

Does Work Experience ‘Work’ In IT Industry? A Study On Psychological Contract In Indian Context.

Dr Paresh R. Lingadkar^{1*}

Abstract

The study uncovers some thought-provoking discoveries in the Psychological Contract Breach and job outcome relationship by evaluating the moderating effect of employee work experience amongst IT professionals in India. This unique approach provides a more nuanced explanation between Psychological Contract Breach and employee job outcomes in a new geographical context. Results shows that Work Experience has a significant effect on the Type of Psychological Contract Breach and job outcomes. Additionally, work experience has a buffering effect on the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour, suggesting as the level of work experiences increases, the negative effect of Psychological Contract Breach on employee Organizational Citizenship Behaviour decreases.

Keywords: Work Experience, Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behaviour, Perceived Organizational Support, Turnover Intention, Information Technology

Introduction

Work experience holds a substantial position for several reasons in the organizational context. Candidates with relevant experience are perceived as being more capable of handling job responsibilities and are more likely to advance in their careers compared to those with limited or no experience. Working in a professional environment allows individuals to develop and refine various skills relevant to their field and provides an opportunity to apply theoretical knowledge gained through education in real-world scenarios (Raja et al., 2004). Through work experience, individuals gain a clearer understanding of their strengths, weaknesses, interests, and career goals. This clarity enables them to make informed decisions about their career path and pursue opportunities aligned with their aspirations (Gill et al., 2012). Experience exposes individuals to diverse situations and demands resilience and adaptability to navigate through them effectively. As per the findings of Ng and Feldman (2009), work experience plays a crucial role in shaping individuals' personal and professional development, provide them with the skills, knowledge, and confidence needed to succeed in their careers.

Today, organisations are confronted with the tough task of human resource management because of a varied labour force and changes in the business environment. Individualisation of work relationships is becoming increasingly prevalent, making it even more challenging for organisations to recognise and respond to the diverse requirements and expectations of employees. Rapid changes in the organisation's social structure too have resulted in a shift in employee and employer expectations, necessitating a re-examination of the Psychological Contract (PC). A PC is seen as a vital instrument for understanding the complex relationship among employer and employee. The term "Psychological

^{1*}Assistant Professor of Commerce (Management), Government College of Arts Science and, Commerce, Khandola Marcela Goa, India, Email: pareshlingadkar@gmail.com, Contact no: 8329739488

Contract" first appeared in psychological literature around fifty years ago, as a note in comprehending Organizational Behaviour (Argyris, 1960). However, under the direction of (Rousseau, 1989, 1998, 2001), this early framework has been greatly refined through the years and has become a fundamental investigative tool for fostering and understanding employee commitment and motivation. It may also be seen as a platform for understanding the mutual interaction that occurs inside the domain of the notion, thereby developing into one of the important ideologies in the subject of Human Resource Management. Thus, PC emphasises intrinsic, recessive, and never expressed expectations that exist in the employment relationship. Some of these expectations are specific, while others are ambiguous. The types of Psychological Contract include Transactional and Relational (Rousseau & Robinson, 1994; Rousseau 1989; Tijoriwala & Rousseau, 1998). Transactional Psychological Contract relates to pay and career progression in exchange for hard work and Relational Psychological Contract is related to job security in exchange for loyalty. Another aspect is Psychological Contract Breach (PCB) and Psychological Contract Fulfilment (PCF). PCB deals with non-fulfilment of the expectations. It refers to the awareness that expectations were not reciprocated (Rousseau, 1989), contradictory approach is PCF.

