

# THE EFFECT OF PSYCHOLOGICAL CONTRACT FULFILLMENT ON WORKER PERFORMANCE AT SAUDI ARABIA UNIVERSITIES AND THE MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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## ABSTRACT

*This study investigates the role of psychological contract fulfillment as a mediator between worker performance and organizational citizenship behavior. The psychological contract encompasses the reciprocal anticipations and responsibilities that exist between employees and the company. Worker performance encompasses the manner in which employees carry out their job duties and accomplish performance objectives. Organizational citizenship behavior, being an optional habit, can significantly enhance employee performance beyond the formal job expectations. The study will be conducted within a specific organizational context, and data will be collected through a survey given to the academic and administrative staff at seven universities in Saudi Arabia. The hypotheses will be tested and the mediating role of organizational citizenship behavior will be explored through statistical studies, including mediation analysis. The results will contribute to a more comprehensive comprehension of the impact of psychological contract fulfillment on worker performance through corporate citizenship behavior, offering valuable insights for firms aiming to improve employee performance.*

## KEYWORDS

*Psychological Contract Fulfillment; Worker Performance; Organizational Citizenship Behavior; Mediation Analysis.*

## J.E.L. CLASSIFICATION

*M12, J24, I23, C30, D23*

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# 1. INTRODUCTION

In today's highly competitive business environment, organizations face constant challenges and opportunities that require agile and high-performing employees. The dynamic change in the environment refers to the continuous and rapid shifts and transformations that organizations face in various aspects, such as technology, market conditions, customer preferences, and competition. This dynamic nature of the environment requires organizations and their employees to adapt and perform effectively to remain competitive and succeed. Universities and companies need dynamic performance to grow in today's rapidly changing environment. The field of education is constantly evolving with advancements in technology and shifting societal needs. Universities must continually update their programs and curricula to stay relevant and provide students with the knowledge and skills needed to succeed in the job market. Universities play a crucial role in advancing knowledge through research and innovation.

In this context, worker performance refers to the ability of individuals to respond and develop in a dynamic environment [29][30]. It involves being flexible, innovative, and proactive in identifying and capitalizing on opportunities and effectively managing and navigating through challenges and uncertainties. The need for worker performance arises from recognizing that static and rigid approaches are no longer sufficient to sustain success in a constantly changing environment. Organizations must embrace agility, adaptability, and continuous Learning to stay ahead of the curve and seize emerging opportunities. Organizations recognize that high-performing employees are a valuable asset [5].

Numerous studies explore various aspects of worker performance, including its determinants, measurement, and enhancement strategies. Worker or employee performance can be defined as individual behavior in the workplace and how well the worker executes the job duties and responsibilities [34]. It encompasses various dimensions, including the task performance, the contextual performance, and the counterproductive behavior [37].

By continuously seeking ways to enhance worker's performances, organizations can ensure they have the capabilities and agility to respond effectively to changing market conditions and technological advancements. The skills possessed by workers directly impact the overall organization's performance. Performance requires a culture of continuous Learning and skill development [26]. Workers must stay current with industry trends, acquire new knowledge, and develop new skills to remain effective in a changing environment. By investing in their skills, workers can contribute to their organization's performance and adapt to emerging opportunities.

The standard contracts are often rigid and fixed, specifying tasks and duties without flexibility for change and may not include specific provisions for acquiring new skills beyond the specified tasks [28]. Those contracts often face criticism for their inability to accommodate transformations and changes in the external environment. Some of

the criticisms include a lack of flexibility, Learning and development constraints, and a Lack of wage and reward flexibility [45].

Social exchange theory emphasizes the reciprocal nature of social relationships within organizations and how perceptions of exchange influence employees' decisions to engage in dynamic performance [14][7]. By recognizing and promoting a positive social exchange, organizations can encourage and reinforce worker performance, ultimately fostering a positive work environment and enhancing organizational performance. Social exchange theory focuses on social relationships as exchanges of resources, where individuals engage in reciprocal interactions with the expectation of receiving benefits in return [11].

The psychological contract can provide a framework for understanding the reciprocal nature of the employer-employee relationship. The psychological contract refers to the unwritten set of expectations, beliefs, and obligations between employees and their organizations in the context of the employment relationship. It represents the mutual understanding of what each party expects from the other and what they perceive as their obligations and entitlements [12][36]. The psychological contract is not formal or legally binding but an implicit agreement that evolves through interactions, communication, and experiences between employees and the organization [15]. In the psychological contract, employees must develop new skills valued by the employer, successfully perform new tasks in return for opportunities and resources for career advancement, and take on increased responsibilities within the firm, enhancing long-time employability and promoting continuous Learning.

Thus, how does psychological contract fulfillment affect worker performance at Saudi Arabian universities?

Studies have demonstrated that meeting the expectations and obligations of the psychological contract can result in the development and strengthening of organizational citizenship behavior [24][10][36]. Employees are more likely to feel supported by the organization when they sense that their contributions are valued and their personal and professional growth is fostered. Therefore, does organizational citizenship conduct also serve as a mediator in the connection between psychological contract fulfillment and workers' performance at Saudi Arabian universities?

