

The Impact of Organizational Commitment, Psychological Contracts and Job Satisfaction on Organizational Citizenship Behavior through Organization Expectancy: A Structural Equation Modeling Approach

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Abstract---Behavior of employees is a crucial matter for any organization, as people usually devote 60 years of their life in the workplace. Organizational citizenship behavior (ORTCBH) is one of the most enquiring behavior. The current study aims to investigate the mediating role of organizational expectancy (OE) in the associations between organizational commitment (OGC) & ORTCBH, psychological contract (PSC) & ORTCBH and job satisfaction (JBS) & ORTCBH. Moreover, this study also investigates the moderating role of job stress (JST) in the relation between OE and ORTCBH. Findings reveal that OGC, PSC and JBS have significant positive impact on ORTCBH. OGC, PSC and JBS also have positive effect on OE. OE and JST have positive relation with ORTCBH. Findings of mediation reveal that OE fully mediates the relation between JBS and ORTCBH while partially mediates the association between OGC & ORTCBH and PSC & ORTCBH. Moreover, JST moderates the relationship between OE and ORTCBH. The findings suggest that there is a need to pay attention on expectative professional observations, and on the moderating role of JST in the affiliation between OE and ORTCBH as the JST creates negative state of job dissatisfaction.

Keywords---Organizational Commitment, Psychological Contracts, Job Satisfaction, Organizational Citizenship Behavior, Organization Expectancy, Job Stress.

I. Introduction

Behavior of employees are crucial matter for any organization, as people usually devote 60 years of their life in the workplace (Hui, Lee & Rousseau, 2004). Organizational citizenship behavior (ORTCBH) is one of the most enquiring behavior. Recent studies have shown that ORTCBH is a main factor that helps in enhancing the productivity of an organization (Ng, Schweitzer & Lyons, 2010). ORTCBH is defined as “extra-role behaviors of employees that go above and beyond the routine duties prescribed by job descriptions such as cooperating with co-workers, performing additional duties without complaint, punctuality, voluntarily helping others, using time efficiently, conserving resources, sharing ideas and positively representing the organization” (Villanueva & Djurkovic, 2009). Most of the scholars perceive ORTCBH as a multidimensional concept. Paille (2011) conducted a meta-analysis review and determine almost seven dimensions of OCB, including organizational devotion, institutional agreement, helping behavior, sportsmanship, individual creativity, community advantage and personality development. Al-Shammari & Al-Am (2018) also explored two different dimensions one is ORTCBH for individual; known as “ORTCBH-I, altruism and courtesy”, other is ORTCBH for organizations; known

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as “ORTCBH-O, conscientiousness, civic virtue, and sportsmanship”. Therefore, many studies perceived ORTCBH as one dimensional concept (e.g., Bukhari & Ali, 2009).

Previous studies focused on the background of ORTCBH by revealing its definite (Fard & Karimi, 2015). Evidences indicated that, among other variables, job satisfaction (JBS), organizational commitment (OGC), psychological contract (PSC) are also significantly associated with ORTCBH (Dasgupta & Sahai, 2019; Padma & Nasir, 2009). Social exchange theory (SET) has been used as independent instruments for the affiliation among ORTCBH, JBS, OGC, and PSC. This theory proposed that workers react to suitable working circumstances and reasonable working procedures, consequences and connections that are beneficial for their institution (Hassan, Abdul-Rahman & Basit, 2017). Opposed to above cited theory, employees react against frustrating situations and harm their organization through their un-expecting behavior (Lo, Manuti & Briscoe, 2019).

Apart from above stated theory, purpose behind present study is to explore the affiliation among ORTCBH, JBS, OGC, and PSC through organizational expectancy (OE). This area is less focused by previous researchers. The main propositions of SET are: a): any organization enclosed both positive (i.e., giving consideration to worker’s requirement and positions, perform equally with them and workers' institutional support) and negative (i.e. performing biasedly, not consideration to wellbeing of employees) expectations, b): when workers are expecting positive from their organization, they behave positively, while their negative expectations from their organization encourage their un-expecting behavior (i.e., they intent to leave their organization), c): professional insolences such as OGC, JBS, and PSC make preventive state in the minds of employees that persuades them to engage in positive or negative behaviors, d): some situational insolences such as job stress (JST) can stimulate or neutralize the effect of OE on the positive or negative behaviors (Golparvar & Javadian, 2012). Some of these insolences are examined in present study. Therefore, current study aims to investigate the mediating role of OE in the associations between PSC & ORTCBH, OGC & ORTCBH, and JBS & ORTCBH. Moreover, this study also investigates the moderating role of JBS in the relation between OE and ORTCBH.