Pressures from Globalisation, urbanization, cutthroat competition, and higher production targets have changed the face of Human Resource Management strategies in the organization (Guest, 2017). In India, the IT sector is seen as a critical private sector for job creation. The computer and IT operations is expected to add around 6 million jobs by the end of 2026 (Bureau of Labour Statistics, 2018). However, one must also understand that the work is time-bound, uniquely tailored to the customer's needs, and technology-driven, resulting in high job expectations and job insecurity. In such circumstances, there is a good chance that the employees will experience tension and worry, that will lead to a reduction in job performance and high turnover. No doubt that the industry has adopted world-class standards and provides its employees with excellent salaries as well as numerous training and development possibilities, the employees are under tremendous pressure to grow and sustain in a competitive business environment. The IT industry in India has been confronted with substantial issues relating to high turnover, training, and retooling of IT personnel, rapid technical change etc., (Gefen et al., 2015; Gannon, 2013).

The March and Simon (1958) Theory of Organisational Equilibrium holds that people will stay in an organisation provided the rewards offered are equivalent to or higher than the contributions they are requested to make, is the foundation for much of the IT turnover research (Lo, 2015). In other words, employees have an expectation of reciprocation, a conviction that the company will reward them for their contributions. Recognising unmet expectations and capturing employees' expectations of reciprocity are two issues, though. Although the PC literature frequently discusses expectations of reciprocity (Rousseau, 1995), a little research has examined the role of work experience on PC breach and employee job outcomes.

The current study is grounded on Psychological Contract Theory (PCT) of Rousseau, Tomprou, and Montes (2013), providing a valuable framework for understanding the implicit expectations and commitments that shape the relationship between employees and employers. PCT is derived from Blau's Social Exchange Theory (1964) and emphasizes the significance of mutual trust, fairness, and commitment in fostering positive PC, that in turn enhance employee satisfaction, retention, and organizational effectiveness. PC is inherently subjective, as highlighted by Makin and McDonald (2000). It comprises two key dimensions: fulfilment and breach, rooted in the principles of reciprocity and social exchange (Coyle-Shapiro & Kessler, 2000; Rousseau & Robinson, 1994). Understanding the fact that PCB is an organizational reality (Agarwal & Bhargava, 2013), this study examines what function does work experience play in affecting the PCB and job outcomes of IT professionals in Indian environment?

Literature review and hypothesis development

Research on PC in the IT sector provide literature on organisational commitment: Turnover intention (Moquin et al., 2019) communication, personality, pay, advancement, and

organisational contribution (Jeong et al., 2018). However, dearth of studies has been observed on IT professional's work experience. In studies conducted by Lin et al., (2018); Lioliou et al., (2014); Kim et al., (2013), Psychological Contract Theory has been used considering variables such as gender, educational qualification, type of family and working hours. However, none of these studies have recognized the work experience of IT professionals. Lo's (2015) review and evaluation of 45 studies concluded that these studies failed to consider the importance of work experience. Thus, making this study more interesting and valued.

Telsuk and Jacobs (1998), defined work experience as an individual's lifetime accumulation of job-related experience. In general, the older employee will have more job experience than the new one and vice versa. However, past studies also profound that some older people might possess less work experience if they had several jobs in various fields. Employees with greater work experience have a better job attitude because they must have earned more rewards owing to seniority, and their expectations become more realistic over time (Eichar et al., 1991). Work experience also represents the duration and quality of an individual's engagement in comprehending and executing job duties effectively. Within an organization, the role of employee work experience in task execution is paramount. A higher level of work experience equips an employee with a deeper understanding of problem-solving approaches.

Work experience comprehends the ongoing development of skills and knowledge through various immersive activities. Literature emphasize that work experience involves acquiring proficiency in job-related methodologies through active participation in tasks. Over an extended duration of employment, individuals accumulate expertise and capabilities, which companies can assess to match them with suitable roles. Recent studies indicate that experienced employees demonstrate superior performance due to their extensive knowledge base, which aids in enhancing their overall performance (Ratnawati et al., 2020; Ardianto, 2020; Rozi & Sunarsi, 2019).

