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IMPACT OF RELATIONAL PSYCHOLOGICAL CONTRACT ON ALTRUISM IN ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY INCORPORATING THE MODERATING ROLES OF GENDER AND AGE IN THE INDIAN CONTEXT

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ABSTRACT

This study examines the impact of Relational Psychological Contract (RPC) on Altruistic behavior within the broader framework of Organizational Citizenship Behavior (OCB) and assesses whether gender and age moderate this relationship. RPC was modelled as a higher-order construct comprising organizational support, loyalty, stability, and job security, while altruism was represented through personal sacrifice, reciprocation, compassion, and willingness to help. Data were collected from 416 employees working in private-sector organizations in India and analyzed using higher-order Structural Equation Modelling (SEM). To mitigate common method variance, the study employed a two-wave data collection design, with the two phases separated by an eight-week time interval. The results demonstrate that RPC exerts a significant and strong positive influence on altruism ($\beta = .53$), confirming that relational expectations and socio-emotional support significantly enhance discretionary helping behaviors. Multi-group SEM was employed to test demographic moderation, with baseline models for all groups demonstrating acceptable fit. Non-significant chi-square difference tests for gender ($\Delta\chi^2 = 10.38$, $df = 6$, $p = .408$) and age ($\Delta\chi^2 = 19.70$, $df = 21$, $p = .15$) indicate that the RPC-Altruism relationship remains statistically invariant across demographic segments; thus, the moderation hypotheses were not supported. Furthermore, a critical ratio for difference of 0.75 between male ($B = .49$) and female ($B = .43$) path coefficients reaffirmed the lack of significant gender moderation. These findings underscore the robustness of relational psychological contracts in fostering altruistic behavior and suggest that the mechanism of socio-emotional reciprocation is stable across diverse employee segments. The study contributes to psychological contract theory and offers practical guidance for HR practitioners seeking to cultivate trust-based, prosocial organizational environments.

KEYWORDS: Relational Psychological Contract, Altruism, Organizational Citizenship Behavior, Social Exchange Theory, Demographic Factors.

1. INTRODUCTION

In the contemporary OD practices and research, the concept of the Psychological Contract (PC) has emerged as a vital framework for understanding the implicit and explicit obligations between the employees and their employers (Rousseau, 1995). Relational Psychological Contract (RPC) as a prominent type of PC emphasizes on long-term relationships, socio-emotional elements such as organizational support, loyalty, stability, and job security (Coyle-Shapiro & Conway, 2005). Distinct to the Transactional Psychological Contract (TPC), which is largely economic in nature, Relational Psychological Contract (RPC) foster relationship through mutual trust and commitment towards each other, motivating employees to demonstrate extra-role behaviors such as Organizational Citizenship Behavior (OCB) (Jha et al., 2024; Santos et al., 2024). Studies revealed that OCB has five major constructs- Altruism, Sportsmanship, Civic Virtue, Conscientiousness, and Courtesy (Organ, 1988). Among the five constructs, Altruism has consistently been identified as one of the most important dimensions (Organ, 1988; Podsakoff et al., 2000; Bolino et al., 2024).

Altruism can be understood as empathy and trust driven, self-motivated behavior, leading to intention or actions (direct or indirect) to support co-workers in coping with workplace challenges, acquiring skills, or completing work tasks without anticipating any return (Podsakoff et al., 1990; Barghouti et al., 2023). Recent studies demonstrate that Relational PC significantly influence OCB outcomes through Altruism (Wibowo, 2005; Dwiyantri R. et al., 2021). Employees perceiving their organization is supportive and committed to their development and well-being are more likely to reciprocate with prosocial behaviors, thereby strengthening workplace cooperation. Altruism, in particular, contributes not only to organizational performance but also to employee well-being and retention (Suma, 2025). Yet, despite extensive international research, the context-specific dynamics of Relational PC and Altruism remain underexplored in the emerging economies like India and other south Asian countries, where, labour markets and cultural norms shape employment relationships differently.

Contemporary debates emphasize that Relational PC is significantly important in a demanding or volatile labour market characterized by flexible work arrangements and rising employee expectations. Dwiyantri et al. (2021),

observed that relational contract significantly predicted OCB, whereas transactional contracts had no such effect and Wibowo (2005) observed that perception of strong Relational PC by employees foster their engagement in discretionary helping behaviors beyond their formal duties. These findings highlight the enduring relevance of Relational PC in modern workplaces. Simultaneously, this also point to the need for deeper exploration understand the influence of RPC on other organizational behavior particularly on distinct OCB dimensions such as altruism.

The emerging India is witnessing a tremendous growth in the manufacturing and service industries. Hence, managing the increasing workforce has become an important issue for the HR Managers. This represents a unique and dynamic setting for examining Relational PC and Altruism in Indian context. As the world's largest and most diverse workforce, the Indian labour market is characterized by a blend of traditional relationship-oriented employment and rapidly evolving transactional organizational practices. Historically, Indian business organizations emphasized on authoritarian management styles, where job security and loyalty were central to the employment relationship (Budhwar & Varma, 2010). However, the recent disruptions through globalization, liberalization, and the rise of the IT enabled service sectors have transformed this dynamic by shifting expectations toward flexibility, performance, and innovation. This duality has created ambiguity in psychological contract between the employees and the employers. Employees seek stability and growth opportunities and the employers want target-oriented performance (Budhwar & Varma, 2010).

Furthermore, the predominant collectivist cultural orientation of the Indian society, with its emphasis on interdependence and social harmony (Verma, 2020), makes Altruism a significant dimension of organizational citizenship behavior. Altruistic behaviors like social reciprocation, helping behavior, empathy etc. are culturally deep-rooted in the Indian society, yet the extent to which these behaviors influenced by the Relational PC remains insufficiently studied in Indian organizations. Gender and age dynamics also play an important role in India. Women are increasingly participating in the workforce, yet socio-cultural expectations towards the Indian women, may influence how they express altruism (Budhwar & Bhatnagar, 2008). Similarly, India's

multigenerational workforce highlights age as a potential differentiator, with older employees valuing stability and relational obligations, younger generation lean more toward career development and exploration (Rani & Samuel, 2016). Therefore, it would be critical to understand the impact of age differentiation on Altruism.

2. LITERATURE REVIEW

2.1. Psychological Contract

The concept of the Psychological Contract (PC) is the principal theory to understand how employees perceive their relationship with the organization. Rousseau (1989) defined PC as "individual beliefs, shaped by the organization, regarding terms of a reciprocal exchange agreement." Unlike formal contracts, psychological contracts are unwritten, implicit set of expectations and subjective in nature, formed through interpretations of mutual promises and obligations (Rousseau, 1995).

Though Rousseau has distinguished psychological contracts into four types- Transactional, Relational, Transitional, and Balanced- Transactional and relational PC are widely recognized. While Transitional PC is actually a condition of absence of psychological contract, Balanced PC is the consolidation of Transactional and Relational PC (Rousseau, 1995; Millward & Hopkins, 1998).

2.2. Relational Psychological Contract (RPC): Dimensions and Outcomes

Relational PC is characterized by long-term, socio-emotional, trust-based agreements. It emphasizes on loyalty, mutual support, and open-ended obligations. In this form, the employees expect career development, fair treatment, and relational stability, while employers expect loyalty, commitment, and trust in reciprocation (Rousseau, 1995; Raja et al., 2004; De Vos & Freese, 2011). Relational contracts are more likely to inspire behaviors beyond formal job roles, as employees reciprocate perceived trust and investment with loyalty and discretionary efforts (Coyle-Shapiro & Conway, 2005).

Relational PC is primarily conceptualized through several key dimensions, including organizational support, employee loyalty, employee stability, and job security. Each dimension represents a unique relational exchange mechanism and is believed to influence employees' willingness to reciprocate through organizational citizenship behavior, especially

altruism.

2.3. Organizational Support (OS)

Perceived Organizational Support (OS) has been studied as a key stimulator of employees' prosocial behavior for long. Eisenberger et al. (1986) argued that employees develop general beliefs about the extent to which their organization values and acknowledges their efforts and contributions and care about their well-being. Shore and Tetrick (1994) highlighted perceived organizational support as fundamental to developing and maintaining strong relational exchanges, while Rhoades and Eisenberger (2002) demonstrated the significant role of Relational PC in motivating employees to reciprocate with citizenship behaviors.

2.4. Employee Loyalty (LOY)

Employee loyalty (LOY) is the degree of emotional and personal identification and commitment the employees feel toward their organization (Abd-El-Salam, 2023). Loyalty strongly reflects employees' willingness to prioritize organizational interests even in difficult circumstances (Robinson, 1996). Recent studies emphasized that loyal employees are naturally more inclined towards altruistic citizenship behavior, particularly in the collectivist socio-cultural and knowledge-intensive settings (Suma, 2025). Bolino et al. (2024) further suggested that employee loyalty continues to be a relevant construct for explaining the reason of discretionary and prosocial behavior by the employees.

2.5. Stability (STAB)

Employee stability reflects the intention of continuing the employment relationship with the same organization for a long term. It is a critical concern for the employers, as high turnover rates can adversely affect organization's productivity, morale, and sustainability. De Vos, Buyens, and Schalk (2003) highlighted that stability promotes mutual trust and reciprocity, and Chambel and Alcover (2011) found that stable employment conditions strengthen employees' willingness to demonstrate civic virtue behaviors. Contemporary evidences show that stable employees demonstrate stronger cooperative behaviors, higher productivity interest, and reduced turnover intentions, which indirectly fosters altruism (Liu et al., 2023; Johansson & Hart, 2023).