II. Literature Review and Hypotheses

Psychological contract (PSC) is defined as “unwritten expectations that an organization and an individual member of that organization have with each other” (Golparvar & Hosseinzadeh, 2011; Golparvar & Balali, 2011). Hassan, Abdul-Rahman & Basit (2017) utilized the data of 100 employees of Maldives’ public listed companies and investigated the association between PSC and organizational behavior (OB). Data were collected through a questionnaire of Likert-5 type scale. The study used five different proxies i.e., “trust (TR), mutual obligation (MO), perceived fairness (PF), and length of contract (CL) for measuring the PSC”. Study found positive and significant effect of MO, PF and CL on OB, while no significant relationship between TR and OB was found. Sels, Janssens & Brande (2004) also worked on the association between PSC and OB by using the employees of manufacturing firms as a sample of the study. The results of this study revealed positive effect of PSC on OB. Hui, Lee & Rousseau (2004) analyzed the mediating impact of instrumentality (INS) on the association between PSC and OB, and on PSC and organizational commitment (OGC). The study was conducted on the employees of Chinese steel industry by using three dimensions of PSC; balanced, relational and transactional. The study confirmed the significant mediating role of INS on the association between PSC and OGC while this mediating role was not confirmed for OB. The study found positive association between PSC and OB. Lo, Manuti & Briscoe (2019) examined the impact of PSC on career attitudes (CA), organizational expectancy (OE) and OB by using 458 employees as a sample from public listed firms. The study found positive influence of PSC on CA and OB. Yan & Mansoor (2019) reviewed the existing literature of OE and found PSC as one of the factors that had positive contributions in increasing OE. Sheehan et al., (2019) also found positive impact of PSC on OE. Above literature concludes that there is significant positive association between PSC and

organizational citizenship behavior (ORCTBH). It is proposed that behaviors are depending upon expectations. The higher the expectations, the positive will be the behavior. Therefore, this study contributes in the literature by investigating the mediating role of OE on the relationship between PSC and ORCTBH, and proposed following hypothesis:

H₁: OE mediates the positive relationship between PSC and ORCTBH.

Organizational behavior is significantly influenced by organizational commitment (OGC). OGC is defined as “psychological attachment of workers to their organization” (Lee, 2004). OGC is highly focused area in the field of behavioral sciences (Weibo, Kaur & Jun; 2010). Numerous researchers investigated the positive association between OGC and OB. Subejo, Thoyib & Aisjah (2013) utilized the data of 179 employees and revealed positive association between OGC and OB and concluded that OGC was advantageous for an organization as it reduced the employee’s absence rate and improved institution’s productivity. Similarly, Padma & Nasir (2009) also revealed positive association between OGC and OB. Fard & Karimi (2015) investigated that “how the OE increases with the increase in OGC”. For this purpose, the study utilized the data of the employees of Malaysian firms. The study revealed positive effect of OGC on OE. The study concluded that the manager of an organization increased its expectations to those employees that were committed with their organization because commitment increased the organizational productivity. Dasgupta & Sahai (2019) investigated the impact of OGC on job performance (JP) and OE and indicated the positive effect of OGC on JP and OE. The above literature concludes that there are significant positive associations among OGC, OB and OE, and construct following hypothesis:

H₂: OE mediates the direct association between OGC and ORCTBH.

Job satisfaction (JBS) is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job experience” (Ramya & Yuvaraja, 2016). JBS among employees is necessary for enhancing their productivity (Chiboiwa, Chipunza & Samuel, 2011). Al-Shammari & Al-Am (2018) conducted their research for investigating the influence of JBS on OGC and OE. They gathered the data from the sample of 400 employees of tally-communication sector. The selection of sample was based on the random sampling techniques. The findings revealed positive association among JBS, OGC and OE. The study suggested that the higher the employees are satisfied from their jobs, the higher they are committed with their organization and the higher the employees are committed with their organization, the higher the expectation of organization with their employees. Alansari (2011) also explored the positive association between JBS and OE through online survey. Ng, Schweitzer & Lyons (2010) had done their work on the relationship between JBS and OE by collecting the data from millennial undergraduate university of Canada through closed ended questionnaires. They found positive association between JBS and OE. The above literature concludes a positive relationship between JBS and OE. Therefore, the current study contributes to the literature of OB by investigating the impact of JBS on ORCTBH through OE. Therefore, it is proposed that:

H₃: OE mediates positive association between JBS and ORCTBH.