Hence, the objective of this study is to investigate the intermediary impact of organizational citizenship behavior and get a deeper understanding of how psychological contract fulfillment affects employee performance, as well as the role played by organizational citizenship behavior in this mechanism within Saudi Arabian universities. More precisely, the study seeks to examine the conduct a study on the structure of psychological agreements among employees at Saudi universities. Evaluate the extent to which employees demonstrate organizational citizenship behavior. Analyze the correlation between the fulfillment of psychological contracts and the performance of workers. Examine the influence of meeting the expectations outlined in the psychological contract on the performance of employees, both in terms

of their direct work output and their indirect contributions to the business through behaviors that go beyond their formal job requirements. Enhance the current understanding of the correlation between the fulfillment of psychological contracts, organizational citizenship behavior, and worker performance, with consequences for the management of organizations and human resource practices.

This article was divided into five important parts: the introduction, the second part covering literature review and hypothesis, the third part focusing on materials and methods, the fourth part presenting the results and discussion, and finally the conclusion, which includes recommendations and future research prospects.

## **2. LITERATURE REVIEW AND HYPOTHESIS**

### **2.1. PSYCHOLOGICAL CONTRACT FULFILLMENT AND WORKER PERFORMANCE**

The concept of the psychological contract was introduced by Argyris [4] and further developed by Santos et al., [41]. Define the psychological contract as an "implicit agreement" resulting from mutual expectations between the organization and its employees [15]. The parties involved in the contract are not necessarily aware of these obligations [45]. Rousseau [38] made significant contributions to the understanding of psychological contracts. And defines the psychological contract as an employee's belief regarding mutual obligations, which creates the impression of obligation based on "promises rather than expectations" (such as fair pay, job security) and obligations towards the organization like loyalty, discipline, sacrifices [38]. The contract is a binding commitment to an exchange agreement between two or more parties [39], where the employee is aware of the obligations in the psychological contract without the explicit declaration of the organization [43][38]. The employees' perceptions of promises in the psychological contract depend on their understanding of the organization's practices and future intentions [8].

The psychological contract within employee-employee relationships can be classified into four broad forms. These forms can differ based on the nature of the expectations, obligations, and exchanges between employees and organizations [38] [22]. The relational psychological contract is based on loyalty and stability; the employee is required to support the organization and commit to its needs and interests in exchange for the organization's commitment to support the employee's well-being and interests. The employee is obligated to stay with the organization and fulfill their tasks, while the organization is committed to providing long-term employment and compensation.

The transactional psychological contract is based on a transactional relationship; the contract is usually short-term and limited; the employee is obligated to perform a limited and specific set of tasks, while the organization commits to limited participation

in decision-making and limited contribution to training and self-development [43][38][22][42].

In the Balanced Psychological Contract (Bpc), the organization commits to delegating responsibilities, granting access to information, providing tools for goal achievement, and offering opportunities for self-development. In return, the employee accepts the organization's goals, commits to demonstrating adaptability to achieve expected performance, and seeks to acquire necessary competencies, expand skills, or develop areas of work. This commitment is embodied through external employability development, internal advancement, and engaging in dynamic performance [42].

The Transitional contract is when the employee accepts a temporary position that meets immediate needs but is unsuitable for the long term. These contracts are often associated with organizations undergoing restructuring or change, where no expectations can be confirmed due to unclear directions or a future vision [43][38][42]. This contract presents no commitment from either party, so they do not constitute an accurate psychological contract [23].

Based on the above, the hypotheses would be as follows:

H1: Relational psychological contract fulfillment affects worker performance at Saudi Arabian universities.

H2: The transactional psychological contract fulfillment affects worker performance at Saudi Arabian universities.

H3: Balanced psychological contract fulfillment affects worker performance at Saudi Arabian universities.

## **2.2. PSYCHOLOGICAL CONTRACT FULFILLMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR**

Organizational Citizenship Behavior refers to the discretionary actions and behaviors of individuals within an organization that are not explicitly part of their formal job description but contribute to the overall functioning and effectiveness of the organization. OCB-i includes helping colleagues, volunteering for additional tasks, showing courtesy, and offering suggestions for improvement [50]. These behaviors are not explicitly rewarded or mandated by the organization but contribute to the overall effectiveness, productivity, and well-being of the workplace [31][35].

When employees perceive that the organization values their contributions and supports their personal and professional development, they are more likely to feel supported by the organization. The employees engage in O.C.B. only when they perceive that their employment relationships are based on social exchange [35][31] and to reward their organizations for fair treatment. The fulfillment of the psychological

contract can lead to the emergence and reinforcement of organizational citizenship behavior [24][10][36][2].

Multiple researches have identified a detrimental correlation between the violation of the psychological contract and the display of organizational citizenship behaviors [13][49][36]. Employees' motivation to engage in corporate citizenship activities may decrease if they perceive a breach of the contract, such as unmet promises or unfair treatment [13][36]. The findings highlight the significant impact of corporate commitments and promises in driving employees' behaviors and attitudes, based on the principle of reciprocity.