2.6. Job Security (JS)

Job security is one of the most powerful antecedents in developing and sustaining a

Relational PC. Greenhalgh and Rosenblatt (1984) conceptualized job security as an employee's perception of stability and predictability in their employment. Coyle-Shapiro and Conway (2005) demonstrated that job security enhances **relational exchanges** and encourages organizational citizenship behavior among the employees. Job security also has been observed fostering **positive attitudes** and preventing contract breach (De Cuyper & De Witte, 2006). Chambel and Alcover (2011) demonstrated that perceptions of job security are associated with greater citizenship behavior engagement.

3. ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Organizational Citizenship Behavior (OCB) encompasses discretionary, extra-role behaviors that employees engage in to enhance organizational effectiveness without any formal reward (Organ, 1988; Organ & Ryan, 1995). Assuming duties and responsibilities, helping coworkers for completing tasks, sharing work knowledge, maintaining work discipline and following organizational policies and culture, maintaining positive attitude, avoiding conflicts and unnecessary complaints have been the prominent forms of OCBs (Podsakoff et al., 2000; Organ et al., 2006). Though not formally rewarded or contractually required, such citizenship behaviors are highly critical for fostering group cohesion, internal collaboration, reducing conflicts, and maintaining organizational adaptability and effectiveness (Organ et al., 2006).

The construct of organizational citizenship behavior commonly incorporates five dimensions, viz., Altruism, Conscientiousness, Civic Virtue, Sportsmanship, and Courtesy (Organ et al., 2006). Developed on the base of social exchange norms, this multidimensionality highlights the reciprocal, prosocial, and cooperative nature of OCB. Among these dimensions, Altruism is particularly significant, as it directly fosters collaboration and interpersonal trust.

4. ALTRUISM IN OCB: DIMENSIONS AND THEORETICAL FOUNDATIONS

Altruism at workplace reflects employees' willingness to help others voluntarily in accomplishing tasks and solving problems, collaborating with teams, guiding with new information, etc., irrespective of any explicit need for such actions and without anticipating recompense or personal advantage (Simmons, 1991; Podsakoff et al., 1990; Obrenovic et al., 2020).

Altruism is important at the workplace as it boosts motivation and improves employee wellbeing by developing a happier environment and more engaged workforce. Altruism also fosters innovation by encouraging knowledge sharing in knowledge-intensive settings (Michalová et al., 2024). Demonstration of altruistic behavior at workplace could be direct or indirect in nature. While **direct altruism** builds collaboration and strong interpersonal relationships, **indirect altruism** strengthens organizational culture, climate, and long-term resilience (Organ et al., 2006). Thus, while benefiting to individuals, altruistic behavior also positively contributes to group functioning and overall organizational efficiency (Organ et al., 2006). These altruistic behaviors are stimulated by internalized social and organizational norms and is based on empathy and sympathy to improve the welfare of others (Carlo & Randall, 2002). Therefore, social engagement at the workplace is the most critical prerequisite for demonstration of altruism (Podsakoff et al., 2000; He et al., 2022).

5. DIMENSIONS OF ALTRUISM

Altruism is widely acknowledged as a multidimensional construct of OCB having a greater impact on developing organizational culture and ensuring effectiveness (Szuster, 2016; Batson, 2011). It manifests in various forms depending upon the underlying stimulants such as personal interests, group norms, and socio-cultural norms, etc., or circumstances such as interpersonal relations, situational needs, and organizational needs, etc. Researchers have delineated altruism into several forms, including 'pure altruism' (Batson, 2011), 'reciprocal altruism' (Trivers, 1971), 'kin altruism' (Hamilton, 1964), 'group or cultural altruism' (Sober & Wilson, 1998), and 'normative altruism; driven by internalized social norms (Schwartz, 1977). Each of these dimensions captures a distinct aspect of helping behavior. Drawing on the theoretical foundations, altruism in organizational contexts can be operationalized into four key dimensions: Personal Sacrifice, Reciprocity, Compassion, and Willingness to Help (Podsakoff et al., 2000).

5.1. Personal Sacrifice (PS) – Based on 'Pure Altruism'

Personal Sacrifice (PS) at workplace refers to discretionary behavior where individuals prioritize interests of the organization or coworker above their own interests, even at a personal cost. Such behavior aligns with the intent of 'pure

altruism', in which helping behaviors are driven by genuine concern for others' well-being, without any expectation of external rewards or incentives (Batson, 2011; Grant & Patil, 2012). Researchers have observed that given the ability to mitigate the personal cost or suffering, individuals would choose to demonstrate pure altruism through personal sacrifices such as giving up personal comforts, sharing of knowledge or resources, and accepting additional responsibilities without recognition (Crockett et al., 2014).

5.2. *Reciprocity (REC) - Based on 'Reciprocal Altruism'*

Reciprocity (REC) is shaped within the workplace through the foundational tenets of social exchange theory in the form of **reciprocal altruism** demonstrated as investments for future returns (Trivers, 1971; Nowak & Sigmund, 2005). In organizational contexts, reciprocity reinforces cooperative exchanges such as mentoring, workload sharing, or information exchange, based on the anticipation of future benefit. Empirical findings highlight that reciprocal altruism strengthens mutual trust and promotes organizational citizenship behavior (Rotemberg, 2006; Dwiyantri R. et al., 2021).

5.3. *Compassion (COM) - Based on 'Kin and Cultural Altruism'*

Compassionate behavior evolves from sympathy and emotional concern to help people struggling with negative circumstances. It is deep-rooted in the evolutionary concept of **kin altruism**, where individuals prioritize for the benefit of others who are within their social group (Goetz et al., 2018; Ando & Kawamoto, 2021). In workplaces, kin altruism is commonly observed within the teams and between trusted co-workers, fostering their shared identity. Compassionate behavior like personal bias, emotional support, assistance to overcome difficult situations, professional favours. etc., helps reduce stress, burnout, and fosters relational bonds. Such behaviors positions compassion as an integral dimension of OCB and emphasizes its role in sustaining prosocial behavior (Bolino et al., 2024).

5.4. *Willingness to Help (WH)- Based on 'Normative Altruism'*

Willingness to Help (WH) refers to proactive, voluntary support extended towards co-workers without expecting any immediate reciprocation. Such actions generate from inherent personal empathy traits and align with **normative altruism**.

It is driven by moral duty or social responsibility rather than expectations of return (Schwartz, 1977; Piliavin & Charng, 1990). In organizational contexts, this form of altruism develops through organizational culture and shared values (Henrich, 2004; Gelfand et al., 2017). Willingness to help reinforces emotional safety, enhances prosocial incentives, and contributes to organizational resilience (Kay & Granfield, 2023).

6. LINKING RELATIONAL PC AND ALTRUISM: THEORETICAL EVIDENCES

The connection between RPC and altruism derives from the core tenets of social exchange theory (Blau, 1964) and the reciprocal obligations embedded in the norm of reciprocity (Gouldner, 1960). These theories argue that individuals engage in mutually beneficial behaviors when they perceive fairness and support from others. In organizational contexts, strong perceptions of relational psychological contracts elicit reciprocal obligations, prompting employees to engage in altruistic behaviors that benefit both their peers and the wider organization. Podsakoff et al. (2000) observed that Relational PC plays a significant role in shaping the citizenship behavior amongst employees, particularly altruism. Morrison and Robinson (1997) have emphasized that Relational PC, through enhancing trust and stability in the employment relationship, stimulates altruistic behaviors. Turnley and Feldman (2000) also have observed that breach of relational contact decreases altruistic behaviors. Chambel and Alcover (2011) have empirically demonstrated that employees perceiving higher job security and organizational support engage in greater civic virtue and altruistic behaviors. Fajri et al. (2024) in their study on predicting retention have confirmed that workplace compassion, organizational support, employee stability and job security are critical antecedents of altruistic behavior. Trivers (1971) hypothesized that the extension of reciprocal altruism depends upon the recipient's degree of loyalty shown towards the other person. He et al. (2022) observed that stable work environments are more likely to foster trust and altruistic behaviors such as mentoring and cooperative actions. De Cuyper and De Witte (2006) demonstrate that job security strengthens trust and citizenship behaviors like altruism. Dwiyantri et al. (2021) and Wibowo (2005) further highlighted that Relational PC predicts OCB better than transactional contracts. More recent scholars also highlighted that Relational PC fosters

prosocial behaviors such as knowledge sharing, mentoring, and willingness to help, all of which map directly onto altruism (Liu et al., 2021).

However, a debate persists as to whether the effect of Relational PC on altruism is direct or mediated by other variables (Coyle-Shapiro & Conway, 2005). This tension underscores the need for multidimensional approaches to studying altruism and RPC.

7. MODERATORS OF THE RPC-ALTRUISM RELATIONSHIP

7.1. Gender as a Moderator

Gender is considered a prominent determinant of workplace behavior. Eagly and Karau (2002) explained that social prejudice arises from an incongruity between stereotypes about a social group and the characteristics. They further argue that women are socialized into communal and relational roles, which stimulates them to engage in altruistic and prosocial behaviors. Kidder (2002) provided evidence that women generally outperform men in altruism. Recent studies emphasize that gender norms continue to shape patterns of discretionary behavior even in contemporary workplaces (Bolino et al., 2024). Empirical research that has directly assessed gender as a moderating variable in the development of Relational PC is limited, and existing findings suggest that males and females do not differ significantly in how they form relational psychological contract in the workplace (Saha et al., 2024). Yet, examining the moderator role of Gender between Relational PC and Altruism remains an important empirical gap.