Organizational effectiveness is based on the comfort of its employees because strained or stressed workers are less productive. Consequently, job stress (JST) is prominent health factor (O’Brien, 2008) which is defined as “substantial imbalance between environmental demand and the response capability of the focal organism” (Ghorpade and Balali, 2011). Generally, the higher the inequality between employee’s abilities and organizational demands, the higher will be the extent of JST. Many studies indicated JST decreases JBS (Fried, Shirom, Gilboa, & Cooper, 2008; Villanueva & Djurkovic, 2009). Paille (2011) reviewed the existing literature and revealed that most of the researchers found positive association between JST and OB. Conservation of Resource Theory (CRT) proposed that when JST is low, there is positive significant effect of OE on OB, while this effect will be insignificant if JST is high. One of the main reasons of high JST is that organizations do not have enough resources for its employees (Ouyang, 2009) which in turn diminish employee’s JBS. The conclusion behind this concept is that employees need enough resources on the basis of CRT. Moreover, employees need JBS to act efficiently

on their job and organization (Ghorpade, et al, 2007). Many researchers indicated negative relationship among JST, PSC, OE and OB which provides the foundation for the claim of the moderating role of JST in the associations among PSC, OGC, JS, OE and OB. Therefore, the study develops the following hypothesis:

H₄: JST moderates the positive relationship between OE and ORCTBH.

On the basis of above literature, the current study conceptualized the following model (Figure 1):

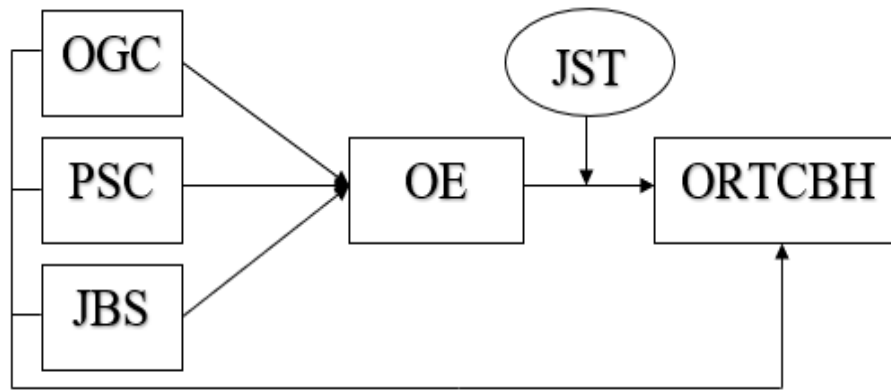


Figure 1: Conceptual Framework

III. Data and Methodology

The study is analyzing the effect of organizational commitment (OGC), psychological contract (PSC) and job satisfaction (JBS) on organizational citizenship behavior (ORCTBH) through organizational expectancy (OE). The moderating role of job stress (JST) in the association between OE and ORCTBH is also examined. For this purpose, the primary data are gathered from 220 respondents. The study is conducted among the employees working in the Indonesian industrial organizations. Reliability test of questionnaire items, descriptive statistics, correlation analysis, discriminate validity and structural equation modelling (SEM) are used to analyze the associations among variables.

Survey Questionnaire and Likert Scale

The study had constructed a questionnaire comprising of 27 questions. The questionnaire was then divided in to 7 sections. The section 1 focused on the employees' basic information. The section 2, 3 and 4 comprised of OGC, PSC and JBS, respectively. In the section 5 and 6, the measures of OE and JST were constructed. The assessment of measures of responses on ORCTBH was analyzed in section 7. The study used two types of questions to be asked from the respondents. The first type of questions comprised of multiple-choice questions used to analyze the basic information of the respondents. The second type comprised of Likert type scale and covered the various aspects like OGC, PSC, JBS, OE, JST and ORCTBH. These measurements were based on 5-points Likert scales.