H4: The relational psychological contract fulfillment affects the organizational citizenship behavior at Saudi Arabian universities.

H5: The transactional psychological contract fulfillment affects the organizational citizenship behavior at Saudi Arabian universities.

H6: The balanced psychological contract fulfillment affects the organizational citizenship behavior at Saudi Arabian universities.

### **2.3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORKER PERFORMANCE**

The relationship between organizational citizenship behavior and worker performance has been a topic of interest in organizational psychology and management research. Research has generally found a positive association between OCB-i and worker performance. Worker performance encompasses various dimensions, including task performance, contextual performance, and counterproductive behavior [33].

Task performance refers to the extent to which employees fulfill their formal job requirements and achieve the objectives of their assigned tasks. OCB-i can have a positive impact on task performance through various mechanisms. Employees who engage in OCB-i may be more committed to their organization and have higher levels of job satisfaction, which can enhance their motivation and effort in performing their tasks. Additionally, employees who engage in OCB-i may also develop more robust social networks and positive relationships with colleagues, which can facilitate information sharing and collaboration, ultimately leading to improved task performance [1][37][29][30].

Contextual performance, also known as extra-role performance or organizational citizenship behavior, refers to behaviors that are not directly related to an employee's formal job requirements but contribute to the organization's overall functioning. Motowildo et al., [30] suggest that contextual performance can contribute to a more harmonious work environment. While these behaviors may not consistently be formally recognized through the reward system, Smith et al., [46] acknowledge that



they can positively influence supervisory ratings over time. The contextual performance is often seen as a form of OCB-i. Research has consistently shown a positive relationship between OCB-i and contextual performance. Employees who engage in OCB-i are more likely to go beyond their formal job requirements and engage in behaviors that benefit their colleagues and the organization. This behavior can improve team dynamics, increase cooperation, and enhance organizational performance.

Counterproductive behavior refers to actions that can harm the organization or its members. These actions include behaviors such as theft, sabotage, absenteeism, and workplace aggression [40]. Research such as Sypniewska [48] and Spector & Fox [47] have found a negative relationship between OCB-i and counterproductive behavior. Employees who engage in OCB-i are less likely to engage in counterproductive behaviors because they exhibit higher commitment, loyalty, and positive work attitudes. They are also more likely to be invested in the success and well-being of the organization, which can act as a deterrent to engaging in harmful actions.

H7: The organizational citizenship behavior affects the organizational citizenship behavior at Saudi Arabian universities.

## **2.4. THE MEDIATING EFFECT OF OCB-I BETWEEN PSYCHOLOGICAL CONTRACT AND WORKER PERFORMANCE**

The mediating effect of OCB-i between psychological contract fulfillment and worker performance suggests that the relationship between psychological contract fulfillment and worker performance is partially explained by the extent to which employees engage in OCB-i. In other words, when employees perceive that their psychological contract is being fulfilled, they are more likely to engage in OCB-i, which enhances their overall worker performance.

Studies have provided evidence for this intermediate influence, indicating that when employees feel greater levels of psychological contract satisfaction, they are more inclined to exhibit organizational citizenship behavior directed towards individuals, resulting in enhanced worker performance.

H8: The mediating effect of OCB-i between Rcp and W.P. at Saudi Arabian universities.

H9: The mediating effect of OCB-i between TrCP and W.P. at Saudi Arabian universities.

H10: The mediating effect of OCB-i between Bcp and W.P. at Saudi Arabian universities.

### 3. MATERIALS AND METHODS

#### 3.1. DATA

##### 3.1.1. SAMPLE SELECTION

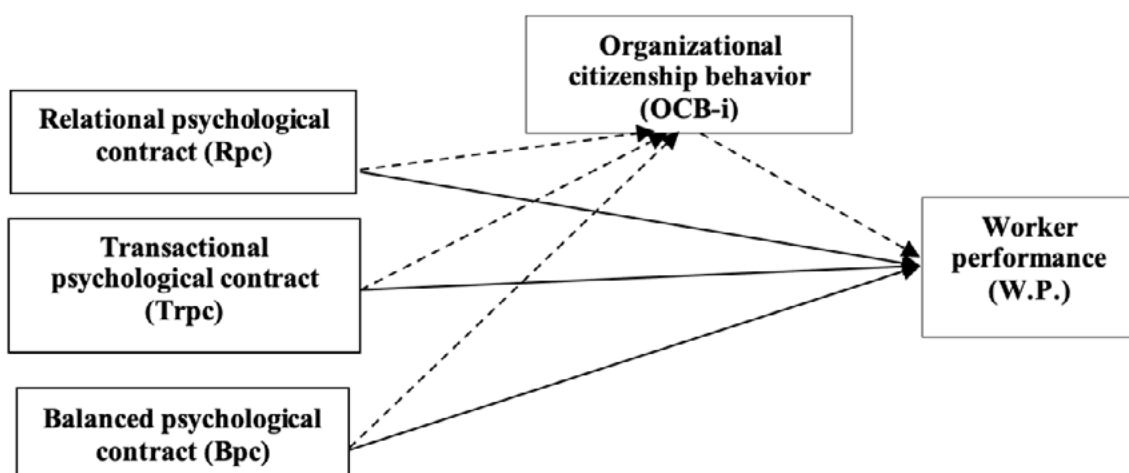
The academic and administrative personnel representing seven (07) Saudi universities are Northern Border University, King Saud University, King Faisal University, King Khaled University, Qassim University, University of Hail, and University of Tabuk. The questionnaires were randomly distributed using the employees' emails in the selected universities.