7.2. Age as a Moderator

Age is another factor expected to influence the employment relationship and behavior aspects at the workplace. It was observed that older employees tend to value stability, loyalty, and relational ties more strongly than younger employees, who may prioritize transactional exchanges (Ng & Feldman, 2008). Findings of the meta-analysis conducted by Kooij et al. (2011) suggests that age is positively correlated with the motives related to long-term commitment in the workplace. Recent studies also show that demographic factors significantly predict the strength of psychological contract and OCB relationship (Choong et al., 2025). These findings advocate that employees with their ageing become more responsive to Relational PC and demonstrates stronger altruistic propensities. However, direct empirical tests of Age as a

moderator between Relational PC and Altruism are rare and provide scope for further research.

8. RESEARCH GAP AND EXPECTED CONTRIBUTIONS

Over the years, there has been significant theoretical and empirical progress in the field of Relational PC and Altruism. However, the literature reviewed showed critical gaps in terms of granularity and examination of dimensions. Researchers widely recognize Relational PC for its predictor role of OCB; however, its direct impact on altruism as a distinct construct has not been sufficiently disentangled.

The significance of Altruism for organizational functioning has been reaffirmed by recent studies (Johansson & Hart, 2023; Suma, 2025); however, discussions on the roles of mediators are rare. Further, altruism is acknowledged as a multidimensional construct of OCB (Organ et al., 2006; Batson, 2011; Szuster, 2016), yet researchers are continuing to operationalize it as a unidimensional scale, overlooking the theoretical justification for treating it as multifaceted (Podsakoff et al., 2000). The impact of psychological contract, especially relational contract, on the dimensions of altruism comprising 'personal sacrifice', 'reciprocity', 'compassion', and 'willingness to help', thus remains underexplored. The impact of the demographic variables such as gender and age has been discussed in many theoretical frameworks; however, empirical evidence assessing their moderating influence on the relationship between Relational PC and Altruism remains notably limited.

This study aims to develop a comprehensive framework and empirically test it, linking the Relational PC and its dimensions to Altruism and its subdimensions. Additionally, the moderating roles of Gender and Age on Altruism through the Relational PC will be examined meticulously.

The present study contributes with deeper understanding of the RPC-Altruism relationship through theoretical refinement of OCB models and practical insights for managing diverse workforces. In a broader context, it offers insights for HR Managers and OD practitioners around the world and India on re-designing employment relationship practices that foster cooperation, compassion, and workplace harmony in a culturally diverse and rapidly changing labour market.

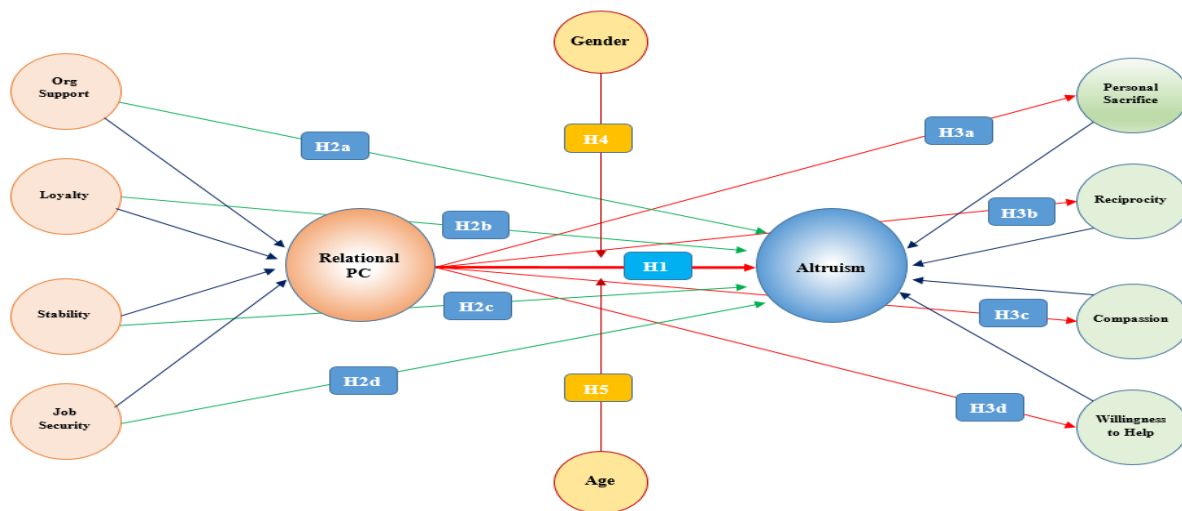
9. RESEARCH FRAMEWORK AND HYPOTHESES DEVELOPMENT

9.1. Research Framework

This proposed framework conceptualizes the link between Relational PC (RPC) and Altruism. Relational PC is represented through four core dimensions, viz., organizational support, employee loyalty, employee stability, and job security. The outcome of RPC is reflected in the form of Altruism through its four dimensions, viz., personal sacrifice, reciprocity, compassion, and willingness to help.

The framework stands on two latent variables Relational PC and Altruism, wherein RPC is the independent variable (IV) and Altruism is the

dependent variable (DV). The movement of the IV and DV are explained through the dimensions (first order latent constructs) of RPC and Altruism. This theoretical lens explains that when employees perceive long-term, socio-emotional, trustworthy, and loyalty-based exchanges, they reciprocate through altruistic behaviors. These effects, however, are expected to vary across gender and age groups, reflecting cultural and demographic dynamics in Indian organizations. Thus, the principal theoretical proposition advanced by the model is that RPC serves as the relational foundation that fosters altruistic behaviors in organizational settings.



Hypotheses Framework: RPC → Altruism (with Dimensions and Moderators)
 Source: Author's own work

Figure 1: Framework of the Study: Relational PC, Altruism, and Moderators

Figure 1 illustrates the hypotheses framework, exhibiting the relationships between RPC dimensions, RPC as a higher-order construct, Altruism, and its dimensions, along with the moderators (Gender and Age).

10. HYPOTHESES DEVELOPMENT

The foundation of this study is standing on the Social Exchange Theory, which suggests that human social behavior is guided by the exchange of resources, where reciprocity forms the foundation of relationships (Blau, 1964). Social mutual obligations and the norms of reciprocity, together through the lens of perceived psychological contract, determines the functional process in any organizational setting. The social exchange theory and psychological contract together can well explain why employees reciprocate favourable treatment from employers and co-workers with discretionary prosocial behaviors. The Relational Psychological Contract

(RPC) that develops based on long-term, socio-emotional exchange relationships (Rousseau, 1995; Coyle-Shapiro & Conway, 2005) emphasizes loyalty, trust, and job security.

11. REVALIDATING THE IMPACT OF RELATIONAL PC ON ALTRUISM

11.1. Relational Psychological Contract → Altruism

Previous literatures highlighted that, Relational PC emphasizes long-term trust and socio-emotional exchange. Employees perceiving relational fulfilment reciprocate with prosocial behaviors, notably altruism, which strengthens organizational citizenship behavior (Rousseau, 1995; Coyle-Shapiro & Conway, 2005; Zhao et al., 2007). Such altruistic acts enhance cooperation, reinforce workplace culture, and contribute to overall organizational effectiveness (Podsakoff et al., 2000). Hence, it is proposed to test the following hypothesis-

H1: Relational Psychological Contract (RPC) has a significant positive influence on the degree of Altruism demonstrated by employees as a part of their Organizational Citizenship Behavior (OCB).

12. TESTING THE DIRECT AND INDIVIDUAL IMPACTS OF THE CONSTRUCTS OF RELATIONAL PC ON ALTRUISM

12.1. *Perceived Support* → *Altruism*

From the literature reviewed, it was observed that employees perceiving organizational support, care, or fairness develop a sense of **obligation to reciprocate** as they receive signals that their wellbeing and contributions are valued (Eisenberger et al., 1986; Shore & Tetrick, 1994; Rhoades & Eisenberger, 2002). This reciprocity often takes the form of **altruistic behavior**. More recently, Fajri et al. (2024) observed that organizational support and compassion significantly predict employees' altruistic behavior.

12.2. *Relational Bonds and Loyalty* → *Altruism*

Employee commitment towards organizational values and goals is a strong driver of OCB (Meyer & Allen, 1997; Robinson, 1996). When organizations invest in long-term relations and commit to employees' wellbeing, it develops loyalty within employees, and they feel compelled to engage in altruistic behaviors that sustain the relationship (Aboobaker et al., 2020; Abd-El-Salam, 2023; Bolino et al., 2024).

12.3. *Stability, inducing Cooperative Relation* → *Altruism*

Employee Stability (intent to remain with the organization) is an outcome of relational bonds. Recent researches highlighted that stable employees demonstrate stronger cooperative behaviors, higher productivity interest, and lower turnover intentions, which indirectly fosters altruism (Chambel & Alcover, 2011; Liu et al., 2023; Johansson & Hart, 2023).

12.4. *Job Security, developing Commitment* → *Altruism*

Assurance of a secure job develops commitment towards the organization through psychological satisfaction. Studies emphasized its role in reducing workplace uncertainty (Greenhalgh & Rosenblatt, 1984), while more recent research highlights that secure employees engage more in altruistic and cooperative behaviors (Chambel & Alcover, 2011; Fajri et al., 2024).

Drawing on the above discussion, the following hypotheses are proposed-

H2: Constructs of Relational Psychological Contract individually can significantly influence employees' Altruistic Behavior.

H2a: Organizational Support has a positive effect on Altruism.

H2b: Employee Loyalty has a positive effect on Altruism.

H2c: Employee Stability has a positive effect on Altruism.

H2d: Job Security has a positive effect on Altruism.

