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Role of Gender in Psychological Contract Breach and Work outcomes: Evidence from the Indian IT sector

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ABSTRACT

The current study is focused on one of the fastest growing industries in India, namely the IT industry. Gender is an important demographic variable and therefore could potentially be highly influential in relation to Psychological Contract Breach in this sector. The results of the study concluded that gender moderates the relationship between Psychological Contract Breach and one employee work outcome: Perceived Organizational Support. However, we found that for three other employee work outcomes examined in the study i.e., Job Satisfaction, Organizational Citizenship Behavior, and Turnover Intention, gender did not moderate the relationship with Psychological Contract Breach. Hence, there is an urgent need to recognize the importance of Psychological Contracts among IT professionals working in India and for companies to develop a comprehensive framework that will help them to solve complex problems of Human Resource Management.

KEYWORDS

Psychological Contract Breach, Gender, Indian IT sector, Satisfaction, Organizational Citizenship Behavior, Perceived Organizational Support, Turnover Intention

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INTRODUCTION

Gender inequality has been embedded in the history and political economy of India, yet women are not the silent observers of male-dominated resources (Kelkar et al., 2002). Many IT firms in India have adopted gender-based human resource strategies (Joy 2016a; Raghuram et al., 2017), although a higher level of gender inclusivity is still to be achieved (Dwivedi, 2018; Bhattacharyya & Ghosh, 2012; Gupta & Pathak, 2016; Saxena, 2021). Women employees also tend to expect more from their employment relationship (Bellou, 2009). International human resource practitioners have taken a lead in improving performance of organizations considering the significant role played by gender. To do so, they need to clearly understand the job performance of the individual employee. Similarly, individual employees are to be rewarded, to be presented with career development opportunities based on fair and truthful performance assessment (Bae, 2006).

The term Psychological Contract is found as a concept in psychological literature almost fifty years ago, as a footnote in understanding Organizational Behavior (Argyris 1960). The Psychological Contract is a very broad concept open to a wide range of interpretations and theoretical studies. During the period 1994-2004 Psychological Contract became frequently a subject of discussion, with special issues in 1994 (Human Resource Management), 1998 (Journal of Organizational Behavior). It was not until 1989 with the well-known work of Denise Rousseau that the Psychological Contract became a popular concept for academic research. Above all, Psychological Contract refers to the relationship between employer and employee and concerns their mutual expectations. and has become an important philosophy in the field of Human Resource Management.

Psychological Contracts consist of the beliefs that employees hold regarding the terms and conditions of the exchange agreement between themselves and their organizations (Robinson & Rousseau, 1994; Rousseau, 1989). The Psychological Contract is defined as the employees' beliefs regarding mutual obligations between the employee and the organization (Conway & Briner, 2009; Rousseau, 1998). The Psychological Contract consists of three aspects: perceived employee obligations, perceived employer obligations, and perceived fulfillment/ violation of employer obligations. Weick (1983), argues that when two parties can predict what each other will do in an interface, (based upon both inference and examination of past practices) a contract to continue these behaviors into the future emerges and structures their future relationship. Thus, expectations shaped during exchanges regarding future pattern of reciprocity constitutes a Psychological Contract for an individual who is a party to the relationship. Specifically, Psychological Contracts are comprised of the obligations that employees believe their organization owes them and the obligations the employees believe they owe their organization in return. Psychological Contract Breach arises when an employee perceives that his or her organization has failed to fulfill one or more of the obligations comprising the Psychological Contract (Morrison & Robinson, 1997; Robinson, 1996).

LITERATURE REVIEW

Gender, Psychological Contract, and Work outcomes

Gender is one of the important demographic variables amongst the working population. Women form a substantial part of the working population in the IT industry in India, the majority of whom are less than 30 years of age and are single (Raghuram et al., 2017). The gender gap has been reducing in the IT sector in India with increasing participation of women employees (Roy, 2016). The IT sector is thus considered to be contributing to women empowerment through employment generation (Bhattacharyya & Ghosh, 2012). Past studies argue that women experience more conflict than men about combining work with family care (Williams & Alliger, 1994; Hammer, Allen & Grigsby, 1997). Common reasons why women employees leave their jobs are the location, family planning pregnancy etc. (Dutta Gupta, Raychaudhuri, & Haldar, 2015). Gender too has a strong influence on the perception of innovative human resource practices of employees in the IT sector in India. Research also show that practices adopted for gender equality by major IT players have been effective (Joy & Abbas, 2016). Joy (2016b) also found that female employees in the IT industry have higher perceived levels of 'information and knowledge dimensions' compared to that of male colleagues.