There is positive relationship between employee work experience and job satisfaction (Soni et al. 2017). Employees' who demonstrate job satisfaction and a history of work experience are more inclined to increase their aspirations for empowerment (Gill et al., 2012). Consequently, the experienced employee gains more security in the job relationship and is guided towards beneficial work settings, i.e., what is right and what is bad for them. Therefore, the more experienced the employee, the less disruption caused by detrimental accidents (Bedeian & Ferris, 1992). Past studies have used work experience as a control variable (Raja et al., 2004), but has failed to recognise that not all measures of work experience are same. Workers with a lot of job experience are less likely to consider their Psychological Contract as simply replicated in the outside market (Ng & Feldman, 2009). These arguments convey a strong relationship amongst work experience and the employment relationship that influences employees' Psychological Contract. Thus, the researcher would like to hypothesized that:

Hypothesis 1: There is a significant relationship between employees Work Experience and Type of Psychological Contract Breach and job outcomes.

Hypothesis 2: Work Experience moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 3: Work Experience moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behaviour.

Hypothesis 4: Work Experience moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

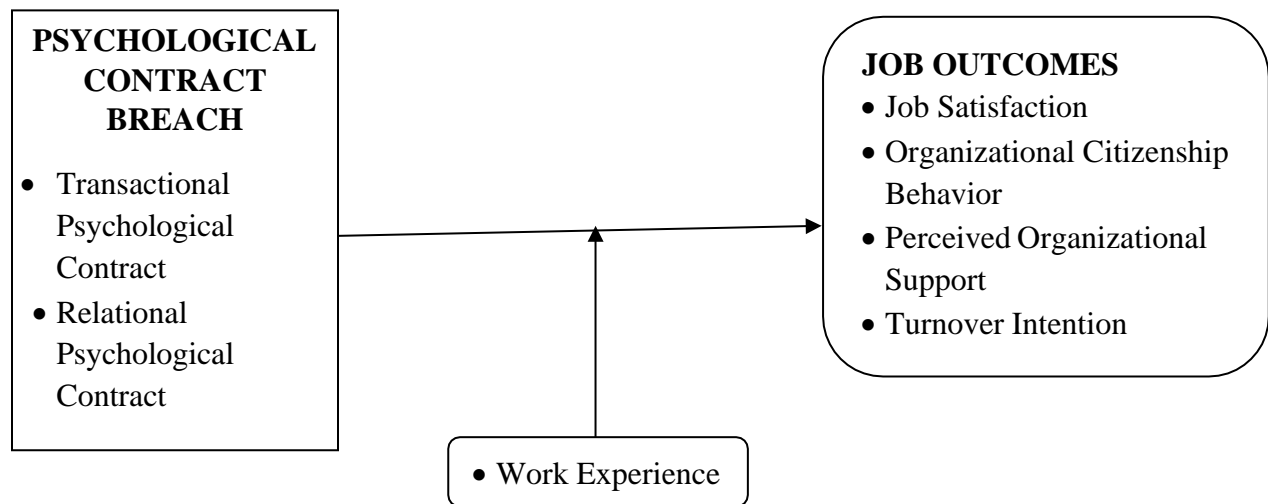
Hypothesis 5: Work Experience moderates the relationship between Psychological Contract Breach and Turnover Intention.

Research methodology

The researcher assessed Psychological Contract Breach using items from the Millward and Hopkins, (1998) and Rousseau, (1998). The entire instrument was subjected to a content validity process to determine its applicability in the Indian IT sector, employing Polit and Beck's (2006), item-wise Content Validity Index (I-CVI). To rate their expectations, the instrument used a five-point Likert Scale ranging from 1 to 5. After that, all the items were reverse coded to signify Psychological Contract Breach rather than Fulfilment (Ballou, 2013).

Figure 01 depicts the study model, that investigates moderating role of work experience between PCB and job outcomes.

Figure 1: Research Model



Source: Authors compilation

Measurement of Job Outcomes

Job Satisfaction

Job Satisfaction (JS) is a measure of attitudes that indicates individuals' feelings toward their jobs. It focuses on the unique work environment where an employee carries out their tasks and reflects immediate responses to specific tangible aspects of the workplace (Verma et al., 1985). Employee JS is assessed using a shortened version of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), consisting of 19 statements rated on a five-point Likert scale, ranging from Very Dissatisfied =1 to Very Satisfied = 5. The reliability of the scale is 0.959.