13. TESTING THE DIRECT IMPACT OF RELATIONAL PC ON THE DIMENSIONS OF ALTRUISM AS DISTINCT VARIABLES OF OCB

Building on Balu's (1964) social exchange theory and Organ's (1988) conceptualization of altruistic behavior, it is proposed that a strong Relational PC fosters employees' altruistic orientations by enhancing their propensity for 'Personal Sacrifice', 'Reciprocity', 'Compassion', and 'Willingness to Help'. These tendencies represent distinct yet interrelated dimensions of altruism as a construct of OCB.

13.1. *Relational PC* → *Personal Sacrifice*

Pure Altruism is demonstrated through personal sacrifices without any reciprocal expectations. It was observed that employees with strong relational contract often go beyond formal job requirements and sacrifice their time, comfort, or resources for the benefit of their coworkers and the organization (Organ, 1988; Podsakoff et al., 2000; Coyle-Shapiro & Conway, 2005).

13.2. *Relational PC* → *Reciprocal Exchanges*

The social exchange theory encourages reciprocity in the organization. Perception of Relational PC developed with the long-term employment relationships and empowered with mutual trust and commitment foster reciprocity in the form of altruism and organizational citizenship behaviors. However, breach of Relational PC undermines reciprocity, leading to withdrawal and reduced prosocial contributions (Coyle-Shapiro & Conway, 2005; Zhao et al., 2007).

13.3. *Relational PC* → *Compassionate Behavior*

Literature review revealed that Relational PC foster emotional bonding between coworkers. When employees perceive relational fulfilment,

they experience greater empathy and concern for the wellbeing of their coworkers and extend compassionate behaviors (Rousseau, 1995; Lilius et al., 2008).

13.4. Relational PC → Willingness to Help

Willingness to help is a core dimension of organizational citizenship behavior (Podsakoff et al., 2000) and such normative altruism develops from commitment through the perception of Relational PC (Coyle-Shapiro & Conway, 2005).

In line with the above theoretical reasoning, the following hypotheses are formulated:

H3: Relational Psychological Contract has a direct and positive influence on the development of demonstrated prosocial behaviors of employees namely ‘Personal Sacrifice’, ‘Reciprocity’, ‘Compassion’, and ‘Willingness to help’, treated as distinct and independent behavioral outcomes at the workplace.

H3a: Relational PC has a positive effect on Personal Sacrifice.

H3b: Relational PC has a positive effect on Reciprocity.

H3c: Relational PC has a positive effect on Compassion.

H3d: Relational PC has a positive effect on Willingness to Help.

14. TESTING THE MODERATION EFFECTS OF GENDER AND AGE ON THE RELATIONSHIP BETWEEN RELATIONAL PC AND ALTRUISM

14.1. Gender and Age → Relational PC → Altruism

Researchers have shown that women employees often display stronger relational and altruistic tendencies at the workplace (Eagly & Karau, 2002). Further, researchers have argued that Gender influences the form and frequency of demonstrated OCB (Kidder, 2002; Bolino et al., 2024). Age has also been found to be influential on workplace behavior. It was observed that compared to the younger, the older employees value stability and long-term exchange more (Ng & Feldman, 2008). Recent evidence suggests that Age enhances the development of relational PC, with older employees perceiving stronger relational obligations (Kooij et al., 2011).

To test the moderation role of demographic control variables, following hypotheses are proposed:

H4: The influence of RPC on altruism differs across gender (male vs. female).

H5: The influence of RPC on altruism increases with age.

The expected directions of the hypotheses are presented in Table 1.

Table 1: Expected Directions of Hypotheses

Hypothesis	Independent Variable (IV)	Dependent Variable (DV)	Relationship Type	Expected Direction
H1	Relational PC (RPC)	Altruism (as OCB construct)	Direct Effect	Positive (+)
H2a	Organizational Support	Altruism	Direct Effect	Positive (+)
H2b	Employee Loyalty	Altruism	Direct Effect	Positive (+)
H2c	Employee Stability	Altruism	Direct Effect	Positive (+)
H2d	Job Security	Altruism	Direct Effect	Positive (+)
H3a	Relational PC (RPC)	Personal Sacrifice	Direct Effect	Positive (+)
H3b	Relational PC (RPC)	Reciprocity	Direct Effect	Positive (+)
H3c	Relational PC (RPC)	Compassion	Direct Effect	Positive (+)
H3d	Relational PC (RPC)	Willingness to Help	Direct Effect	Positive (+)
H4	RPC → Altruism	Moderated by Gender	Moderation Effect	Effect differs (M/F)
H5	RPC → Altruism	Moderated by Age	Moderation Effect	Effect strengthens (+)

15. RESEARCH METHODOLOGY

15.1. Research Design

This study adopts a quantitative survey method and employed a two-wave time-lagged survey design to examine the proposed relationships among relational psychological contract (RPC) and its dimensions on the Altruism (ALT), a dimension of organizational citizenship behavior (OCB). Temporal separation was introduced to mitigate common method bias and enhance causal inference regarding the proposed mediation process.

Data were collected at two time points separated by

an eight-week interval. At Time 1 (T1), respondents completed measures of relational psychological contract (RPC) and demographic variables. At Time 2 (T2), the same participants completed measures of Altruism (ALT).

15.2. Sampling and Data Collection

The population for this study consists of employees working in the medium to large Indian private sector organizations across various sectors, including education, pharmaceutical manufacturing, banking, insurance, asset management, and consulting. While forming the population, employees having less than 2 years’ work experience were excluded to ensure

sufficient exposure to organizational practices. To ensure generalizability, a random sampling approach was employed by selecting participants across multiple cities, departments, branches, and job levels.

The data were collected in two-phases. The survey questionnaire was sent to 12 different organizations by selecting 2 organizations from each of the sectors operating across the eastern part of India. At Time 1, 554 responses were received for RPC and demographic measures, of which 514 were deemed usable after initial screening. Eight weeks later, at Time 2, 466 responses were collected for Altruism. After final filtering, 416 usable responses were retained for the final analysis (retention rate = 75%). The final sample size [N=416] exceeds recommended thresholds for structural equation modelling and mediation testing.

16. MEASURES OF THE CONSTRUCTS

The study utilized the finalized 29-item instrument consisting of eight core constructs. Responses were captured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). To mitigate response bias and ensure data quality, the questionnaire utilized a mix of direct and reverse-coded statements. Items marked with (R) were reverse-scored prior to statistical computation to ensure that higher aggregate scores consistently represented higher levels of the respective construct. This procedure, combined with the clear definitions provided for each dimension, minimized cognitive burden on respondents and enhanced the accuracy of the self-reported data.

16.1. Operationalization of Variables

The conceptual model comprises 8 (eight) interrelated first-order factors categorized into independent, dependent, and moderating variables:

- **Independent Variable (IV):** The Relational Psychological Contract was operationalized as a second-order construct consisting of 16 items. It encompasses four critical dimensions reflective of long-term social exchange: Organizational Support (4 items), Employee Loyalty (4 items), Employee Stability (4 items), and Job Security (4 items) (Coyle-Shapiro & Conway, 2005; Rousseau, 1995).
- **Dependent Variable (DV):** Altruism was assessed as a multidimensional construct comprising 13 items. Based on established OCB frameworks, these latent variable captures four distinct prosocial dimensions: Personal Sacrifice (4 items), Reciprocity (4 items), Compassion (3 items), and Willingness to Help (2 items) (Podsakoff et al., 2000).

- **Control Variables (CV):** To assess the boundary conditions of the proposed relationships, demographic factors including Age (continuous) and Gender (categorical) were included to test for model invariance.

16.2. Development and Validation of the Instrument

The survey items were adapted from well-validated scales to ensure content and face validity within the specific context of the study:

- **Relational PC Scale:** The 16 items measuring RPC were adapted from the "Psychological Contract Inventory" developed by Denise M. Rousseau (2008). Minor linguistic modifications were made to align the items with the specific organizational objectives of the target sample while maintaining the core theoretical tenets of relational agreements.
- **Altruism Scale:** Altruism was measured using a composite 13-item scale synthesized from the OCB instrument developed by Sharma and Jain for the Indian manufacturing sector and the multi-dimensional OCB validation scale introduced by Van Dyne et al. (1994). This synthesis ensures the instrument captures both the normative and cooperative facets of altruistic behavior (Podsakoff et al., 2000).

17. DATA ANALYSIS AND RESULTS

Data were analysed using SPSS (Version 26) and AMOS (Version 21). Initial procedures involved data screening, assessment of normality, descriptive statistics, and reliability evaluation. Confirmatory Factor Analysis (CFA) was conducted to validate the measurement model, in which Relational Psychological Contract (RPC) and Altruism were specified as higher-order latent constructs composed of multiple first-order dimensions. Structural Equation Modeling (SEM) was employed to test the hypothesized structural relationship, with RPC specified as the exogenous latent variable and Altruism as the endogenous latent variable. Maximum likelihood estimation was employed during the SEM path analysis using bias-corrected bootstrapping with 5,000 resamples.

To assess whether the structural path differed across demographic groups, multi-group SEM was conducted for gender and four age groups. Moderation was evaluated by comparing configural and constrained structural models using chi-square difference tests. Non-significant differences indicated structural invariance across groups.

17.1. Data Screening and Normality Assessment

Before initiating for the confirmatory factor analysis (CFA), to ensure the robustness of the structural equation modelling results, the dataset (N=416) was evaluated for both univariate and multivariate normality using SPSS-23. The normality of the individual indicators is a critical prerequisite for the application of Maximum Likelihood estimation, which is used to validate the measurement and structural models (Byrne, 2016).

Univariate normality was assessed through skewness and kurtosis indices. The results indicate that all 29 indicators fall well within the recommended thresholds of for skewness and for kurtosis. The skewness values ranged from $-.965$ to $.025$ and kurtosis values ranged from $-.962$ to 1.209 , which fall within acceptable thresholds, indicating satisfactory univariate normality (Kline, 2016). These results indicate that the distribution of individual items approximates normality.