##### 3.1.2. SOURCES OF DATA

Four hundred twenty-three employees answered the questionnaire prepared to test the hypotheses of this study.

##### 3.1.3. STUDY MODEL

The study is grounded in a theoretical framework that establishes a connection between the fulfillment of psychological contracts and worker performance. This connection is mediated by the role of organizational citizenship behavior, as depicted in Figure 1.



**Figure 1.** Model of OCB-i as a mediator between psychological contract fulfillment and worker performance.

## 3.2. MEASURES

In order to examine the assumptions, original data was gathered from a sample comprising academic and administrative personnel from seven (07) Saudi universities. A questionnaire consisting of questions was designed to measure the study variables. A Likert scale ranging from "5= I agree strongly Agree" to "1= I strongly Disagree" assessed all construction aspects. The Rousseau [39] model was used to measure the psychological contract fulfillment, with four items for each: relational psychological contract (Rpc), transactional psychological contract (Trpc), and balanced psychological contract (Bpc). For the worker performance variable, Koopmans al. (2014) model was used, which utilizes three dimensions: task performance (Tskpr) (5 items), contextual performance (Ctxtpr) (8 items), and counterproductive behavior (CBve) (5 items). As for the mediator variable "organizational citizenship behavior, the model used was the Organizational Citizenship Behavior (OCBi) of Spector & Fox [47] and it consists of 10 items.

## 3.3. VALIDITY AND RELIABILITY

The Cronbach's alpha coefficient was computed to assess the reliability and internal consistency of the research instrument. Fornell and Larcker [18] state that a Cronbach's alpha value greater than 0.6 is deemed dependable, irrespective of the scale's item count. Table 4 displays the alpha Cronbach value for all variables tested, ranging from 0.69 to 0.92. Hence, this scale is dependable.

**Table 1.** Reliability Questionnaire Test

	N	Cronbach's Alpha value
OCBi	10	923
Tskpr	5	0.70
Cxtpr	8	787
CBve	5	908
Bpc	4	847
Rpc	4	783
Trpc	4	755

*Source: Data analyzed using SPSS*

### 3.3.1. TOOLS

For testing the hypotheses of this study, a set of statistical methods were employed:

- Cronbach's alpha reliability analysis assesses the internal consistency of a scale or measure.
- Confirmatory Factor Analysis (C.F.A.) examines the underlying structure of a set of observed variables and confirms the measurement model.
- Path analysis is used to identify the direct and indirect effects of variables by examining the relationships between them.

### 3.3.2. DESCRIPTIVE ANALYSIS

The questionnaire was distributed to academic and administrative staff at 07 Saudi universities. The responses were collected from 423 employees, and it was found that From the table, we can observe that the sample used in the study consists of 67.4% males and 32.6% females. Approximately 44% of the sample individuals have 5-10 years of experience, and 22.2% have work experience exceeding ten years. Moreover, the percentage of individuals belonging to each university in the sample is similar, ranging from 7.3% to 18.9%, and this avoids bias in the respondents' answers. Table 2 presents the displayed results.

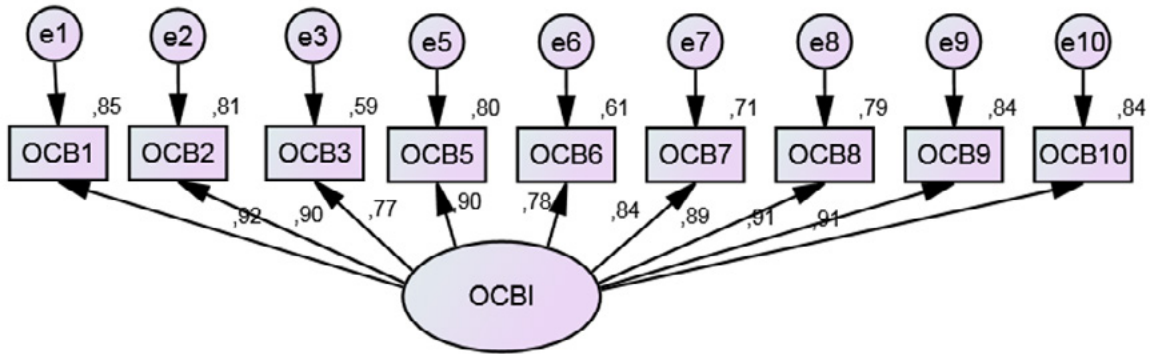
**Table 2.** Personal statistics for the study

	N	P (%)
<b>Gender :</b>		
Male	285	67.4%
Female	138	32.6%
<b>Experience:</b>		
1 -5 years	140	33.1%
5-10 years	189	44.7%
> 10 years	94	22.2%
<b>University of employment</b>		
Northern border university	74	17.5%
King Saud University	31	7.3%
King Faisal university	54	12.7%
King Khaled university	42	10.00%
Qassim university	63	14.9%
university of Hail		
university of Tabuk		