Past studies have found that male and female employees who interact regularly, have experienced negative work attitudes when they observed dissimilarity whilst working in a supervisor-subordinate relationship and this is likely to result in the perception of higher levels of Psychological Contract Breach (Williams & O'Reilly, 1998; Scandura & Lankau, 1997). Gunavathy and Ayswarya (2011), proposed that women reported a higher level of organisational commitment and job satisfaction when they perceive that their organisation offered flexible working hours in light of Psychological Contract. A study by Chin and Hung (2013) found that gender did not show any significant moderating effect between Psychological Contract Breach and Turnover Intention, procedural justice-trust nor the distributive justice-trust relationships (Lee, Pillutla, & Law, 2000). Other research suggests that gender is significant concerning Psychological Contract (Freese & Schalk, 1996) and actual employee turnover (Weisberg & Kirschenbaum, 1993). A decrease in Job Satisfaction would increase women's intentions to quit but would not affect men's intentions to quit (Miller & Wheeler, 1992). On the other hand, Position characteristics, commitment and satisfaction were the important predictors of intention to leave of both men and women (Rosin & Korabik, 1995). Several researchers also argue that the IT industry in India has not been researched deeply for gender practices (Kaushik & Pullen, 2018). A study by Patrick and Kumar (2012) concludes that successfully managing diversity can lead to more committed, better satisfied, better performing employees and potentially better financial performance for an organization. An attempt was made to understand the influence of gender diversity on the relationship between Psychological Contract expectations, job performance and intention to stay and findings reveal that this relationship is neither influenced by gender nor physical disability (Pant & Venkatateswaran, 2020).

There have been several studies which have acknowledged that Psychological Contract Breach has resulted in increased employee Turnover Intention, Job

dissatisfaction, low Citizenship Behavior and low Organizational Support (Robinson, 1994; Turnley & Feldman, 1999; Aselage & Eisenberger, 2003). But limited studies have been conducted to examine the role of demographic variables in the relationship between Psychological Contract and these outcomes. Studies have examined only specific outcomes but there is need to examine the effects of Psychological Contract on other critical variables such as age, gender, marital status, work experience etc.

Objective of the study

This study aims to examine the gender differences in relation to the Psychological Contracts of IT sector employees in India, specifically to examine the role of gender on the relationship between Psychological Contract Breach and employee work outcomes.

Hypothesis

The findings in previous studies reveal that if there are gender differences then they are best explained by the characteristics of the work. It is worth noting that men and women may differ in their Psychological Contract and gender seems to influence the Psychological Contract strongly. We expect gender to moderate the effects of Psychological Contract Breach with work outcomes. Therefore, we hypothesize that:

Hypothesis 1: There is no significant difference between an employee's gender and their opinion concerning the type of Psychological Contract Breach and work outcomes.

Hypothesis 2: Gender moderates the relationship between Psychological Contract Breach and work outcomes.

Hypothesis 2 i: Gender moderates the relationship between Psychological Contract Breach and Job Satisfaction.

Hypothesis 2 ii: Gender moderates the relationship between Psychological Contract Breach and Organizational Citizenship Behavior.

Hypothesis 2 iii: Gender moderates the relationship between Psychological Contract Breach and Perceived Organizational Support.

Hypothesis 2 iv: Gender moderates the relationship between Psychological Contract Breach and Turnover Intention.

RESEARCH METHODOLOGY

The current research has employed a descriptive methodology. The study tries to analyze the influence of gender on the relationship between Psychological Contract Breach and work outcomes in the IT sector in India. The instrument developed by Aggarwal (2012) has been used to measure the Psychological Contract of employees. Relational Psychological Contract is measured using 23 statements having scale reliability of 0.728. Transactional Psychological Contract measured using 16 items; the scale reliability is 0.771.