The multivariate normality analysis yielded a Mardia’s coefficient of 36.044 with a Critical Ratio of 8.669 . The C.R. exceeding 1.96 indicates a departure from multivariate normality (Byrne, 2016), yet, this is common in large behavioral science samples (N= 416)

(Byrne, 2016; Kline, 2016) and the data remains within the tolerable range for Maximum Likelihood (ML) estimation (Byrne, 2016; Hair et al., 2019). To ensure the stability of the structural estimates and address this moderate non-normality, a bootstrapping procedure with 5,000 resamples was utilized (Byrne, 2016). This robust method provides biased-corrected 95% confidence intervals, ensuring that the subsequent path coefficients and model fit indices are not biased by the distributional characteristics of the data (Byrne, 2016; Kline, 2016).

17.2. Demographic Characteristics

As reported in Table 2, the sample comprises 59.5% males (247 respondents) and 40.5% females (169 respondents), indicating a slightly male-dominated dataset. Respondents aged 30–39 comprised the predominant age group in the sample, contributing 51.4% of all participants, followed by 40–49 years (25.7%). A smaller share is below the 30-age group (11.5%) and within the 50 and above age group (11.29%). This indicates that the dataset is dominated by young to mid-career employees

Table 2: Gender and Age Distribution of the Respondents [N=416]

Gender	Count	Percentage
Male	247	59.5%
Female	169	40.5%
Age Group	Count	Percentage
Below 30	48	11.53%
30–39	214	51.44%
40–49	107	25.72%
50 and above	47	11.29%

17.3. Descriptive Indicators

The descriptive analysis presented in Table-3 indicates that most items across **Relational PC** and **Altruism** constructs show moderate to high mean values, reflecting respondents’ general agreement with the statements. Standard deviations remain within acceptable limits, suggesting consistent responses. Items under **Loyalty** and **Stability** highlight strong organizational attachment, while

altruism dimensions such as **Reciprocity** and **Compassion** show supportive behavior among employees. Overall, the results suggest existence of a favourable perception of psychological contract fulfilment and altruistic citizenship behavior.

The results indicate that **Altruism** dimensions (especially **Compassion** and **Reciprocity**) were rated highest, while **RPC** dimensions like **Job Security** were rated lowest. Low rating for **Job Security** indicates weaker impact of this dimension on **Altruism**.

Table 3: Interpretation of Response Tendencies

Construct	Mean	SD	Interpretation
Organizational Support	3.39	1.19	Respondents lean toward agreement, reflecting a generally consistent sense of loyalty within the sample.
Loyalty	3.69	1.04	Perceptions of long-term association are moderate.
Stability	3.29	1.12	Wider variation shows mixed perceptions about long-term association.
Job Security	3.02	1.18	Neutral feeling; however wider variation indicates concern
Personal Sacrifice	3.68	.99	High reciprocity tendencies with lower dispersion, suggesting stable and consistent reciprocal expectations.
Reciprocity	3.74	.89	Strong sense of compassion towards colleagues.
Compassion	3.89	.98	Strong inclination toward empathetic behaviors.
Willingness to Help	3.80	.92	Strong and consistent inclination toward helping others

18. PRELIMINARY ASSESSMENT: EXPLORATORY FACTOR ANALYSIS (EFA)

To examine the underlying structure of the 29 indicators, prior to confirmatory factor analysis (CFA) an exploratory factor analysis (EFA) was performed using Principal Axis Factoring with Promax rotation. The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy was .871, exceeding the recommended value of .60 (Kaiser, 1974), and Bartlett’s test of sphericity was significant ($\chi^2=3237.611$, $p < .001$), confirming that the correlation matrix is not an identity matrix and possesses sufficient patterned relationships for factor extraction. Factors were extracted based on the Kaiser criterion (eigenvalues >1.0) and an inspection of the scree plot (Kline, 2016). Because the dimensions of Relational PC and Altruism are theoretically expected to be interrelated, a Promax rotation was applied (Byrne, 2016).

The EFA results indicated that the data were suitable for factor analysis. Further, to maintain theoretical completeness and preserve item integrity for confirmatory testing, no items were removed. Instead, Confirmatory Factor Analysis (CFA) was employed to confirm the factor structure and assess convergent and discriminant validity.

19. MEASUREMENT MODEL

The measurement model was examined to assess the reliability and validity of the latent constructs used in this study. Building on the results of the exploratory factor analysis (EFA) obtained from SPSS (Version 23), a Confirmatory Factor Analysis (CFA) was conducted using AMOS (Version 21) with the Maximum Likelihood (ML) estimation method. The analysis aimed to validate the hypothesized factor structure, confirm item loadings, and ensure the constructs exhibited acceptable levels of convergent, discriminant, and composite validity. Model fit indices, standardized loadings, reliability coefficients, and average variance extracted (AVE) values were evaluated in accordance with established SEM guidelines (Hair et al., 2019; Byrne,

2016; Kline, 2016). The results demonstrated that the proposed measurement model adequately represented the underlying theoretical constructs, providing a robust foundation for subsequent structural model testing.

20. CONFIRMATORY FACTOR ANALYSIS (CFA)

CFA was conducted to validate the measurement model comprising eight latent constructs representing Relational PC and Altruism. The CFA was performed using AMOS-21 with Maximum Likelihood estimation. All items were allowed to load on their respective latent constructs, and the model fit indices were examined to assess adequacy.

20.1. Model Fit Indices

The fit of the eight-factor measurement model was evaluated using several goodness-of-fit indices, as summarized in Table 4. The results indicate that the hypothesized model provides an excellent fit to the empirical data collected from the sample (N=416).

- **Absolute Fit Measures:** The Chi-square value was 423.601 with 349 degrees of freedom. The Normed Chi-square ($\chi^2/df = 1.24$) was well below the conservative threshold of 2.00, signifying an "excellent" model fit (Kline, 2016). The Goodness-of-Fit Index was .936, exceeding the recommended benchmark of .90 (Hair et al., 2019).
- **Incremental Fit Measures:** These indices compare the hypothesized model against a baseline null model. The Comparative Fit Index was .97 and the Tucker–Lewis Index was .97. Both values significantly exceed the .95 threshold for an "excellent" fit (Byrne, 2016; Kline, 2016). While the Normed Fit Index of .87 was slightly below the ideal .90 threshold, it is considered acceptable in complex models with high degrees of freedom and large sample sizes (Byrne, 2016).
- **Parsimony-Based Fit:** The Root Mean Square Error of Approximation was .023. This value is substantially lower than the .05 threshold, indicating a "close fit" between the hypothesized model and the observed data (Kline, 2016).

Table 4: Model Fit Indices (RPC–Altruism Measurement Model)

Fit Index	Symbol	Model Value	Recommended Threshold	Interpretation
Chi-Square	χ^2	423.601		
Degree of Freedom	df	349		
Normed Chi-Square	χ^2/df	1.24	≤ 2 (excellent) ¹	Excellent model fit
Goodness-of-Fit Index	GFI	.936	$\geq .90$ good ²	Good fit
Normed Fit Index	NFI	.872	$\geq .90$ good ³	Good fit
Comparative Fit Index	CFI	.974	$\geq .95$ excellent ⁴	Excellent

¹ (Kline, 2016); ² (Hair et al., 2019); ³ (Byrne, 2016); ⁴ (Hu & Bentler, 1999).

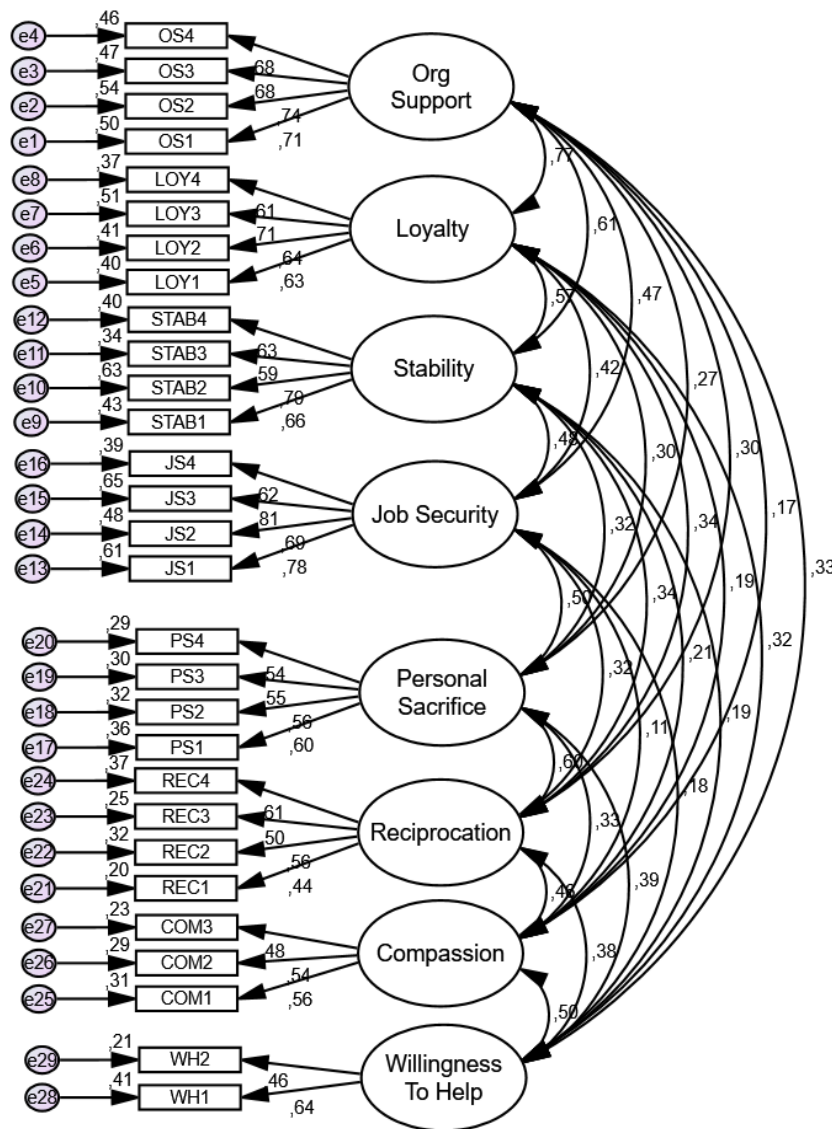


Figure 2: Confirmatory Factor Analysis (CFA) showing standardized loadings and inter-construct covariance.

