PSYCHOLOGICAL CONTRACT, EMPLOYEE VITALITY AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES AT A SELECTED LOCAL MUNICIPALITY IN THE SEKHUKHUNE DISTRICT MUNICIPALITY, SOUTH AFRICA

by

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DISSERTATION

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DEDICATION

I dedicate this study to the Almighty God, I thank him for His continued guidance, strength, mental power, protection, and for blessing me with willpower. He is my Savior, who gave me the strength to balance my studies with my corporate journey, and to persevere through all hardships. Phillippians 4: 13 – “I can do all this through him who gives me strength.”

I dedicate this study to all the youngsters who are on the verge of giving up due to financial constraints. Keep pushing- if I made it, you can make it too.

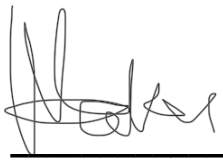
To my younger brother, Kgahlisho Shaku, who is currently a university student. I wish you all the best and I encourage you to keep pushing forward. Your perseverance and dedication will undoubtedly pay off and I have no doubt that you can make it. I am proud of you, and I look forward to your success.

To my dear twin brother, Tumishang Tebeila, I dedicate this study to you. I believe in your potential, and I wish you all the best in life. May you find your path and reach your goals.

I also dedicate this study to my little sister, my nephew and niece; Rethabile Shaku, Innocent Tebeila and Motlatjo Tebeila, may my achievements inspire you to work hard and chase your dreams. I look forward to seeing your success and celebrating your milestones.

DECLARATION

I declare that the document titled "PSYCHOLOGICAL CONTRACT, EMPLOYEE VITALITY AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG EMPLOYEES AT A SELECTED LOCAL MUNICIPALITY IN THE SEKHUKHUNE DISTRICT MUNICIPALITY, SOUTH AFRICA" is my original work. All citations and references have been duly acknowledged, and this research has not been previously presented or submitted for any other academic credential elsewhere.



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SHAKU LINDIWE **Date**

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ABSTRACT

The research adopts a quantitative approach to investigate the relationship between psychological contract, employee vitality, and organisational citizenship behaviour within the selected local municipality in the Sekhukhune district. The study encompasses 377 employees as its target population, all employed by the municipality. Sample size determination utilised an online Rao soft sample calculator. The exact sample size to be targeted after using an online Rao soft sample calculator was 95, attempts to get more participants were made. At the end, a sample size of 97 participated in this study. Data collection relied on self-administered questionnaires (Cross-sectional survey) known for their validity and reliability. Both convenience and quota sampling methods were employed to generate data for hypothesis testing. Analysis involved IBM - SPSS version 29.0 for statistical analysis. The relationship between the variables were tested using Pearson correlations (both primary and secondary hypotheses). Regression analysis was also carried out to test and measure the relationship between variables (primary hypotheses) and independent t-test was conducted to compare the gender differences. Findings suggest positive correlations between psychological contract and organisational citizenship behaviour, negative associations between employee vitality and psychological contract, and between employee vitality and organisational citizenship behaviour. Gender exhibited no significant differences in perceptions of psychological contract, employee vitality, and organisational citizenship behaviour. Additionally, positive relationships were found between psychological contract and various organisational citizenship behaviour dimensions, as well as between employee vitality and sportsmanship. Conversely, a negative relationship was found between employee vitality and several organisational citizenship behaviour dimensions. The study concludes by recommending that public sector entities should ensure that they understand and meet their employees' expectations in order to positively influence their behaviour and enhance their organisational citizenship behaviour, particularly in uncertain contexts resembling the COVID-19 pandemic or technological changes.

Keywords: Altruism, Civic Virtue, Conscientiousness, Courtesy, Employee Vitality, Organisational Citizenship Behaviour, Psychological Contract, Sportsmanship.

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LIST OF ABBREVIATIONS/ACRONYMS

OBC: Organisational citizenship behaviour

OS: Organisational Support

OBC-I: Individual Organisational citizenship behaviour

OCB-O: Organisational Citizenship Behaviour for Organisation

POPIA: Protection of Personal Information Act

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CHAPTER 1
INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION OF THE CHAPTER

This chapter focuses on introducing the research and providing background information. It also addresses the problem statement, objectives of the study, including research questions and hypotheses, defines key concepts, and discusses the significance of the research.

1.2 BACKGROUND OF THE STUDY

The COVID-19 has absorbed the lives of public since the beginning of 2020 (Leon, 2020), and it challenged public servants in South Africa with extraordinary issues (Mlambo & Masuku, 2020). The COVID-19 occurrence has ruthlessly affected public sectors in a way that it has interrupted day-to-day tasks of the public servants (Alshaabani et al., 2021). In the public sectors, public servants have tasks to ensure that they put forth their effort when performing tasks and constantly go extra miles to deliver services to their public (Potipiroon & Faerman, 2020). During post COVID era, public servants were still expected to put more effort in an attempt to assist the public sector to recover from the negative impact of the COVID-19 pandemic (Cassar et al., 2022). Public servants and employees will be used interchangeably in this study. Employees who take part in organisational citizenship behaviour are encouraged to go extra mile when performing their duties (Chamisa et al., 2020). Therefore, the organisational citizenship behaviour is vital as it encourages the public servants to go extra miles, and it also has strong organisational interactions with a motivation in public servants (Vigoda-Gadot & Cohen, 2004 as cited in Ingrams, 2020).

Organisational citizenship behaviour has been proven to be essential because it helps to promote both the value of employees and the services that organisations offer (Chamisa et al., 2020). For public servants to play a role in providing quality services to the public, they should be trustworthy, have civility, have a serving spirit, have thoroughness, and be initiative (Ingrams, 2020). These qualities relate to the subsequent dimensions of organisational citizenship behaviour as identified by Ramalakshmi and Ravindran (2022), altruism, conscientiousness, courtesy, civic virtue, and sportsmanship.

Employees' engagement in organisational citizenship behaviour was also found to be influenced by gender. Allen (2018) then found that women working in public service demonstrate higher levels of altruistic organisational citizenship behaviour compared to men, whereas men exhibit more agentic organisational citizenship behaviour, such as sportsmanship. Chahar and Jaipur (2019) argued that to foster employee loyalty, dedication, conscientiousness, and innovation, organisations must recognise and fulfil their employees' psychological contract.

It is essential that the employers hold on to the psychological contract to promote organisational citizenship behaviour (Estiri et al., 2020). Whenever organisations exceed employees' expectations, employees tend to perform well and contribute to organisational success. Chahar and Jaipur (2019) suggest that employees perform better when there is alignment between their expectations and those of the employer. However, studies indicate that gender differences can influence how the psychological contract is perceived (O'Neill & Hassell, 2024). Spalluto et al. (2018) found that male employees often receive greater job security and more challenging tasks compared to their female counterparts. Fulfilment of employees' psychological contracts tends to foster a sense of service and loyalty towards the organisation (Chamisa et al., 2020). When employees perceive their psychological contracts as fulfilled, it positively impacts their well-being (Ahmad et al., 2018), thereby enhancing their overall health (Reinders & Beckers, 2018).

In this study, employee health and well-being will be used synonymously with employee vitality. Employees with a high level of mental liveliness become motivated to put forth effort and reveals a high level of commitment to the organisations (DeJoy et al., 2010 as cited in Spanouli & Hofmans, 2021). Organisations need to offer employees a healthy work environment to enhance their vitality levels (Christina, 2019; Kossek et al., 2012). organisational citizenship behaviour enhances an employee's positive energy, which results in improved employee vitality through strengthening of personal reserves (Park et al., 2021). Previous research disclosed that employees' perceptions of organisational citizenship behaviour and psychological contract as well as employee vitality vary between male and female employees (Allen, 2018; Spalluto et al., 2018; Gomez-Baya, Casademunt-Lucia et al., 2018; Mousa et al., 2020; and Thompson et al., 2020). Therefore, organisations should implement mechanisms for improving vitality of female

employees in male dominating sections as employee vitality is essential for both male and female employees (Hulls et al., 2020).

1.3 PROBLEM STATEMENT

COVID-19 has radically altered the world of work in such a way that it brought major changes in the public sectors (McGuire et al., 2022). These changes have resulted in public servants being expected to go extra miles to fulfil their duties by reacting promptly to a disaster and by delivering other much needed government services (Leon, 2020). Furthermore, during the employees' awareness of the risks related to the COVID-19 pandemic, their attitudes and behaviours changed (Vu Vho-Thanh et al., 2022). During post COVID-19 era, the public sector had to implement recovery measures in order to address challenges brought by the COVID-19 pandemic (Schuster et al., 2020). Previous research showed that working in South African public sector comes with challenges, service delivery being one of them (Mathibe & Chinyamurindi, 2021). To be certain, these service delivery challenges include battling to deliver water and sanitary to the community (Adams & Boateng, 2018). During the COVID-19 pandemic, Sekhukhune District Municipality faced significant service delivery challenges, particularly in meeting community needs for essential services like water supply and sanitation (Zindi & Shava, 2022). These challenges predictably led to changes with regards to expectations of employees and employers relating to their psychological contract (Chahar & Jaipur, 2019).

Furthermore, public servants' expectations regarding annual salary increases have been unmet since the onset of the COVID-19 pandemic, presenting another significant challenge (Mazzucato & Kattel, 2020; Gunawan, 2020). Since COVID-19 also threatens employees' job security (Vu et al., 2022), and their health and well-being (Kachanoff et al., 2021), it has become a challenge for the public sectors as they were expected to secure jobs for their employees (Espi et al., 2020). In the same breath, the employers and employees were expected to hold on to the COVID-19 measures and offer healthy working procedures to the employees (Dennerlein et al., 2020). During post COVID-19 era, the employees are expected to be on the forefront when it comes to assisting the organisations to recover from the pandemic's negative outcomes (Schuster et al., 2020).

Christina (2019) explains that lower employee vitality happens because of having difficult working environment and lack of reliable work systems. Employee vitality has been proven

to improve organisational citizenship behaviour; hence, it has been stated that public servants who feel vital and delighted becomes more energetically involved in their work and provide services (Bice & Coates, 2020). Employees with high organisational citizenship behaviour contributes well to the success of many organisations (Vu et al., 2022). Research proved that organisational citizenship behaviour is significant in addressing challenges relating to service delivery (Yusof et al., 2019). Organisational citizenship behaviour is an important factor to solve challenges stemming from public sectors because it may encourage public servants to go extra miles to perform their tasks during the COVID-19 and beyond (Alessandri et al., 2021)

Research found that psychological contract has an influence in organisational citizenship behaviour because when employee think that their psychological expectations are fulfilled, they tend to put more effort and go extra miles to perform their duties (Anggraeni, 2018). In addition, when employees realise that their psychological contract is fulfilled, they will respect what they are benefiting from their organisation and subsequently strive for their duties and possess high organisational citizenship behaviour (Edward & Cable, 2009 as cited in Anggraeni, 2018). The improved psychological contract during COVID-19 and beyond assists to line up the new expectations of both employees and employers, in both public and private sectors. Furthermore, organisational citizenship behaviour may also be a crucial element for addressing the challenges of the service delivery in the public sector by persuading employees to perform at their best (Geus et al., 2020). Additionally, it can tackle service delivery obstacles by influencing - involvement of public servants in civic engagement or the loyalty and trust they demonstrate toward socio-political institutions (Cohen et al., 2000; Vigoda-Gadot & Golembieweski, 2001 as cited in Geus et al., 2020). Post Covid-19, the 4th Industrial Revolution technologies were implemented as the cornerstones for the future survival and promotions of service delivery in the public sectors (Ugwoke et al., 2023). Furthermore, Ugwoke et al. (2023) also allude that there is a link between incorporating new technologies into public sector operations and improved production, in terms of the employees going extra miles because of the interest they have in their own tasks. From the psychological contract point of view, it is proven there are continuous changes in the public sector post Covid-19 pandemic, such as the integrated technological factors which leads to the public servants also being aware of the informal agreements they have with their manager for their employment relationships (Ngobeni et

al., 2022). Theses technological factors include talent management technological processes.

The existing literature in the Social Exchange Theory discusses the impact of the 4th Industrial Revolution on public sector operations, highlighting how technology adoption improves services delivery and influences employee behaviour (Anggraeni, 2018). However, the several gaps remain; while the literature acknowledges that technological changes specifically alter employees' psychological contracts with their employers, there is a limited studies on altered psychological contract as a result of new technologies might shift employees' intrinsic motivation to go the extra mile, especially in the public sector.

1.4 AIM OF THE STUDY

The aim of this study was to investigate the relationship between psychological contract, employee vitality, and organisational citizenship behaviours among employees at the selected local municipality in the Sekhukhune District Municipality.

1.4.1 Research objectives

This study sought to address the following objectives:

- To examine the relationship between psychological contract and organisational citizenship behaviour.
- To examine the relationship between employees' vitality and organisational citizenship behaviour.
- To assess the relationship between psychological contract and employees' vitality.
- To establish the gender differences between employees' perception of psychological contract.
- To assess the gender differences between employees' perception of employee vitality.
- To establish the gender differences between employees' perception of organisational citizenship behaviour.

1.4.2 Hypotheses

This study tested primary hypotheses and secondary hypotheses.

- *Primary hypotheses*

H1: There is a positive relationship between psychological contract and organisational citizenship behaviour.
H2: There is a positive relationship between employees' vitality and organisational citizenship behaviour.
H3: There is a positive relationship between psychological contract and employees' vitality.
H4: There is a statistically significant gender difference between employees' perception of psychological contract.
H5: There is a statistically significant gender difference between employees' perception of employee vitality.
H6: There is a statistically gender difference between employees' perception of organisational citizenship behaviour.

- *Secondary hypotheses*

H7: Psychological contract has a positive relationship with altruism.
H8: Psychological contract has a positive relationship with conscientiousness.
H9: Psychological contract has a positive relationship with courtesy.
H10: Psychological contract has a positive relationship with civic virtue.
H11: Psychological contract has a positive relationship with sportsmanship.
H12: Employee vitality has a positive relationship with altruism.
H13: Employee vitality has a positive relationship with conscientiousness.
H14: Employee vitality has a positive relationship with courtesy.
H15: Employee vitality has a positive relationship with civic virtue.
H16: Employee vitality has a positive relationship with sportsmanship.

1.5 DEFINITION OF CONCEPTS

- **Psychological Contract**

The psychological contract refers to an employee's perception of the terms and conditions mutually agreed upon between them and another party (Ronnie, 2016). According to Savarimuthu and Rachel (2017), it is a definitive agreement between an employee and an organisation outlining what each party anticipates giving and receiving from their relationship. In the context of this study, the psychological contract pertains to how public servants perceive the alignment between their own psychological expectations and those of their employers.

- **Employee vitality**

Employee vitality is defined as the employees' level of positive stimulation and strength in relation to his or her co-workers in the workplace (Jahanshahi et al., 2019). For the purpose of this study, employee vitality refers to the public servants' level of confident strength in their workplace.

- **Organisational citizenship behaviour.**

Chamisa et al. (2020) described organisational citizenship behaviour as actions by individuals that are adaptable, not explicitly recognized by formal rewards, and collectively enhance the organisation's efficiency and effectiveness. In this study, organisational citizenship behaviour pertains to the behaviour of public servants characterized by altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

- **Altruism**

Altruism is characterised by selfless actions where individuals demonstrate concern for the welfare and rights of others, exhibit empathy, and engage in activities aimed at benefiting others (Ramalakshmi & Ravindran, 2022). In the context of this study, altruism pertains to the willingness of public servants to voluntarily assist other members of their organisation with their tasks.

- **Conscientiousness**

Conscientiousness is characterised by adaptive behaviour that extends beyond basic job requirements, including diligence, adherence to organisational rules and regulations, and refraining from taking unnecessary breaks (Ahmad & Zafar, 2018). In the context of this study, conscientiousness pertains to the perception of public servants as responsible members of the organisation.

- **Courtesy**

Courtesy encompasses employee behaviours aimed at assisting others in overcoming interpersonal and work-related challenges (Ahmad & Zafar, 2018). In this study, courtesy pertains to the willingness of public servants to proactively address potential issues to minimize disruptions for their colleagues.

- **Civic virtue**

Civic virtue entails endorsing organisational policies and actively engaging in organisational activities (Yildiz & Amin, 2020). In this study, civic virtue pertains to the participation of public servants in the political aspects of their organisations.

- **Sportsmanship**

Sportsmanship refers to employees' eagerness to endure the inevitable problems and burdens of work without criticizing (Romaiha et al., 2019). For this study, sportsmanship refers to the public servant's tolerance to the organisation's inconveniences without criticism.

1.6 SIGNIFICANCE OF THE STUDY

South African public sector was confronted with exceptional challenges stemming from the COVID-19 pandemic such as the disruptions of the day-to-day activities and delayed service deliveries (Mlambo & Masuku, 2020). The severe challenges did not only bring a distinctive change in the public sector during the pandemic but can also be felt during post COVID-19 era (McGuire et al., 2022). This study's findings highlight the importance

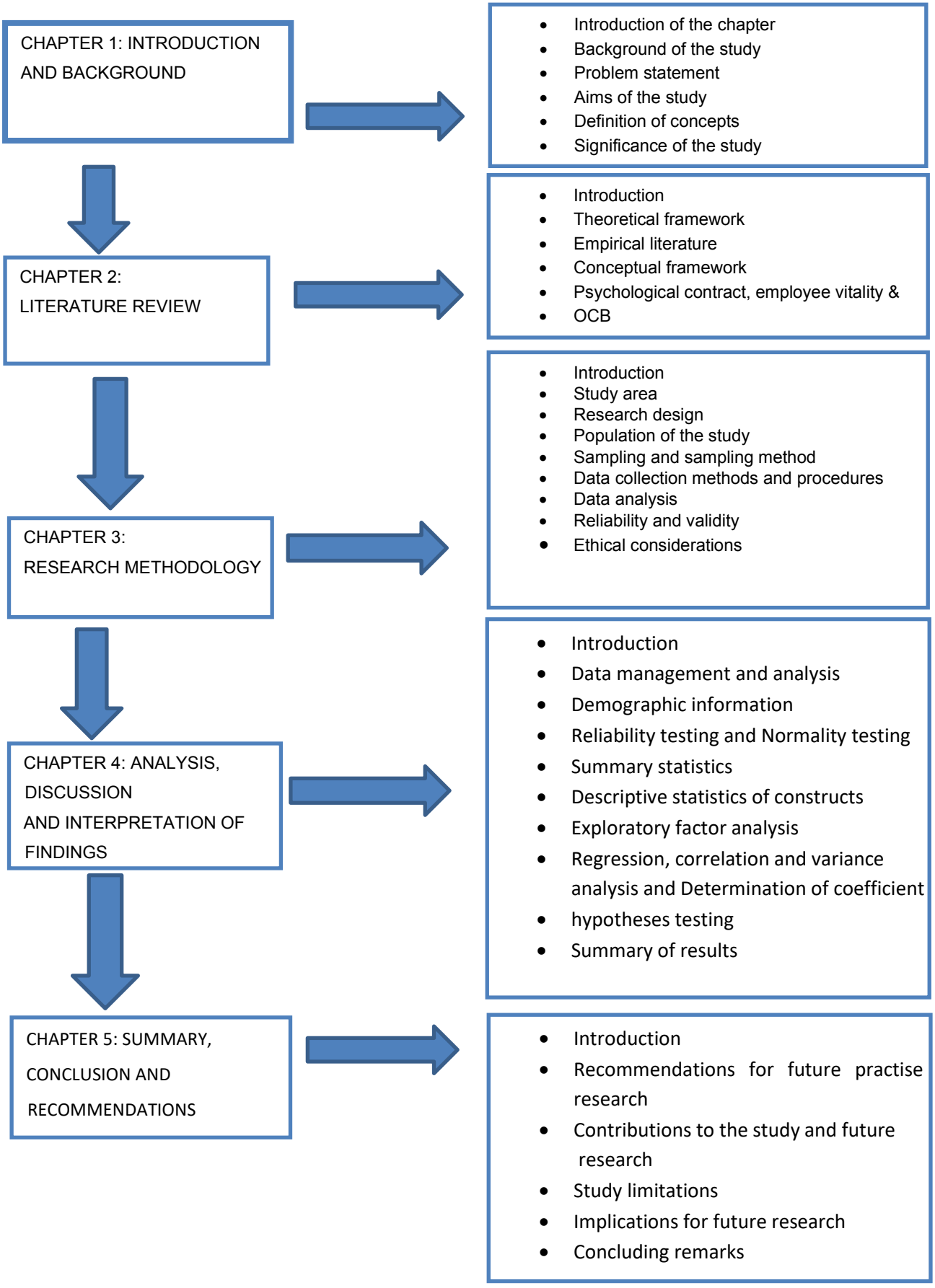
of employers' commitment to the fulfilment of their psychological contract as a probable way in which public servants can be motivated to rise above their contractual obligations, especially in times of disaster. This may assist to address additional challenges with regards to service delivery in the public sector in times of future crises.

Sekhukhune District Municipality seems to be one of the public sectors that has not been given attention by scholars, as there seems to be very little or no research that has been conducted on these three variables in the municipality. There seems to be very little or no research that focused on investigating challenges resulted from the transition caused by the COVID-19 in the public sectors, in relation to these three variables. Therefore, the study assists in providing recommendations that could help in ensuring that public servants' expectations are considered and met in times of disasters and future pandemics, which may in turn enhances the probability of their engagement in organisational citizenship behaviour. The research also adds to the existing knowledge on the well-being of public servants, organisational citizenship behaviours, and psychological contracts.