Measures of Variables

ORCTBH is used as dependent while OGC, PSC and JBS are used as independent variables. The study also uses OE and JST as mediating and moderating variables, respectively. The explanation and measurement of these variables are as follows:

ORCTBH: The measurement of this variable is adapted from Spector (1985). Out of which the current study only incorporated behaviors in the questionnaire as a proxy measure for ORCTBH. This measure is also used by Bukhari and Ali (2009). The study uses 7 items of behavior to quantify this variable. *OGC*: The measure of OGC comprises of 3 items. Out of which first 2 are taken from a scale of 5 times by Speier and Vanketesh (2002). The 3rd item is taken from Golparvar and Hoseinzadeh (2011). *PSC*: The measure of PSC comprises of 5 items. Out of which first 3 questions are adapted from

Rouseau (1995). The 4th and 5th items are adopted from Allen (2002). *JBS*: In order to measure JBS, instruments constructed by Golparvar and Hoseinzadeh (2011) and Spector (1985) are adapted. This measure consists of 3 items (2 items are taken from Golparvar and Hoseinzadeh (2011) and 1 item is taken from Spector (1985)). *OE*: In order to measure OE, instruments constructed by Golparvar and Hoseinzadeh (2011) and Speier and Vanketesh (2002) are adapted. This measure consists of 4 items of OE. 2 items are taken from Golparvar and Hoseinzadeh (2011) while other 2 questions are taken from Speier and Vanketesh (2002). *JST*: The measure of JST comprises of 5 items. Out of which first 3 questions are adapted from Rouseau (1995). The 4th and 5th items are adopted from Ouyang (2009).

Econometric Model

The study empirically examines the impact of PSC, OGC and TBS on ORCTBH through OE and JST, in Indonesia using SEM, for this purpose, the study uses following models:

$$ORCTBH = \beta_0 + \beta_1(OGC) + e_{it} \text{-----} (M1a)$$

$$OE = \beta_0 + \beta_1(OGC) + e_{it} \text{-----} (M1b)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + e_{it} \text{-----} (M1c)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + \beta_2(OGC) + e_{it} \text{-----} (M1d)$$

$$ORCTBH = \beta_0 + \beta_1(PSC) + e_{it} \text{-----} (M2a)$$

$$OE = \beta_0 + \beta_1(PSC) + e_{it} \text{-----} (M2b)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + \beta_2(PSC) + e_{it} \text{-----} (M2c)$$

$$ORCTBH = \beta_0 + \beta_1(JBS) + e_{it} \text{-----} (M3a)$$

$$OE = \beta_0 + \beta_1(JBS) + e_{it} \text{-----} (M3b)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + \beta_2(JBS) + e_{it} \text{-----} (M3c)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + \beta_2(JST) + e_{it} \text{-----} (M4a)$$

$$ORCTBH = \beta_0 + \beta_1(OE) + \beta_2(JST) + \beta_3(OE \times JST) + e_{it} \text{-----} (M4b)$$

Where; “ORCTBH: organizational citizenship behavior, OGC: organizational commitment, organizational expectancy, PSC: psychological contract, JBS: job satisfaction, JST: job stress, M1 to M4 are Model 1 to 4, β_0 is constant, β_1 ----- β_3 are regression coefficient and e denote error term.”

IV. Results

The data were collected through structured questionnaires distributed among the employees working in an industrial organization in Indonesia. 263 instruments were distributed among the respondents. Out of distributed questionnaires, 220 questionnaires were returned with a response rate of 83.65%. The mean age of respondents was 31.21 years and the mean tenure of the organization was 7.02 years. 83.9% participants were men while the rest 16.1% participants were women. 71% respondents held management positions while other 29% held positions other than management. The major portion of the respondents were married (69%). With respect to level of education, 59.2% participants had secondary education and 40.8% participants had university qualification.