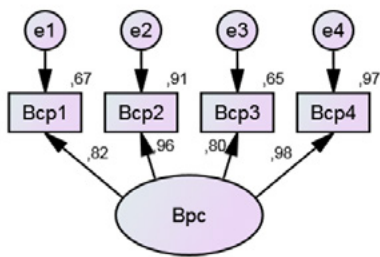
*Source: Respondents' answers.*

### 3.4. THE CONFIRMATORY FACTOR ANALYSIS:

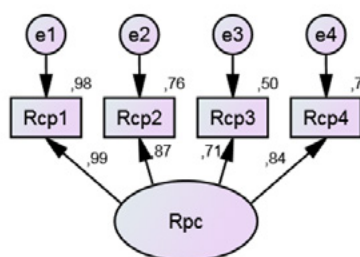
Construct validity refers to the extent to which the dimensions of a model align with the data collected from the study sample and eliminate any measurement errors. This is assessed using confirmatory factor analysis (C.F.A.), and the results are as follows:



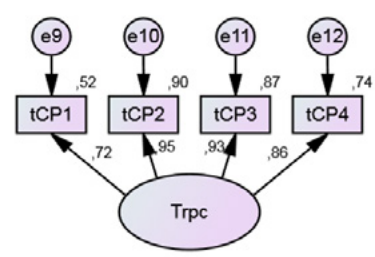
**Figure 2.** Confirmatory factor analysis (C.F.A.) for the organizational citizenship behavior



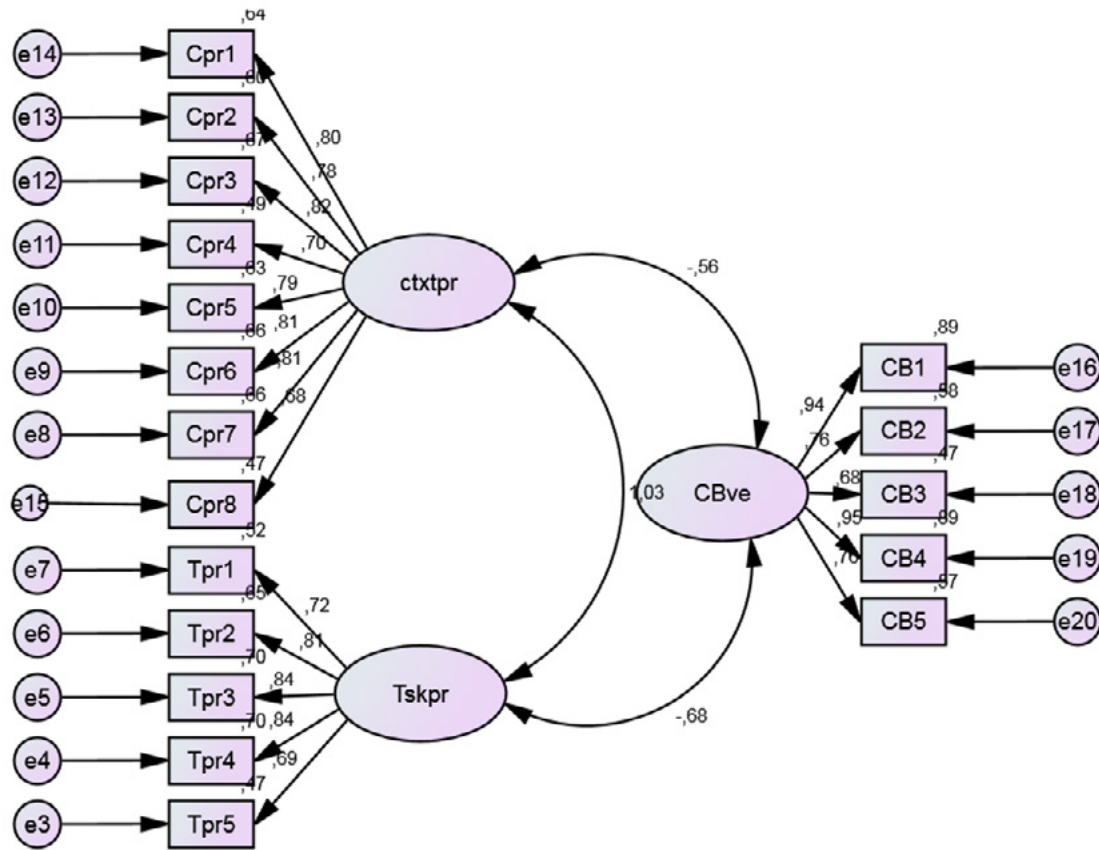
**Figure 3.** C.F.A. for balanced psychological contract



**Figure 4.** C.F.A. for Relational psychological contract



**Figure 5.** C.F.A. for Transactional psychological contract



**Figure 6.** C.F.A. for the Worker performance

The fourth item in the organizational citizenship behavior dimension was deleted because the standardized coefficient for the confirmatory factor analysis was less than 0.5 [20]. The confirmatory factor analysis was conducted after that, and the results shown in Figures 2, 3, 4, 5, and 6 indicate that all standardized coefficients for the confirmatory factor analysis are higher than 0.5. Therefore, it is valid for statistical analysis. A set of fit indices were used to ensure the model fit, as illustrated in Table 3.