1.7 OVERVIEWS OF CHAPTERS

This study comprises five chapters, as depicted in Figure 1.1. The first chapter serves as an introduction, outlining the study's background, problem statement, objectives, including research questions and hypotheses, and defining key concepts. Chapter 2 delves into the literature concerning the three focal variables: psychological contract, employee vitality, and organisational citizenship behaviour. It explores their background, components, dimensions, influencing factors, impacts, theoretical and empirical frameworks, and legal aspects. Chapter 3 outlines the research methodology, encompassing the introduction, study location, research design, target population, sample & sampling methods, data collection procedures, analysis techniques, evaluation of reliability and validity, and ethical considerations. Chapter 4 encompasses an introduction, data management and analysis, demographic details, reliability and normality testing, summary and descriptive statistics, exploratory factor analysis, regression and correlation analyses, variance analysis, determination of coefficients, and hypothesis testing. Finally, Chapter 5, the concluding chapter, comprises an introduction, suggestions for future practice and research, contributions to the study and suggestions for future research directions, study limitations, implications for future research, and concluding remarks.

Figure 1.1 Chapters overviews



1.8 CHAPTER SUMMARY

This chapter presented a summary of the study, encompassing its introduction, context, aims, and explanations of important terms such as psychological contract, employee vitality and organisational citizenship behaviour. Additionally, it highlighted the significance of the study and provided an outline of the subsequent chapters. The following chapter will delve into the literature related to the three variables under examination.

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter, the literature review encompasses theoretical and empirical aspects. The theoretical literature review includes an overview of theories relevant to psychological contract, employee vitality, and organisational citizenship behaviour as well as the conceptual background of these three constructs. Empirical literature review presents previous research findings pertaining to these variables.

2.2 THEORETICAL LITERATURE

The theoretical literature section includes the overview of theories and theoretical background of constructs for psychological contract, employee vitality, and organisational citizenship behaviour in this study.

2.2.1 Overview of relevant theories

2.2.1.1 Social Exchange theory

Social exchange theory developed by Barnard in 1938 is considered important in understanding psychological contract. Social exchange theory stipulates a structure through which psychological contract can be described (Abela & Debono, 2019). According to the Social Exchange Theory, when employees find that their work expectations align with the actual elements of their job, they tend to exhibit a positive attitude and engage in behaviours that yield favourable outcomes. This theory, commonly used to explain why public servants uphold psychological contracts, is rooted in reciprocity and equity. Public servants, experiencing positive influences or perceptions within an organisation, reciprocate by demonstrating beneficial behaviours, with the psychological contract serving as a prime indicator of this ethical environment.

Anggraeni (2018) concurs that in organisational settings, as one party receives benefits, the other should respond with reciprocal advantages. Employees lacking support from

their employers may become disheartened and fail to perform at their best. Within the framework of the Social Exchange Theory, employees with unmet psychological contracts may perceive themselves as unfairly treated and undervalued by their organisation. This theory holds relevance in understanding how the COVID-19 pandemic and new technological advancements in the public sector have reshaped employee and employer expectations (psychological contracts). Consequently, employees perceiving their psychological contracts as fulfilled are more likely to exhibit vitality and positive behaviours, such as Organisational Citizenship Behaviour, while negative perceptions may lead to adverse behaviours.

2.2.1.2 Maslow's hierarchy of needs theory

The Maslow's hierarchy of needs developed by Maslow in 1943 is relevant in explaining employee vitality. Maslow's hierarchy of needs comprises of five dimensions of motivation, namely, psychological needs, safety, social, self-esteem and need for self-actualisation (Stefan et al., 2020). This theory was selected because it has been a prospective structure for tackling wellness initiatives in the organisations (Hale, Ricotta, Freed, Smith & Huang, 2019). In the context of psychological, safety and social needs, creating a safe and healthy working environment and empowering workplace improves performance and job satisfaction among employees (Richmond & Needham, 2020). Thus, satisfaction of psychological, safety and social needs meets the employees' expectations (psychological contract), which results in employees' engagement in positive behaviours, such as organisational citizenship behaviour.

Spreitzer and Porath (2012) as cited in Richmond and Needham (2020) agrees that in the context of self-esteem and actualization, it is crucial that to have flourishing employees in the organisations, because the main feature of flourishing employees is vitality. Thus, employers must not only ensure that employees have access to services to support their health and well-being but must also provide support directly to the employees by motivating them to perform at their best (Belson, Snelling, & Heap, 2018). In this way, the employees' expectations (psychological contract) and needs will be fulfilled, and their well-being will be enhanced, resulting in positive behaviours. Maslow's theory of needs is relevant for this study because it supports the importance of fulfilment of psychological contract and the positive impact of wellness (vitality) in the organisations, which

subsequently contribute towards employees' engagement in positive behaviours (Davis, 2021).

2.2.1.3 McClelland's Motivation theory

McClelland's motivation theory is relevant in understanding organisational citizenship behaviour. McClelland's model was developed in 1961 by David C. McClelland and his associates, and he wrote a book called "The Achieving Society". He recognized three drivers of human motivation: the need for achievement, power, and affiliation. He posited that all individuals possess these motivational traits, but only one tends to dominate (Hussainy, 2020). McClelland supports that organisational citizenship behaviour can be clearly understood when it is perceived as motive-based behaviour (Bone, 2018). McClelland support organisational citizenship behaviour by explaining that employees must have a level of achievement, affiliation, and power motives, (Pangastuti & Kristanti, 2021). Pangastuti and Kristanti (2021) further explains that these levels of McClelland urge employees to perform in terms of standard and to benefits the organisations in general such as going extra miles and offering to serve on committees.

Mclelland's theory further underpins organisational citizenship behaviour by elucidating that individuals with a strong power motivation are inclined to exert influence, excel in their endeavours, go above and beyond, mentor, and motivate others. They derive satisfaction from their work and prioritize discipline (Osemeke & Adegboyega, 2017). However, according to Jacinta and Ahlisa (2019), individuals with a high need for affiliation tend to have a low need for power, implying that they are less inclined towards organisational citizenship behaviour and the capacity to inspire others, instead of seeking approval and affection from others.

2.2.2 Theoretical background of constructs

2.2.2.1 Psychological contract

The term 'psychological contract' was first coined by Argyris in the early 1960s, with a primary focus on employees' perceptions of their employment agreement (Abarantyne et al., 2019). Denise Rousseau, an American academic, further developed this concept, defining it as the mutual understandings, beliefs, and commitments between employees

and their employer (Chahar & Jaipur, 2019). Research by Abarantyne et al. (2019) indicates that psychological contracts are informal, subjective, not legally binding, and often lack clarity. Argyris utilised the concept of psychological contract to illustrate the supervisor-employee relationship in his seminal work on Understanding organisational citizenship behaviour (Elsouk et al., 2021). Initially, the psychological contract only addressed the relationship between leaders and employees (Ramadian et al., 2020).

According to Baruch and Rousseau (2018), psychological contract can lead to developments in the public sector over time. These developments follow a hierarchical model with two levels. Namely, Lower level: Belief about mutual commitments between parties (e.g., employer and employee) and lower level: more abstract beliefs. At the lower level, commitments might include developing significant skills for employability. Higher order occurs in the form of the tendencies that concur and help the employee to make sense of what is expected from them and the arrangements that they can do in order to survive in the public sectors and have that healthy relationship with their employers.

- Definitions of psychological contract

The psychological contract entails the implicit and subjective beliefs surrounding a reciprocal exchange agreement, typically explored within the context of relationships between employees and employers (Bankins & Formosa, 2020), and it serves as a precursor to work engagement (Soares & Mosquera, 2019). Psychological contract embodies a shared understanding between individuals and their affiliated organisations, encompassing the exchange of values for hidden aspects to foster a necessary relationship (Chambel et al., 2016). This psychological contract delineates the expectations of each party regarding contributions and entitlements within their affiliation (Bankins & Formosa, 2020). It emerges when one party envisions future returns for their contributions, serving as a relational factor based on hopes for reciprocal exchanges (Kutaula et al., 2020). Described by Megheirkouni (2022) as a unique set of expectations, the psychological contract signifies a two-way shared value-agreement of responsibility within employment relations, emphasising the importance of clear communication (Hyder et al., 2019). It denotes a mutual understanding between employees and employers, encompassing obligations and expectations from both sides (Ruchika & Prasad, 2019). Moreover, it represents a dynamic process evolving from pre-employment through various employment stages (Zacher & Rudolph, 2021).

Psychological contracts involve perceived obligations and expectations, the fulfillment of which leads to higher satisfaction and stronger intentions to continue involvement (Haski-Leventhal et al., 2020). Serving as the primary link between employees and employers, the psychological contract entails expectations from employees and unwritten promises from employers (Al-Abrrow et al., 2019).

- Types of psychological contract

According to Soares and Mosquera (2019), there exist four categories of psychological contracts: transactional, relational, transitional, and balanced. These types of psychological contracts influence employees' cognitive responses and consequently bolster their organisational citizenship behaviour (Chahar & Jaipur, 2019).

The transactional psychological contract emphasizes short-term or economic aspects, focusing on reciprocal exchanges between individuals and their employers (Garcia et al., 2021). Employees with a strong transactional psychological contract tend to view their organisation primarily as a source of income (Liu et al., 2020; Meghana & Vijaya, 2019). These contracts involve a limited range of behaviours tied to financial rewards (Abarantyne et al., 2019) and are predominantly centered on economic exchange (Herrera & Heras-Rosas, 2021). Transitional contracts reflect temporary arrangements lacking commitments regarding future employment, often arising during organisational changes (Savarimuthu & Rachael, 2017).

In a balanced psychological contract, employers commit to providing continuous training and development, enabling employees to acquire new skills and pursue higher goals to enhance organisational competitiveness (Tufan & Wendt, 2020). This type of contract combines socio-emotional and economic terms and conditions (Tufan & Wendt, 2020) and entails mutual concerns and clear expectations (Haski-Leventhal et al., 2020). It integrates both transactional and relational elements, offering dynamic employment arrangements contingent upon organisational success and career development opportunities (Savarimuthu & Rachael, 2017).

The relational psychological contract involves enduring, extensive exchanges encompassing socio-emotional elements, mutual trust, and allegiance (Liu et al., 2020). It

signifies a lasting connection where various benefits and opportunities are exchanged for a deeper dedication to the organisation (Abarantyne et al., 2019). Relational contracts foster emotional exchanges and stability, incorporating both monetary and non-monetary obligations (Gardner et al., 2020) and promoting satisfaction (Haski-Leventhal et al., 2020). This contract often signifies the employee's commitment in exchange for job security or long-term prospects (Savarimuthu & Rachael, 2017). Nnaji-Ihedinmah et al. (2020) delineate the characteristics of relational contracts, highlighting their long-term nature, open terms, expectations of future cooperation, shared benefits and burdens, investment in sustaining the contract through training and development, interdependence, altruism, provision for conflict resolution, and creation of interdependent value beyond mere exchange.

The last one is transitional agreement, which implies that an individual's identity is closely associated with their unique skills and competencies, forming the basis of the reciprocal relationship (Savarimuthu & Rachael, 2017).

- Dimensions of psychological contract

Five dimensions includes promises and obligations, individual differences in beliefs and emotional reactions, experience and contract creation, contract makers, and monitoring and expectations (Oorschot et al., 2021).

Promises and obligations within the psychological contract refer to individuals' perceptions of mutual obligations and their mental representation of reciprocal commitments within a specific relationship (Chahar, 2019). These obligations arise from explicit and implicit promises derived from various sources, such as prior job experiences, recruitment promises, observations of coworkers, HR practices, and supervisor communications (Vantilborgh, 2019). Although this dimension is unwritten and subject to individual perception, the psychological contract is believed to shape employees' attitudes and behaviours in the workplace, providing insights into job attitudes and work behaviours (Nnaji-Ihedinmah et al., 2020). Employee obligations may include loyalty, extra-role behaviours, working additional hours, and accepting transfers, while employer obligations may encompass high and merit-based pay, job security, and support for employee development (Costa, 2021). Psychological contracts are based on perceived promises,

which can be communicated through written documents, oral discussions, organisational practices, and policies (Nayak et al., 2021).

Psychological contracts, individuals' belief systems regarding exchange arrangements, play pivotal roles in shaping individual careers and organisational career systems (Baruch & Roisseau, 2018). They guide work-related thoughts and actions, with individuals developing contractual beliefs reflecting their personal identity and values over time (Baruch & Roisseau, 2018).

Experience and contract creation in employment relationships are influenced formally by legal contracts detailing issues such as payment, attendance requirements, and rules of conduct (Baruch & Roisseau, 2018). Establishing expectations during recruitment and training, fostering communication, and agreeing on expectations are integral to developing positive psychological contracts, which are further reinforced by transparency in policies and management decision-making (Wibowo, 2022).

Organisations strive to adopt effective employee relations strategies to ensure employee satisfaction and performance improvement (Nnaji-Ihedinmah et al., 2020). Psychological contracts contain implicit assumptions regarding reciprocal exchanges beyond those specified in formal employment contracts (Handayani et al., 2020). Understanding and meeting psychological contract expectations is crucial for organisational success, as failure to do so may lead to breaches or violations and potential breakdowns in employment relationships (Roy & Konwar, 2019). Clear establishment of expectations within the psychological contract relationship is essential to minimize breaches, especially among contractual workers who should be fully aware of what to expect (Roberts & Douglas, 2020). When organisations fail to meet these expectations, employees may experience psychological contract violations, resulting in negative sentiments toward the organisation (Tomczak et al., 2020).

- Predictors of psychological contract

Voluntary choice pertains to the expectations individuals hold regarding their volunteering experiences, based on what was promised by employers, groups, teams, or organisations (Kragt & Holtrop, 2019). Such psychological contracts motivate individuals to achieve their goals as they involve the exchange of shared promises, fostering a sense of commitment

where willingly made promises are more likely to be honored (Woodrow & Guest, 2020). Clear and voluntary commitments have a stronger impact on actions compared to implicit ones (Lingadkar, 2020).

Mutual agreement indicates that psychological contracts often involve short-term financial aspects with minimal mutual engagement in each other's lives and activities, mainly emphasizing materialistic results (Braganza et al., 2021). These agreements are vital in shaping employees' motivations and discretionary actions, which are not explicitly acknowledged by formal reward systems (Ramadian et al., 2020).

Incompleteness refers to the fact that explicit economic contracts between consumers and enterprises cannot encompass all responsibilities and obligations between them (She et al., 2020). Psychological contracts tend to be imperfect and require refinement over time, particularly for long-term arrangements, as neither party can foresee all aspects of the employment relationship initially (Haski-Leventhal et al., 2020).

Plans for managing unsuccessful contract losses are essential because both employees and employers rely on psychological contracts to guide their actions. Disappointment resulting from the failure to fulfill projected commitments leads to losses, such as promised benefits that do not materialise, triggering strong negative reactions such as anger, termination, and withdrawal of support from employees (Ampofo, 2021). Both parties should focus on fulfilling their sides of the psychological contracts and managing losses when existing promises are challenging to fulfill (Lingadkar, 2020).

It is unrealistic to expect either party to remember all significant details or foresee all eventualities due to changing conditions, leading psychological contracts to become more complex over time (Smith, 2021). Consequently, periodic efforts to strengthen mutuality are necessary to avoid contradictory understandings. Interestingly, aspects of the employment relationship that employees find pleasing but are not part of the psychological contract can become viewed as promised over time, blending into the psychological contract and demanding similar consideration to explicit promises (Frydlinger & Hart, 2019).

Regarding the relational model between employees and employers, psychological contracts represent mental models of relationships shaped by various social cues,

fostering perceived reciprocal obligations in an exchange relationship (Knapp et al., 2020). Individuals act on their personal understanding of these commitments as if they are mutually shared, regardless of the actual shared understanding, leading to potential misunderstandings (Lopez-Cabrales & DeNisi, 2021). For instance, a new employee may interpret travel requirements differently from what the employer intended, based on their personal understanding (Sulistiawan & Andyani, 2020).

2.2.2.2 Employee vitality

Vitality is a crucial component of employee well-being, reflecting the degree to which an individual is functioning optimally and possesses the energy necessary to regulate their actions voluntarily (Carvajal et al., 2019). It encompasses qualities such as liveliness, endurance, and the capacity for growth, distinguishing the living from the non-living, both physically and mentally (Jonge & Peeters, 2019). This term denotes a state of vibrancy and vigour, encompassing both physical vitality and mental or psychological energy (Garg & Sarkar, 2022). Often described as 'life energy' or 'inner strength,' vitality is considered fundamental to one's health and well-being (Soderback et al., 2022).

The etymological root of "vitality" stems from the essence of life itself, embodying the concept of an animating life force or principle (Garg & Sarkar, 2020). Individuals with vitality exude vigour and liveliness, manifesting an overall zest for life (Garg & Sarkar, 2020). This term encompasses both physical and mental dimensions, reflecting a state of being healthy, vibrant, and energetic, both physically and emotionally (Garg & Sarkar, 2020). Vitality is not merely a measure of productivity but also encompasses traits like purposefulness and a strong sense of self-control (Saifi et al., 2021). Strengthening vitality is essential for maintaining individuals' health resources, particularly as they age, to sustain their ability to work effectively (Soderbacka et al., 2022).

- Dimensions of employee vitality in the organisation

There are two dimensions of employee vitality, namely, positive attention and mutual feelings. Positive attention underscores the importance of individuals receiving acceptance and affection from significant others, as unconditional positive regard is essential for fostering positive self-esteem. Effective communication that fosters deep connection is necessary for this purpose (Al-Hadrawi & Jawad, 2022). When individuals feel known and

respected by their colleagues, they tend to develop higher self-esteem and experience deeper emotions. Conversely, when individuals feel unknown and unappreciated, they may not feel valued or esteemed (Lavrusheva, 2020).

Mutual feelings highlight the idea that when individuals perceive their connections with others as reciprocal, they are more likely to engage actively in everyday activities. Therefore, both the quality of interpersonal relationships and individuals' emotional experiences are closely linked to vitality in the workplace (Al-Hadrawi & Jawad, 2022). This reciprocal dynamic fosters a sense of belonging and encourages active participation in work-related tasks and interactions.

2.2.2.3 Organisational citizenship behaviour

According to Alizadeh et al. (2012), organisational citizenship behaviour began in the early 1980s, whereby the dimensions of general compliance and altruism were generated. Organ (1988) as cited in Alizadeh et al. (2012) explains that the concept of organisational citizenship behaviour underwent several transformations and the five distinct dimensions; altruism, conscientiousness, civic virtue, courtesy, and sportsmanship were identified. Organisational citizenship behaviour comes forth from the observation that there is a lot of desirable but informal organisational behaviour (Littooij, 2020) because Bateman and Organ first coined the term in 1983 (Tsa & Wu, 2010).

The essence of this concept revolves around recognising the human element as one of the most crucial organisational resources, fundamental for the development and progress of any society. Developed countries have thrived due to their emphasis on nurturing their human resources (Alhashedi et al., 2021). Organisational citizenship behaviour epitomises the alignment of an organisation with its goals and values, serving as a source of strength, motivation, and resources while advancing its interests (Arumi et al., 2019). It's described as an activity beneficial to the organisation, particularly in public sectors (Nurjanah et al., 2020).

Moreover, government employees are increasingly expected to demonstrate organisational citizenship behaviour by going above and beyond in serving the public, often without additional compensation (Esteeve et al., 2017). Lubis et al. (2021) assert that organisational citizenship behaviours are voluntary behaviours that support organisational

effectiveness but are not part of an employee's formal job duties. Therefore, organisations should recognize the significance of organisational citizenship behaviour by integrating them into performance appraisals, as they play a vital role in enhancing operational effectiveness and reducing employee turnover (Saoula et al., 2019).

- Definitions of organisational citizenship behaviour

Organisational citizenship behaviour encompasses work-related actions initiated by employees voluntarily, not necessarily tied to the formal organisational reward system, yet crucial for enhancing organisational effectiveness (Alizadeh et al., 2012). In the context of public sectors, organisational citizenship behaviour refers to actions benefiting specific individuals within these sectors, surpassing minimum role requirements and fostering the welfare of colleagues, workgroups, and the organisation overall (Alizadeh et al., 2012; Mousa et al., 2020).

In essence, organisational citizenship behaviour involves activities undertaken by employees by personal choice, extending beyond their job descriptions and lacking direct rewards, yet contributing significantly to organisational development (Arar & Nesra, 2019). This behaviour positively influences colleagues' attitudes, fostering a sense of consideration and kindness within the organisation (Lee & Hwang, 2021). Described as individual behaviour not formally requested but effectively serving organisational functions, organisational citizenship behaviour stems from research across disciplines on workplace behaviour management (Wuisan et al., 2020). While high organisational citizenship behaviour is not compensated monetarily, it emphasizes social behaviour, such as voluntary assistance during breaks, showcasing employees' willingness to exceed expectations (Safitri, 2019).

Research indicates that organisational citizenship behaviour can enhance organisational performance and competitiveness, with its contagious nature observed in group dynamics where employees tend to mirror such behaviour when surrounded by organisational citizenship behaviour-practicing colleagues (NgoNdjama et al., 2020).

Furthermore, organisational citizenship behaviour can be classified into three main types: loyalty behaviour, obedience behaviour, and participant behaviour. Loyalty entails individuals' allegiance to organisational values, prioritising organisational interests over

personal ones, while obedience involves adherence to regulations and policies. Participant behaviour entails active involvement in organisational affairs, such as attending meetings and exerting extra effort for organisational tasks (Prakoso, 2022).