Job Satisfaction (JS)

The short version of the Minnesota Satisfaction Questionnaire (Weiss et al., 1967), is used to measure Employees Job Satisfaction. The instrument comprises 19 statements and uses the five-point Likert scale to capture the Job Satisfaction of employees. The scale reliability is 0.959.

Organizational Citizenship Behavior (OCB)

A 16 item OCB scale developed by Smith, Organ and Near (1983) has been used to capture the OCB of the employees. The scale reliability is 0.928.

Perceived Organizational Support (POS)

Perceived organizational support is measured using a 17-item short version scale from Eisenberger et al., (1986). The scale reliability is 0.863.

Turnover Intentions (TI)

Turnover intentions measured on three items (Meyer, Allen & Smith,1993). The scale reliability is 0.750.

Primary data has been collected from IT professionals working in IT companies in India and the population is defined as IT professionals working in large IT firms with more than one year of work experience in that organization. Out of the 406 respondents, 266 were male and 140 female. The survey was conducted in Goa, Pune, and Bangalore. The period of data collection was from October 2018 to December 2019. The instrument used a five-point Likert Scale to capture the pre-arrival expectations and met or unmet expectations. All the items then were reverse coded to represent the Psychological Contract Breach rather than fulfillment (Ballou, 2013). The score ranged from 1 to 5.

The role played by demographic variables in the Psychological Contract of employees, is examined through an independent sample t-test. Hierarchical Multiple Regression has been conducted to check the moderating effect of gender on the relationship between Psychological Contract Breach and work outcomes. In testing moderation, we particularly look for the interaction effect between the Predictor variable and Moderating variable and whether or not such effect is significant in predicting the outcome variable. If the result of the second Regression model shows a significant moderating effect, then the output generated by the Andrew Hayes process is used to generate an interaction plot that indicates the effect of the moderating variable.

To avoid high multicollinearity, the variables were centered and an interaction term between Psychological Contract Breach and Gender was created (Aiken & West, 1991). Figure 1 and Figure 2 illustrate the moderation models.

Figure 1: The moderation model:

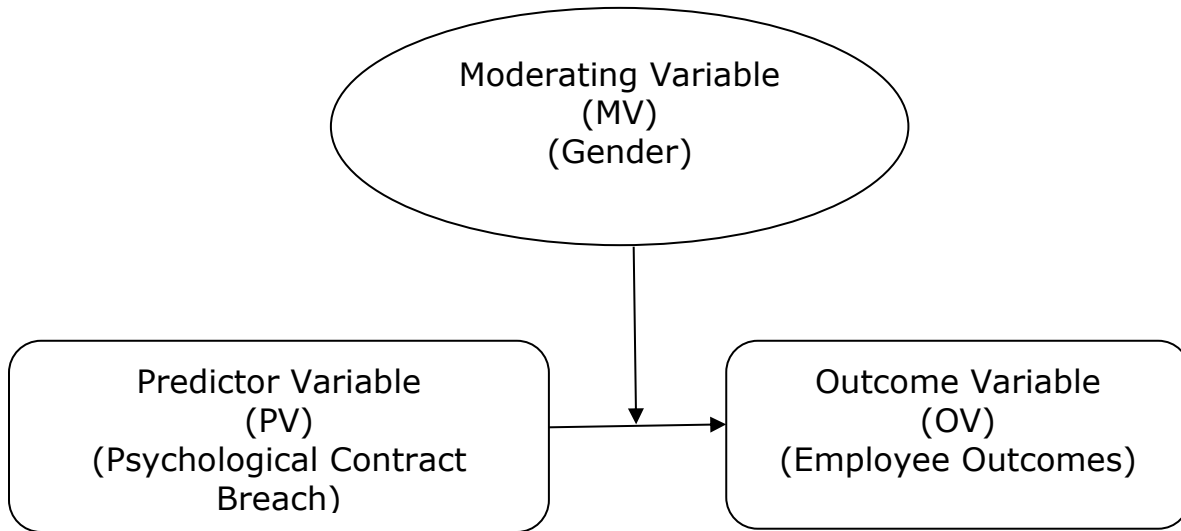
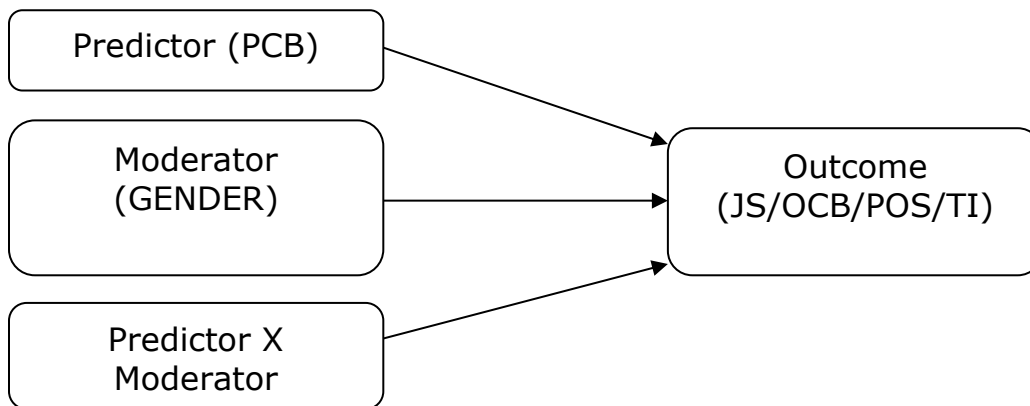