**Table 3.** Model Fit Summary

Fit index	Acceptable fit	Bcp	Rpc	Trpc	OCBi	WP
CMIN/df	< 5	2.766	2.112	2.689	3.551	3.654
RMR	≤ 0.08	26	23	25	72	76
CFI	≥ 0.9	930	951	943	913	901
RMSEA	< 0.04	0.0033	0.0021	0.0031	37	38

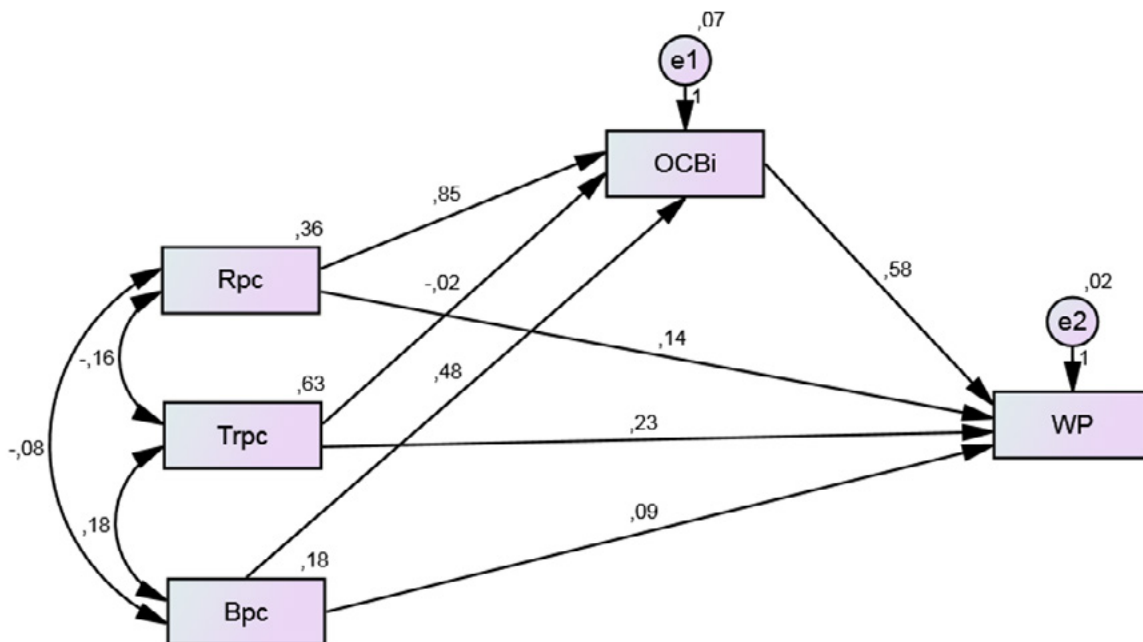
Source: Output SPSS.

Table 3 displays the outcomes of model fit analysis. The CMIN/df ratio for each index reflects the degree to which the observed data align with the stated model, with an acceptable range serving as a benchmark. A lower CMIN/df ratio indicates a more optimal fit; in this investigation, the values were deemed satisfactory as they were below the threshold of 0.05 [20]. The Standardized Root Mean Square Residual

(R.M.R.), Comparative Fit Index (CFI), and Root Mean Square Error of Approximation (RMSEA) all obtained acceptable values, suggesting a strong correspondence between the observed data and the stated model.

## 4. RESULTS AND DISCUSSION

In this study, we want to examine if the forms of psychological contracts indirectly affect worker performance through organizational citizenship behavior. A path analysis model was employed to investigate the direct and indirect effects of a group of observed variables. The Rcp, Trpc, and Bpc are the independent variables; Wpr is the dependent variable, and the OCBi is the mediator variable. The research by Baron and Kenny [6] was one of the fundamental frameworks for how to test mediation. We proceed with the analysis as illustrated in Figure 7.



**Figure 7.** The standardized values for the impact of psychological contract forms on employees' performance through organizational citizenship behavior. *Source: Output Amos*

The relationships in Figure 7 can be translated through Table 4, which illustrates the direct and indirect effects of psychological contract fulfillment forms on employees' performance.