Figure 2 illustrates the measurement model, showing standardized factor loadings for all observed indicators and covariance estimates among latent constructs.

The results collectively affirm that the model provides a statistically rigorous and theoretically coherent depiction of the data, exhibiting parsimony, excellent model fit, and solid evidence supporting both the reliability and convergent validity of the measurement structure (Hu & Bentler, 1999; Kline, 2016). Inter-factor correlations were observed to be moderate and significant, confirming discriminant validity among constructs.

20.2. Indicator Performance and Convergent Validity

Following the confirmation of overall model fit, the standardized factor loadings (λ), standard errors (S.E.), critical ratios (C.R.), and significance levels (p) for all observed indicators were examined to assess

item reliability and convergent validity or the measurement model. As shown in Table 5, all observed indicators loaded significantly on their intended latent constructs (standardized $\lambda = .711 - .913$, $p < .001$) indicating acceptable item reliability (Hair et al., 2019). The strongest indicators were JS3 ($\lambda = .913$) and WH1 ($\lambda = .888$), demonstrating strong convergence on their latent constructs. However, few lower, yet acceptable, loadings were observed for COM2 and REC3 ($\lambda = .711$ and $.714$, respectively). The results confirm that the measurement model items adequately represent their corresponding latent variables.

The overall CFA results have demonstrated excellent model fit and acceptable loadings for all the indices, supporting the adequacy of the proposed measurement model. Hence, no items were rejected, and the retained items were considered psychometrically sound for subsequent structural modelling.

Table 5: Standardized Loadings of the Indicators.

Construct (Factor)	Item	Factor Loading λ (Standardized)	S.E.	C.R.	p-value
Organizational Support (OS)	OS1	0.857	-	-	-
	OS2	0.851	0.050	21.727	***
	OS3	0.826	0.048	20.728	***
	OS4	0.786	0.050	19.165	***
Loyalty (LOY)	LOY1	0.715	-	-	-
	LOY2	0.799	0.077	15.148	***
	LOY3	0.827	0.083	15.619	***
	LOY4	0.800	0.080	15.173	***
Stability (STAB)	STAB1	0.764	-	-	-
	STAB2	0.851	0.062	17.398	***
	STAB3	0.770	0.058	15.701	***
	STAB4	0.752	0.072	15.305	***
Job Security (JS)	JS1	0.851	-	-	-
	JS2	0.805	0.048	19.802	***
	JS3	0.913	0.046	23.818	***
	JS4	0.752	0.044	17.871	***
Personal Sacrifice (PS)	PS1	0.811	-	-	-
	PS2	0.750	0.068	15.615	***
	PS3	0.742	0.066	15.425	***
	PS4	0.761	0.066	15.865	***
Reciprocation (REC)	REC1	0.743	-	-	-
	REC2	0.754	0.080	14.069	***
	REC3	0.714	0.084	13.395	***
	REC4	0.765	0.090	14.246	***
Compassion (COM)	COM1	0.858	-	-	-
	COM2	0.711	0.060	13.384	***
	COM3	0.720	0.058	13.505	***
Willingness to Help (WH)	WH1	0.888	-	-	-
	WH2	0.707	0.072	10.073	***

*Note: λ = Standardized loading; S.E. = Standard error; C.R. = Critical ratio (Estimate/S.E.); *** $p < 0.001$. Loadings ≥ 0.70 indicate high indicator reliability (Hair et al., 2019).*

21. RELIABILITY AND VALIDITY OF CONSTRUCTS

As the factor loadings were satisfactory, the reliability and validity of the constructs were examined to further evaluate the quality of the measurement model. Construct reliability was assessed using Cronbach’s Alpha (α) and Composite Reliability (CR) tests. These tests measured the internal consistency of the indicators associated with each latent construct. Further, Convergent Validity (CV) was examined through Average Variance Extracted (AVE) values. Discriminant validity was further examined through the Fornell-Larcker criterion, requiring the square root of a construct’s AVE exceed its inter-construct correlations. These indicators altogether provide strong evidence of

internal consistency, convergent soundness, and discriminant validity within the measurement model (Hair et al., 2019; Kline, 2016; Fornell & Larcker, 1981).

Table-6 shows Composite Reliability (CR) values varied from 0.85 to 0.90, all above the accepted threshold of 0.70, providing evidence of strong internal consistency across constructs (Hair et al., 2019). AVE values fell between 0.61 and 0.69, surpassing the 0.50 criterion and thereby substantiating convergent validity (Fornell & Larcker, 1981). Discriminant validity was confirmed, as the square roots of the AVE values (reported in bold on the diagonal) exceeded their respective inter-construct correlations. In addition, Cronbach’s alpha values, which ranged from 0.82 to 0.87, demonstrated acceptable reliability for each construct.

Table 6: Construct Reliability and Validity results of the RPC-ALT Measurement Model

Construct	CR	AVE	Cronbach’s α	\sqrt{AVE}	1	2	3	4	5	6	7	8
1. Organizational Support	0.88	0.67	0.898	0.83	-							
2. Loyalty	0.87	0.61	0.865	0.80	0.64	-						

Construct	CR	AVE	Cronbach's α	$\sqrt{\text{AVE}}$	1	2	3	4	5	6	7	8
3. Stability	0.88	0.65	0.865	0.81	0.58	0.63	—					
4. Job Security	0.87	0.62	0.899	0.83	0.52	0.60	0.55	—				
5. Personal Sacrifice	0.90	0.69	0.850	0.83	0.46	0.51	0.43	0.42	—			
6. Reciprocation	0.88	0.64	0.833	0.80	0.50	0.46	0.44	0.57	0.60	—		
7. Compassion	0.89	0.68	0.805	0.82	0.41	0.47	0.45	0.46	0.55	0.51	—	
8. Willingness to Help	0.85	0.66	0.771	0.81	0.39	0.42	0.38	0.45	0.49	0.48	0.56	—

Note. CR = Composite Reliability; AVE = Average Variance Extracted; $\sqrt{\text{AVE}}$ = Square Root of AVE. Thresholds: CR > 0.70; AVE > 0.50; Cronbach's α > 0.70 (Hair et al., 2019).

22. STRUCTURAL EQUATION MODELING (SEM) AND HYPOTHESIS TESTING

After validating the measurement model, the structural models were tested to examine the hypothesized causal relationships among the constructs. As presented in Table 7, tree models viz.,

Model 1 (higher-order RPC → Altruism), Model 2 (direct effects of RPC dimensions on Altruism), and Model 3 (RPC → Altruism sub-dimensions) were estimated using AMOS (Version 21) with the Maximum Likelihood (ML) estimation method. All measurement errors and covariances were retained as specified in the CFA model.

Table 7: Overview of the Structural Models

Model	Purpose	Main Path Tested	Type of Analysis
Model 1	To test the overall impact of Relational PC on Altruism	RPC → Altruism	Higher-Order SEM (second-order to second-order)
Model 2	To test the direct effects of individual RPC constructs	OS, LOY, STAB, JS → Altruism	First-Order to Second-order SEM
Model 3	To test the direct impact of RPC on four Altruism dimensions	RPC → PS, REC, COM, WH	Mediation-level SEM (second-order to first-order)

22. PATH ANALYSIS OF STRUCTURAL MODELS

22.1. Model-1: Impact of Relational PC on Altruism

This model, presented in Figure 3 examines whether the second-order construct of RPC (formed by Organizational Support, Loyalty, Stability, and Job Security) significantly predicts Altruism, which is itself a second-order construct composed of four sub-dimensions: Personal Sacrifice, Reciprocity, Compassion, and Willingness to Help.

22.2. Model Fit Assessment:

The structural model demonstrated an excellent fit to the empirical data ($\chi^2= 479.731$, $df= 368$, $\chi^2/df= 1.30$). The normed chi-square was well below the

threshold of 3.0, indicating a highly parsimonious fit (Kline, 2016). Absolute and incremental fit indices also exceeded standard benchmarks: GFI = .927, AGFI = .913, CFI = .962, and TLI = .958. The RMSEA was calculated at .027, which is significantly lower than the .05 limit for an "excellent" fit, while the SRMR remained within acceptable limits at .055.

22.3. Second-Order Factor Loadings:

As illustrated in Figure 3, the second-order factor structure was robustly supported. Relational PC was strongly defined by its dimensions: Organizational Support ($\beta=.87$), Employee Loyalty ($\beta=.84$), Stability ($\beta=.72$), and Job Security ($\beta=.57$). The altruism construct was effectively represented by Personal Sacrifice ($\beta= .73$), Reciprocation ($\beta=.78$), Compassion ($\beta =.54$), and Willingness to Help ($\beta =.59$).