- Types of organisational citizenship behaviour

Two types of organisational citizenship behaviour include organisational citizenship behaviour for individuals (OCBI) and organisational citizenship behaviour for organisation (OCBO) and the study focuses on both the two concepts. Organisational citizenship behaviour for organisation is the appealing behaviours displayed towards individual employees, such as colleagues, supervisors, and top management (Gan & Yusof, 2019). Thus, the behaviour directly benefits the individual, but indirectly and ultimately benefits the organisation. OCB-I also includes behaviour related to relationships and cooperation with colleagues (Ibukunoluwa et al., 2015).

OCB-O is explained as positive behaviours exhibited towards organisations, which can influence the overall performance of the organisation (Gan & Yusof, 2019). OCB-O is defined as behaviour that directly benefits the organisation, for example devoting extra effort to improve organisational performance such as extra working hours (Prakoso, 2022).

- Dimensions of organisational citizenship behaviours (OCBI and OCBO)

Organisational citizenship behaviour encompasses five dimensions, including altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Altruism involves voluntary support directed at assisting coworkers facing work-related challenges (Arar & Nesra, 2019). In public service contexts, demonstrating altruistic behaviour entails aiding colleagues and preemptively addressing potential issues within the organisation (Littooij, 2020), extending beyond professional matters to include personal assistance and support for new employees (Monga, 2019).

Civic virtue involves employees' deep concern for the organisation and active engagement in its political processes, such as expressing views, attending meetings, and staying informed about organisational developments (Monga, 2019; Grego-Planer, 2019). This dimension encompasses responsible involvement in organisational politics, proactive

monitoring of the organisational environment, and contributing to creativity and innovation within the organisation.

Sportsmanship, the final dimension, entails employees' willingness to prioritise the collective good over personal interests, maintaining a positive attitude, enduring personal inconveniences without complaint, and conserving organisational resources to enhance job productivity (Bursulai et al., 2019). In public service settings, displaying sportsmanship involves considering the welfare of other employees, seeking positive outcomes, and maintaining an optimistic outlook (Littooij, 2020).

- Antecedents of organisational citizenship behaviour

According to Ndoja and Malekar (2020) organisational citizenship behaviours are divided into antecedents and these antecedents are classified into attitudinal variables, individual characteristics, work environment, and the organisational characteristics. The first group of antecedents includes attitudinal characteristics, and these antecedents comprise of organisational culture, organisational commitment and organisational justice (Easo et al., 2020).

The second group of antecedents includes individual characters, suggesting that challenging working conditions in the public sector may bond employees more tightly and enhance their commitment to the psychological contract. Individual characteristics, such as unique traits, can differentiate employees' abilities to maintain and enhance performance. Furthermore, research indicates that Organisational Citizenship Behaviour can be cultivated in individuals through organisational acceptance processes, not solely through individual behaviour. For instance, agreeableness, a trait important for job performance, shows a strong positive correlation with organisational citizenship behaviour.

Moving on, the third category of factors pertains to the work environment. Individuals with a high level of self-focus may pay less attention to environmental factors and rely more on self-perceptions to make ethical decisions. A supportive work environment, though intangible, significantly influences individuals to engage in Organisational Citizenship Behaviour.

Lastly, organisational characteristics, as the fourth group of antecedents, encompass employees' perceptions and beliefs regarding an organisation's commitment to their interests. This support has been linked to reduced stress and burnout among employees, indicating its significance in fostering organisational citizenship behaviour.

2.3 EMPIRICAL LITERATURE

This section of the literature review presents previous research findings on psychological contract, employee vitality, and organisational citizenship behaviour in alignment to the study. This section also explores the relationship that previous researchers found on these three variables.

2.3.1 Psychological contract and organisational citizenship behaviour

Chahars and Jaipur (2019) asserted that when employer and employee expectations align, organisations experience positive outcomes. Ahmad and Zafar (2018) also revealed a positive correlation between psychological contracts and Organisational Citizenship Behaviour, emphasizing that fulfilling psychological contracts is crucial for enhancing competitiveness. However, previous research has argued that employees with fulfilled psychological contracts may not always go the extra mile due to work-family conflicts (Bolino et al., 2022).

Psychological contracts play a pivotal role in fostering Organisational Citizenship Behaviour within organisations, such as arriving early, assisting colleagues or new hires, and actively participating in organisational activities (Wibowo, 2022). Nonetheless, Alessandro, Amelia, and Briscoe (2019) suggested that only a balanced and relational psychological contract positively influences organisational citizenship behaviour and serves as a genuine determinant of this behaviour. Employers need to pay attention to the content of psychological contracts and employees' attitudes toward career and job prospects, as these factors influence their willingness to demonstrate organisational citizenship behaviour, thereby strengthening their bond with the organisation and reducing turnover intention (Batra & Kaur, 2021).

Psychological contracts are linked to altruism, as employees are inclined to assist others based on mutual exchange agreements (Atabaeva, 2019). Research also indicates that

employees adhere to organisational rules while going above and beyond their duties for the organisation’ s benefit (Elsayed et al., 2019). Regarding civic virtue, employees support organisational policies and participate in its activities, aligning their psychological expectations with those of their employers (Gurumoorthi & Venkatesan, 2020). Moreover, employees' willingness to assist others extends beyond work-related difficulties to include belief in the terms of mutual agreements (Chahar, 2019). Regarding sportsmanship, public servants endure organisational inconveniences without criticism and strive for the organisation's success by adhering to mutually agreed-upon contracts that outline expectations in their relationship (Rai & Agarwal, 2020).

2.3.2 Employees’ vitality and organisational citizenship behaviour

Lower employee vitality occurs because of having terrible working environment and lack of safe work systems (Christina, 2019). It has further been revealed that low vitality can results in high level of organisational citizenship behaviour, making to impact to effectiveness and worker’s contribution (Chamisa et al., 2020). This indicates that public servants who are not completely effective and having low mental vigour will not be motivated to willingly put forth their effort to inherit other people’s tasks in the organisations. It could be argued that employees can be provided with healthy working environments, but when employers are toxic, their eagerness to go perform and go extra miles would be negatively affected (Ullah, Salim & Khan, 2021). Therefore, for employees to complete their work-related tasks, employees have to invest energy resources such as mental and psychical energy (Spanouli & Hofmans, 2021).

Vitality serves as a precursor to Organisational Citizenship Behaviour (Nadeem et al., 2021). Fostering a thriving work concept among employees enhances their level of organisational citizenship behaviour (Nadeem et al., 2021), with organisational concerns regarding employees' organisational citizenship behaviour associated with subsequent employee vitality (Qiu et al., 2020). Altruistic behaviour has been shown to reduce employees' unhealthy food intake (Fu et al., 2023).

Regarding conscientiousness, while it enhances self-efficacy and thereby promotes thriving at work, it also increases performance pressure, which can decrease thriving at work (Liu et al., 2022). Civic virtue serves as a small-scale social integration method that mitigates the influence of dissatisfaction within the organisation on employee well-being

and vitality (Yao & Chang, 2017). Courtesy can boost public service performance by positively affecting employee self-efficacy (Yoon et al., 2022). Lastly, fostering sportsmanship within the organisation leads to increased happiness and vitality among employees, encouraging them to actively engage in their work and inspire subordinates to undertake extra work reflecting organisational citizenship behaviour (Sujono et al., 2020).

2.3.3 Psychological contract and employees' vitality

Reinmann and Guzy (2016), as referenced in Morsch et al. (2020), define an unfulfilled psychological contract as a perceived imbalance in the employer-employee relationship. Studies have shown that breaches in the psychological contract adversely affect employees' health by subjecting them to stressful and uncertain situations, leading to imbalances between effort exertion and anticipated rewards (Morsch et al., 2020).

Vitality within the organisation represents a subjective sense of workplace happiness and serves as a gauge of employees' positive sentiments toward their work. However, it is not always essential to consider psychological contracts alongside vitality, as breaches in the psychological contract have been found to have neutral impact employees' emotions and commitments (Li et al., 2022).

Studies have shown a connection between psychological contracts and employee vitality, underscoring the significance of offering valuable guidance to public sector leaders on strategies to improve the career progression and sustained productivity of public servants. Such recommendations encompass integrating initiatives for consistent and genuine leadership growth, placing emphasis on fostering employee thriving conditions, and tackling psychological contracts (Chang et al., 2020).

2.3.4 Gender differences between employees' perception of psychological contract

Female and male employees have similar desires, aim to achieve same goal, but they experience the workplace in a different way (Spalluto et al., 2018). It has been explained that male employees receive more promotions (job security) and more difficult tasks than female employees (Alto & Calif, 2017; Spalluto et al., 2018). Behera and Pahari (2022) asserted that female employees face varying issues and obstacles in the organisations to such an extent they end up not taking in to account the unspoken consensuses and

expectations that are constantly between them and their employers because of work-family balance.

Females are less inclined to fulfil their psychological contract due to the perception that organisational practices such as employment, promotion, or training opportunities requiring uninterrupted service or full-time employment systematically disadvantage them, particularly considering the physical demands of childbirth and the likelihood of taking maternity leave (Fine et al., 2020).It is argued that when organisations make decisions to cut labour costs, females tend to feel more let down in their work agreements, especially if these decisions are made without much say from their managers. On the other hand, men feel more betrayed by such decisions when they come from higher-level managers (Wei et al., 2015).

2.3.5 Gender differences between employees' perception of employee vitality

In the male dominated industries, the intrusions for improving health and well-being must be implemented, because employee vitality is essential for both female and male employees, in other words both of their safety is important irrespective of gender (Hulls, Richmond, Martin, & Vocht, 2020). Employee wellness is not seen the same for both male and female employees, because males are physically strong (Gomez-Baya et al., 2018). Saifi et al. (2021) argued that vitality differences based on gender was found to be irrelevant, both males and females are equal concerning vitality.

To enhance vitality among female employees, it has been suggested that they should be informed about personal protection opportunities within organisations, as studies have revealed their tendency to forego such measures due to lack of awareness (Memon et al., 2019). Research indicates that vitality forms, which denote how actions are carried out in human interactions, are relevant regardless of gender (Cesare et al., 2017). Yet, it remains uncertain whether the forms of vitality displayed by one party can impact the implementation of subsequent actions by another party, despite their importance in social interactions (Cesare et al., 2017).

2.3.6 Gender differences between employees' perception of organisational citizenship behaviours

Previous studies have demonstrated that male employees tend to report higher levels of collective Organisational Citizenship Behaviour, such as altruism, compared to female employees, while they report higher levels of agentic organisational citizenship behaviour, like sportsmanship, in contrast to female counterparts (Allen, 2018). Workplace happiness has been shown to positively impact organisational outcomes, with gender having minimal to no effect on employees' perception of happiness (Mousa et al., 2020). Additionally, female employees are often expected to provide more assistance to others within organisations than male employees (Eagle & Wood, 2012 as cited in Thompson et al., 2020). While Mclelland's concept of the need for achievement aligns with organisational citizenship behaviour (Hussainy, 2020), Phuongand (2021) suggests that female with a strong desire for achievement may expect more in terms of leadership qualities related to people, change, and task orientation compared to male. Because of these gender differences in perception, there could be noticeable variations in how individuals of different genders assess organisational citizenship behaviour (Gan & Yusof, 2019).

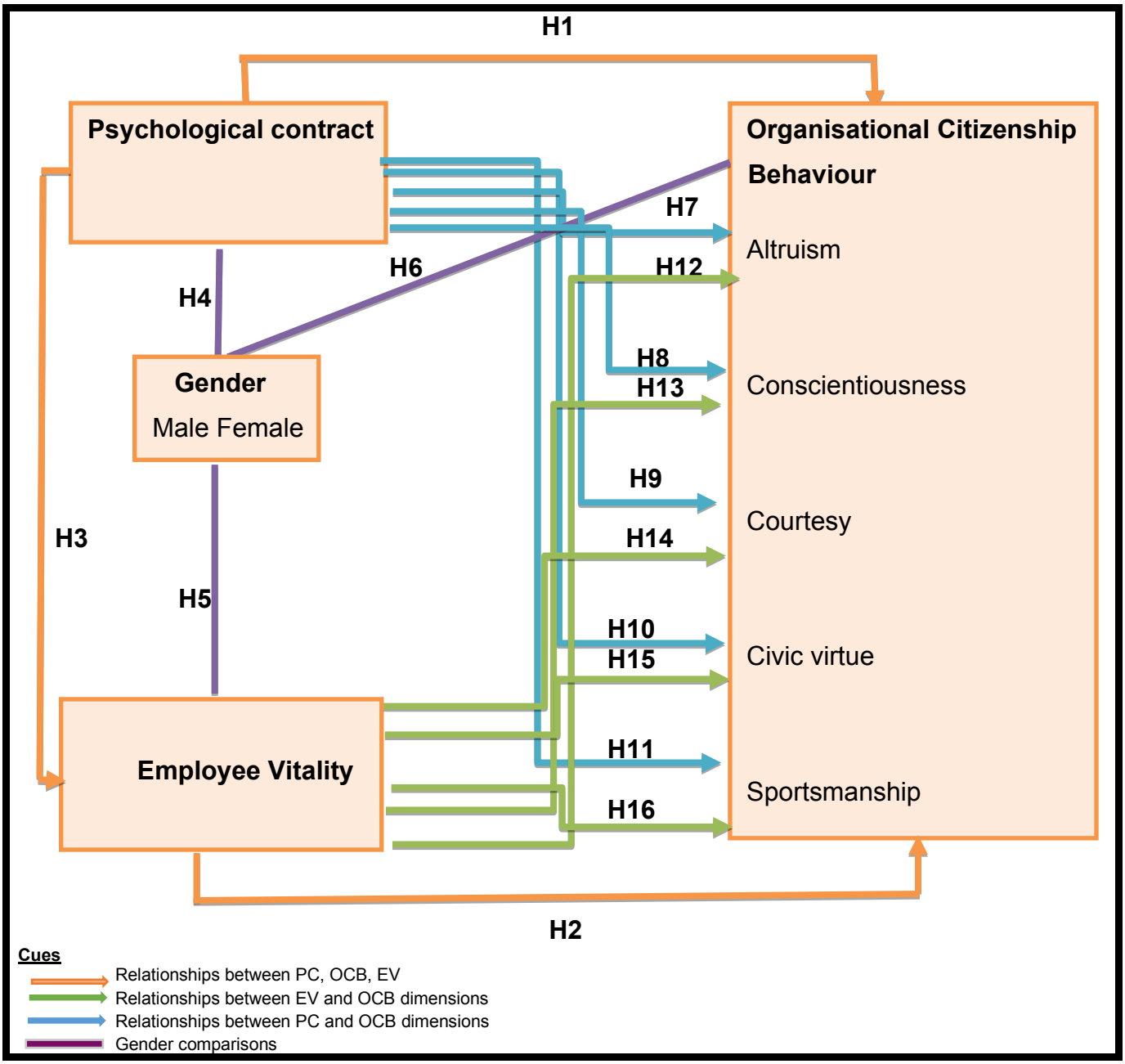
Moreover, gender is believed to influence the interpretation of behaviours, consequently affecting employees' views and actions in the workplace (Gan & Yusof, 2019). In terms of organisational citizenship behaviour dimensions, females are thought to exhibit OCB-I altruism and courtesy more frequently than males, while males are believed to demonstrate OCB-O sportsmanship, conscientiousness, and civic virtue more often than females (Saerah et al., 2020). Females, being more socially oriented, tend to engage more in helping behaviours (OCB-I), while males focus more on organisational politics or updates, leading to greater demonstration of OCB-O (Anu & Radhey, 2017). Therefore, prioritising female staff may improve organisational citizenship behaviour values among employees, enhancing the efficiency and effectiveness of organisational treatments (Saerah et al., 2020).

2.4 CONCEPTUAL FRAMEWORK

The conceptual framework was developed as shown in Figure 2.1, to provide schematic illustration of the variables involved in the study, namely psychological contract, employee vitality, and organisational citizenship behaviour. In this study, psychological contract and

employees' vitality are considered independent variables influencing organisational citizenship behaviour as dependent variable, while psychological contract is also considered to influence employee vitality. The effects of variables on one another seems to show that these three variables have relationship with one another, and this relationship is proven thoroughly in this study.

Figure 2.1: Conceptual Framework



(Source: author's own conceptualisation)

The conceptual framework presented for this study suggests that relationships exist among the variables under examination, despite previous research indicating inconsistent results. For example, Chahar and Jaipur (2019) found that psychological contract and organisational citizenship behaviour have a strong positive relationship while Bolino et al. (2022) found that a fulfilled psychological contract does not always guarantee high organisational citizenship behaviour. Psychological contract is also considered to influence employee vitality as Li et al. (2022) found that positive feeling at workplace needs to be coupled with psychological contract. Regarding the connection between organisational citizenship behaviour and employees' vitality, the previous research revealed that both positive and negative relationship between these two variables (Ullah, Salim & Khan, 2021). Previous research on the dimensions of organisational citizenship behaviour on gender proven both significant and insignificant gender differences between employees' perception of employee vitality (Hulls et al., 2020); Memon et al., 2019) as well as employees' perception of psychological contract (Behera & Pahari, 2022; Fine et al., 2020). The results of this study are further detailed in chapter 4.

2.5 CHAPTER SUMMARY

Chapter 2 covered the literature on the psychological contract, employee vitality, and organisational citizenship behaviour. It examines the theoretical framework used in previous studies to investigate these concepts in public sectors. Additionally, it delves into empirical literature and presents a conceptual framework. The next chapter will detail the methodology for this study.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 INTRODUCTION

The preceding chapter provided a comprehensive review of the study's literature. This section outlines the methodology employed in this study, covering the research study area, research design, target population, sample and sampling methods, data collection methods, data collection procedures, data analysis, reliability and validity, and finally ethical considerations.

3.2 STUDY AREA

This research was carried out in the selected local municipality in Sekhukhune district, Limpopo province. The municipality comprises of six departments, namely, corporate service, budget treasury, local economic development, Infrastructure development, development planning, and municipal managers' department. This area has been selected because it consists of public servants that are being impacted by the challenges stemming from COVID-19. During the COVID-19 Sekhukhune municipality was reported as one of the municipalities that faced service delivery challenges such as difficulty to react to community basic water services needs such as water supply and sanitations (Zindi & Shava, 2022). Furthermore, challenges related to service delivery have been reported even during post COVID-19 era (Lediga, 2023).

3.3 RESEARCH PARADIGM

This study demonstrates the link between quantitative approach and positivism paradigm. This is indicated by the epistemological alignment, methodological consistency and the theory testing that reflects on this study. According to Maksimovic and Evtimov (2023) quantitative approach implies a positivist paradigm, the basis of which is cause-and-effect relationships, as well as the questioning and verifying of existing theories.

As a result, epistemological alignment looks at the numerical data to test hypothesis, reliability and validity of the scales. Methodology consistency focuses on the usage of surveys to collect data and the empirical recording of the findings. Lastly, theory testing involves testing hypothesis of the study.

3.4. RESEARCH DESIGN

The study is quantitative in nature and the quantitative approach is the appropriate research design used in this study because numerical data was collected on psychological contract, organisational citizenship behaviour, and employee vitality. According to Holton and Burnett (2005) quantitative approach refers to an approach that involves collection and analysation of numerical data to answer research objectives and hypotheses. Quantitative research approach was selected because the study focuses on quantifiable variables like psychological contract, employee vitality and organisational citizenship behaviour, making numerical data collection and analysis suitable. Quantitative approach allows for testing hypothesis about relationships between variables aligning with the objectives of this study. Lastly, with 377 employees, quantitative approach enables efficient data collection and analysis.

Moreover, a designed used in this study is correlational research design and it was adopted by Karl Pearson in the late 19th century (Rodgers & Nicewander, 1998). According to Fitzgerald et al. (2004) a correlational design is used to test relationships between or among variables of interest. In this study, a correlational design assisted to examine the relationship between psychological contract, employee's vitality, and organisational citizenship behaviour. Furthermore, a cross-sectional survey was used in this study because it permitted the researcher to assess two or more variables at the same time and at a specific point in time (Connelly, 2016).

3.5 TARGET POPULATION

The target population for this study was 377 employees employed by the Sekhukhune District Municipality, in the selected local municipality. This included all the top-level managers (top executives), middle level manager (counsellors), and administrative employees (secretarial, clerical, and HR positions). The participants form part of the study regardless of their educational background, gender, race and ethnicity. The motive for selecting this population is based on the fact that Sekhukhune consists of employees who were affected by changes resulted from COVID-19 (Zindi & Shava, 2022). General workers and cleaners did not form part of the study.

3.6 SAMPLE AND SAMPLING METHOD

A non-probability random sampling techniques was used to get the sample of the study, which was drawn from all the departments of the selected local municipality in Sekhukhune District Municipality. In this study, we included all managers including administrative workers because they are directly involved in addressing issues related to service delivery. We excluded general workers because they did not have direct experience or knowledge of these processes, as our goal was to gather practical insights from those relevant parties. Although the population size was known, the sampling frame was not provided due to compliance with POPIA, making it impossible to access the sampling frame in order to utilise simple random sampling method. In the end, hypotheses were tested using data generated through convenience and quota sampling methods.

Quota sampling involves selecting specific numbers from each subgroup of the population, in this case, both female and male but does not involve random selection within those subgroups while convenience sampling assisted to ensure that everyone participate in terms of their eagerness to take part (Bhardwaj, 2019). Although the exact sample size to be targeted after using an online Rao soft sample calculator is 95, attempts to get more participants were made. At the end, a sample size of 97 participated in this study.