Figure 2: The statistical model



DATA ANALYSIS AND ITS INTERPRETATION

The difference between the two groups in the mean scores of the variables is studied using a T-test and is discussed in this section.

Table 01: T-test Analysis of Gender and Psychological Contract Breach

Type of PCB and Outcomes	Gender				t value	p-value
	Male		Female			
	Mean	SD	Mean	SD		
RPCB	3.86	1.46	3.91	1.50	- 1.01	0.31
TPCB	3.74	1.46	3.68	1.46	1.20	0.22

JS	2.88	0.77	2.82	0.74	0.82	0.41
OCB	3.37	0.69	3.38	0.70	- 0.07	0.92
POS	3.03	1.58	2.94	1.60	1.43	0.15
TI	3.49	1.04	3.44	1.01	0.47	0.64

Source: Primary data

An independent sample t-test has been conducted to compare the mean difference between the Male and Female employees. The result of the t-test is not significant for Relational Psychological Contract Breach, $t(404) = -1.01$, $p = 0.31$, $p > 0.05$, two-tailed with Male employees (Mean = 3.86, SD = 1.46) scoring slightly lower than the Female employees (Mean = 3.91, SD = 1.50). The magnitude of the Mean difference is small (- 0.05, 95% CI: - 0.15 to 0.05).

The t-test is not significant for Gender and their Transactional Psychological Contract Breach, $t(404) = 1.20$, $p = 0.22$, $p > 0.05$, two tailed with Male employees (Mean = 3.74, SD = 1.46) scoring slightly lower than the Female employees (Mean = 3.68, SD = 1.46). The magnitude of the Mean difference is small (0.06, 95% CI: - 0.04 to 0.15).

The result shows that the t-test is not significant for Gender and Job Satisfaction, $t(404) = 0.82$, $p = 0.41$, $p > 0.05$, two tailed with Male employees (Mean = 2.88, SD = 0.77) scoring slightly higher than the Female employees (Mean = 2.82, SD = 0.74). The magnitude of the Mean difference is small (0.06, 95% CI: - 0.09 to 0.22).

The result shows that the t-test is not significant for Gender and Organizational Citizenship Behavior, $t(404) = -0.07$, $p = 0.92$, $p > 0.05$, two tailed with Male employees (Mean = 3.37, SD = 0.69) scoring slightly lower than the Female employees (Mean = 3.38, SD = 0.70). The magnitude of the Mean difference is small (- 0.01, 95% CI: - 0.14 to 0.13).

The result shows the t-test is not significant for Gender and Perceived Organizational Support, $t(404) = 1.43$, $p = 0.15$, $p > 0.05$, two tailed with Male employees (Mean = 3.03, SD = 1.58) scoring slightly higher than the Female employees (Mean = 2.94, SD = 1.60). The magnitude of the Mean difference is small (0.09, 95% CI: - - 0.03 to 0.21).