Using PLS_SEM the relation between unobserved and observed variables is shown by the structural model which is displayed in Figure 2. Strong correlation is predicted to exist among the variables and is united to form a construct. Therefore, factor analysis is conducted and the factor loadings are provided in Table 1. Validity of measurement model is pre-condition for authenticity of results. The concept of factor loading has been used for checking the validity of measurement model. According to the Straub et al. (2004), measurement model is valid if the values of outer loading exceeds 0.4. Table 1 shows the outer loadings of all constructs (i.e., ORCTBH, OGC, PSC, JBS, OE and JTS) that is greater than 0.4; showing that

measurement model is valid. Value of VIF is used for testing the problem of multicollinearity. If the value of VIF is greater than 10, then there is high multicollinearity in data, while if the value of VIF is in between 5-10, then there is presence of mild multicollinearity. If the value is less than 5 then there is no problem of multicollinearity in data. All the values of VIF (shown in Table 1) are less than 5 which means there is no problem of multicollinearity in the data.

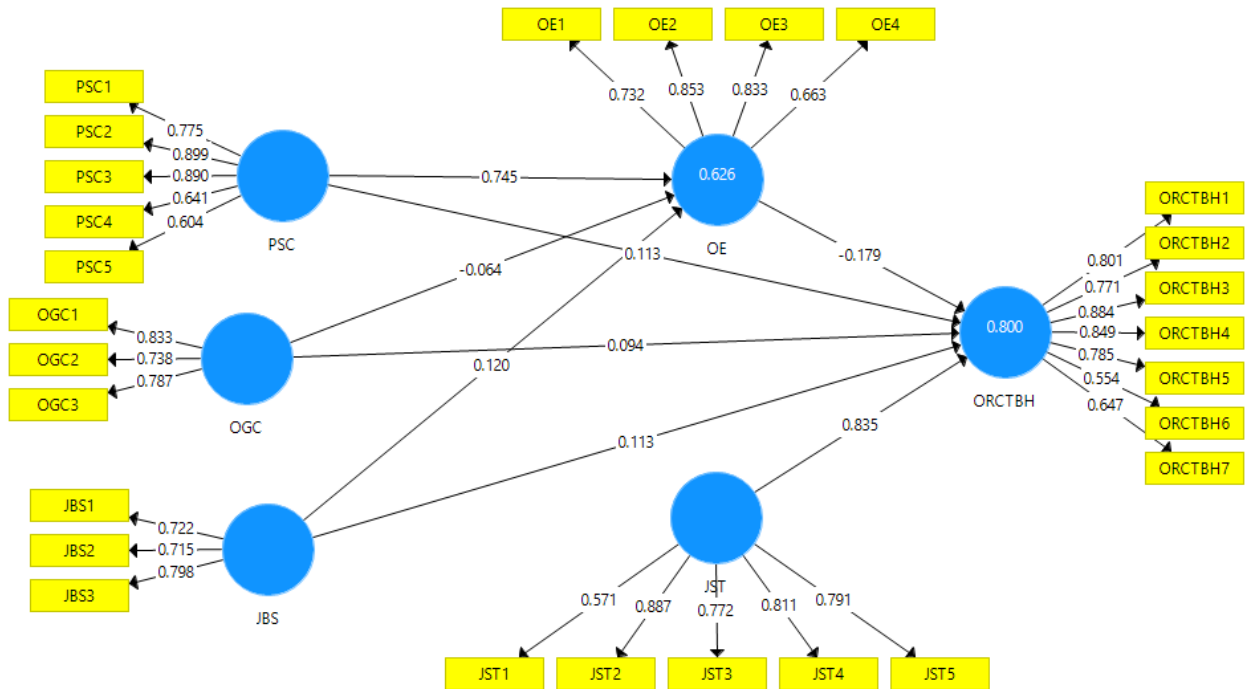


Figure 2: Structural Model

Table 2 shows the results of discriminate validity and reliability of the data. Discriminate validity is shown in Table 2. The condition for the presence of discriminate validity is that the diagonal values of the Table must be greater than all other values and all other values should exceed 0.5. As it can be seen that the diagonal values (0.986, 0.913, 0.983, 0.893, 0.793, 0.782) exceeds all other values (0.572, 0.659, 0.657, 0.622, 0.732, 0.774, 0.582, 0.674, 0.737, 0.618, 0.774, 0.787, 0.635, 0.713, 0.752) and all the other values exceeds 0.5. Therefore, there is presence of discriminate validity in the data. Reliability and internal flexibility of the data is measured through Cronbach's alpha (α). For the present sample, values of α ranges from 0.605 to 0.804 indicating that each multi-item constructs possesses reliability. JBS ($\alpha = 0.897$), JST ($\alpha = 0.827$), OE ($\alpha = 0.833$), OGC ($\alpha = 0.891$), ORCTBH ($\alpha = 0.876$), PSC ($\alpha = 0.824$). The values of α show that data are highly reliable and values suggest that constructs are internally consistent and the same content is universally measured by the item of each construct.

