermore, the psychological contract consists of mutual expectations and obligations between the organization and the employee.

8. STUDY LIMITATIONS AND DIRECTIONS FOR FUTURE STUDIES

Like most of the empirical studies, this paper has certain limitations that need to be outlined so that future studies could improve and expand the findings. Due to time and resources constrains, the researchers could not cover all Psychological Contract dimensions. In addition, the research design of this study is cross-sectional in nature and survey measure was solely based on self-reporting of employees. Hence, if the employee does not reflect his/her own true perception, it might lead to biasness in the reached results (O' Campo & Dunn, 2012). We think that longitudinal study will be helpful for investigating the concept of the psychological contract in dynamic perspectives. However, this study provides valuable insights for academics and practitioners through exposing important mechanisms that connects the psychological contract fulfillment to the employee outcomes through exploring the psychological contract route in another context aside from the western one. Furthermore, the study is limited to a small sample size which is attributed to the available resources, it could be enhanced by using a larger sample. On the other hand, the study opens horizons of research to study the issues related to the psychological contract in different contexts and countries. The study included only three characteristics of the psychological contract, and future studies could include other variables and could measure the impact on different dependent variables other than the organizational citizenship behaviors.

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