3.7 DATA COLLECTION METHODS

The researcher made use of paper-based self-administered questionnaires. This data collection instruments are advantageous as they are quick and inexpensive, with no manipulation of the study environment. A questionnaire saves time, as it allows the participants to swiftly respond to the questions without having to write down and explain in detail their feelings, thoughts, frames, and involvements with regards to the variables understudy in their own words (Yilmaz, 2013). The translated version of the questionnaires into Sepedi local language was also included. Microsoft Translate tool was used for translating the questionnaire and this was further compared with Google translate tool and DeepL translate tool. The questionnaires were attached an informed consent form, for the respondents to quickly understand the purpose and the scope of the research. The questionnaire comprised of the demographic questions as well as the following pre-

existing scales: psychological contract scale, employee vitality scale, and organisational citizenship behaviour scale.

3.7.1 Demographic Questions

The demographic questions included the questions relating to the participant's age, gender, educational background, ethnicity, and their position. The information was collected to describe the sample only. No personal identities of the participants were revealed.

3.7.2 Psychological Contract Scale

The psychological contract was assessed using a 23-item scale developed by Chahar and Jaipur (2019). This scale measures employees' perceptions of the psychological contract. Employees rated their responses on a 5-point Likert-type scale ranging from 1=not at all; 2=slightly; 3=somewhat; 4=moderately; to 5=to a great extent. The previous reliability coefficient of this psychological contract scale had a Cronbach's alpha value of 0.892 as proven by Chahar and Jaipur (2019).

3.7.3 Employee Vitality Scale

In this research, employees' vitality was assessed using a scale devised by Kark and Carmeli (2009). The Employee Vitality Scale comprises 5 items, and responses were rated on a 5-point Likert scale ranging from 1=Strongly disagree to 5=Strongly agree. The previous reliability coefficient of this employee vitality scale had a Cronbach's alpha value of 0.89 as proven by Kark and Carmeli (2009).

3.7.4 Organisational Citizenship Behaviour Scale

The scale used to measure organisational citizenship behaviour was adapted from Podsakoff (1990). Originally comprising 24 items, 9 items were found to lack internal consistency and were deemed irrelevant and confusing by respondents, leading to their removal (Kamar & Shah, 2015). In this study, 15 items from Podsakoff' s scale were utilised. Sportsmanship, Altruism, Courtesy, Civic virtue, and Conscientiousness were each measured using a 3-item scale. Employees' responses in these dimensions were

rated on a 7-point Likert scale, ranging from 1=Strongly disagree to 7=Strongly Agree. The previous reliability coefficient of this organisational citizenship behaviour scale had a Cronbach's alpha values ranging from 0.71 for altruism and 0.66 for conscientiousness as proven by Kumar and Shah (2015).

3.8 DATA COLLECTION PROCEDURES

The researcher visited Sekhukhune district, selected local municipality and asked for a permission for data collection after obtaining ethical clearance letter from Turfloop Research Ethics Committee (TREC) at University of Limpopo. Before obtaining approval to conduct the study, communication was made about the dates for the distributions and collections of the questionnaires to all the public servants who were willing to participate. The researcher made sure that participants from each of the following departments are reached: corporate service, budget treasury, local economic development, Infrastructure development, development planning, and municipal managers' department. The questionnaires were attached the informed consent letter, for the respondents to quickly understand the purpose and the scope of the research. Translated version questionnaires was also attached to accommodate the employee's vernacular, only self-administered questionnaires were used to collect data.

3.9 DATA ANALYSIS

The data in this study underwent analysis using the Statistical Package for the Social Sciences (IBM - SPSS), version 29.0, developed by International Business Machines. Descriptive statistics, such as mean and standard deviation, were tabulated to present the data, along with correlation among the variables under study. Gender differences were examined and compared using independent t-test to determine disparities in psychological contract, employees' vitality, and organisational citizenship behaviour between male and female employees. The relationship between psychological contract, employees' vitality, and organisational citizenship behaviour was assessed using Pearson correlation (Abela & Debono, 2019). Additionally, linear regression analysis was employed to evaluate the strength and impact of the independent variables (psychological contract and employee vitality) on the dependent variable (organisational citizenship behaviour) (Kumari & Yadav, 2018).

3.10 RELIABILITY AND VALIDITY

The study utilised established scales known for their validity and reliability. According to Kumar and Shah (2015), the organisational citizenship behaviour scale exhibited reliability, with Cronbach's alpha values ranging from 0.71 for altruism to 0.66 for conscientiousness. Additionally, the vitality scale for employees demonstrated reliability, as reported by Kark and Carmeli (2009), with a Cronbach's Alpha of 0.89. Moreover, previous research by Chahar and Jaipur (2019) confirmed the reliability of the psychological contract scale and its values, with a Cronbach's alpha value of 0.892, indicating an acceptable level of reliability.

The organisational citizenship behaviour scale demonstrated satisfactory discriminant validity within the supported range of 0.60 to 0.70, indicating high and satisfactory values. The validity of the employee vitality scale was confirmed through a factor analytical procedure conducted in the study by Kark & Carmeli (2009). Similarly, the validity of the psychological contract scale was established in the research conducted by Chahar & Jaipur (2019), where they also assured its satisfactory validity. During the analysis phase, reliability testing was performed concerning the three chosen scales to measure the variables under study.

3.11 ETHICAL CONSIDERATIONS

The following ethical considerations will be observed:

- **Permission to conduct the study**

The researcher obtained the permission to conduct the study from the University of Limpopo and an ethical clearance is issued to the researcher. This process included presentation of research proposal and submission to Turfloop Research Ethics Committee (TREC) for evaluations, corrections and approvals. Ethical clearance certificate is issued to the researcher as a permission for data collection and for continuing with research.

- **Informed Consent**

Before collecting data, participants were briefed on the study's purpose, benefits, significance, and background. This information was conveyed through an informed consent form, which was included with the candidates' questionnaires.

- **Anonymity**

The questionnaires that were used in this study includes sections for participants' personal identities. The personal identifiable data are not collected from the participants. Participants were able to respond to the questionnaires anonymously without revealing their personal identities (Hensen et al., 2021).

- **Confidentiality**

Personal identities of the participants were not requested from the participants. The study ensured confidentiality of the data collected by keeping it in a safe locked cabinet.

- **Respect and dignity**

Public servants that participated in this research were treated equitably and respectfully, recognizing their shared humanity and the principle that everyone deserves respect, irrespective of age, gender, race, cultural background, beliefs, or other characteristics.

- **Honesty**

The research was carried out with honesty, and all the information with regards to why the participants should participate in the study are revealed to them.

- **Privacy**

The researcher honoured the participants' privacy by refraining from requesting personal information. The respondent's data is be kept safe.

- **Social values and benefits**

The study plays a vital social role, such as assisting the public sectors develop effective services and safe work environment for public servants that in return will make public servants to work effectively, go extra miles and provide immediate responsive to the needs of the society.

- **Dignity and standard of care**

In line with the constitution of South Africa, the participants were allowed to refrain from the study should they feel that their dignity is not valued, should they feel that the study does not match their interest or perceive a particular question to be sensitive.

- **Risk/harm**

The study made use of the pre-existing instruments. The participants are informed that the research is making use of self-administered questionnaires, pre-existing tools that have been proven to not be containing any form of harm and this implies that the participants are protected against any psychological harm. All the participants had the rights to stop participating in this study, in the event they feel that the study contains any risks or harms.

3.12 CHAPTER SUMMARY

The above chapter covered the research methodology of the study. Furthermore, data analysis in this chapter provided a detailed description of how the findings will be analysed. This chapter also fully detailed that ethics is taken into account in this study, as proven and outlined in ethical considerations section. The study population consists of employees employed by the Sekhukhune district, in the selected local municipality. The next chapter focuses on the analysis, discussions, and interpretations of findings.

CHAPTER 4
PRESENTATION OF THE RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter delineates the analysis of responses gathered from self-administered questionnaires in the selected local municipality. This chapter presents how data was analysed, a description of the study sample and how the hypotheses were tested. This chapter is structured in a manner that covers the following headings: data management and analysis, demographic information, reliability testing, normality testing, summary statistics and hypotheses testing.

4.2 DATA MANAGEMENT AND ANALYSIS

The management and analysis of data were conducted with the assistance of a Statistician specialising in the field, affiliated with the University of Limpopo. The expert statistician was engaged from the initial stages of study design, evaluation of data collection tools, and advising on suitable data analysis software and methodologies. After the completion of data collection, the data was transferred from Excel to IBM SPSS version 29 for analysis. Tables and figures were utilised to present the findings regarding the variables under investigation.

4.3 DEMOGRAPHIC INFORMATION

This section outlines the results concerning the demographic data collected during the study. The purpose of gathering demographic information was to understand the characteristics and profiles of the participants.

4.3.1 Gender

In this study, gender was one of the most important categories considered during the collection of data, meaning that both females and males were allowed to participate in the study. This category was chosen because COVID-19 has ruthlessly affected and challenged both female and male public servants in a way that it has interrupted

procedures in the sector (Alshaabani et al., 2021). Therefore, it was important to take into account the element of gender equality when collecting the data for the purpose of getting the results that will benefit both males and females. Rubery (2013) also explained that public sectors played a highly significant role in integrating women into wage employment and promoting gender equality. Thus, both males and females are equally important in the organisations.

The result in this research shows that out of 97 participants that respondent in this study, the majority were females with 53,6% (52) and minority were males with 46,4% (45). This then shows that in the Sekhukhune district, selected local municipality majority of the public sectors employed are females as compared to males. This is very common because most females always dominate in the public sectors as they enjoy administrative work. This is illustrated in table 4.1.

Table 4.1: Gender

	Frequency	Percent
Female	52	53,6
Male	45	46,4
Total	**97**	**100**

4.3.2 Age

Only public servants between the age of 18 years and above 50 were allowed you participated in this research. This is important as it will help in obtaining research results that have potential options to resolve issues facing different age groups, not just issues facing by single age group. The largest proportion of participants in this study fell within the age bracket of 31 to 40 years (41.2%), followed by those aged 41 to 50 years. Then the minority of the respondents that participated in this research were under the category of 18 to 30 years old, followed by the respondents that were under the category of 50 years old and above (5,2%). This is illustrated in table 4.2.

Table 4.2: Age

	Frequency	Percent
18 to 30 years	17	17,5
31 to 40 years	40	41,2
41 to 50 years	35	36,1

50 years and above	5	5,2
Total	**97**	**100**

4.3.3 Ethnicity

There are two ethnic groups in the Sekhukhune District, selected local municipality and both of them had affected by challenges that resulted from COVID-19, therefore this ethnicity category is important as it will ensure that the research results will not be based on the concerns of single ethnic group. Hale (2004) also explained that ethnicity is important in research as it encourages visible physical difference in the organisations, meaning that this research also emphasizes that the selected local municipality values diversity and that every public servant should be taken into account in terms of symbols and myths of common origins.

The results indicate that the study only had participation from just two ethnic groups: Africans and Whites. Majority of the respondents were African 95(97,9%) and the minority of the respondents were Whites 2 (2.1%). Meaning that at the selected local municiplaity (Sekhukhune) majority of the public servants employed are Africans as compared to Whites. This is illustrated in table 4.3.

Table 4.3: Ethnicity

	Frequency	Percent
African	95	97,9
White	2	2,1
Total	**97**	**100**

4.3.4 Educational background

Public servants employed by the selected local municipality have different qualifications ranking from pre-matriculations, senior certificate, diploma, postgraduate degree, master's degree and above. Permanently employed public servants with the above-mentioned qualifications participated in this study. According to Robinson, Porporino and Simourd (1997), research participants with single qualifications alone cannot enhance correctional outcomes of research and lead to the professionalisation of public servants.

It can be concluded that most of the public servants that are employed at the selected local municipality had a diploma and senior certificate qualifications. Out of 97 public servants that participated in this study, 47 (48,5%) held Diploma certificates, 20 (20,6%) had senior certificates. Following by the few respondents were by 14 (14,4%) had degree, 10 (10,3%) were pre-matriculants and 2 (2,1%) had master's degree qualifications. This is illustrated in table 4.4.

Table 4.4: Educational background

	Frequency	Percent
Pre-Matriculation	10	10,3
Senior certificate	20	20,6
Diploma	47	48,5
Degree	14	14,4
Postgraduate degree	4	4,1
Master's degree and above	2	2,1
Total	**97**	**100**

4.3.5 Job position

The job position in this study is significant as it allows employees from various hierarchical levels to contribute diverse perspectives. Consequently, research findings are not solely influenced by inputs from individuals occupying similar positions. The data reveals that out of the 97 respondents in this study, they were public servants employed at the selected local municipality, encompassing top-level managers, middle-level managers, and administrative staff. Among these participants, 87 (89.7%) were administrative workers, 9 (9.3%) were middle-level managers, and 1 (1%) held a top managerial position. This suggests that the majority of public servants interested in participating were administrative staff, which is not uncommon as administrative workers often demonstrate a keen interest in engaging in activities that benefit society (Yang, 2005). In this context, administrative workers constituted the largest group participating in the study, which serves to empower both the researcher and the future of public sector studies. These details are summarised in table 4.5.

Table 4.5: Job Position

	Frequency	Percent
Top level managers (Top executives)	1	1
Middle level manager (Counsellors)	9	9,3
Administrative workers (Secretarial, Clerical, HR positions, and etc.)	87	89,7
Total	**97**	**100**

4.3.6 Length of service in public sector

According to Sarker et al. (2003), length of service is positively associated with ensuring that employees are happy in the organisations (employee vitality). Most of the respondents 31 (32%) in this study have been employed for 1 to 4 years, followed by 29 (29,9%) who have been employed for 5 to 6 years. Then the fewest respondents 17 (17,5%) had less than 1 year length of service, same as 17 (17,5%) that had more than 6 years and less than 10 years, followed by 3(3,1%) who had been employed for more than 10 years. It can be concluded that most of the respondents were the recent joiners of the selected local municipality. This is illustrated in table 4.6.

Table 4.6: Length of service in public sector

	Frequency	Percent
Less than 1 year	17	17,5
1 to 4 years	31	32
5 to 6 years	29	29,9
More than 6 and less than 10 years	17	17,5
More than 10 years	3	3,1
Total	**97**	**100**

4.4 RELIABILITY TESTING

It is worth noting that various statistical measures can be employed to evaluate internal consistency, including Average Inter-Item Correlation, Average Item Total Correlation, Split-Half Reliability, and Cronbach's Alpha are among the statistical measures used to evaluate internal consistency (Wells et al., 2003). In this study, the chosen measure of internal consistency for the measurement scale was Cronbach’s alpha. This measure assesses how consistently the items on a scale or test provide information, often

assessing item homogeneity, where higher alpha values indicate greater coherence among the items. The scale for this measure ranges from 0 to 1. Researchers typically aim for a reliability threshold of at least 0.7 before using the instrument (Wells et al., 2003).

The data was analysed using the Statistical Package for the Social Sciences (SPSS Version 29). Once again, Cronbach's Alpha test was deemed appropriate and practical, offering a comprehensive overview of the inter-correlations among the items related to psychological contract, organisational citizenship behaviour, and employee vitality. The Cronbach's Alpha values for psychological contract, organisational citizenship behaviour, and employee vitality were found to be 0.899, 0.755, and 0.894, respectively, as depicted in Table 7. The overall Cronbach's Alpha for all variables was calculated to be 0.869, exceeding the minimum threshold of 0.70, indicating the scale's reliability.

Table 4.7: Cronbach's Alpha, α

	Cronbach's Alpha	No. Items
Psychological contract	0.899	23
Organisational citizenship behaviour	0.755	15
Employee Vitality	0.894	5
Overall	**0.869**	**43**

4.5 NORMALITY TESTING

Khoza et al. (2022) alludes that the central limit theorem suggests that the assumption of normality has minimal impact on data analysis when dealing with large samples. Despite the theoretical backing provided by the central theorem concerning normality in this study, Table 1 shows the skewness and kurtosis of each construct and item. Skewness and kurtosis values falling between -2 and +2 are generally deemed acceptable for indicating a normal univariate distribution (Field, 2013).

Table 4.8 demonstrates that the scale items exhibit satisfactory skewness and kurtosis values overall. Skewness values ranged from -0.172 to 1.077, while kurtosis values ranged from -0.852 to 0.011. Consequently, it can be reasonably concluded that the assumption of normality holds true. According to Mardia (1974), data is considered non-normal if skewness and kurtosis surpass the recommended threshold of -3 to +3. In this study, the data followed a normal distribution, as evidenced in Figure 4.1, making the

conceptual model straightforward. Hence, a regression model was utilised to investigate the proposed relationships.

Upon examining the graphs for psychological contract, organisational citizenship behaviour, and employee vitality in Figure 4.1, it was observed that psychological contract and organisational citizenship behaviour displayed right-skewness, indicating normal distribution, with p-values exceeding 0.05. Therefore, it can be inferred that employee vitality is not normally distributed, as the p-value is less than 0.05 and the distribution does not skew to the right.

Table 4.8: Normality testing

	Psychological contract	Organisational citizenship behaviour	Employee Vitality
Divided Mean Values	3,85	5,49	3,98
Std. Error of Mean	1,314	0,968	0,43
Std. Deviation	12,937	9,537	4,233
Skewness	-0,243	-0,166	1,184
Std. Error of Skewness	0,245	0,245	0,245
Kurtosis	-0,02	0,457	1,576
Std. Error of Kurtosis	0,485	0,485	0,485

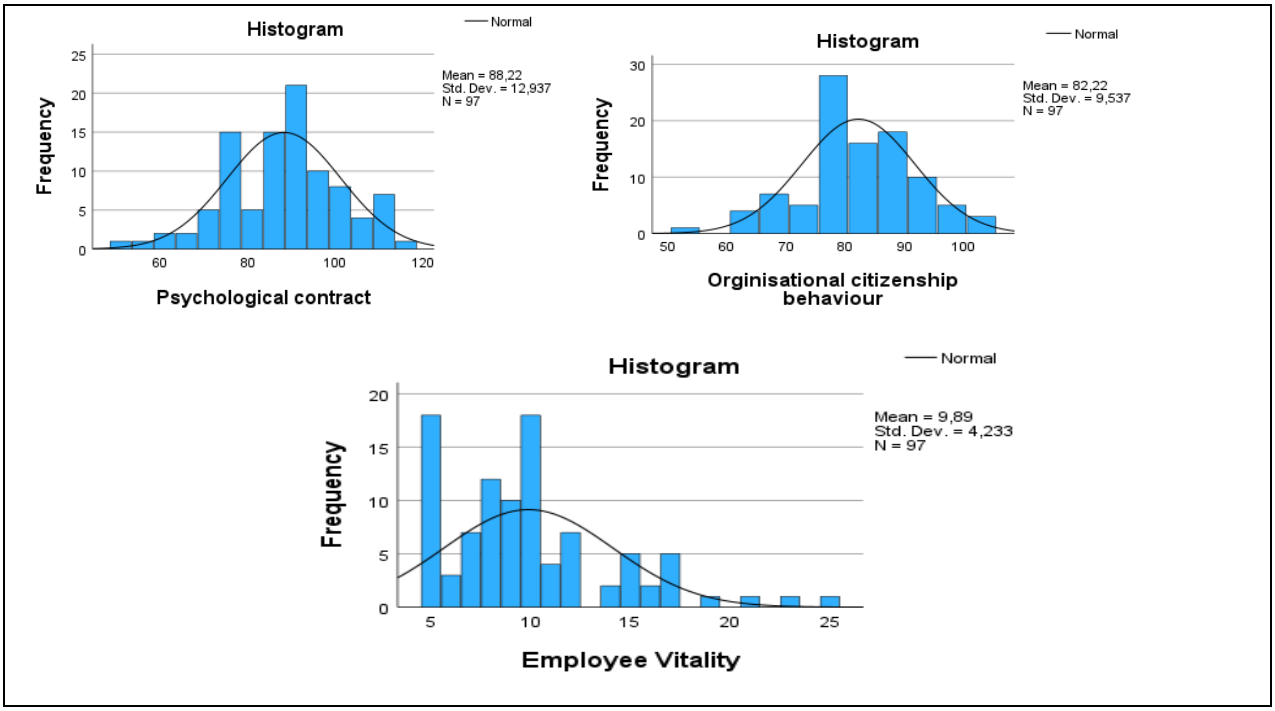


Figure 4.1: Normal curve for psychological contract, organisational citizenship, and employee vitality

4.5.1 Assessment of data normalcy

Normality testing was used to determine if a dataset follows a normal distribution. This distribution is classified by a symmetric, bell-shaped curve with specific mean and standard deviation values. Table 4.9 indicates that two constructs in the study exhibit a normal distribution. Both the Kolmogorov-Smirnov and Shapiro-Wilk tests showed p-values > 0.01 for psychological contract and organisational citizenship behaviour, suggesting a normal distribution and justifying the use of parametric tests. However, employee vitality had a p-value < 0.001, indicating a non-normal distribution, requiring non-parametric testing.

Table 4.9: Assessment of data normalcy

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Psychological contract	,082	97	,104	,986	97	,403
Organisational citizenship behaviour	,092	97	,041	,986	97	,389
Employee Vitality	,190	97	<,001	,892	97	<,001

4.6 SUMMARY STATISTICS

This section offers a summary of the statistical findings concerning the three focal variables. It offers a synopsis of the data obtained from the "self-administered questionnaire" survey on psychological contract, employee vitality, and organisational citizenship behaviour.