Organizational Citizenship Behaviour (OCB)

Organizational Citizenship Behaviour (OCB) entails voluntary actions by individuals that contribute to the effective functioning of the organization but may not be immediately acknowledged or incentivized by formal systems (Organ, 1997). OCB refers to employee conduct that surpasses the established boundaries of traditional job roles, systems, and procedures in order to advance the organization's interests. Smith et al. (1983) developed a 16-item scale to measure employees' OCB. This scale employs a five-point Likert rating system, ranging from strongly disagree= 1 to strongly agree= 5, with a reliability coefficient of 0.928.

Perceived Organizational Support (POS)

Perceived Organizational Support (POS) is defined as "the degree to which the organization values the efforts and welfare of its employees" (Eisenberger et al., 1986). It is assessed using a 17-item

abbreviated scale derived from Eisenberger et al. (1986), utilizing a five-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5. The reliability of the scale is 0.863.

Turnover Intentions (TI)

Turnover Intentions (TI) refer to employees' conscious and deliberate inclination to depart from the organization (Meyer et al., 1993). It represents the subjective probability that an employee will leave their organization within a defined period. Participants indicated their agreement level with each statement using a five-point Likert scale, ranging from strongly disagree = 1 to strongly agree = 5. The reliability of the scale is 0.750.

Sampling Frame and Tools for data analysis

The study included IT professionals with at least one year of experience in the IT industry and who had been working in the Indian market for one year or more. Using convenience sampling, the researcher gathered responses from 376 IT professionals between November 2019 to July 2020. To explore the impact of work experience on the relationship between psychological contract breach (PCB) and job outcomes, inferential analyses including T-tests and one-way ANOVA were conducted. Additionally, a Hierarchical Multiple Regression analysis was performed to investigate the moderating effect of work experience. If the introduction of a moderating variable alters the direction or magnitude of the relationship between two variables, it suggests an interaction effect (Aiken et al., 1991). The output from Andrew Hayes' process was used to create an interaction plot illustrating the effect of the moderating variable. Moderation effects may be categorized as enhancing, buffering, or antagonistic.

Results and discussion

Demographic analysis reveals that the majority of respondents (66%) fall within the 26 to 35 age bracket, indicating a significant presence of young professionals in the Indian IT sector. Additionally, there is a higher representation of male employees compared to female employees. Most respondents are married, and approximately 78% have accumulated 10 years of work experience in the IT field. Furthermore, IT companies offer competitive salaries. The data exhibits approximately normal distribution, as indicated by the Skewness and Kurtosis values ranging from -1.084 to 2.246. Skewness and Kurtosis statistics within the range of -3 to +3 suggest a normal distribution of the data (De Carlo, 1997; Stuart et al., 1994).

Table no 1: One-way ANOVA for significant difference between employees Working Experience, Type of PCB and job outcomes.

Factors/ Variable	Working Experience					F Value	P Value	Partial Eta squared
	1-5 yrs	6-10 yrs	11-15 yrs	16-20 yrs	21-25 yrs			
RPCB	3.92 (1.46)	3.81 (1.48)	3.94 (1.48)	3.97 (1.31)	3.92 (1.73)	1.641	0.163	--
TPCB	3.67 a (1.49)	3.66 a (1.45)	3.87 b (1.41)	3.93 b (1.38)	3.76 ab (1.67)	3.851	0.004**	0.087
JS	2.92 a (0.69)	2.76 a (0.76)	2.88 a (0.89)	3.21 b (0.88)	2.89 a (0.76)	3.741	0.040**	0.071
OCB	3.49 b (1.55)	3.26 a (1.69)	3.30 a (0.87)	3.82 c (1.69)	3.63 bc (1.23)	4.233	0.002**	0.096