The result shows that the t-test is not significant for Gender and Turnover Intention, $t(404) = 0.47$, $p = 0.64$, $p > 0.05$, two tailed with Male employees (Mean = 3.49, SD = 1.04) scoring slightly higher than the Female employees (Mean = 3.44, SD = 1.01). The magnitude of the Mean difference is small (0.05, 95% CI: - 0.16 to 0.26).

Hence, we can conclude that there is no significant difference between Male and Female employees concerning their Relational Psychological Contract Breach, Transactional Psychological Contract Breach, Job Satisfaction, Organizational Citizenship Behavior, Perceived Organizational Support, and Turnover Intention. Therefore, the researcher fails to reject Hypotheses 1.

Table 2: Hierarchical Multiple Regression with Hayes process of Gender, PCB and Job Satisfaction

Model	R	R ²	MSE	F	df1	df2	p
1	0.6938	0.4814	.3063	124.3974	3.0000	402.0000	.0000
Model 2		ΔR^2		F	df1	df2	p
Int_1 :PCB x Gender		.0018		1.4294	1.0000	402.0000	.2326

Source: Primary data, Andrew Hayes process

The first model includes two variables Psychological Contract Breach and Gender. These variables accounted for a significant amount of variance in Employees Job Satisfaction, $R^2 = 0.481$, $F(3, 402) = 124.397$, $p < 0.05$. This finding denotes that the Gender has significant influence on employees' job satisfaction alone without the interaction.

As has been discussed earlier, in moderation, we specifically look for the interaction effect between the Predictor variable and Moderating variable and whether or not such effect is significant in predicting the outcome variable. The moderating effect can be observed in the second model with the inclusion of the interaction variable, that did not account for a significant variance, $\Delta R^2 = 0.001$, $F(1, 402) = 1.429$, $p = 0.232$, $b = -.0324$, $t(402) = -1.1956$, $p > 0.05$. Hence, Hypothesis 2i is rejected and concluded that Gender did not moderate the relationship between Psychological Contract Breach and Job Satisfaction.

Table 03: Hierarchical Multiple Regression with Hayes process of Gender, PCB and Organizational Citizenship Behavior

Model	R	R ²	MSE	F	df1	df2	p
1	0.4694	0.2203	.3741	37.8666	3.0000	402.0000	0.0000
Model 2		ΔR^2		F	df1	df2	P
Int_1 :PCB x Gender		0.0006		0.3264	1.0000	402.0000	0.5681

Source: Primary data, Andrew Hayes process

The first model comprises two variables Psychological Contract Breach and Gender without the moderating variable. It can be observed that these variables accounted for a significant amount of variance in Employees OCB, $R^2 = 0.220$, $F(3,402) = 37.866$, $p < 0.05$, which is a significant model.

Further to check the moderating effect, the interaction variable included in the second model can be looked into. The model is not significant, $\Delta R^2 = 0.0006$, $F(1,402) = 0.326$, $p = 0.568$, $b = -.017$, $t(402) = -0.571$, $p > 0.05$. This concludes that Gender did not moderate the relationship between Psychological Contract Breach and OCB. Therefore, Hypothesis 2ii has been rejected.

Table 04: Hierarchical Multiple Regression with Hayes process of Gender, PCB and Perceived Organizational Support

Model	R	R ²	MSE	F	df1	df2	p
1	0.5472	0.2994	.2789	57.2671	3.0000	402.0000	0.0000
Model 2	ΔR ²		F	df1	df2	P	
Int_1 :PCB x Gender	0.0095		5.4479	1.0000	402.0000	0.0201	