4.6.1 Summary statistics of psychological contract

Table 4.10 provides a summary of the statistics regarding the psychological contract. The data in Table 4.10 was gathered from survey responses pertaining to the psychological contract. As per the findings, 4% of participants shown that their psychological contract or expectations were not fulfilled at all, while 8% perceived slight fulfilment. Additionally, 19% reported that their expectations were somewhat fulfilled, 39% were moderately satisfied

with their psychological contract fulfilment, and 30% felt their psychological contract was fulfilled to a great extent. This suggests that a majority of participants expressed satisfaction with their psychological contract compared to those dissatisfied. Overall, satisfaction was influenced notably by participants' active engagement in decision-making processes and their willingness to demonstrate loyalty to the organisation by offering additional work hours when required. Therefore, the overall mean on 3,85 indicates a moderately positive assessment of the psychological contract variable of this study.

Table 4.10: Psychological contract

PSY	Mean Scores Statistic					
PSY Overall Items	3,85					
Item. No	Not at all	Slightly	Somewhat	Moderately	To a great extent	Total
PSY1	6%	11%	19%	33%	31%	100%
PSY2	2%	10%	25%	39%	24%	100%
PSY3	3%	9%	22%	44%	22%	100%
PSY4	1%	8%	25%	37%	29%	100%
PSY5	14%	20%	17%	36%	14%	100%
PSY6	3%	15%	27%	36%	19%	100%
PSY7	6%	11%	31%	33%	20%	100%
PSY8	2%	11%	31%	33%	22%	100%
PSY9	8%	10%	29%	32%	21%	100%
PSY10	7%	12%	15%	38%	27%	100%
PSY11	7%	11%	20%	42%	20%	100%
PSY12	4%	8%	22%	42%	24%	100%
PSY13	1%	4%	11%	56%	28%	100%
PSY14	3%	6%	18%	38%	35%	100%
PSY15	1%	4%	14%	45%	36%	100%
PSY16	3%	6%	16%	43%	31%	100%
PSY17	0%	4%	8%	47%	40%	100%
PSY18	1%	5%	12%	38%	43%	100%
PSY19	2%	6%	15%	36%	40%	100%
PSY20	5%	2%	12%	40%	40%	100%
PSY21	1%	7%	13%	43%	36%	100%
PSY22	1%	5%	12%	32%	49%	100%
PSY23	2%	1%	13%	28%	56%	100%
Overall	**4%**	**8%**	**19%**	**39%**	**30%**	**100%**

4.6.2 Summary statistics of organisational Citizenship behaviour

Table 4.11 displays the participants' responses regarding organisational citizenship behaviour. On average, 1.3% of participants strongly disagreed with engaging in organisational citizenship behaviour, while 2.3% disagreed and 4.3% slightly disagreed. Furthermore, 16.3% neither agreed nor disagreed, 15.2% slightly agreed, 33.3% agreed, and 27.3% strongly agreed with engaging in organisational citizenship behaviour. Overall, the engagement in organisational citizenship behaviour impacted by the highest number of participants that confirmed that they always have the willingness to work extra miles and those who remains loyal to the organisation by not neglecting the rights of others and who always keeps themselves abreast on the organisational changes. Therefore, the overall mean on 5,49 indicates a positive assessment of the organisational citizenship behaviour variable being measure in this study.

Table 4.11: Organisational citizenship behaviour

OBC		Mean						
		Statistic						
OCB Overall		5,49						
Item. No	SD	D	SID	NAD	SIA	A	SA	Total
OCB1	0	1,03%	1,03%	10,31%	17,53%	35,05%	35,05%	100%
OCB2	0	0	1,03%	12,37%	19,59%	37,11%	29,9%	100%
ORG3	0	1,03%	1,03%	5,15%	19,59%	38,14%	35,05%	100%
OCB4	0	0	0	7,22%	14,43%	42,27%	36,08%	100%
OCB5	0	0	2,06%	12,37%	11,34%	40,21%	34,02%	100%
OCB6	0	0	2,08%	5,21%	17,71%	31,25%	43,75%	100%
OCB7	0	0	6,19%	6,19%	20,62%	39,18%	27,84%	100%
OCB8	0	1,03%	4,12%	12,37%	19,59%	39,18%	23,71%	100%
OCB9	1,03%	1,03%	9,28%	18,56%	18,56%	26,8%	24,74%	100%
OCB10	5,15%	8,25%	11,34%	19,59%	15,46%	23,71%	16,49%	100%
OCB11	8,25%	9,28%	1,34%	20,62%	1,34%	20,62%	14,43%	100%
OCB12	1,34%	8,25%	12,37%	22,68%	13,4%	20,62%	9,28%	100%
OCB13	4,12%	3,09%	8,25%	11,34%	22,68%	28,87%	21,65%	100%
OCB14	1,03%	3,09%	5,15%	15,46%	1,34%	38,14%	23,71%	100%
OCB15	0	2,08%	0	7,29%	16,67%	38,54%	35,42%	100%
Overall	**1,3%**	**2.3%**	**4.3%**	**16.3%**	**15,2%**	**33.3%**	**27.3%**	**100%**

4.6.3 Summary statistics of employee vitality

Table 4.12 presents summary statistics for employee vitality responses. On average, 38% of the participants strongly agreed that they have feelings of vitality at the workplace and another 38% agreed, 18% reported that they moderately agreed that they show feelings of vitality, 5% disagreed while, and 3% strongly disagreed. Therefore, it can be concluded that overall, most participants seem to have feelings of vitality, which confirms that they are always active at work. Overall, the feeling of vitality impacted by the participants that confirmed that they are always active when at work and have a full of mental vigour. Therefore, the overall mean on 3,98 indicates a neutral to slightly positive assessment of the employee vitality variable of this study.

Tables 4.12: Summary statistics of employee vitality

	Mean					
EMP	Statistic					
EMP Overall	**3,98**					
Item. No	Strongly agree	Agree	Moderately	Disagree	Strongly disagree	Total
EMP1	40%	38%	15%	2%	4%	100%
EMP2	39%	37%	18%	3%	3%	100%
EMP3	36%	42%	14%	6%	2%	100%
EMP4	34%	41%	18%	6%	1%	100%
EMP5	38%	33%	14%	9%	5%	100%
Overall	**38%**	**38%**	**16%**	**5%**	**3%**	**100%**

4.7 DESCRPITIVE STATISTICS OF CONSTRUCTS

Descriptive statistics were used in the study to understand how participants perceived the constructs. It was important to measure their agreement levels accurately. Various statistical measures, such as minimum and maximum values, mean score, standard deviation, skewness, and kurtosis, were considered. Minimum and maximum values show the range of agreement or disagreement on the Likert scale. Standard deviation helps assess how spread out the data values are, while skewness and kurtosis indicate the distribution's shape. Skewness shows if data are asymmetrical, with positive skewness indicating results are skewed towards higher values, and negative skewness towards lower values. Kurtosis measures how data points are concentrated in the tails compared to the rest of the distribution. Ideally, skewness close to 0 and kurtosis close to 3 are

considered favourable. However, while skewness and kurtosis indicate data balance around the median, they don't provide further insights beyond that.

4.7.1 Descriptive statistics of psychological contract

Table 4.13 illustrates the descriptive statistics concerning the psychological contract, encompassing the minimum, maximum, mean, standard deviation, skewness, and kurtosis acquired for the overall psychological contract scale.

Since the 23 items gauging the psychological contract were rated on a 5-point scale, any item receiving a mean response of 3 or higher is considered indicative of the respondents' positive perception regarding the fulfilment of the psychological contract related to that item. The findings reveal that the mean responses for each item surpass 3, indicating that participants perceive their organisations fulfilment of the psychological contract positively. Moreover, the overall mean pertaining to their perceptions of organisational contract fulfilment stands at 3.85.

Table 4.13: Descriptive statistics of psychological contract

	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PSY1	1	5	3,71	1,199	-,718	,245	-,377	,485
PSY2	1	5	3,72	1,008	-,535	,245	-,238	,485
PSY3	1	5	3,72	1,008	-,722	,245	,191	,485
PSY4	1	5	3,85	,972	-,516	,245	-,357	,485
PSY5	1	5	3,17	1,279	-,319	,246	-1,061	,488
PSY6	1	5	3,52	1,062	-,361	,245	-,562	,485
PSY7	1	5	3,49	1,119	-,475	,247	-,326	,490
PSY8	1	5	3,61	1,019	-,318	,246	-,496	,488
PSY9	1	5	3,46	1,173	-,504	,245	-,427	,485
PSY10	1	5	3,65	1,208	-,739	,245	-,370	,485
PSY11	1	5	3,55	1,150	-,702	,246	-,232	,488
PSY12	1	5	3,73	1,046	-,778	,245	,244	,485
PSY13	1	5	4,05	,808	-1,061	,245	1,911	,485
PSY14	1	5	3,96	1,030	-,968	,245	,575	,485
PSY15	1	5	4,11	,869	-1,012	,246	1,143	,488
PSY16	1	5	3,93	1,003	-,993	,245	,798	,485
PSY17	2	5	4,24	,774	-,991	,245	,986	,485

PSY18	1	5	4,18	,913	-1,112	,245	,989	,485
PSY19	1	5	4,06	,998	-1,025	,245	,631	,485
PSY20	1	5	4,08	1,038	-1,425	,245	2,006	,485
PSY21	1	5	4,06	,938	-,985	,246	,621	,488
PSY22	1	5	4,24	,933	-1,202	,245	,996	,485
PSY23	1	5	4,38	,929	-1,236	,245	2,747	,485
Overall	**1**	**5**	**3.85**	**1.02**	**-.812**	**,245**	**.408**	**.485**

4.7.2 Descriptive statistics of organisational citizenship behaviour and organisational citizenship behaviour dimensions

Tables 4.14 and 4.15 showcase the descriptive statistics concerning organisational citizenship behaviour, including the minimum, maximum, mean, standard deviation, skewness, and kurtosis derived from the overall organisational citizenship behaviour scale. Additionally, they present the descriptive statistics for the dimensions of organisational citizenship behaviour.

Table 4.14: Descriptive statistics of organisational citizenship behaviour

	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
OCB1	2	7	5,90	1,094	-,960	,245	,707	,485
OCB2	3	7	5,82	1,031	-,571	,245	-,535	,485
OCB3	2	7	5,98	1,010	-1,134	,245	1,810	,485
OCB4	4	7	6,07	,893	-,772	,245	-,066	,485
OCB5	3	7	5,92	1,067	-,883	,245	-,017	,485
OCB6	3	7	6,09	1,006	-1,015	,246	,536	,488
OCB7	3	7	5,76	1,116	-,893	,245	,320	,485
OCB8	2	7	5,63	1,158	-,794	,245	,201	,485
OCB9	1	7	5,32	1,411	-,566	,245	-,348	,485
OCB10	1	7	4,69	1,746	-,435	,245	-,754	,485
OCB11	1	7	4,41	1,836	-,270	,245	-,950	,485
OCB12	1	7	4,13	1,863	-,239	,245	-,983	,485
OCB13	1	7	5,19	1,590	-,931	,245	,342	,485
OCB14	1	7	5,46	1,392	-,976	,245	,485	,485
OCB15	2	7	5,96	1,075	-1,317	,246	2,334	,488
Overall	**1**	**7**	**5.49**	**1.286**	**-,784**	**.245**	**.205**	**.485**

As organisational citizenship behaviour was measured using 15 items, rated on a 7-point scale, each item with the response of mean of 4 and above is regarded as respondents'

engagement in relation to each item that measures organisational citizenship behaviour. The results show that participants' responses on each item have a mean above 4, which implies that the respondents generally engage in organisational citizenship behaviour. Furthermore, the overall mean in relation to their engagement in organisational citizenship behaviour is 5.49. Table 4.15 presented the descriptive statistics of the dimensions of organisational citizenship behaviour. The overall mean of each dimension was measured with the altruism mean of 5.9, courtesy mean of 6.027, civic virtue of 5.57, sportsmanship mean of 4.41 and conscientiousness mean of 5.536.

Table 4.15: Descriptive statistics of organisational citizenship behaviour dimensions

	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
(Altruism): OCB1	2	7	5,9	1,094	-0,96	0,245	0,707	0,485
(Altruism): OCB2	3	7	5,82	1,031	-0,571	0,245	-0,535	0,485
(Altruism): OCB3	2	7	5,98	1,01	-1,134	0,245	1,81	0,485
Overall	2,3	7	5,9	1,045	-0,89	0,245	0,66	0,485
(Courtesy): OCB4	4	7	6,07	0,893	-0,772	0,245	-0,066	0,485
(Courtesy): OCB5	3	7	5,92	1,067	-0,883	0,245	-0,017	0,485
(Courtesy): OCB6	3	7	6,09	1,006	-1,015	0,246	0,536	0,488
Overall	3,33	7	6,027	0,989	-0,89	0,245	0,151	0,486
(Civic virtue): OCB7	3	7	5,76	1,116	-0,893	0,245	0,32	0,485
(Civic virtue): OCB8	2	7	5,63	1,158	-0,794	0,245	0,201	0,485
(Civic virtue): OCB9	1	7	5,32	1,411	-0,566	0,245	-0,348	0,485
Overall	2	7	5,57	0,228	-0,751	0,245	0,057	0,485
(Sportsmanship): OCB10	1	7	4,69	1,746	-0,435	0,245	-0,754	0,485
(Sportsmanship): OCB11	1	7	4,41	1,836	-0,27	0,245	-0,95	0,485
(Sportsmanship): OCB12	1	7	4,13	1,863	-0,239	0,245	-0,983	0,485
Overall	1	7	4,41	1,815	-0,315	0,245	-0,896	0,485
(Conscientiousness): **OCB13**	1	7	5,19	1,59	-0,931	0,245	0,342	0,485

(Conscientiousness): OCB14	1	7	5,46	1,392	-0,976	0,245	0,485	0,485
(Conscientiousness): OCB15	2	7	5,96	1,075	-1,317	0,246	2,334	0,488
Overall	**1,33**	**7**	**5,536**	**0,352**	**-1,075**	**0,245**	**1,054**	**0,486**

4.7.3 Descriptive statistics of employee vitality

Table 4.16 illustrates the descriptive statistics concerning employee vitality, including the minimum, maximum, mean, standard deviation, skewness, and kurtosis derived from the overall scale of employee vitality. Since the five items measuring employee vitality were rated on a 5-point scale, any item with a mean response of 3 or higher is considered indicative of respondents' vitality regarding that item. The findings reveal that participants' responses to each item have a mean above 3, suggesting a tendency towards feelings of vitality. Moreover, the overall mean concerning their vitality is 3.18.

Table 4.16: Descriptive statistics of employee vitality

	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EMP1	1	5	4,02	1,007	1,293	,245	1,725	,485
EMP2	1	5	4,03	,988	1,120	,245	1,205	,485
EMP3	1	5	4,01	,972	1,067	,246	,919	,488
EMP4	1	5	3,98	,930	,815	,245	,309	,485
EMP5	1	5	3,85	1,168	,957	,245	,076	,485
Overall	**1**	**5**	**3.98**	**1.05**	**1.054**	**.245**	**0.847**	**.485**

4.8 EXPLORATORY FACTOR ANALYSIS

Exploratory factor analysis (EFA) is a statistical technique used to simplify data into a smaller set of summary variables, revealing the underlying patterns of relationships between variables and participants (Yin, 2014). Researchers often use EFA to understand connections between practices and make informed decisions based on the findings, considering it a way to reduce data (Maxwell & Weaver, 2014). In this study, EFA was used to understand the structure of the collected data, following assessments to confirm its suitability. As part of the initial analysis, both the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity were used. The KMO evaluates how much of the variance in the variables is explained by the study (Chan & Idris, 2017), while

Bartlett's test checks if the variances are equal across different samples (Maxwell & Weaver, 2014). A good factor analysis needs a KMO value above 0.5, and Bartlett's test should show a significant result to confirm that EFA is suitable for the data (Hadia et al., 2016).

The Bartlett's test yielded significant results ($p < 0.001$) for all constructs, and the KMO values for all contracts in table 4.17 exceeded the minimum threshold of 0.5. Hence, the findings affirmed a robust relationship among variables, justifying the application of factor analysis in this study. Principal component analysis (PCA), a reduction method, was utilised in this study to streamline the dimensionality of extensive datasets, condensing a large set of variables into a smaller one while retaining most of the information (Holand & Wiley, 2019). Varimax rotation, a method employed to simplify the expression of a subspace into major items, was also utilised in the EFA process (Lee et al., 2018).

Table 4.17: KMO and Bartlett's test of sphericity

Constructs	**KMO MEASURE**	**Bartlett's test**		
		Approximate Chi-Square	**Degree of freedom**	**Significance level**
Psychological Contract	0.825	987.845	253	<0.001
Organisational Citizenship Behaviour	0.699	557.044	105	<0.001
Employee vitality	0.807	287.124	10	<0.001

During EFA, four things were looked at. First, only items with factor loadings above 0.5 were kept. Factor loadings help to show how things are connected by putting them into understandable groups (Izquierdo et al., 2014). Second, factors with eigenvalues higher than 1 were kept because they are important in explaining differences and how important the underlying groups are (Munir, 2015). The scree plot was used to see how many groups to keep, which helps in exploring the data (Ledesma et al., 2015). Lastly, items with communalities higher than 0.5 were considered because they show how much of the same thing is in each group (Samuels, 2017). Communalities over 0.2 show a good amount of the same thing and are important in the study (Child, 2006; Yong & Pearce, 2013).

Conducting an Exploratory Factor Analysis (EFA) on the psychological contract, organisational citizenship, and employee vitality involves a statistical method aimed at uncovering the underlying structure and relationships among these constructs. EFA assists in identifying latent factors or dimensions that elucidate variance in a set of observed variables. Subsequent sections present the outcomes of the EFA procedure conducted on the psychological contract, organisational citizenship, and employee vitality.

4.8.1 Determination of underlying factors for the internal integration scale

After applying the EFA method to the internal integration measure, no items showed cross-loadings, so none were removed during the analysis. A single-factor pattern emerged from the extraction process. The results of this factor solution for the internal integration concept can be found in Tables 4.18, 4.19, and 4.20.

4.8.1.1 Psychological contract

Psychological contract scored factor loadings of between 0,30 and 0,70 which strong factor loading between items of employee vitality and the factor. Therefore, it can be concluded that psychological contract indicated good factor loadings. As stated in Table 4.18, The communalities of the items in the factor analysis indicate how well each item is explained by the extracted factors. Higher communalities suggest stronger representation within the factor structure. In this analysis, most items demonstrated communalities about the commonly accepted threshold of 0,5, indicating that they are well accounted for by the factors.

Table 4.18: Unidimensional factor structure for the internal integration scale (PC)

Item	Communalities	Factor loadings
PSY1	0,763	0,387
PSY2	0,779	0,568
PSY3	0,722	0,6
PSY4	0,647	0,548
PSY5	0,471	0,199
PSY6	0,62	0,655
PSY7	0,637	0,48
PSY8	0,551	0,57
PSY9	0,53	0,468
PSY10	0,524	0,612

PSY11	0,432	0,499
PSY12	0,662	0,539
PSY13	0,629	0,688
PSY14	0,589	0,669
PSY15	0,726	0,648
PSY16	0,544	0,521
PSY17	0,494	0,527
PSY18	0,629	0,655
PSY19	0,72	0,682
PSY20	0,611	0,708
PSY21	0,629	0,605
PSY22	0,741	0,65
PSY23	0,629	0,552

Notably, items 1,2,3,15,19, and 22 shows particularly strong communalities (above 0,7), suggesting that these items are highly influenced by the underlying factors. Conversely, items 5,11, and 17 with communalities below 0,5, are less well-represented, however they still contribute meaningfully to the factor structure.

4.8.1.2 Organisational citizenship behaviour

Organisational citizenship behaviour scored low factor loadings on three items of it, 13 indicated a moderate correlation between items of employee vitality and the factor, and only one factor indicated high level of factor loading. Therefore, it can be concluded that Organisational citizenship behaviour indicated good factor loadings. As shown in Table 4.19, while communalities exceeded the threshold of 0.2 and 0.5, some item factor loadings fell between the 0.2 and 0.5 cut-off values. Notably, items 4, 9, 10, 11, and 12 demonstrated factor loadings within this range.

Table 4.19: Unidimensional factor structure for the internal integration scale (Organisational citizenship behaviour)

Item	Communalities	Factor loadings
OCB1	0,754	0,587
OCB2	0,791	0,532
OCB3	0,705	0,582
OCB4	0,637	0,467
OCB5	0,839	0,745
OCB6	0,751	0,666
OCB7	0,707	0,691
OCB8	0,794	0,565
OCB9	0,699	0,423

OCB10	0,635	0,238
OCB11	0,697	0,049
OCB12	0,734	0,07
OCB13	0,618	0,515
OCB14	0,66	0,631
OCB15	0,714	0,501

4.8.1.3 Employee vitality

Before conducting the EFA on the internal integration scale, none of the items displayed cross-loadings, leading to no exclusions during the factor analysis. A singular factor structure was obtained via the factor extraction process. The results of this factor solution for the internal integration concept are illustrated in Table 4.20.

Table 4.20: Unidimensional factor structure for the internal integration scale

Item	Description	Communalities	Factor loadings
EMP1	I am always active when I am at work.	0,749	0,865
EMP2	I am full of high level of mental vigour when I am at work.	0,747	0,864
EMP3	My organisation makes me feel great.	0,689	0,830
EMP4	When I am at work, I feel a sense of physical intensity.	0,696	0,835
EMP5	When I am at work, I feel psychologically robust.	0,653	0,808
Eigenvalue			3,534
Percentage of Variance			70,683

As shown in Table 4.20, both the communalities and factor loadings for each item exceeded the cutoff values of 0.2 and 0.5, respectively. The EMP factor, comprising five items, had an eigenvalue of 3.534, accounting for 70.683% of the variance.