POS	2.98 (0.56)	2.97 (0.57)	3.06 (0.71)	3.14 (0.66)	2.75 (0.63)	0.618	0.650	--
TI	3.42 b (0.95)	3.53b (0.99)	3.43 b (1.27)	3.22 a (1.10)	4.22 c (0.84)	3.858	0.020**	0.080

Source: Primary survey

Notes: 1. the value within the brackets refers to SD

** denotes significance at 5 % level

2. Different alphabet between the age groups denotes significance at 5% level using Tukey HSD test.

The results in table 1, point out at the statistically significant effect of Work Experience on Transactional Psychological Contract Breach, $F = 3.851 (4,401)$, $p = 0.004$. A post hoc comparison using Tukey HSD test indicate that the mean score of employees having Work experience between 1-5 years ($M = 3.67$, $SD = 1.49$) and 6-10 years ($M = 3.66$, $SD = 1.45$) are almost similar, however, are different from other groups. The employee having Work experience between 11-15 years ($M = 3.87$, $SD = 1.41$) and 16-20 years ($M = 3.93$, $SD = 1.38$) are significantly not different. The Work Experience accounts for 8.7% of the variance in the Transactional Psychological Contract Breach. This is the effect size indicated by the partial eta squared.

We can also observe a statistically significant effect between employees Job Satisfaction and Work experience, $F = 3.741 (4,401)$, $p = 0.040$. Tukey post hoc test revealed that the employees having Work experience between 16-20 years ($M = 3.21$, $SD = 0.88$) is significantly different from all other groups. Employees with experience of 1-5 years ($M = 2.92$, $SD = 0.69$), 6-10 years ($M = 2.76$, $SD = 0.76$), 11-15 years ($M = 2.88$, $SD = 0.89$), 21-25 years ($M = 2.89$, $SD = 0.76$), are more similar each other. Work Experience accounts for 7.1% of the variance in the employees' Job Satisfaction. This is the effect size indicated by the partial eta squared.

A significant effect of employee's Work experience on Organizational Citizenship Behaviour was observed at 5% level of significance, $F = 4.233 (4, 401)$, $p = 0.002$. Tukey post hoc test indicated a significant difference between the employees' Work experience groups. Employees having Work experience between 6-10 years ($M = 3.26$, $SD = 1.69$) and 11-15 years ($M = 3.30$, $SD = 0.87$) are significantly not different from each other but significantly different from other groups. The employee having experience of 1-5 years ($M = 3.49$, $SD = 1.55$) and 16-20 years ($M = 3.82$, $SD = 1.69$) differs from each other as well from all other groups. Employees are having Work experience of 21-25 years ($M = 3.63$, $SD = 1.23$) significantly do not differ from employees having Work experience of 1-5 years ($M = 3.49$, $SD = 1.55$) and 16-20 years ($M = 3.82$, $SD = 1.69$). Work Experience accounts for 9.6% of the variance on the employees' Organizational Citizenship Behaviour. This is the effect size indicated by the partial eta squared.

The Work experience of employees also has a significant effect on employee Turnover Intention, $F = 3.858 (4,401)$, $p = 0.020$. Tukey post hoc test observed that employees are having Work experience of 1-5 years ($M = 3.42$, $SD = 0.95$), 6-10 years ($M = 3.53$, $SD = 0.99$), and 11-15 years ($M = 3.43$, $SD = 1.27$) do not differ significantly between them but differs from all other groups. Employees are having Work experience of 16-20 years ($M = 3.22$, $SD = 1.10$) and 21-25 years ($M = 4.22$, $SD = 0.84$) are significantly different from each other as well as different from all other employees Work for experience groups. Work Experience accounts for 8.0% of the variance in the employees' Turnover Intention. This is the effect size indicated by the partial eta squared.