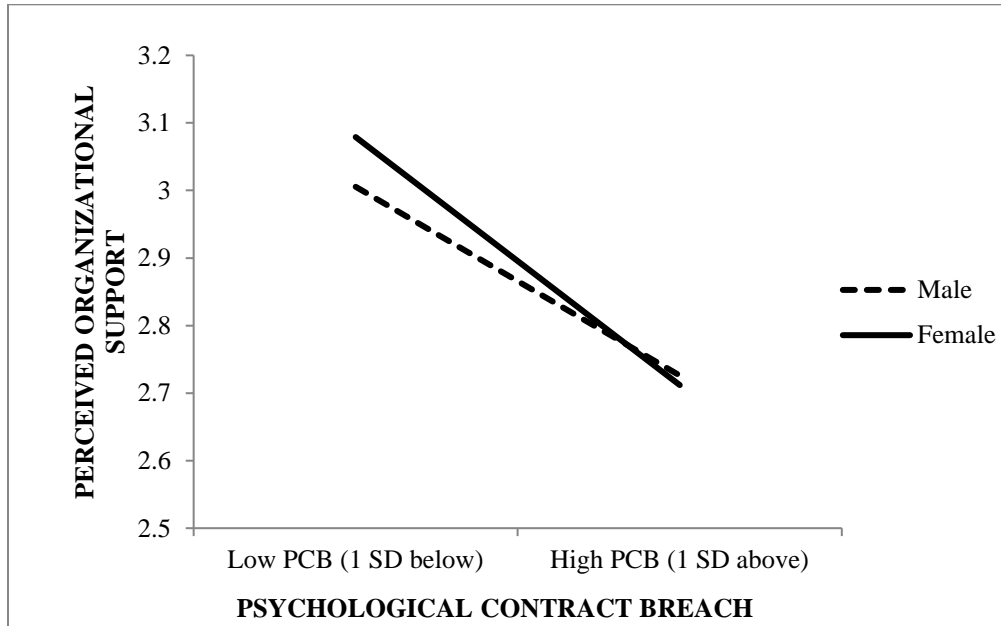
Source: Primary data, Andrew Hayes process

The first model comprised of two variables PCB and Gender without the moderating variable. These variables accounted for a significant amount of variance in POS, $R^2 = 0.299$, $F(3,402) = 57.267$, $p < 0.05$. at this point we can conclude that Gender is the significant predictor of Psychological Contract Breach and POS.

Further, to check the moderating effect the interaction variable was included in the second regression model, which accounted for a significant variance, $\Delta R^2 = 0.0095$, $F(1, 402) = 5.447$, $p = 0.020$, $b = .0570$, $t(402) = -2.334$, $p < 0.05$. This result shows that the moderating variable i.e., Gender is significant predictor of Perceived Organizational Support amongst IT company employees. Therefore, the researcher accepts Hypothesis 2iii, and concludes that Gender moderates the relationship between PCB and POS.

Aiken and West (1991) suggested plotting the slopes for high (one standard deviation above the mean) and low (one standard deviation below the mean), to gain further insights into the nature of the interaction effect. The sample is classified into two categories i.e., Male and Female, for plotting the interactions. Visual inspection of the interaction plot in Figure 3 shows that there is an interaction taking place between the outcome variable and the moderator variable. It is to be noted that as the level of PCB increases, the employees perceive less organizational support. At a Higher level of PCB, Male and Female employees are having Low Perceived Organizational Support as expected in the study. However, at this point the effect cannot be exactly identified because of the categorical variable.

Figure 3: Interaction plot of Moderating role of Gender on PCB – POS relationship.



Source: Primary data, Andrew Hayes process

Table 05: Hierarchical Multiple Regression with Hayes process of Gender, PCB and Turnover Intention

Model 1	R	R ²	MSE	F	df1	df2	p
	0.2466	0.0608	1.0108	8.6753	3.0000	402.0000	0.0000
Model 2	ΔR ²		F	df1	df2	P	
Int_1 :PCB x Gender	0.0057		2.4288	1.0000	402.0000	0.1199	

Source: Primary data, Andrew Hayes Process

In the first model, two variables PCB and Gender and one outcome variable TI were entered without the moderating variable. These variables accounted for a significant amount of variance on employees TI, $R^2 = 0.060$, $F(3,402) = 8.675$, $p < 0.05$. This shows that Gender is significant in predicting Psychological Contract Breach and employee Turnover Intention. Hence, Model one is significant.

Further, to check the moderating effect, the interaction variable was included in the second model, which did not account for a significant variance, $\Delta R^2 = 0.005$, $F(1, 402) = 2.428$, $p = 0.119$, $b = 0.076$, $t(402) = 1.558$, $p > 0.05$. Hence, we conclude that Gender failed to moderate the relationship between Psychological Contract Breach and Turnover Intention of IT sector employees. Hence, we reject hypothesis 2 iv.