4.9 HYPOTHESIS TESTING

In testing the relationship (primary and secondary hypotheses), correlation analysis and regression analysis were used. Then t-test for independent samples were used to compare the relationships between gender differences.

4.9.1 Correlation analysis

This study utilised Pearson correlations to examine the strength and direction of relationships among the variables, presented in Table 21. According to Sekaran and Bougie (2013, p.287), Pearson correlations indicate “the direction, strength, and significance of the bivariate relationships among all the variables that were measured at an interval or ratio level”.

In this study, correlation analysis was conducted to test three primary hypotheses and then eleven secondary hypotheses. The results of these primary hypotheses and secondary hypotheses are presented in the subsequent sub-sections.

Table 4.21: Correlation analysis of the variables and the dimensions of the variables.

Correlations				
		Organisational citizenship behaviour	Psychological contract	Employee Vitality
Pearson Correlation	Organisational citizenship behaviour	1,000	,562	-,248
	Psychological contract	,562	1,000	-,324
	Employee Vitality	-,248	-,324	1,000
	Total scores	1,314	1,238	0,428
Sig. (1-tailed)	Organisational citizenship behaviour	.	<,001	,007
	Psychological contract	,000	.	,001
	Employee Vitality	,007	,001	.
N	Organisational citizenship behaviour	97	97	97
	Psychological contract	97	97	97
	Employee Vitality	97	97	97

		Psychological contract	Employee Vitality
Pearson Correlation	Altruism	,317	-,136
	Conscientiousness	,537	-,259
	Courtesy	,411	-,229
	Civic virtue	,395	-,217
	Sportsmanship	,092	,056
Sig. (1-tailed)	Altruism	,002	,185
	Conscientiousness	<,001	,011
	Courtesy	<,001	,025
	Civic virtue	<,001	,033
	Sportsmanship	,372	,584
N	Altruism	97	97
	Conscientiousness	96	96
	Courtesy	96	96
	Civic Virtue	97	97
	Sportsmanship	97	97

4.9.1.1 Primary hypotheses

- H1: There is a positive relationship between psychological contract and organisational citizenship

The Correlation results indicate a significant positive relationship between psychological contract and organisational citizenship behaviour, with r = 0.562 and p<0,001. Meaning, the hypothesis proposing a positive association between psychological contract and organisational citizenship behaviour is supported. These outcomes are consistent with those of Estiri et al.'s (2020) study. This is illustrated in Table 4.22.

Table 4.22 Correlations Results (Psychological contract & Organisational citizenship behaviour)

Correlations Results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Organisational citizenship behaviour	97	,562	<,001	<,001

- H2: There is a positive relationship between employees' vitality and organisational citizenship behaviour.

The correlation analysis revealed a statistically significant correlation between employee vitality and Organisational citizenship behaviour because of the r value of -0,248 and p=0,007. These finding contradicts the hypothesised positive relationship. It implies that higher employee vitality is associated with lower Organisational citizenship behaviour. Therefore, H2 is not supported. These results are illustrated in Table 4.23. This is supported by the literature that revealed that low vitality can results in high level of organisational citizenship behaviour, making to impact to effectiveness and employees' contribution (Chamisa et al., 2020).

Table 4:23 Correlations Results (Employees' vitality & Organisational citizenship behaviour)

Correlations Results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Employee Vitality & Organisational citizenship behaviour	97	-,248	,007	,014

- H3: There is a positive relationship between psychological contract and employees' vitality.

Based on the correlations results for H3, a statistically negative correlation relationship was found between psychological contract and employees' vitality because of the r value of -0,324 and p value of 0,001. These results also contradict the hypothesised positive relationship because of the negative correlation value. It indicates that a stronger positive psychological contract is associated with lower employee vitality. Therefore, H3 is not supported as depicted in Table 4.24. This is also supported by the study that conducted by Li et al. (2022) who indicated that a breach in the psychological contract has been found to have neutral impact employees' emotions and commitments.

Table 4:24 Correlations Results (Psychological contract & employee vitality)

Paired Samples Correlations	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Employee Vitality	97	-,324	<,001	,001

In conclusion, it is apparent that the strongest positive correlation ($r = 0.562$; $p < 0.001$) is evident between organisational citizenship behaviour and psychological contract. Conversely, the least robust correlation ($r = -0.248$; $p = 0.007$) is evident between organisational citizenship behaviour and employee vitality, indicating a negative association between these two constructs.

4.9.1.2 Secondary hypotheses

- H7: Psychological contract has a positive relationship with altruism.

The Correlation results table provides additional insight, indicating a significant positive correlation between scores of psychological contract and altruism (r = 0.317). These findings are visually represented in Table 4.25. The strength of the relationship is also indicated to the strong, because the results support the hypotheses, suggesting that employees with a stronger positive psychological contract are more likely to engage in altruistic behaviours. This is also supported by the research that indicated that psychological contracts are linked to altruism, as employees are inclined to assist others based on mutual exchange agreements (Atabaeva, 2019). The results are illustrated in Table 4.25 and H7 is supported.

Table 4.25: Correlations Results (Psychological contract & Altruism)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Altruism	97	,317	<,001	,002

- H8: Psychological contract has a positive relationship with conscientiousness.

A statistically significant correlation was found between psychological contract and conscientiousness (r = 0.537) and p value is less than 0,0001. This finding supports the hypothesis, indicating that the employees with a stronger positive psychological contract tend to be more conscientious. Therefore, H8 is supported, and this is consistent with the conclusions of the research conducted by Stanway et al. (2020). These results are illustrated in Table 4.26.

Table 4.26: Correlations Results (Psychological contract & Conscientiousness)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Conscientiousness	96	,537	<,001	<,001

- H9: Psychological contract has a positive relationship with courtesy.

A statistically significant positive correlation was found between psychological contract and courtesy (r-0,411, p value of less than 0,001). This indicates that employees with a stronger positive psychological contract tend to exhibit more courteous behaviours. The relationship is of moderate strength. These findings match those from Chahar's study in 2019, which also found a positive link between psychological contract and courtesy. So, the idea that there is a positive relationship between psychological contract and courtesy is supported. These results are illustrated in Table 4.27.

Table 4.27: Correlations Results (Psychological contract & Courtesy)

Paired Samples Correlations	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Courtesy	96	,411	<,001	<,001

- H10: Psychological contract has a positive relationship with civic virtue.

There is a statistically significant positive correlation between psychological contract and civic virtue r=0,395, p= <,001. The relationship between these variable and dimension is of weak to moderate strength. This also indicates that employees with a stronger positive psychological contract are more likely to demonstrate civic virtue. These results support those of the study conducted by Gurumoorthi and Venkatesan (2020). Hence, the hypothesis positing a positive relationship between psychological contract and courtesy is supported. These results are illustrated in Table 4.28.

Table 4.28: Correlations Results (Psychological contract & Civic virtue)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & civic virtue	97	,395	<,001	<,001

H11: Psychological contract has a positive relationship with sportsmanship.

The correlation between psychological contract and sportsmanship is weak and not statistically significant r=0,092, and p=0,372). This means there is no clear relationship

between these two variables. Therefore, H11 is not supported. These results contradict with the research conducted by Chahar (2019) suggesting a positive relationship between psychological contract and sportsmanship These findings are depicted in Table 4.29.

Table 4.29: Correlations Results (Psychological contract & Sportsmanship)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Psychological contract & Sportsmanship	97	,092	,186	,372

- H12: Employee vitality has a positive relationship with altruism.

A statistical insignificant negative correlation was found between employee vitality and altruism (r=-0,136), p=0,185). The relationship is weak and contradicts the hypothesis because of the p value exceeding 0,05. These findings diverge from those of Fu et al. (2023), who showed a positive effect of employee vitality on altruism. Thus, the hypothesis proposing a positive relationship between employee vitality and altruism is not supported. These findings are depicted in Table 4.30.

Table 4.30: Correlations Results (Employee vitality & Altruism)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Employee Vitality & Altruism	97	-,136	,093	,185

- H13: Employee vitality has a positive relationship with conscientiousness.

A statistically significant negative correlation exists between employee vitality and conscientiousness (r=-0.259 and p=0,011). These results contradict the hypothesised positive relationship. The relation strength is weak to moderate and these results. Therefore, the hypothesis proposing a positive relationship between employee vitality and conscientiousness is not supported ad this is supported by Liu et al. (2020). These results are illustrated in Table 4.31.

Table 4.31: Correlations Results (Employee Vitality & Conscientiousness)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Employee Vitality & Conscientiousness	96	-,259	,005	,011

- H14: Employee vitality has a positive relationship with courtesy.

A statistically significant negative correlation was observed between employee vitality and courtesy (r=-0,229 and p-0,025). This also contradicts the hypothesised positive relationship. Therefore, the hypothesis proposing a positive relationship between employee vitality and courtesy is not supported due to the negative correlation. These findings are visually represented in Table 4.32.

Table 4.32: Correlations Results (Employee vitality & Courtesy)

			Significance	
Correlations results	N	Correlation	One-Sided p	Two-Sided p
Employee Vitality & Courtesy	96	-,229	,012	,025

- H15: Employee vitality has a relationship with civic virtue.

A statistically significant negative correlation was found between employee and civic virtue (r=-0,217, p=0,033). Again, the relationship is negative, contrary to what was hypothesised. The relationship is weak to moderate. Therefore, H15 is not supported. The results illustrated in Table 4.33 Therefore, the hypothesis proposing a positive relationship between employee vitality and civic virtue is not supported due to the negative r value.

Table 4.33: Correlations Results (Employee vitality & Civic virtue)

Correlations results	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Employee Vitality & civic virtue	97	-,217	,016	,033

- H16: Employee vitality has a positive relationship with sportsmanship.

The correlation between employee vitality and sportsmanship is weak and not statistically significant (r=0,056, p=0,584). There is no clear relationship between these two variables. However, the hypothesis suggesting a positive relationship between employee vitality and sportsmanship is not supported due to the p-value exceeding 0.05. Similar positive correlations were observed in the research published by Morsch et al. (2020). These results are illustrated in Table 4.34.

Table 4.34: Correlations Results (Employee vitality & Sportsmanship)

Paired Samples Correlations	N	Correlation	Significance	
			One-Sided p	Two-Sided p
Employee Vitality & Sportsmanship	97	,056	,292	,584

4.9.2 Regression analysis

The study conducted regression analysis, with organisational citizenship behaviour as the dependent variable and two predictor variables, psychological contract and employee vitality (EV). The analysis was performed at a significance level of 5%. The model summary statistics are presented in Table 4.35.

Table 4.35 Regression Model summary

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,566[a]	,321	,306	7,943	2,328
a. Predictors: (Constant), Employee Vitality, Psychological contract					
b. Dependent Variable: Organisational citizenship behaviour					

The study aimed to evaluate the impact of organisational citizenship behaviour on psychological contract and employee vitality. Findings showed a moderate positive correlation (R= 0.566) between the dependent variable (organisational citizenship behaviour) and predictors (psychological contract and employee vitality). The adjusted R-square value of 0.321 suggests that psychological contract and employee vitality can explain 32.1% of the variance in organisational citizenship behaviour. Additionally, a

Durbin-Watson statistic of 2.328 indicated no serial correlation among variable residuals, as the value exceeded 1.5.

4.9.2.1 Analysis of variance

The research aimed to validate the adequacy of the regression model fit using the ANOVA statistic. Results of the study are presented in Table 4.23. Based on the ANOVA statistics presented, it was determined that the regression model demonstrated a significance level of 0.0%, indicating its adequacy in predicting the influence of psychological contract and employee vitality. With a significance value (P=0.000) below 5%, it suggests that the model effectively fits the data.

Table 4.36: Analysis of Variance

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2802,252	2	1401,126	22,209	<,001[b]
	Residual	5930,202	94	63,087		
	Total	8732,454	96			
a. Dependent Variable: Organisational citizenship behaviour,						
b. Predictors: (Constant), Employee Vitality, Psychological contract						

4.9.2.2 Coefficient of determination

The coefficient of determination served as an indicator of the relationship direction between independent variables and dependent variable. The significance level's P-value was utilised to demonstrate the importance of the connection between the response and predictor factors. A P-value below 0.05 at a 95% confidence level was interpreted as statistically significant, while a P-value above 0.05 indicated a statistically insignificant relationship between the dependent and independent variables. Tolerance and the variance inflation factor (VIF), metrics used to evaluate the impact of collinearity in a regression model, were assessed in this study. Ideally, Tolerance should exceed 0.1, and VIF should be less than 10 (O'Brien, 2017:673). All independent variable values met the recommended thresholds, suggesting no significant multicollinearity threat. The initial multiple regression analysis examined psychological contract (PC), employee vitality (EV), and organisational citizenship behaviour as predictors of attitudes toward lean culture, as depicted in Table 4.37

Table 4.37: Coefficient of determination

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	48,864	6,810		7,175	<,001		
	Psychological contract	,397	,066	,538	5,990	<,001	,895	1,117
	Employee Vitality	-,167	,202	-,074	-,823	,412	,895	1,117
a. Dependent Variable: Organisational citizenship behaviour								

Table 4.37 illustrates that psychological contract (Tol = 0.895, VIF = 1.117) and employee vitality (Tol = 0.895, VIF = 1.117) emerged as significant predictors of organisational citizenship behaviour. Both psychological contract and employee vitality served as independent variables (predictor variables), while organisational citizenship behaviour was the dependent variable in the prediction model. The regression analysis revealed an R-squared value of 0.321, suggesting that approximately 32% of the variance in organisational citizenship behaviour could be explained by psychological contract and employee vitality.

Notably, the predictor variables, psychological contract, and employee vitality, exhibited positive and statistically significant values in this study (High t-value= 5.990 and $p<0.001$ and t-value= -0.823 and $p=0.412$, respectively). Therefore, psychological contract was the most predictor variable for organisational citizenship behaviour, employee vitality is not the significant predictor of Organisational Citizenship Behaviour, as the p value is 0.412, which is greater than 0.05. Therefore, the variable is not making a significant unique contribution to the prediction of the dependent variable.

The following regression equation was estimated:

Where:

Y = Organisational citizen behaviour

X_1= Psychological contract

X_2= Employee vitality

In the regression model outlined above, the constant value of 48.864 indicates that if the predictor factors (psychological contract and employee vitality) were rated zero, the organisational citizenship behaviour would be 48.864. Additionally, a unit increase in psychological contract and employee vitality would lead to a decrease in organisational citizenship behaviour by 0.379 and 0.167, respectively.

4.9.3 Gender Comparisons Results

- H4: There is a statistically significant differences between gender and employees' perception of psychological contract.

Table 4.38 indicates that there is no statistically significant gender differences between male and female employees' perceptions of psychological contract. The hypothesis is not supported because the p-value is too high to confirm a meaningful difference between the two genders. This concludes that gender does not play a significant role in shaping employees' perceptions of the psychological contract in this sample. This was also supported by literature, as it was indicated that female and male employees have similar desires, aim to achieve same goal (Spalluto et al., 2018). Therefore hypothesis 4 is not supported.

Table 4:38 Independent t test results (Psychological contract)

Independent t test results					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Psychological contract	Female	52	89,85	12,625	1,751
	Male	45	86,33	13,177	1,964

- H5: There is a statistically significant differences between gender and employees' perception of employees' vitality.
-

The independent samples t-test assumptions were assessed by visually examining the normal distribution of mean employee vitality scores (refer to Table 4.39). Based on the results, there is no statistically significant differences between male and female

employees' perception of employee vitality. The differences in mean 10,37 and 9,33 is not large enough to be statistically significant. Therefore, the hypothesis not supported.

Table 4.39 Independent t test results (Employee vitality)

Independent t test results					
		N	Mean	Std. Deviation	Std. Error Mean
Employee Vitality	Female	52	10,37	4,699	,652
	Male	45	9,33	3,593	,536

- H6: There is a statistically significant differences between gender and employees' perception of organisational citizenship behaviour.

The assumptions of the independent samples t-test were assessed by visually inspecting the normality of the distribution of mean organisational citizenship behaviour scores (Table 4.40). Based on the data, there is no statistically significant difference between male and female employees' perception of organisational citizenship behaviour. The differences in mean 83,04 and 81,87 is not large enough to be considered significant given the viability of data. Therefore, the hypothesis is not supported. This is also supported by literature and research conducted by Saifi et al. (2021) who argued that vitality differences based on gender was found to be irrelevant, both males and females are equal concerning vitality.

Table 4.40: Independent t test results (Organisational citizenship behaviour)

Independent t test results					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organisational citizenship behaviour	Female	52	83,04	9,320	1,292
	Male	45	81,27	9,801	1,461

4.10 SUMMARY OF HYPOTHESES TESTING RESULTS

The study focused on testing sixteen (16) hypotheses. A summary of the hypotheses testing results are presented in Table 4.41. The table shows that 5 hypotheses were supported (H1, H7, H9, H10, & H15) while a total of 11 hypotheses (H2, H3, H4, H5, H6, H8, H11, H12, H13, H14 & H16) were not supported.

Table 4.41: Summary of hypotheses testing results.

Hypothesis	Supported/Not supported
H1: There is a positive relationship between psychological contract and OCB.	Supported
H2: There is a positive relationship between employees' vitality and OCB.	Not supported
H3: There is a positive relationship between psychological contract and employees' vitality.	Not supported
H4: There is a statistically significant gender difference between employees' perception of psychological contract.	Not supported
H5: There is a statistically significant gender differences between employees' perception of employee vitality.	Not supported
H6: There is a statistically gender differences between employees' perception of OCB.	Not supported
H7: Psychological contract has a relationship with altruism.	Supported
H8: Psychological contract has a relationship with conscientiousness.	Not supported
H9: Psychological contract has a relationship with courtesy.	Supported
H10: Psychological contract has a relationship with civic virtue.	Supported
H11: Psychological contract has a relationship with sportsmanship.	Not supported
H12: Employee vitality has a relationship with altruism.	Not supported
H13: Employee vitality has a relationship with conscientiousness.	Not supported
H14: Employee vitality has a relationship with courtesy.	Not supported
H15: Employee vitality has a relationship with civic virtue.	Supported
H16: Employee vitality has a relationship with sportsmanship.	Not supported

4.11 CHAPTER SUMMARY

This chapter focused on the presentation of various data, encompassing demographic information, assessments for normality, summary statistics regarding variables, descriptive statistics for constructs, exploratory factor analysis, correlational analysis, regression analysis, analysis of variance, determination of coefficients, and the results of hypothesis testing.

CHAPTER 5
DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

This chapter discusses the research results outlined in data analysis chapter and provides summary of the important aspects of this research. It also aims at ensuring that everything in this study is condensed so that researchers may understand why the study was undertaken in the first place. The chapter helps readers understand what the study is attempting to accomplish, as well as the influence the study will have on the readers.

5.2 DISCUSSION OF THE FINDINGS

The data for this study was collected using questionnaires and Top-level managers (top executives), middle level manager (counsellors), and administrative workers (secretarial, clerical, and HR positions) were included in this study. Participants formed part of the study regardless of their educational background, gender, race and ethnicity. The population was chosen based on the fact that Sekhukhune consists of employees who were affected by changes resulted from COVID-19 (Zindi & Shava, 2022). General workers and cleaners did not form part of the study.

The data was analysed using the Statistical Package for the Social Sciences (IBM - SPSS), version 29.0, developed by International Business Machines. Descriptive statistics, including mean and standard deviation, as well as correlation among the variables of interest, were presented in tables. Gender differences were explored using a t-test to assess variations in psychological contract, employees' vitality, and organisational citizenship behaviour between male and female employees. The association between psychological contract, employees' vitality, and organisational citizenship behaviour was examined through Pearson correlation analysis (Abela & Debono, 2019). Furthermore, linear regression analysis was utilised to evaluate the magnitude and impact of psychological contract and employee vitality on organisational citizenship behaviour (Kumari & Yadav, 2018). The ensuing discussion is guided by the research objectives tackled in this study.

5.2.1 The relationship between psychological contract and organisational citizenship behaviour

The previous research conducted by Estiri et al. (2020) uncovered a link between psychological contract and organisational citizenship behaviour, indicating that when organisations surpass employee expectations, employees are inclined to perform well and contribute to organisational success. These findings lend support to hypothesis (H1). Specifically, this shows a significant positive relationship between the psychological contract of public servants and their organisational citizenship behaviour within the Sekhukhune district municipality.

Overall, the study results shows a positive correlation between psychological contract and organisational citizenship behaviour within the selected local municipality. These findings are proven to be similar to the study conducted by Anggraeni (2018), who found that psychological contract has an influence in organisational citizenship behaviour because when employee think that their psychological expectations are fulfilled, they tend to put more effort and go extra miles to perform their duties. It can be concluded that the nature of the selected local municipality environment and work practices have a great effect towards improving the organisational citizenship behaviour and psychological contract. These findings are however inconsistent with the findings resulted from the study conducted by Bolino et al. (2022) who indicated that employees with fulfilled psychological contract would not always go extra miles.

As organisational citizenship behaviour has five dimensions, the relationship between psychological contract and each of the five dimensions were computed. The research findings in relation to psychological contract and organisational citizenship behaviour's dimension are presented below.

5.2.1.1 The relationship between psychological contract and altruism

The hypothesis (H7) is supported. Consequently, employees within the organisation adhere to the organisation's rules and regulations regarding the psychological contract, while simultaneously going above and beyond to perform tasks beyond their assigned responsibilities. This finding aligns with research conducted by Elsaved et al. (2019), validating the association between psychological contract and altruism.