Interesting to note that Employees Work Experience is not significantly related to employees' Relational Psychological Contract Breach ($p > 0.05$, $p = 0.163$) and POS ($p > 0.05$, $p = 0.650$). However, it is significantly related to employee TPCB, JS, OCB, and TI. It means there is no significant difference between the groups. Overall, the result partially supports the hypothesis 1 and concludes that there is difference between employee work experience concerning TPCB, JS, OCB, and TI. However, insignificant in the case of employee RPCB and POS.

Table no 2: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Job Satisfaction

Model Summary							
Model 1	R	R ²	MSE	F	df1	df2	p
	.6911	.4777	.3085	122.5381	3.0000	402.0000	.0000
Model 2		R ² -change		F	df1	df2	p
Int_1	:PCB x Working Experience	.0010		.7919	1.0000	402.0000	.3740

Source: Andrew Hayes Process

Table 2 presents the results of Hierarchical Multiple Regression analysis. The first model comprises two variables PCB and Experience and one outcome variable Job Satisfaction. It can be observed from the above table that these variables accounted for a noteworthy level of variation in Job Satisfaction, $R^2 = 0.477$, $F(3, 402) = 122.538$, $p < 0.05$, which is a significant model. Further, to check the moderating effect of Experience, the interaction variable was included in the Regression model. The result did not show a significant variance, $\Delta R^2 = 0.001$, $F(1, 402) = 0.791$, $p = 0.374$, $b = 0.025$, $t(402) = 0.889$, $p > 0.05$. Therefore, we reject the hypothesis 2.

Table no 3: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Organizational Citizenship Behaviour

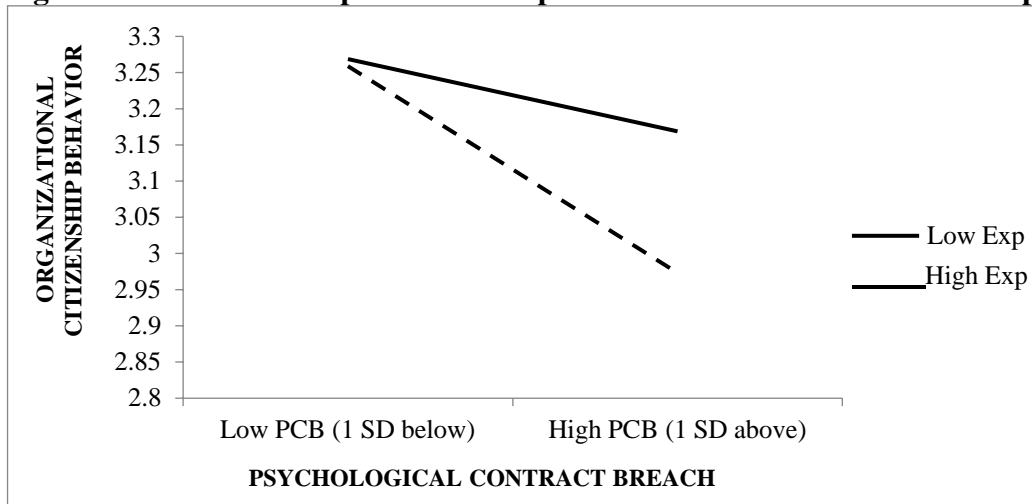
Model Summary							
Model 1	R	R ²	MSE	F	df1	df2	p
	.4782	.2286	.3701	39.7212	3.0000	402.0000	.0000
Model 2		R ² -change		F	df1	df2	p
Int_1	:PCB x Working Experience	.0081		4.2051	1.0000	402.0000	.0410

Source: Andrew Hayes Process

First, two variables PCB and Experience, and one outcome variable OCB were included in the regression model as seen in Table 3. These variables accounted for a significant amount of variance on employees OCB, $R^2 = 0.228$, $F(3, 402) = 39.721$, $p < 0.05$, which is a significant model. Further, to check the moderating effect, the interaction variable was included in the second regression model, which also accounted for a significant variance, $\Delta R^2 = 0.008$, $F(1, 402) = 4.205$, $p = 0.041$, $b = .0631$, $t(402) = 2.050$, $p < 0.05$, which is a significant model and assumes that employees Work Experience moderate the relationship between PCB and employees OCB. Therefore, Hypothesis 3 is accepted, indicating work experience moderates the relationship between PCB and employees OCB.