**Table 4.** Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
OCBi	<---	Rpc	0,852	0,022	37,960	***	par_1
OCBi	<---	Bpc	0,475	0,035	13,425	***	par_6
OCBi	<---	Trpc	-0,020	0,019	-1,032	0,302	par_7
WP	<---	OCBi	0,578	0,025	22,681	***	par_2
WP	<---	Bpc	0,088	0,022	3,970	***	par_3
W.P.	<---	Trpc	0,228	0,010	22,909	***	par_4
WP	<---	Rpc	0,142	0,025	5,746	***	par_5

Source: Output Amos

#### 4.1. THE DIRECT EFFECT ANALYSIS

The direct effect represents the direct relationship between the independent and dependent variables. In this study, the effects of Rpc, Trpc, and Bpc on worker performance are all significant; Table 4 demonstrates that the  $p$ -value is smaller than the significance level of 5%. Therefore, the regression analysis result indicated that Rpc, TRpc, and Bpc have a positive effect on W.P., where the regression coefficients were  $\beta_{Rpc} = 0.14$ ,  $\beta_{Bpc} = 0.09$ , and  $\beta_{Trpc} = 0.23$ . The interpretation of these results can be attributed to the nature of each psychological contract. Based on these conclusions, it can be inferred that the H1, H2, and H3 are confirmed.

A long-term employment arrangement between employees and employers characterizes relational psychological contracts. These contracts are primarily established through trust, loyalty, and stability. La Porta et al. [25] explore the argument that a high level of trust enhances the employee performance of large organizations in 40 countries. Studies have found that loyal employees are motivated to perform at their best, contributing to higher productivity and overall performance [3] [32][16].

The transactional psychological contract defines employment arrangements as short-term or limited duration. This relationship is primarily focused on exchanging economic contracts, specified, limited, and narrow job involvement by the employee. According to Hassan [21] when employees have transactional psychological contracts, they only perform what they are expected to perform in the contract and, in return, receive the benefits accordingly.

A balanced psychological contract refers to the mutual agreement between an employer and an employee, wherein the employee expects career growth and advancement in return for their high performance on work assignments [17].



## 4.2. THE INDIRECT EFFECT ANALYSIS

According to Table 4, the  $R_{pc}$  positively affects OCBI, as indicated by a regression equation, with  $p$ -value  $<0.05$  and regression coefficient  $\beta_{R_{pc}} = 0.852$ . The results of this study align with many other studies that have demonstrated a strong impact of fulfilling the relational psychological contract on organizational citizenship behavior [44][51][9]. When employee perceives a firm relational psychological contract characterized by trust, mutual obligations, and support from their organization, they are more likely to engage in OCBI; this is because a favorable relational psychological contract fosters a sense of commitment, loyalty, and reciprocity between employees and the organization, leading employees to go beyond their formal job requirements and contribute voluntarily to the betterment of the organization. They engage in discretionary behaviors such as helping colleagues, offering suggestions for improvement, and participating in activities that enhance the organizational climate. Overall, a favorable relational psychological contract encourages and motivates employees to exhibit higher levels of OCBI. Based on these conclusions, it can be inferred that the hypothesis H4 is confirmed.

The effect of  $B_{cp}$  on OCBI is positive and significant, with  $p$ -value  $<0.05$  and regression coefficient  $\beta_{B_{cp}} = 0.475$ . This result is consistent with many previous studies, such as Santos et al. (2024). In balanced psychological contact, the employee has the responsibility to develop his skills, while the employer has a responsibility to improve employees' long-term employability within or outside the organization; the employer provides training and advancement opportunities. Studies like Shih and Chen [44] have confirmed this relationship by explaining that the balanced psychological contract ensures that employees have a sense of job security, an emotional connection to the organization, and a defined reward system. Consequently, employees with a balanced psychological contract are more likely to engage in organizational citizenship behavior (OCBI) as they strive to maintain a mutually beneficial employment relationship characterized by fair rewards and obligations. The hypothesis H6 is confirmed.

Regarding the relationship between the transactional psychological contract and organizational citizenship behavior, table 4 shows that the  $p$ -value  $=0.302$ , which is higher than the significance level of 0.05, and the impact is not statistically significant. The transactional psychological contract may not significantly affect organizational citizenship behavior for several reasons. Firstly, the psychological contract is primarily based on a transactional exchange between employees and employers, where employees fulfill their job responsibilities in exchange for tangible rewards such as salary, benefits, and promotions. This type of contract focuses more on the formal obligations and specific tasks outlined in the employment agreement rather than fostering a sense of discretionary behavior or going above and beyond what is required. Secondly, the transactional psychological contract is often characterized by a limited scope of obligations and expectations, primarily centered on fulfilling contractual duties. This narrow focus may encourage employees to refrain from

engaging in OCBi, which involves voluntary and extra-role behaviors that contribute to the organization's overall well-being. From this conclusion, the hypothesis H5 is rejected.

This study demonstrates further results; the effect of OCBi on W.P. is significant and positive, with  $p$ -value  $<0.05$  and regression coefficient  $\beta_{Rpc} = 0.578$ ; this is similar to other studies [31][27][19]. The increase in employee initiative behavior can increase W.P. This result can be explained by improved productivity among colleagues and the optimization of resources to align them with production objectives. Based on this result, the hypothesis H7 is confirmed.

### 4.3. THE MEDIATING EFFECT ANALYSIS

In order to test whether organizational citizenship behavior plays a mediating role between the fulfillment of the psychological contract and employee performance, this relationship will be tested using the bootstrapping method. This method does not require the data distribution to be expected, and it is suitable for both small and large samples. Unlike the Sobel test, this method can be applied to various sample sizes.