The data were analyzed using smart-PLS to compute the descriptive information and correlations.

SD (standard deviation), mean and correlation among variables are shown in Table 3. All the explanatory variables (JBS, PSC and OGC) are positively correlated with OE and ORCTBH. JST is positively (negatively) related with OE and (PSC). PSC is positively linked with OGC, JBS and ORCTBH. OGC is positively correlated with JBS, ORCTBH and JBS is directly associated with ORCTBH.

Table 1: Outer Loadings and VIF

Items	JBS	JST	OE	OGC	ORCTBH	PSC	VIF
JBS1	0.722						1.256
JBS2	0.715						1.166

JBS3	0.798		1.222
JST1		0.571	1.244
JST2		0.887	2.783
JST3		0.772	1.702
JST4		0.811	1.987
JST5		0.791	1.879
OE1		0.732	1.449
OE2		0.853	2.097
OE3		0.833	2.042
OE4		0.663	1.225
OGC1		0.833	1.513
OGC2		0.738	1.234
OGC3		0.787	1.429
ORCTBH1		0.801	2.625
ORCTBH2		0.771	2.226
ORCTBH3		0.884	3.745
ORCTBH4		0.849	2.581
ORCTBH5		0.785	2.045
ORCTBH6		0.554	1.281
ORCTBH7		0.647	1.567
PSC1			0.775 1.718
PSC2			0.899 3.215
PSC3			0.89 3.042
PSC4			0.641 1.384
PSC5			0.604 1.355

Table 2: Discriminate Validity and Reliability

Variables	JBS	JST	OE	OGC	ORCTBH	PSC	α
JBS	0.746						0.605
JST	0.572	0.913					0.827
OE	0.659	0.774	0.805				0.773
OGC	0.657	0.582	0.618	0.787			0.691
ORCTBH	0.622	0.874	0.774	0.635	0.763		0.876
PSC	0.780	0.737	0.787	0.811	0.752	0.771	0.824

Table 3: Descriptive Statistics and Correlation

Variables	Mean	SD	JBS	JST	OE	OGC	ORCTBH	PSC
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JBS	3.485	1.463	1.000					
JST	4.962	1.672	0.271	1.000				
OE	4.548	1.632	0.483	0.427	1.000			
OGC	3.893	0.999	0.348	0.305	0.273	1.000		
ORCTBH	3.794	1.048	0.197	0.214	0.389	0.437	1.000	
PSC	2.937	1.278	-0.531	0.285	0.433	0.347	0.497	1.000

Table 4: Structural Equation Modeling (SEM) Outputs

Effects	Model	β	S.E.	<i>p</i> -value		
Panel A: Direct Effects						
OGC → ORCTBH	M1a	0.0436	0.0124	0.0000 ^a		
OGC → OE	M1b	0.0384	0.0493	0.0000 ^a		
PSC → ORCTBH	M2a	0.1176	0.1495	0.0005 ^a		
PSC → OE	M2b	0.1697	0.0975	0.0000 ^a		
JBS → ORCTBH	M3a	0.0973	0.8314	0.0031 ^a		
JBS → OE	M3b	0.0712	0.0046	0.0000 ^a		
OE → ORCTBH	M1c	0.1574	0.1888	0.0027 ^a		
JST → ORCTBH	M4a	0.0864	0.0624	0.0000 ^a		
Panel B: Indirect Effects (Mediation)						
OGC → OE → ORCTBH	M1d	0.0485	0.0028	0.0864 ^c		
PSC → OE → ORCTBH	M2c	0.0175	0.3811	0.0597 ^b		
JBS → OE → ORCTBH	M3c	0.0248	0.0438	0.2462		
Panel C: Indirect Effects (Moderation)						
Variables	M1c (DV: ORCTBH)		M4a (DV: ORCTBH)		M4b (DV: ORCTBH)	
	β	<i>p</i> -value	β	<i>p</i> -value	β	<i>p</i> -value
OE	0.1574	0.0027	0.1017	0.0012 ^a	0.2412	0.0003 ^a
JST	---	---	0.0486	0.0475 ^b	0.0574	0.0001 ^a
OE×JST	---	---	---	---	0.3145	0.0000 ^a

Note: “a, b and c show level of significance at 1%, 5% and 10%, respectively.”