Aiken and West (1991) proposed visualising the slopes for high and low interaction effects to gain further insight into the nature of the interaction effect (one standard deviation below the mean) using Andrew Hayes process. Although the sample was separated into seven categories, they were divided into two categories for plotting the interactions: Low level of Experience (1-15 years) and High level of Experience (16-25 years). A visual examination of the interaction plot in figure 3 reveals a buffering effect of the moderating variable on the outcome variable. It means that the effect of PCB on employee OCB reduces as the level of work experience increases.

Figure no 3: Interaction plot: Work Experience on PCB – OCB relationship.



Source: Andrew Hayes Process

Table no 4: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Perceived Organizational Support

Model Summary

Model 1	R	R ²	MSE	F	df1	df2	p
	.5360	.2873	.2532	54.0152	3.0000	402.0000	.0000
Model 2	R ² -change		F	df1	df2	p	
Int_1 :PCB x Working Experience	.0018		1.0254	1.0000	402.0000	.3118	

Source: Andrew Hayes Process

Table 4 shows that the first model has two variables, PCB and Experience, and one outcome variable, POS. These variables accounted for a considerable amount of variation in POS, $R^2 = 0.287$, $F(3, 402) = 54.015$, $p < 0.05$, indicating a significant model.

Furthermore, the interaction term was incorporated in the Regression model to test the moderating influence of employees' Work Experience. $\Delta R^2 = 0.001$, $F(1, 402) = 1.025$, $p = 0.311$, $b = -0.025$, $t(402) = -1.012$, $p > 0.05$, no significant variance. As a result, the researcher rejects hypothesis 4, which states that there is a modest association between PCB and employee POS.

Table no 5: Hierarchical Multiple Regression with Andrew Hayes process of Working Experience, PCB and Turnover Intention

Model Summary

Model 1	R	R ²	MSE	F	df1	df2	p
	.2345	.0550	1.0171	7.7965	3.0000	402.0000	.0000
Model 2	R ² -change		F	df1	df2	p	
Int_1 :PCB x Working Experience	.0002		0.0735	1.0000	402.0000	.7864	

Source: Andrew Hayes Process

Table 5 shows the results of the Hierarchical Multiple Regression analysis using Andrew Hayes Process. The first model includes two predictor variables, PCB and Experience, as well as one outcome variable, TI. Employee Turnover Intention was significantly influenced by these variables, $R^2 = 0.055$, $F(3, 402) = 7.796$, $p < 0.05$. The model is significant.

The interaction variable was also included in the regression model to test the moderating influence of employees' Work Experience between PCB and TI. The variance was not significant, $\Delta R^2 = 0.000$,

$F(1, 402) = 0.073$, $p = 0.786$, $b = 0.013$, $t(402) = 0.271$, $p > 0.05$. As a result, the researcher rejects hypothesis 5.

Conclusion

When the organization fails to fulfil the expectations of the employee, they may perceive this as a Breach of Psychological Contract. Thus, employee will reciprocate by decreasing their contribution towards the organization. Literature delivers that PCB is subjective (Rousseau, 1995). Characteristics of individuals can aggravate or may work as a shock absorber to the adverse effects of contract breach (Morrison & Robinson, 1997; Rousseau, 1995). This study comes out with a thoughtful understanding of these subjective reactions by investigating the moderating role of work experience on the relationship between PCB and job outcomes.