According to Table 5, the indirect effect of R<sub>pc</sub> and B<sub>pc</sub> on W.P. by the mediating effect of OCBi is significant ( $p$ -value  $<0.05$ ) with the regressions coefficients 0.493 and 0.275. It should be noted that the effect of R<sub>pc</sub> and B<sub>pc</sub> increased from 0.14 and 0.09 to 0.49 and 0.27. Similarly, this result showed that organizational citizenship behavior partially mediated the relationship between relational and balanced psychological contracts on worker performance. Based on these results, the hypotheses H8 and H10 are confirmed.

On the other hand, the mediating effect between organizational citizenship behavior and employee performance through transactional psychological contracts is not significant. The  $p$ -value for this relationship is greater than 0.05, indicating a non-significant relationship between transactional psychological contracts and employee performance, and that means that hypothesis H9 is confirmed.

**Table 5.** Indirect Effects (Group number 1 - Default model)

	WP	OCBi	Sig		$p$ -value
			Lower Bound	Upper Bound	
Trpc	-0.011	0.000	-0.035	0.190	0.417
Bpc	0.275	0.000	0.210	0.364	0.000
Rpc	0.493	0.000	0.404	0.606	0.000
OCBi	0.000	0.000	0.000	0.000	0.000

Source: Output Amos

## 5. CONCLUSION

This study investigated the role of mediation in the relationship between the fulfillment of psychological contract forms and worker performance. The study's findings provide insight into the intricate connection between these two concepts and highlight the significance of taking into account mediating elements while comprehending their relationship.

The analysis demonstrated that the satisfaction of relational and balanced psychological contracts has a substantial and favorable influence on worker performance. This suggests that employees are more inclined to achieve higher levels of performance when they perceive that the organization is meeting their psychological contracts. Nevertheless, a more thorough analysis of the mediating impact revealed that O.C.B. plays a crucial role in this association. The mediating effect analysis revealed that Organizational Citizenship Behavior (O.C.B.) functions as a mediator between the fulfillment of relational and balanced psychological contracts and worker performance. When employees feel that their psychological agreements are being met, they are more inclined to participate in discretionary activities that go beyond their official job obligations. Engaging in behaviors such as assisting colleagues, willingly taking on extra responsibilities, and demonstrating commitment to the organization all contribute to enhanced employee performance.

These findings have significant ramifications for both research and practice. Gaining insight into the mediating influence of Organizational Citizenship Behavior (O.C.B.) can provide organizations with valuable knowledge regarding the significance of cultivating a favorable psychological contract environment. Organizations can boost worker performance by ensuring that employees view their psychological contracts as met, hence promoting higher levels of O.C.B.

Conversely, the analysis showed that meeting transactional psychological contracts has a substantial beneficial effect on employee performance. This suggests that when workers believe that their organization is fulfilling their transactional psychological contracts, they are more inclined to perform at a superior level. Nevertheless, the study of mediating effects failed to reveal a substantial involvement of O.C.B. in mediating this specific association. Although O.C.B. is commonly acknowledged as a crucial element in employee performance, the results of this analysis indicate that it does not operate as a mediator in the connection between the fulfillment of transactional psychological contracts and worker performance. Unexplored mediating processes or factors may be influencing this association.

The results highlight the significance of meeting the expectations outlined in the psychological contract to improve worker performance by encouraging corporate citizenship behavior. Organizations should aim to create and sustain positive psychological agreements with their employees, cultivating an atmosphere of trust, equity, and reciprocal responsibilities. By implementing this approach, organizations

can enhance employees' involvement in organizational citizenship behaviors, which in turn can result in enhanced worker performance and overall organizational outcomes.

## RECOMMENDATION

Based on the findings of this study, we may offer the following set of recommendations:

- Enhance awareness and understanding of psychological contracts: Saudi universities should educate managers and employees about the concept and importance of psychological contracts. This will help create a shared understanding of the expectations and obligations between the organization and its employees.
- Foster a supportive work environment: Saudi universities should strive to create a work environment that fosters trust, fairness, and open communication. This will contribute to a favorable psychological contract and increase the likelihood of fulfillment, improving worker performance.
- Strengthen employee engagement initiatives: Saudi universities should implement strategies to engage employees actively in their work and the organizational mission. This can be achieved through regular feedback, recognition programs, and employee involvement and participation opportunities.
- Encourage and reward organizational citizenship behaviors: Saudi universities should recognize and reward employees who engage in organizational citizenship behaviors. This can be done through performance evaluations, promotions, and incentives. By highlighting and appreciating such behaviors, organizations can reinforce their importance and encourage their continuation.
- Regularly assess and monitor psychological contract fulfillment: It is essential for organizations to periodically assess and monitor the level of psychological contract fulfillment among employees. This can be done through surveys, focus groups, or individual discussions. By staying attuned to the fulfillment levels, organizations can identify areas of improvement and take corrective actions if necessary.
- Conduct further research: While this study has provided valuable insights into the relationship between psychological contract forms fulfillment, worker performance, and organizational citizenship behavior, further research is needed. Future studies can explore the impact of different contextual factors, such as organizational culture and industry-specific dynamics, on this relationship.

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