DISCUSSION

The role played by demographic variables in the Psychological Contract of employees, was examined through an independent sample t-test ANOVA. Hierarchical Multiple Regression with Andrew Hayes process was conducted to check the moderating effect of the demographic variables on the relationship between Psychological Contract Breach and Employee outcomes. The result of the t-test as seen in Table 01, shows that there is no difference between the male and female employees concerning the Relational as well as Transactional Psychological Contract Breach. The male and female employees working in Indian IT companies do not differ significantly concerning their opinion on Job Satisfaction (opposite to the findings of Gazioglu & Tansel, 2006), Organizational Citizenship Behavior, Perceived Organizational Support and Turnover Intentions. One has to remember that the existence of women in IT companies in huge numbers not only broke the conventional view of women as homemakers and men as primary earners, but a new perception of women as financial breadwinners has emerged.

Employees working in IT companies do not differ significantly with regards to the type of Psychological Contract Breach based on their gender. Gender does not have a significant effect on employee Turnover Intention as also concluded by Blomme et al., (2010), Job Satisfaction, Organizational Citizenship Behavior, and Perceived Organizational Support. As concluded by Morris (1995), for women promotional opportunities are more important than for men. On the contrary Joy (2016a) suggests that gender significantly influences Organizational Citizenship Behavior in the Indian IT industry.

As can be observed in Tables 02, 03 and 05 respectively, Gender failed to moderate the relationship between Psychological Contract Breach and Job Satisfaction, Organizational Citizenship Behavior and Turnover Intentions. Similar results were obtained by Chin and Hung (2013). The possible reason could be that women have higher turnover rates than men when a breach of Psychological Contract occurs as was concluded by past researchers (Miller & Wheeler, 1992; Moncrief et al., 2000; Rosin & Korabik, 1995; Weisberg & Kirschenbaum, 1993). It was also noted that the majority of the women IT employees highlighted that a project with fixed deadlines, sometimes excessive traveling and long and odd working shifts have a tremendous effect on work-life balance. This finding is in line with the study of high-tech MNCs in China and India by Teagarden, Meyer and Jones (2008).

IT employees belong to various demographics as well as social groups and these groups can aggravate or alleviate the effect of the Psychological Contract Breach on outcomes. Therefore, it becomes of utmost importance to test such groups against the Psychological Contract Breach. Globally, the IT industry has been an important focus for research about women in the workplace because of its gender-biased culture. Numerous studies have shown there is gender-based discrimination within IT sector places of work. However, the IT industry is seen to have moved further than conventional industries in India in making the place of work gender neutral. Our study observed that Gender did not differentiate between the type of Breach of Psychological Contract and work outcomes. Women employees in the IT sector did not perceive any difference in Job Satisfaction, Organizational Citizenship Behavior, Perceived Organizational Support, and Turnover Intention, compared with their

male counterparts. This may be because of the character of work in the IT industry, that is more knowledge-centric with the major attribute of an IT employee being the expertise they hold. Previous studies also suggest that women employees in the IT sector are more likely to leave their jobs compared to their male counterparts as there is a disturbance in the family life due to the shift timings, stressful targets, etc. For women employees there exists a gap between the organization's policies and its actual execution and further relates to the unseen barriers to women's promotion prospects. In the IT companies the "glass ceiling" that means women rarely achieve higher level leadership positions (Lyness & Thompson, 1997; Raghuram et al., 2018), might hold true.