As discussed, recent research has excluded the role of work experience and the relationship between work experience and job outcomes was relatively ambiguous. Our study tries to throw some light on this relationship. The result concludes that there is a significant effect of Work Experience on the Transactional Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behavior, and Turnover Intention but not on Relational Psychological Contract Breach and Perceived Organizational Support. Another verdict of the study discloses that employee Work experience moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behavior with Buffering effect, that means as the level of work experiences increases the negative effect of Psychological Contract Breach on employee Organizational Citizenship Behavior decreases. Higher work experience work as a buffer to absorb the negative fallouts of PCB on OCB. The outcome is consistent with Social Exchange Theory, thus indicating a strong link between employee perceptions of PCB and poor organizational citizenship behavior moderated by higher work experience. Authors agree with the findings of Eicher et al., (1991) that the employees with higher experience of work have a better job attitude and are more realistic over time. In other words, as a result of their increased job experience, employees have a clear idea of what they anticipate from their organization, what is good and what is bad for them. According to our empirical results, these findings are significant, conspicuous components of the PC used by an IT professional. These findings are in line with the study by Bedeian and Ferris (1992); Guchait et al., (2015); Karagonlar et al., (2016); Moquin et al., (2019).

Theoretical Contributions

The findings of this study considerably contribute to the advanced body of literature concerning the theoretical framework of the Psychological Contract. Furthermore, most studies on psychological contracts have concentrated on the direct effects of breach on organizational results, that has been identified as a significant literature gap. This study has uncovered some thought-provoking discoveries in the PCB-Outcome relationship by evaluating the moderating effect of employee work experience levels. This unique theoretical approach provides a more nuanced explanation of the relationship between PCB and employee attitudes in a new geographical context. Our study's findings that work experience acts as a moderator between PCB and OCB is a significant contribution. Our findings suggest that employee work experience is likely to mitigate the negative effects of PCB on OCB. In other words, when an IT professional possess higher level of work experience, than they are less likely to engage in negative OCB after a breach.

Managerial Implications

In a work setting, individuals encounter various challenges and obstacles that require creative problem-solving. Overcoming these challenges helps develop critical thinking and analytical skills. Exposure to workplace norms and practices instills a sense of professional etiquette and ethics.

Individuals learn how to conduct themselves professionally, interact with colleagues and clients respectfully, and adhere to industry standards.

The study reiterates the importance of attracting and retaining knowledgeable professionals in IT companies. For this, a work environment that provides sufficient prospects for learning and an incentive system that is based on a crystal-clear performance measurement structure must be in place. Such an arrangement requires facilitative leadership in IT companies. It involves an open communication system by encouraging formal and informal meetings and teamwork encouragement. If not taken care of, this may result in employee burnout, further adding to the high attrition rate. The initial discussion also reveals that the burnout takes place in the initial career because of poor placement, underemployment, stressful job and fear and replacement by new employee, exhausting work environment, and downsizing. All these aspects contribute towards the employee Organizational Citizenship behaviors. It is, therefore, essential to deal with all of these factors to avoid burnout amongst the young employees in the individual and Organizational interests.

Limitations and Future Research

Common data variance is the major weakness in this study. Future study can overcome this issue by gathering data from a variety of sources, such as peer or supervisor reports on employee performance. Second, the data set focuses solely on the job relationship in Indian contexts. The data has been gathered from various IT companies in the Indian work environment. As a result, prior to generalizability of its conclusions, sufficient caution must be applied. Nonetheless, we anticipate that employees exposed to PCB will react similarly. Additionally, various organizational and individual attributes like as organizational size, stage in career, personality, job status, and so on may influence their perception of PC and outcomes and must be taken into account. This issue must be addressed in future investigations.

As the current job relationship continues to undergo considerable modifications in terms of layoffs and reorganization, the Psychological Contract will remain an essential subject. There are numerous unsolved questions that require further investigation. Future studies should focus on the diversity of PC among different categories of employees. PC does not remain constant; it undergoes numerous changes over time. Researchers must capitalise on these shifts for better employee management. Furthermore, study must be conducted to determine how PC in the workplace are formed, to what degree they are shared, which parts of the PC are most valued, and which are more vulnerable to a breach.

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