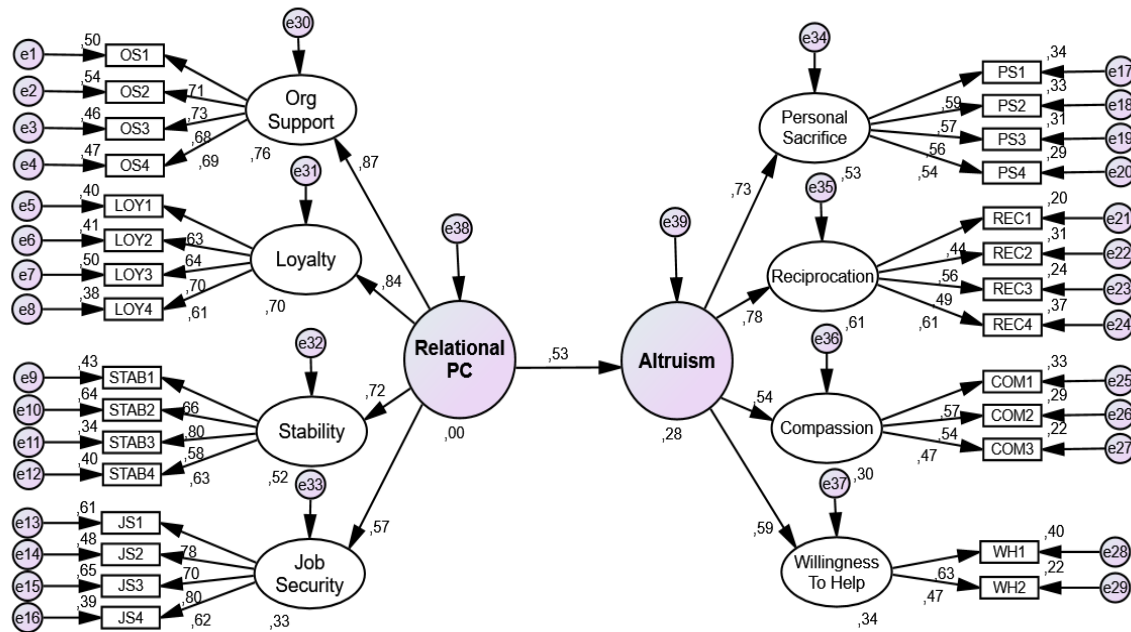


Figure 3: Impact of RPC on Altruism (SEM-1)

22.4. Hypothesis Testing: Direct Effect (H1):

The direct effect of Relational Psychological Contract on Altruism was positive and statistically significant ($\beta = .531, p < .001$). The unstandardized estimate of .344 (S.E. = .076) yielded a critical ratio (C.R. = 4.532), well above the 1.96 threshold. The

model explains 28% of the variance in Altruism ($R^2 = .28$), suggesting that an employee’s perception of a relational contract is a significant predictor of their willingness to engage in extra-role altruistic behaviors. As reported in Table 8, the structural results therefore, support the hypothesized positive linkage between Relational Psychological Contract and Altruism.

Table 8: Regression Weights and Hypothesis Outcomes for Model 1

Hypothesis	Path	β	Estimate	S.E.	C.R.	p	Result
H1	RPC → Altruism	0.531	0.344	0.076	4.532	***	Supported

Note: *** Significant at $p < .001$.

22.5. Model-2: Impact of individual RPC constructs on Altruism

While SEM Model 1 confirmed the aggregate direct impact of the Relational PC, Model 2 was developed to identify which specific dimensions of RPC viz., Organizational Support, Loyalty, Stability, and Job Security, serve as the primary drivers of Altruism. This model was specified to identify which particular aspects of the relational psychological contract most strongly predict altruistic tendencies among employees. This level of analysis provides a more nuanced understanding of the social exchange mechanism.

22.6. Model Fit Assessment:

As shown in Figure 4, the structural model for Model 2 demonstrated a superior fit to the data, with indices exceeding the recommended benchmarks for parsimony and accuracy ($\chi^2 = 241.685, df = 160, \chi^2/df = 1.51$). GFI (.945) and AGFI (.926) both exceed the 0.90 threshold (Hair et al., 2019). The CFI (0.969) and TLI (0.963) indicate a highly accurate representation of the observed data (Byrne, 2016). The RMSEA was calculated at 0.035, which is

considered an "excellent" fit in social science research (Kline, 2016).

22.7. Path Analysis and Hypothesis Testing:

As illustrated in Table 9, the standardized path coefficients (β) reveal that the four dimensions of the Relational Psychological Contract vary in their predictive power regarding Altruism.

The results indicates that Stability is the strongest predictor of Altruism ($\beta = .46, p < .001$). This suggests that an employee's sense of long-term continuity within the organization is the most significant motivator for engaging in extra-role helping behaviors. Employee Loyalty also significantly predicts Altruism ($\beta = .3, p < .001$), confirming that a mutual commitment between employee and employer fosters selfless behaviors. Organizational Support reached marginal significance ($\beta = .22, p < .001$), suggesting that while support is important, it may work through other relational factors to drive altruistic outcomes in this specific sample. Job Security (H1d): though found significant, Job Security ($\beta = .14, p < .001$), had a comparatively lower impact than Stability and Loyalty.

These results suggest that perceptions of employee Stability, Employee Loyalty, and Organizational

Support are primary drivers of employees' altruistic behaviors, whereas Job Security perceptions do not

add unique explanatory power in the presence of stronger relational predictors.

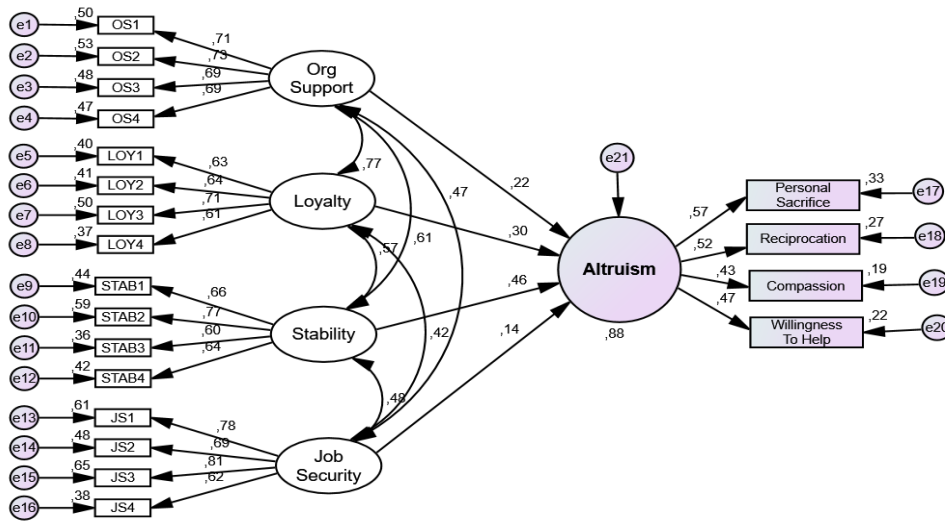


Figure 4: Effects of Individual RPC Constructs on Altruism (SEM-2)

Table 9: Regression Weights and Hypothesis Outcomes for Model 2

Hypothesis	Path	β	Estimate	S.E.	C.R.	p	Result
H2a	Org Support → Altruism	.22	.340	0.188	1.811	.070	Marginally Supported
H2b	Loyalty → Altruism	.30	.629	0.246	2.559	.011	Supported
H2c	Stability → Altruism	.46	.819	0.162	5.062	***	Supported
H2d	Job Security → Altruism	.14	.190	0.093	2.038	.042	Supported

Note: *** Significant at $p < .001$.

22.8. Model-3: Impact of RPC on the Individual Constructs of Altruism

Model-3 analyses the direct influence of the second-order construct Relational PC on the four first-order latent constructs of Altruism: Personal Sacrifice, Reciprocation, Compassion, Willingness to Help. This model aims to determine how strongly RPC predicts each individual facet of altruistic behavior among employees, offering a detailed

understanding of the relational antecedents of OCB.

22.9. Model Fit Assessment:

As illustrated in Figure 5 and Table 10, the structural model (Model 3) assessing the direct impact of the Relational Psychological Contract (RPC) on the individual dimensions of Altruism demonstrated an excellent fit ($\chi^2/df = 1.80$, GFI = .942, CFI = .916, TLI = .901, RMSEA = .044).