CONCLUSION

The primary objective of the study is to explore how the Psychological Contract measurement and theory can best capture the experience of employees in the employment relationship. Over the past fifty years the research on Psychological Contract has grown tremendously (Conway & Briner, 2009). Researchers like Seeck and Parzefall, (2008), have questioned whether the Psychological Contract construct is truly capturing the employee experiences in the employment relationship or not. Expectations are shaped during exchanges regarding future pattern of reciprocity that constitutes a Psychological Contract for an individual who is a party to the relationship. This study showed that gender plays an important role in how the Psychological Contract Breach affects job attitudes and behaviors. Male and female employees working in IT companies in India did not account for any variation in Psychological Contract Breach. There is no significant difference between male and female employees on Job Satisfaction, Organizational Citizenship Behavior, Perceived Organizational Support and Turnover Intention. Reasons pointed could be that the IT companies in India have emerged as a major player in employment generation, especially for women, gender neutral Human Resource Management policies, opportunity to women employees also to move to higher technical and managerial positions. Overall, there is a great deal of support for women employees provided by the IT companies to enable women employees to take decisions and enhance their capabilities. Nevertheless, the IT industry in India has provided a foundation for redefinition of conventional gender-based norms and supports a wider vision of appreciative, understanding and information in which women's welfare is supported which will enable them to enhance production and productivity. The point to be considered is that the workforce of any organization is not demographically the same but differs across sub-groups (Fosam et al., 1998). Hence, it is important to understand whether IT company employees' gender influences their perceptions towards the employment relationship. The answer is 'yes' it does.

Secondly, past studies have examined the Psychological Contract in different groups of employees. For example, managers and subordinates (Atkinson & Cuthbert, 2006; Winter & Jackson, 2006), part-time and full-time employees (Dick, 2006; Guest et al., 2006), fixed term and permanent employees (Millward & Brewerton, 1999; Mauno et al., 2006). These studies have emphasized the perception of Psychological Contract Breach rather than the contents of the Psychological Contract but to a limited extent. Further, despite the widely

acknowledged importance of demographic characteristics, their role has not been sufficiently considered rather not considered at all (Reynolds, 2003; Coyle-Shapiro & Neuman., 2004; Atkinson & Cuthbert, 2006). Thus, this study concludes that the Psychological Contract of employees will differ based on gender of the employee.

Lastly, the IT sector has been coming across uncommon issues concerning their workers. The distinctive form for work and work organization in this field includes a lot of insecurities for the workforce including high attrition rates, higher stress level and low collectivity amongst the employees. The IT companies portraying themselves as "Work as Fun" and as "Workplace is yet another campus", is possibly a potential attraction to the educated young people, both men and women, in addition to the status of IT of work, excellent ambiance of the building with sweeping glass, concrete buildings, smart and trendy colleagues and indoor facilities like internet, cafeteria, recreation center, kiosk, clinic, gym, daycare facilities and so on. The consequences of such manifestation are that the expectations of the prospective employee increases. But these come with a host of insecurities and vulnerabilities that are reflected in high attrition rate, lack of career prospects, high level of stress resulting in quitting the job voluntarily.

Theoretical Contribution

Literature suggests that almost all studies conducted in the past attempted to identify factors that influence employee perception towards Organizational Commitment, Trust etc. There is scarcity of studies in relation to direct empirical data on differences on work related outcomes of IT sector employees in India. Therefore, the study contributes to the literature by focusing on gender diversity and how this contributes to variations in employee outcomes in IT companies in India. The Psychological Contract differs based on the group membership to which the employee belongs. For instance, employees belong to different age groups, their desirable Psychological Contract differs based on the group to which he or she belongs. Organizations must be sensitive to the employees' work approach which is subject to the group which the employee belongs. The finding provides support to the existing theory on the subjectivity of the Psychological Contract. The study contributes towards understanding of the diverse expectations of male and female employees. The output of the study can be helpful to professionals to plan and execute Human Resource policies which fulfill the expectations of a diverse workforce. Having understood the nature of the IT industry, the management of Human Resources in this sector is of high importance. Understanding employee expectations assumes immense importance in the employment relationship. As there is insufficient research literature on employee Psychological Contracts in the IT sector in India, the current study fills the gap and provides some insight.

Practical implications

The current study stressed one of the fastest growing industries in India. Past studies have revealed that Indian IT professionals are suffering from extreme work pressure which leads to sharp and persistent work pressure and later adversely upsetting their Physiological and Psychological wellbeing. Hence, there was an urgent to recognize the importance of Psychological Contracts among IT professionals working in India. The research provides an enhanced understanding of why and when employees are expected to react negatively and under what

circumstances such a negative response can be minimized or avoided. We recommend developing a comprehensive framework that utilizes the Psychological Contract to help organizations solve complex problems in Human Resource Management.

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