5.2.1.2 The relationship between psychological contract and conscientiousness

The hypothesis (H8), suggesting a positive correlation between psychological contract and conscientiousness, is supported. This result aligns with the findings of a study by Stanway et al. (2020), which similarly indicated a strong connection between psychological contract and conscientiousness. According to Stanway et al. (2020), changes in psychological contract led to corresponding changes in conscientiousness. Additionally, they suggest that employees with a stronger relational psychological contract exhibit higher levels of boosterism, thereby enhancing conscientiousness. Consequently, a positive correlational relationship exists between psychological contract and conscientiousness.

5.2.1.3 The relationship between psychological contract and courtesy

The findings of this research indicate a favourable correlation between psychological contract and courtesy (H9) within the public service sector of Sekhukhune Municipality and the selected local municipality. Chahar (2019) similarly identified a positive association between psychological contract and courtesy, emphasising how it fosters an environment where employees can better comprehend their work-related requirements, thereby contributing to the development of robust human capital within organisations. These earlier findings align with the outcomes of the present study. Therefore, hypothesis (H9) is supported

5.2.1.4 The relationship between psychological contract and civic virtue

The hypothesis (H10) asserting a positive correlation between psychological contract and civic virtue was validated, aligning with prior research findings. For instance, Gurumoorthi and Venkatesan (2020) revealed a consistent association between psychological contract and civic virtue, emphasising employees' adherence to organisational policies and active participation in its initiatives while ensuring alignment with their psychological expectations from the public sector. Additionally, Robinson and Morrison (1995) supported this relationship by highlighting the link between trust, civic virtue, and psychological contract. Consequently, H10 was achieved and supported.

5.2.1.5 The relationship between psychological contract and sportsmanship

Hypothesis H11, suggesting a positive correlation between psychological contract and sportsmanship, was formulated based on the observed positive correlation. However, the hypothesis was ultimately not supported as the p-value exceeded 0.05. This result contradicts previous research, which consistently found a significant positive association between psychological contract and sportsmanship within the context of Organisational Citizenship Behaviour (Chahar, 2019).

5.2.2 The relationship between employees' vitality and organisational citizenship behaviour

Hypothesise (H2) regarding a positive correlation between employee vitality and organisational citizenship behaviour was not supported due to the negative correlation value. This is also supported by the examination of the relationship between employee vitality and organisational citizenship behaviour revealed an insignificantly negative correlation. This resulted from a correlation value of -0.248, along with a p-value greater than 0.05. These findings align with Ullah et al. (2021) study, which highlighted that even in conducive work environments, toxic employer behaviour can dampen employees' willingness to excel and contribute. Nonetheless, these results diverge from those of Chamisa et al. (2020), who posited a positive link between employee vitality and organisational citizenship behaviour.

The correlation analysis showed a negative relationship between employee vitality and organisational citizenship behaviour among employees in the Sekhukhune District Municipality, specifically within the selected local municipality. This is supported by the literature that revealed that low vitality can results in high level of organisational citizenship behaviour, making to impact to effectiveness and worker's contribution (Chamisa et al., 2020). Research also indicates that employees in public sectors may maintain vitality but refrain from going the extra mile due to a lack of recognition or incentives. Given that organisational citizenship behaviour comprises five dimensions, the associations between employee vitality and each dimension were examined. The research outcomes concerning employee vitality and the various dimensions of organisational citizenship behaviour are detailed below.

5.2.2.1 The relationship between employee vitality and altruism

The outcome of this study demonstrated a negative correlation between employee vitality and altruism, as evidenced by the negative r value. These findings contradict prior research that shown positive influence of employee vitality on altruism (Fu et al., 2023). Consequently, the hypothesis proposing a positive relationship between employee vitality and altruism is not supported due to the p-value exceeding 0.05. Thus, it is concluded that while there is a connection between employee vitality and altruism, it manifests as a negative relationship in this context.

5.2.2.2 The relationship between employee vitality and conscientiousness

The outcome of this research regarding H13 reveal a negative correlation between employee vitality and conscientiousness. These findings align with a study by Liu et al. (2020), which suggests that conscientiousness in organisations amplifies performance pressure, thereby diminishing overall workplace well-being. Consequently, the relationship between employee vitality and conscientiousness is negative, however with a p-value of 0.05.

5.2.2.3 The relationship between employee vitality and courtesy

Findings of this study indicated a negative correlation between employee vitality and courtesy, with an r value of -0.229 (H14). This supports the research conducted by Yoon et al. (2022). Therefore, the hypothesis proposing a positive relationship between employee vitality and courtesy is not supported. Hence, it can be inferred that employee vitality and courtesy exhibit a negative relationship.

5.2.2.4 The relationship between employee vitality and civic virtue

The outcome of this study indicates a negative relationship between employee vitality and civic virtue with an r value of -0.217. These results contradict the findings of previous research conducted by Yao and Chang (2017). Hence, the hypothesis proposing a positive relationship between employee vitality and civic virtue is not supported, given the p value being less than 0.05.

5.2.2.5 The relationship between employee vitality and sportsmanship

The research results demonstrated a favourable correlation between employee vitality and sportsmanship. These findings align with the findings of previous research by Yoon et al. (2022), which proposed that fostering a culture of sportsmanship within the organisation can enhance employees' sense of vitality and encourage active participation in their work. Moreover, these findings are congruent with those of Morsch et al. (2020), suggesting that alterations in sportsmanship can affect employee vitality. Despite these findings, the hypothesis (H16) proposing a positive relationship between employee vitality and sportsmanship is supported but rejected due to the p value exceeding 0.05.

5.2.3 The relationship between psychological contract and employees' vitality

The outcomes regarding hypothesis (H3), which proposed a positive relationship between psychological contract and employee vitality, were not supported due to a p-value exceeding 0.05. Moreover, this is supported by the study that conducted by Li et al. (2022) who indicated that a breach in the psychological contract has been found to have neutral impact employees' emotions and commitments. Consequently, it can be inferred that the fulfilment of the psychological contract among public servants in the selected municipality does not necessarily lead to their vitality.

5.2.4 Gender differences between employees' perception of psychological contract

The outcome of this study supports the research conducted by Spatullo et al. (2018), who also observed insignificant statistical gender disparities in employees' perceptions of the psychological contract. This suggests that both male and female employees have similar desires and aim to achieve the same goals, however they experience the workplace differently. The study revealed no statistically significant differences between gender and employees' perceptions of the psychological contract at the selected local municipality. Thus, it can be concluded that gender does not influence employees' perceptions of the psychological contract at the selected local municipality, as evidenced by a p-value exceeding 0.005. Consequently, H4 was not supported. These findings contrast with those of Fine et al. (2020), who suggested that females are less likely to fulfill the psychological contract due to perceived disadvantages in employment, promotion, or training opportunities that may arise from maternity leaves. However, in this study, the

psychological contract was perceived similarly by both male and female employees of the selected local municipality, indicating that gender does not impact employees' perceptions of the psychological contract.

5.2.5 Gender differences between employees' perception of employee vitality

The study of the statistically significant differences between employees' perception of employee vitality was conducted by Saifi et al. (2021) who argued that vitality for both males and females are equal is public servants. However, the results shows that there is a statistically insignificant differences between gender and employee's perception of employee's vitality, meaning that employee vitality is perceived the same for both male and female employees of the selected local municipality. Therefore, gender does not have any impact on employee's perception of employee vitality which opposes what was predicted by H5.

5.2.6 Gender differences between employees' perception of organisational citizenship behaviour

H6 proposes significant differences between gender and employees' perceptions of organisational citizenship behaviour. However, the study findings indicate insignificant differences between gender and organisational citizenship behaviour perceptions. Previous research suggested that male employees tend to exhibit more collective organisational citizenship behaviour than females (Anu & Radhey, 2017), contrary to the current study's findings, where both male and female employees in the selected local municipality perceive organisational citizenship behaviour similarly. Thus, gender appears to have no discernible impact on employees' organisational citizenship behaviour perceptions.

The analysis in this research indicated a moderate positive association among these factors. Thus, although there is a connection among the three variables, changes in one variable may not consistently influence another. The analysis demonstrated a moderate positive correlation ($R = 0.566$) between the dependent variable (organisational citizenship behaviour) and the predictors. Additionally, the adjusted R-square value of 0.321 suggests that the predictors (psychological contract and employee vitality) can account for 32.1% of the variability in organisational citizenship behaviour.

5.3 RECOMMENDATIONS

It is recommended that public sectors should ensure that both females and males public servants understands factors that could impact their performance in future should they encounter pandemic that is more similar to COVID'19. Research further recommends that public servants should be valued in the organisations regardless of gender differences as it will results into them having willingness to go extra miles. Also, public sectors should ensure that there is always a sense of alignment between the psychological expectations of the public servants and their employer's expectations.

Future research should explore the possibility of including multiple municipalities in similar studies to ascertain the consistency of results across different contexts. This approach would not only enhance the generalizability of findings but also increase the diversity of study participants. Additionally, researchers should examine other potential influential factors, such as the target population, to ensure comprehensive understanding and robust results. Moreover, researchers can develop their own strategies aimed at enhancing organisational citizenship behaviour, psychological contract, and employee vitality among their respective employees.

5.3.1 Recommendations for future practice and public sectors

Below are the recommendations for public sectors.

- **Effective vitality programmes:** The management must engage public servants individually and map out programmes that would fit them on individual levels to ensure that everyone feels vital. These programmes could be in the form of training and will also ensure that both females and males are seen and valued the same in terms of employee wellness.

- **Clear public sector values:** public sectors should create a cultural environment that accommodates and pushes both males and females to experience the workplace the same way. Clear values like work life balance should be set. It will also be important for public sectors to consider fair promotions and job security equally for male and female of Sekhukhune district municipality.

- **Agile Business models:** public sectors must have models that aims at enhancing public servants to be flexible and to be resilient went encountering certain conditions or crisis in the organisation and to respond positively.

- **Risk management planning:** public servants should implement these strategies in order to navigate the possible risks or possible crisis like COVID'19 in future and plan on possible solutions and measuring how public servants will be affected.

5.3.2 Recommendations for management in the selected local municipality

Below are the recommendations for public sectors management.

- **Training for management for relationship building skills**: public sectors should implement trainings that will aim at educating the management in the selected local municipality on suitable relationship building practices that could persuade employees/ servants to always go extra miles.

- **Transparent communication by management:** It's crucial for public sector management to promote open communication, ensuring there's a complete feedback loop between teams and management. This will help the team in such a way that they will be confident enough to approach the management if they will voice out if they have anything that triggers them to go extra miles when they encounter crisis.

- **Open door policy:** this is one of the effective policies that could foster a solid relationship between management and team, more especially during challenging situations. If there is an implemented policy in the organisation the team would be comfortable to stand in for their managers in their absence and the managers would also juggle the team tasks in their absence.

- **Flexible work arrangements:** management can also consider looking at restructuring the standard of the work in a way that even in case of crisis employees are still able to work without compromising their well-being. This would also be a vitality booster. An example of this would be an introduction of remote working by the management.

5.4 CONTRIBUTIONS OF THE STUDY

The research presents a strong theoretical foundation for comprehending the interaction among the psychological contract, employee vitality, and organisational citizenship behaviour. Consequently, the study's findings enrich the existing literature on psychological contract, employee vitality, and organisational citizenship behaviour within the context of public sectors, particularly focusing on local municipalities. Unlike previous research, which predominantly centred on district municipalities (Cassar et al., 2022), this study extends its scope to local municipalities.

Empirically, the study sheds light on potential challenges encountered within public sectors. It also makes novel empirical contributions by presenting results from a single municipality concerning psychological contract, employee vitality, and organisational citizenship behaviour. Furthermore, the study proposes strategies aimed at enhancing organisational citizenship behaviour, psychological contract, and employee vitality within the public sector.

5.5 LIMITATIONS OF THE STUDY

The research distributed 377 questionnaires to available and willing public servants, but only received 97 completed questionnaires. Convenience sampling was employed, resulting in a small sample size that excluded cleaners and general workers. Moreover, the research was restricted to a single local municipality, which constrains the ability to apply the findings to other municipalities in the same district. Therefore, the findings of the results cannot be generalised to the whole municipality, other municipalities, other public sectors in South Africa or other institutions such as higher education, hospitals, banking sectors etc. The timeline for getting permission to conduct research at the selected local municipality also took long. The timeline impacted the turnaround time of data collection for my study. Data collection process was also time consuming as numerous visits had to be done so that public servants can get motivation to complete the questionnaires.

5.6 IMPLICATIONS FOR FUTURE RESEARCH

Several studies have explored psychological contract, organisational citizenship behaviour, and employee vitality in South Africa, primarily focusing on private sectors rather than public sectors. This study targeted a population of 377 but utilised a convenience sample of only 97 participants. A notable concern is the small sample size, which may not adequately represent all public servants at the selected local municipality, particularly as general workers and cleaners were excluded from the study. It's crucial to address this limitation by conducting future studies with larger sample sizes to ensure broader representation and higher response rates.

Future researchers should heed the recommendations outlined in this study and consider utilising different questionnaires for assessing employee vitality, as the current questionnaire comprised only five items. Conducting further research with revised sample sizes would lead to more comprehensive outcomes and yield greater insights due to enhanced response rates.

5.7 CONCLUDING REMARKS

The study on the relationship between variables identifies the benefits that public sectors gets when employees engage in organisational citizenship behaviour, psychological contract, and employee vitality variables. It also identifies possible impacts of these three variables in the public sectors. Therefore, there was a realisation that public servants should consider training management on relationship building skills to promote psychological contract and employee vitality. Managers should implement vitality programmes to promote healthy work culture that encourages employee wellness and the willingness for employees to go extra miles. The practical recommendations of the research findings can also assist the selected local municipality in enhancing organisational citizenship behaviour, psychological contract, and employee vitality for both male and female servants. The organisation should implement effective behavioural training programs to ensure continued support for the relationship between Organisational Citizenship Behaviour, psychological contract, and employee well-being.

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APPENDICES

APPENDIX A: INFORMED CONSENT

ETHICAL CONSIDERATION AND INDEMNITY STATEMENT TO RESEARCH PARTICIPANTS FROM THE DEPARTMENT OF BUSINESS MANAGEMENT: HUMAN RESOURCE PROGRAMME AT THE UNIVERSITY OF LIMPOPO

DEPARTMENT OF BUSINESS MANAGEMENT

THE FOLLOWING STATEMENT TO APPEAR IN RESEARCH QUESTIONNAIRES AND THE RESEARCH COVER LETTER/PAGE:

IMPORTANT NOTIFICATION TO RESEARCH PARTICIPANTS/RESPONDENTS

1. Completion of the following questionnaire (s) and/or participating in the following interview(s) is voluntary and anonymous/ confidential.
2. Only grouped responses are used for scientific analysis and dissemination.
3. The individual identities of the respondents (in the unlikely event that it may become known) are protected at all times.
4. By completing this questionnaire of participating in this interview the respondent indemnifies the University of Limpopo and all persons involved with the above project, for whatever reasons, including negligence on the part of the researcher (s) and research supervisor (s) or project leader (s).

APPENDIX B: QUESTIONNAIRES

UNIVERSITY OF LIMPOPO
Department of Business Management
School of Economics and Management
Private Bag X1106 **Tel.: 079 144 6177**
Sovenga **E-mail:** lindiwelindi971@gmail
0727

South Africa

Invitation to participate in the research projected titled: "Psychological contract, employee vitality and organisational citizenship behaviour in the Sekhukhune District Municipality".

Dear Sir/Madam,

My name is Lindiwe Shaku, and I am a registered Master of Commerce student in Human Resource Management at the University of Limpopo, under the supervisor of Dr HR Maluka. My co- supervisor is Prof TS Setati. I am currently commencing with the process of collecting data for my dissertation and below items are questionnaires for my dissertation which requires your sincere responses. The purpose of my research project is to investigate the relationship between psychological contract, employee vitality, and organisational citizenship behaviours in the Sekhukhune district municipality. Please be informed that your participation in this questionnaire is completely voluntary and that all your responses will be kept confidential.

Please take note that the questionnaire will not require you to spend too much time thinking about your responses. Kindly also be informed that your personal identifiers will not be revealed during the process of data analysis and stipulation of findings. During the completion of the study, the results will be shared with you, should we receive your request with regards to the research findings.

Yours sincerely, Supervisor Co-supervisor

Shaku L Dr HR Maluka Prof TS Setati

SECTION A: DEMOGRAPHIC DETAILS

Please respond to each statement by placing a tick (√) on the box corresponding to your appropriate credentials.

1. Gender

Female	
Male	

2. Age

18 to 30 years	
31 to 40 years	
41 to 50 years	
50 and above	

3. Ethnicity

African	
White	
Colored	
Indian	

4. Educational background

Pre-matriculation	
Senior certificate	
Diploma	
Degree	
Postgraduate degree	
Master's degree and above	

5. Job position

Top level managers (top executives)	
Middle level manager (Counsellors)	
Administrative workers (secretarial, clerical, HR positions, and etc.)	

6. Length of service in public sector

Less than 1 year	
1 to 4years	
5 to years 6years	
More than 6 and less than 10years	
More than 10 years	

SECTION B: PSYCHOLOGICAL CONTRACT

Instructions

The purpose of this questionnaire is measuring the employee's perception about the organisation and the employer. Please respond to each statement by placing a tick (√) on the box corresponding to the appropriate statement. Use the answering keys listed below to choose the statement that aligns with your perception about your organisation and your employer.

Answering key: 1= Not at all (NA), 2=Slightly (Sl), 3= Somewhat (So), 4= Moderately (M), and 5= To a great extent (TG).

No.	Statement	NA	Sl	So	M	TG
1.	Organisation promises me to provide interesting and challenging work.	**1.**	**2.**	**3.**	**4.**	**5.**
2.	Organisation has promised me to provide a practically safe and secure job and healthy working environment.	**1.**	**2.**	**3.**	**4.**	**5.**
3.	In this organisation, management motivate employees for mutual participation in the decision-making process.	**1.**	**2.**	**3.**	**4.**	**5.**
4.	My organisation promises me to provide violence free and conducive work environment.	**1.**	**2.**	**3.**	**4.**	**5.**
5.	Money is the prime importance for me, and I perform my tasks only for it.	**1.**	**2.**	**3.**	**4.**	**5.**
6.	This organisation promises its employees to work in an exactly defines sets of working hours.	**1.**	**2.**	**3.**	**4.**	**5.**
7.	In this organisation, each one is closely involved in their job.	**1.**	**2.**	**3.**	**4.**	**5.**
8.	This organisation reciprocates the efforts put in by its public servants.	**1.**	**2.**	**3.**	**4.**	**5.**
9.	I perform my duty only that is barely required to be done.	**1.**	**2.**	**3.**	**4.**	**5.**
10.	I got an ample opportunity for getting promotion if I do hard work for the organisation	**1.**	**2.**	**3.**	**4.**	**5.**
11.	This organisation provides me with good career development prospects and my career paths are clearly map out	**1.**	**2.**	**3.**	**4.**	**5.**
12.	I am committed to my profession and render my services regularly even if I do not feel particularly well.	**1.**	**2.**	**3.**	**4.**	**5.**
13.	I remained loyal to my organisation and always ready to work extra hours in case it is demanded.	**1.**	**2.**	**3.**	**4.**	**5.**
14.	I am polite to my customers even in situation where they are rude and unpleasant to me.	**1.**	**2.**	**3.**	**4.**	**5.**
15.	I am committed to my team player and always try to be part of my team.	**1.**	**2.**	**3.**	**4.**	**5.**
16.	I am always ready to perform the tasks which is outside to my job requirements.	**1.**	**2.**	**3.**	**4.**	**5.**
17.	I promise to meet the performance expectations in my job.	**1.**	**2.**	**3.**	**4.**	**5.**
18.	I promise to accept an internal transfer if required.	**1.**	**2.**	**3.**	**4.**	**5.**
19.	I promise to provide the organisation with innovative suggestions for improvement.	**1.**	**2.**	**3.**	**4.**	**5.**
20.	I promise to work enthusiastically on jobs which others will prefer not to do.	**1.**	**2.**	**3.**	**4.**	**5.**
21.	I am emotionally attached with this organisation and feel pride to be part of this organisation.	**1.**	**2.**	**3.**	**4.**	**5.**
22.	I always try to seek job assignments that would enhance my role.	**1.**	**2.**	**3.**	**4.**	**5.**
23.	I always try to increase my participation in the decision making.	**1.**	**2.**	**3.**	**4.**	**5.**

SECTION B: ORGANISATIONAL CITIZENSHIP BEHAVIOUR

Instructions

The following section aims to measure the Organisational citizenship behaviour in the public sector. Please read the below statements carefully and provide your response by

placing a tick (√) on the box corresponding to the statement that reflects your level of organisational citizenship behaviour*in the public sector.*

Answering key: 1=Strongly Disagree (SD), 2=Disagree (D), 3=Slightly Disagree (Sd), 4=Neither Agree Nor Disagree (NAD), 5= Slightly Agree (Sa), 6= Agree (A), 7= Strongly Agree (SA).