Table 4 shows the outputs of SEM; Panel A shows direct effects while Panel B and Panel C show indirect effects of mediation and moderation, respectively. Panel A shows that the predictors OGC ($\beta = 0.0436, p = 0.0000$), PSC ($\beta = 0.1176, p = 0.0005$) and JBS ($\beta = 0.0973, p = 0.0031$) have significant positive impact on ORCTBH. OGC ($\beta = 0.0384, p = 0.0000$), PSC ($\beta = 0.1697, p = 0.0000$) and JBS ($\beta = 0.0712, p = 0.0000$) also have positive effect on OE. The mediator OE ($\beta = 0.1574, p = 0.0027$) and moderator JST ($\beta = 0.0624, p = 0.0000$) have positive relation with ORCTBH.

The method of Baron and Kenny (1986) is used for testing the mediation. Panel B shows the findings of mediation which reveal that OE fully mediates the relation between JBS and ORCTBH while partially mediates the association between OGC & ORCTBH and PSC & ORCTBH. Hence, supporting H₁, H₂ and H₃.

Moreover, Panel C shows the results of moderation of JST. In M1c, JST is entered as explanatory variable of ORCTBH while in M4a JST is entered as predictor of ORCTBH. In M4b the interaction term (OE×JST) is entered in order to test the

moderation. The JST and interaction term OE×JST become more significant in M4b showing that JST moderates the relationship between OE and ORTCBH, accepting H₄.

V. Conclusions

Behavior of employees are crucial matter for any organization, as people usually devote 60 years of their life in their workplace. ORTCBH is one of the most enquiring behavior. Recent studies have shown that ORTCBH is a main factor that helps in enhancing the productivity of an organization. SET have been used as independent instruments for the affiliation among ORTCBH, JBS, OGC, and PSC. Therefore, current study aims to investigate the mediating role of OE in the associations between PSC & ORTCBH, OGC & ORTCBH, and JBS & ORTCBH. Moreover, this study also investigates the moderating role of JST in the relation between OE and ORTCBH.

Findings reveal that the predictors OGC, PSC and JBS have significant positive impact on ORCTBH. OGC, PSC and JBS also have positive effect on OE. OE and JST have positive relation with ORTCBH. Findings of mediation reveal that OE fully mediates the relation between JBS and ORTCBH while partially mediates the association between OGC & ORTCBH and PSC & PRTC BH. Hence, supporting H₁, H₂ and H₃. The findings confirm SET. Moreover, JST moderates the relationship between OE and ORTCBH, accepting H₄. The results support CRT. The findings suggest that there is a need to pay attention on expectative professional observations, and on the moderating role of JST in the affiliation between OE and ORTCBH. OE is a magnificent concept that holds different concepts such as institutional obligation, organizational reliability, institutional maintenance, satisfaction of extrinsic employment and PSC destruction into a universal “SEM”. This universal construct can be used in improving the justifications of the occurrences of positive and negative workplaces attitudes. In this respect, the study recommends that in future, study would be conducted by examining the impact of expectative concept (i.e., institutional maintenance) in relation with different behavioral concepts (i.e., unexpected and advanced behavior of employees, organizational leaving intention of employees). Moreover, future studies may reveal the role of some additional moderators such as personality appearances and leadership styles on the association among OE, ORTCBH and different behavioral constructs. Lastly, future researchers might repeat the present study with different types of industries and might investigated the effect of dimensional OE on ORTCBH.

Present study has few limitations: firstly, due to cross sectional project, the study prepared besides the causal explanation of results. Thus, it is suggested that future studies should use longitudinal designs. Secondly, present study considered single model in two different organizations. There might be possibility that this research model express variations in different organizational types such as service or business. Lastly, this study measures JBS and OGS as universal insolences while PSC as universal awareness. Future studies may use different scales for measuring these variables.

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