No	Statement	SD	D	Sd	NAD	Sa	A	SA
	In my organisation, I …	**1**	**2**	**3**	**4**	**5**	**6**	**7**
1.	I voluntarily help fellow professionals when they Have work-related problems.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
2.	I voluntarily help new joiners to get oriented Towards job.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
3.	I am always ready to lend a helping hand to those around.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
4.	I always try to avoid creating complications for Fellow public servants.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
5.	I am conscious of how my behaviour impacts other people's jobs.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
6.	I don't neglect the rights of others.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
7.	I always keep myself well-informed of changes in the organisation.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
8.	I keep myself informed with organisational announcements and memos.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
9.	I attend meetings that are not mandatory but help my department anyway.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
10	I always require numerous doses of motivation to get the work done.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
11	I usually find mistake with what my organisation is doing.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
12	I usually focus on what is wrong rather than positive side of the situation.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
13	I abide by organisational rules even when no one Is watching over.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
14	I don't take additional or long breaks while on duty.	**1**	**2**	**3**	**4**	**5**	**6**	**7**
15	My attendance at work is above the standard.	**1**	**2**	**3**	**4**	**5**	**6**	**7**

SECTION C: EMPLOYEE VITALITY

Instructions

The following section aims to measure how employees feel at their respective organisation. It measures the level of vitality within the employees in the organisation. Please read the below statements carefully and provide your response by placing a tick (√)

on the box corresponding to the statement that reflects your level of vitality in your organisation as an employee.

Answering key: 1= Strongly Agree (SA), 2= Agree (A), 3= Moderately (M), 4= Disagree (D), and 5= Strongly Disagree (SD).

No.	Statement	SA	A	M	D	SD
		1	**2**	**3**	**4**	**5**
1.	I am always active when I am at work.	**1**	**2**	**3**	**4**	**5**
2.	I am full of high level of mental vigour when I am at work.	**1**	**2**	**3**	**4**	**5**
3.	My organisation makes me feel great.	**1**	**2**	**3**	**4**	**5**
4.	When I am at work, I feel a sense of physical intensity.	**1**	**2**	**3**	**4**	**5**
5.	When I am at work, I feel psychologically robust.	**1**	**2**	**3**	**4**	**5**

TRANSLATED VERSION OF THE QUESTIONNAIRE

MAMETLELELO B: DIPOTŠIŠO

KAROLO YA A: DINTLHA TSA PALO YA BATHO

Hle araba polelo ye nngwe le ye nngwe ka go bea leswao (√) lepokising leo le sepelelanago le mangwalo a gago a maleba a go hlatsela.

1. Bong

Mosadi	
Monna	

2. Mengwaga

Mengwaga ye18 go ya go ye 30	
Mengwaga ye 31 go ya go ye 40	
Mengwaga ye 41 go ya go ye 50	
50 le go feta	

3. Morafe wa batho

Moafrika	
Motšhweu	
Morabe wa mebala	
Moindia	

4. Bokamorago bja tša thuto

Pele ga marematlou	
Setifikeiti sa Senior	
Diploma	
Legoro la degree	
Legoro la ka morago ga dithuto tša godimo	
Legoro la Master	

5. Boemo bja mošomo

Balaodi ba maemo a godimo (bakhuduthamaga godimo) .	
Molaodi wa maemo a magareng (Baeletši)	
Bašomi ba taolo (mangwalo a bongwa bongwaledi, maemo a HR, le bjalobjalo) .	

6. Bolelele bja tirelo ka lekaleng la mmušo.

Ka tlase ga ngwaga o tee	
Ngwaga o tee go ya go ye 4	
Mengwaga ye 5 go ya go ye 6	
Go feta 6 le ka fase ga mengwaga ye 10	
Mengwaga ya go feta 10	

KAROLO YA B: KONTERAKA YA TLHALOGANYO

Ditaelo

Maikemišetšo a lenaneopotšišo le ke go ela temogo ya mošomi ka mokgatlo le mongmošomo. Hle araba polelo ye nngwe le ye nngwe ka go bea leswao (√) lepokising leo le sepelelanago le polelo ya maleba.

Senotlolo sa go araba: 1= Ga go bjalo le gatee (G), 2= Ga nyenyane (GN), 3= Ka tsela e itšego (KI), 4= Ka tekanyo e lekanetšego (KL), and 5= Go fihla bokgoleng bjo bogolo (GB).

Nomor	Setatamente	G	GN	KI	KL	GB
1.	Mokgatlo o ntshepiša go nnea mošomo o kgahlišago le o hlohlago.	**1.**	**2.**	**3.**	**4.**	**5.**
2.	Mokgatlo o nkholofeditše go nnea mošomo wo o nyakilego o šireletšegile šireletšegilego le tikologo e phetšego gabotse ya mošomo.	**1.**	**2.**	**3.**	**4.**	**5.**
3.	Lefelong le la mošomo, bolaodi bo hlohleletša bašomi go tšea karolo ga bobedi tshepedišong ya go tšea diphetho.	**1.**	**2.**	**3.**	**4.**	**5.**
4.	Mokgatlo wa ka o ntshepiša go nea tikologo ya mošomo yeo e se nago bošoro le yeo e loketšego.	**1.**	**2.**	**3.**	**4.**	**5.**
5.	Tšhelete ke bohlokwa bjo bogolo go nna, gomme ke phetha mešomo ya-ka feela bakeng sa yona.	**1.**	**2.**	**3.**	**4.**	**5.**
6.	Mokgatlo wo o holofetša bašomi ba wona go šoma ka tsela yeo e hlalosago gabotse disete tša diiri tša mošomo.	**1.**	**2.**	**3.**	**4.**	**5.**
7.	Mokgatlong wo, yo mongwe le yo mongwe o amega kudu mošomong wa gagwe.	**1.**	**2.**	**3.**	**4.**	**5.**
8.	Mokgatlo wo o fetolela maiteko ao a dirilwego ke bahlankedi ba wona ba mmušo.	**1.**	**2.**	**3.**	**4.**	**5.**
9.	Ke phetha mošomo wa-ka feela woo o sa nyakegego gore o dirwe.	**1.**	**2.**	**3.**	**4.**	**5.**
10.	Ke ile ka hwetša sebaka se segolo sa go hwetša tlhatlošo ya maemo ge e ba ke direla mokgatlo mošomo o thata.	**1.**	**2.**	**3.**	**4.**	**5.**
11.	Mokgatlo wo o mpha ditebelelo tše botse tša tlhabollo ya mošomo gomme ditsela tša ka tša mošomo di beakantšwe gabotse.	**1.**	**2.**	**3.**	**4.**	**5.**
12.	Ke ikgafile go profešene ya ka gomme ke nea ditirelo tša ka ka mehla gaešita le ge ke sa ikwe gabotse ka mo go kgethegilego.	**1.**	**2.**	**3.**	**4.**	**5.**
13.	Ke ile ka dula ke botegela mokgatlo wa-ka gomme ka mehla ke ikemišeditše go šoma diiri tše oketšegilego ge e ba go ka nyakega.	**1.**	**2.**	**3.**	**4.**	**5.**
14.	Ke na le maitshwaro go bareki ba ka gaešita le boemong bjoo ba nago le mekgwa e mebe e bile ba sa kgahliše go nna.	**1.**	**2.**	**3.**	**4.**	**5.**
15.	Ke ikgafile go sebapadi sa sehlopha sa ka gomme ka mehla ke leka go ba karolo ya sehlopha sa ka.	**1.**	**2.**	**3.**	**4.**	**5.**
16.	Ke dula ke ikemišeditše go phethagatša mešomo yeo e lego ka ntle ga dinyakwa tša ka tša mošomo.	**1.**	**2.**	**3.**	**4.**	**5.**
17.	Ke tshepiša go fihlelela ditebelelo tša tshepedišo mošomong wa ka.	**1.**	**2.**	**3.**	**4.**	**5.**
18.	Ke tshepiša go amogela phetišetšo ya ka gare ge go nyakega.	**1.**	**2.**	**3.**	**4.**	**5.**
19.	Ke tshepiša go fa mokgatlo ditšhišinyo tša boitlhamelo tša go kaonafatša.	**1.**	**2.**	**3.**	**4.**	**5.**
20.	Ke tshepiša go šoma ka phišego mešomong yeo ba bangwe ba tlago go rata go se e dire.	**1.**	**2.**	**3.**	**4.**	**5.**
21.	Ke kgomaretše mokgatlo wo ka maikutlo gomme ke ikwa ke ikgantšha ka go ba karolo ya mokgatlo wo.	**1.**	**2.**	**3.**	**4.**	**5.**
22.	Ka mehla ke leka go nyaka dikabelo tša mošomo tšeo di bego di tla godiša Karolo ya-ka.	**1.**	**2.**	**3.**	**4.**	**5.**
23.	Ka mehla ke leka go oketša go tšea ga-ka karolo go tšeeng diphetho.	**1.**	**2.**	**3.**	**4.**	**5.**

KAROLO YA C: BOITSHWARO BJA BAGOLO BJA MOKGATLO

Ditaelo

Karolo ye e latelago e ikemišeditše go ela boitshwaro bja boagi bja Mokgatlo ka lekaleng la mmušo.Hle bala dipolelo tše di lego ka mo tlase ka kelohloko gomme o nee karabo ya gago ka go bea leswao (√) godimo ga lepokisi leo le sepelelanago le polelo yeo e laetšago maemo a gago a organisational citizenship behaviour ka lekaleng la mmušo.

Senotlolo sa go araba: 1= Ga ke Dumelelane ka mo go Tiilego (GK), 2= Ga ke dumelelane le seo (G), 3= Ga ke Dumele Ganyenyane (GDG), 4= Ga go Dumelelane goba Ga ke Dumele (GG), 5= Ke dumela ganyenyane (KG), 6= Dumelelana (D), 7= Dumelelana ka go Tia (DT)

Nomor	Setatamente Mo mokgatlong wa ka, ke …	GK	G	GDG	GG	Sa	A	KG
		1	2	3	4	5	6	7
1.	Ke thuša ditsebi-gotee ka boithaopo ge di na le mathata ao a tswalanago le mošomo.	1	2	3	4	5	6	7
2.	Ke thuša ka boithaopo bašomi ba bafsa go hwetša go hwetša tshekamelo ya go leba mošomong.	1	2	3	4	5	6	7
3.	Ke dula ke ikemišeditše go adima seatla sa go thuša go bao ba lego kgaufsi.	1	2	3	4	5	6	7
4.	Ka mehla ke leka go efoga go hlola mathata go Bahlankedi-gotee mmušo.	1	2	3	4	5	6	7
5.	Ke lemoga ka fao boitshwaro bja ka bo amago mešomo ya batho ba bangwe.	1	2	3	4	5	6	7
6.	Ga ke hlokomologe ditokelo tša ba bangwe.	1	2	3	4	5	6	7
7.	Ka mehla ke dula ke tsebišwa gabotse ka diphetogo mo mokgatlong.	1	2	3	4	5	6	7
8.	Ke dula ke tsebišwa ka ditsebišo tša mokgatlo le memorantamo.	1	2	3	4	5	6	7
9.	Ke tsenela dikopano tšeo e sego tša kgapeletšo eupša di thuša kgoro ya ka le ge go le bjalo.	1	2	3	4	5	6	7
10.	Ka mehla ke nyaka ditekanyo tše dintši tša tlhohleletšo to get mošomo o dirilwego.	1	2	3	4	5	6	7
11.	Gantši ke hwetša phošo ka seo mokgatlo wa-ka o se dirago.	1	2	3	4	5	6	7
12.	Gantši ke lebiša tlhokomelo go seo se fošagetšego go e na le go lebelela lehlakore le lebotse la boemo.	1	2	3	4	5	6	7
13.	Ke obamela melao ya mokgatlo le ge go se na motho yo a lebelelago.	1	2	3	4	5	6	7
14.	Ga ke tšee nako e telele ya go khutšage kele mošomong.	1	2	3	4	5	6	7
15.	Go ba gona ga-ka mošomong go ka godimo ga tekanyo.	1	2	3	4	5	6	7

KAROLO YA D: MAPHOLO A MOŠOMI

Ditaelo

Karolo ye e latelago e ikemišeditše go ela ka fao bašomi ba ikwago ka gona mokgatlong wa bona ka go latelana. Hle bala dipolelo tše di lego ka mo tlase ka kelohloko gomme o nee karabo ya gago ka go bea leswao (√) lepokising leo le sepedišanago le polelo yeo e bontšhago maemo a gago a mafolofolo mokgatlong wa gago bjalo ka mošomi.

Senotlolo sa go araba: 1= Dumelelana ka go Tia (DT), 2= Dumela (D), 3= Ka tekanyo e lekanetšego (M), 4= Ga ke dumelelane le seo (G), le 5= Ga ke Dumelelane ka mo go Tiilego (GK).

Nom	**Setatemente**	**DT** **1**	**D** **2**	**K** **3**	**G** **4**	**GK** **5**
1.	Ke dula ke le mafolofolo ge ke le mošomong.	**1**	**2**	**3**	**4**	**5**
2.	Ke tletše ka maemo a godimo a mafolofolo a monagano ge ke le mošomong.	**1**	**2**	**3**	**4**	**5**
3.	Lefelo la-ka la mošomo le dira gore ke ikwe ke kgotsofetše.	**1**	**2**	**3**	**4**	**5**
4.	Ge ke le mošomong, ke ikwa ke e-na le matla mmeleng.	**1**	**2**	**3**	**4**	**5**
5.	Ge ke le mošomong, ke ikwa ke tiile monaganong.	**1**	**2**	**3**	**4**	**5**

APPENDIX C: ETHICAL CLEARANCE CERTIFICATE

University of Limpopo
Department of Research Administration and Development
Private Bag X1106, Sovenga, 0727, South Africa
Tel: (015) 268 3935, Fax: (015) 268 2306, Email: anastasia.ngobe@ul.ac.za

TURFLOOP RESEARCH ETHICS COMMITTEE

ETHICS CLEARANCE CERTIFICATE

MEETING: **9 JANUARY 2023**

PROJECT NUMBER: **TREC/11/2023: PG**

PROJECT:

Title:	Psychological contract, employee vitality and organisational citizenship behaviour in the Sekhukhune District Municipality.
Researcher:	L Shaku
Supervisor:	Dr HR Maluka
Co-supervisor:	Prof TS Setati
School:	Economic and Management
Degree:	Master of Commerce (Human Resources Management)

PROF D MAPOSA
CHAIRPERSON: TURFLOOP RESEARCH ETHICS COMMITTEE

The Turfloop Research Ethics Committee (TREC) is registered with the National Health Research Ethics Council, Registration Number: **REC-0310111-031**

Note:

i) **This Ethics Clearance Certificate will be valid for one (1) year, as from the abovementioned date. Application for annual renewal (or annual review) need to be received by TREC one month before lapse of this period.**

ii) **Should any departure be contemplated from the research procedure as approved, the researcher(s) must re-submit the protocol to the committee, together with the Application for Amendment form.**

iii) **PLEASE QUOTE THE PROTOCOL NUMBER IN ALL ENQUIRIES.**

Finding solutions for Africa

APPENDIX D: LETTER OF REQUEST TO THE MUNICIPALITY

UNIVERSITY OF LIMPOPO

Department of Business Management

School of Economics and Management

Private Bag X1106
Sovenga
0727
lindiwelindi971@gmail.com
South Africa

Tel no.: 079 144 6177

E-mail:

PO Box 818

Apel

0739

REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Sir/Madam

My name is Lindiwe Shaku, currently enrolling for Masters in Human Resource Management at the University of Limpopo, Department of Business Management. My supervisor is Dr HR Maluka, and my co-supervisor is Prof TS Setati. I am currently working on my research proposal and the title is: "Psychological contract, employees' vitality, and Organisational citizenship behaviour in the Sekhukhune district municipality." I would like to request your permission to conduct my study in your organisation.

The purpose of the study is to investigate the relationship between psychological contract, employee vitality, and organisational citizenship behaviours in your municipality. The study is quantitative in nature and will consist of the questionnaires that will be used as the measuring instruments for the study. Your assistance will therefore be required in terms of permitting us to collect the data in your municipality be it that we would like our participants of the study to be your employees. Participation on the study will be voluntary, not take long to complete and no personal identities will be required. Furthermore, the researcher will maintain anonymity and adhere to the confidential information that will be providing by

the respondents, and this will be done in line with the Turfloop Research Ethics Committee (TREC).

The study will assist in recommending possible ways in which public servants can manage changes brought by COVID-19. The study will also address ways in which public servants can respond directly to disaster without compromising the government services that are needed by the society. The study will also assist in recommending ways to address the challenges with regards to service delivery in the public sector. There are no previous scholars that seems to have conducted research on these three variables in the public sector, especially in the Sekhukhune district municipality. There seems to be very little or no research that focused on investigating challenges that resulted from COVID-19 in the public sectors, in relationship to these three variables. Therefore, this study will assist in providing a theory that could help in handling public servants challenges with regards to COVID-19 and assist in providing theory that could assist in managing public servants' well-being, organisational citizenship behaviour, and psychological contract.

Supervisor's contacts: 0834318143
Email: harriet.maluka@ul.ac.za

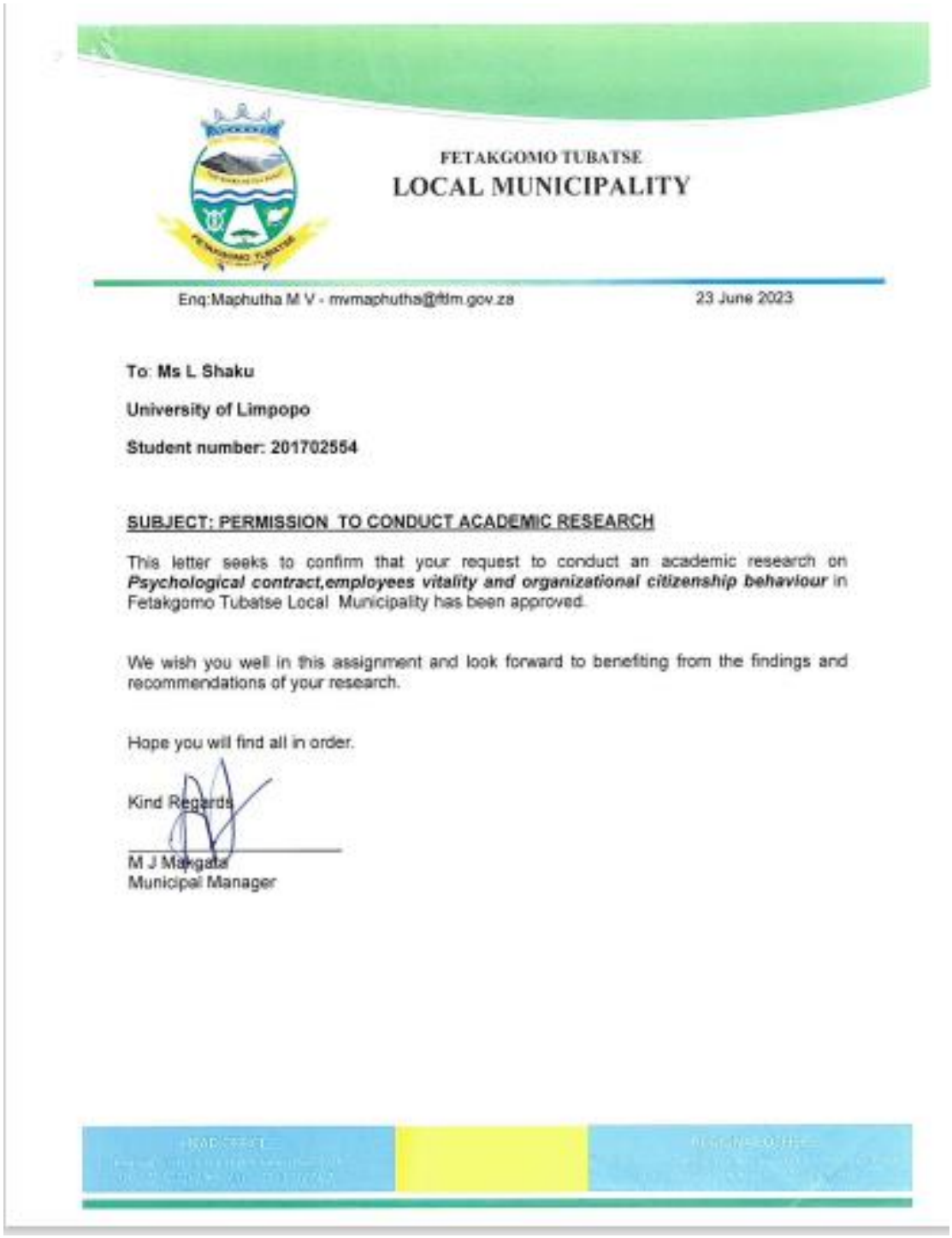
Co-supervisor's contacts: 0761566937
Email: tlou.setati@ul.ac.za

Your consideration of my request will be greatly appreciated.

Yours sincerely,

Shaku L
Contact numbers: 076 820 0878
Email: lindiwelindi971@gmail.com

APPENDIX E: LETTER OF PERMISSION TO COLLECT DATA AT THE SELECTED LOCAL MUNICIPALITY IN THE SEKHUKHUNE DISTRICT



FETAKGOMO TUBATSE
LOCAL MUNICIPALITY

Enq:Maphutha M V - mvmaphutha@ftlm.gov.za 23 June 2023

To: Ms L Shaku

University of Limpopo

Student number: 201702554

SUBJECT: PERMISSION TO CONDUCT ACADEMIC RESEARCH

This letter seeks to confirm that your request to conduct an academic research on ***Psychological contract,employees vitality and organizational citizenship behaviour*** in Fetakgomo Tubatse Local Municipality has been approved.

We wish you well in this assignment and look forward to benefiting from the findings and recommendations of your research.

Hope you will find all in order.

Kind Regards

M J Makgata
Municipal Manager