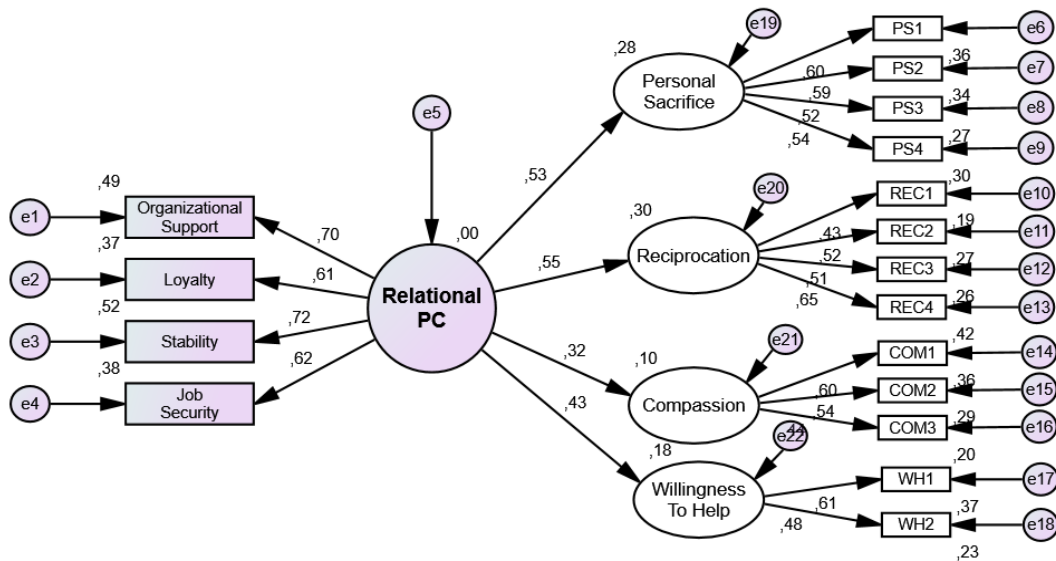


Figure 5: Impact of RPC on the distinct constructs of Altruism (SEM-3)

22.10. Path Analysis and Hypothesis Testing:

The results suggest that, among the dimensions, Reciprocation exhibited the strongest path ($\beta = .55$, $p < .001$), followed closely by Personal Sacrifice ($\beta = .53$, $p < .001$). This suggests that the fulfillment of a relational contract primarily drives altruistic behaviors that are rooted in social exchange and self-sacrifice for the organization (Hair et al., 2019; Podsakoff et al., 2000). While the impact on Willingness to Help ($\beta = .43$, $p < .001$) and

Compassion ($\beta = .32$, $p < .001$) remains significant, the lower values (18% and 10% respectively) suggest that these specific behaviors may also be influenced by individual personality traits or other contextual factors beyond the psychological contract (Hair et al., 2019; Kline, 2016). The model explains between 32% and 55% of the variance across the four altruistic dimensions, confirming that relational exchange dynamics significantly influence the expression of altruistic organizational behavior.

Table 10: Regression Weights and Hypothesis Outcomes for Model 3

Hypothesis	Path	β	Estimate	S.E.	C.R.	p	Result
H3a	RPC → Personal Sacrifice	.53	0.358	0.080	4.470	***	Supported
H3b	RPC → Reciprocation	.55	0.344	0.076	4.532	***	Supported
H3c	RPC → Compassion	.32	0.312	0.088	3.545	***	Supported
H3d	RPC → Willingness to Help	.43	0.224	0.070	3.200	.001	Supported

*Note: *** Significant at $p < .001$.*

23. MULTI-GROUP MODERATION ANALYSIS (GENDER AND AGE GROUPS)

To investigate the moderating effect of gender and age on the structural relationship between Relational PC and Altruism, a Multi-group Structural Equation Modeling (SEM) approach was applied using AMOS (Version 21). Multi-group SEM allows for the statistical comparison of model parameters across distinct subgroups—here, male and female respondents (for gender moderation) and four age categories (<30, 30–39, 40–49, and ≥50 years) to determine whether the structural paths differ significantly between these groups (Byrne, 2016; Hair et al., 2019; Kline, 2016). The moderation analysis

followed a two-step invariance testing procedure, beginning with the estimation of a configural (unconstrained) model, in which all parameters were freely estimated across groups to verify that the same underlying factor structure fit each subgroup adequately. Subsequently, measurement weight (metric) and structural weight (path coefficient) constraints were imposed sequentially to assess whether the equality of parameters across groups significantly deteriorated model fit. The chi-square difference test (χ^2/df) was used to determine whether these constraints produced a statistically significant decline in model fit, which would indicate a moderating (interaction) effect of gender or age on the RPC–Altruism relationship.

Table 11: Overview of the Structural Models for Moderation Analysis (Gender, Age)

Model	Moderator Variable	Purpose	Main Path Tested	Type of Analysis
Model 4	Gender (Male / Female)	To examine whether the effect of RPC on Altruism differs between male and female employees.	RPC → ALT	Multi-group Higher-Order SEM (Second-order to Second-order)
Model 5	Age (<30, 30–39, 40–49, ≥50)	To test whether employees' age moderates the relationship between RPC and Altruism across four age-based groups.	RPC → ALT	Multi-group Higher-Order SEM (Second-order to Second-order)

23.1. Model-4: Role Of Gender as a Moderator Between RPC And Altruism

23.1.1. Model Fit Assessment:

As shown in Table 12, both the male and female models demonstrated excellent overall fit,

confirming configural invariance across groups. For the male group, the model yielded $\chi^2 = 66.773$, $df = 38$, $p = .003$, $\chi^2/df = 1.757$, while the female group showed $\chi^2 = 77.154$, $df = 44$, $p = .001$, $\chi^2/df = 1.754$. All values satisfied established SEM benchmarks ($\chi^2/df < 3$; CFI/TLI > .90; RMSEA < .06), indicating that the baseline model fits both groups well.

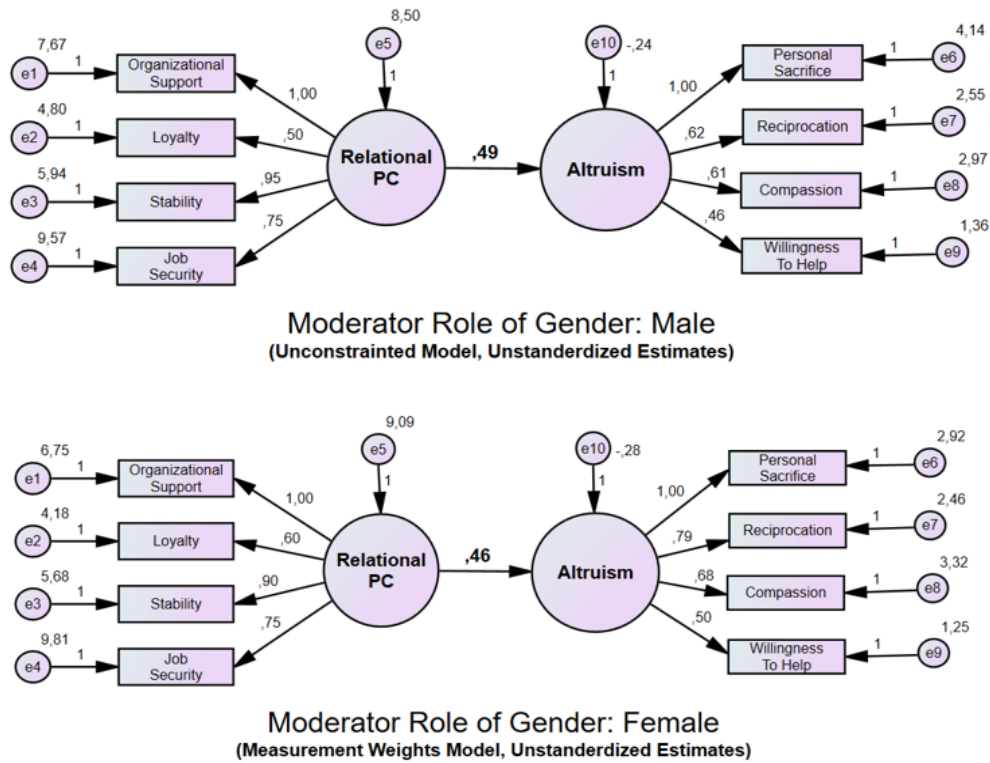


Figure 6: Multi-Group SEM Testing the Moderating Effect of GENDER

23.1.2. Model Comparison and Moderation Test

As presented in Table 12, the nested model comparison between the unconstrained and measurement weights models yielded a $\Delta\chi^2(6) = 10.381, p = .003$. Because the chi-square difference is not significant ($p > .05$), constraining the factor loadings to be equal across groups does not significantly worsen model fit. This result indicates that the structural relationships between the RPC dimensions and Altruism are invariant across gender groups, confirming the absence of a moderating

effect of gender.

Further, the results shown in Table 13, indicates that while the impact of RPC on Altruism appears slightly stronger in the Male group ($B = .49$) compared to the Female group ($B = .43$), this difference is not statistically significant ($C.R. = 0.75, p > .05$) (Byrne, 2016). The small magnitude of the difference ($\Delta B = .06$) and the low C.R. value suggest that the mechanism of social exchange—whereby a relational contract drives altruistic behavior—operates consistently regardless of the employee's gender (Hair et al., 2019; Podsakoff et al., 2000).

Table 12: Results of Multi-group Moderation Analysis - Gender

Model	χ^2 (CMIN)	df	p	χ^2/df	$\Delta\chi^2$	Δdf	p ($\Delta\chi^2$)	Interpretation
Male (Unconstrained)	66.773	38	.003	1.757	-	-	-	Excellent fit
Female (Measurement Weights)	77.154	44	.001	1.754	10.381	6	.003	Invariant (No Moderation)

Note. χ^2 = Chi-square; $\Delta\chi^2$ = chi-square difference; df = degrees of freedom. A non-significant $\Delta\chi^2 (p > .05)$ indicates invariance across groups (Byrne, 2016; Hair et al., 2019)

Table 13: Moderation Analysis for Gender - Difference of Path Coefficient (Unstandardized Beta)

Path	Male B	Female B	$\Delta\beta$	CR Difference	Result
RPC → Altruism (Unconstrained)	0.49	0.43	0.06	0.75	Not Significant

*Note: Significant Difference ($p < .05$): If the absolute value of the C.R. is greater than 1.96 (Byrne, 2016).

23.2. Model-5: The Impact of Age as a Moderator Between RPC And Altruism

23.2.1. Model Fit Assessment:

A multi-group SEM was conducted to test whether

age moderates the effect of Relational Psychological Contract (RPC) on Altruism. Table 12 indicates that, the configural model (unconstrained across age groups) exhibited excellent fit: $\chi^2(76) = 124.05, p < .001; \chi^2/df = 1.63; CFI = .944; TLI = .917; RMSEA = .039$ (90 % CI [.026, .051], PCLOSE = .93).

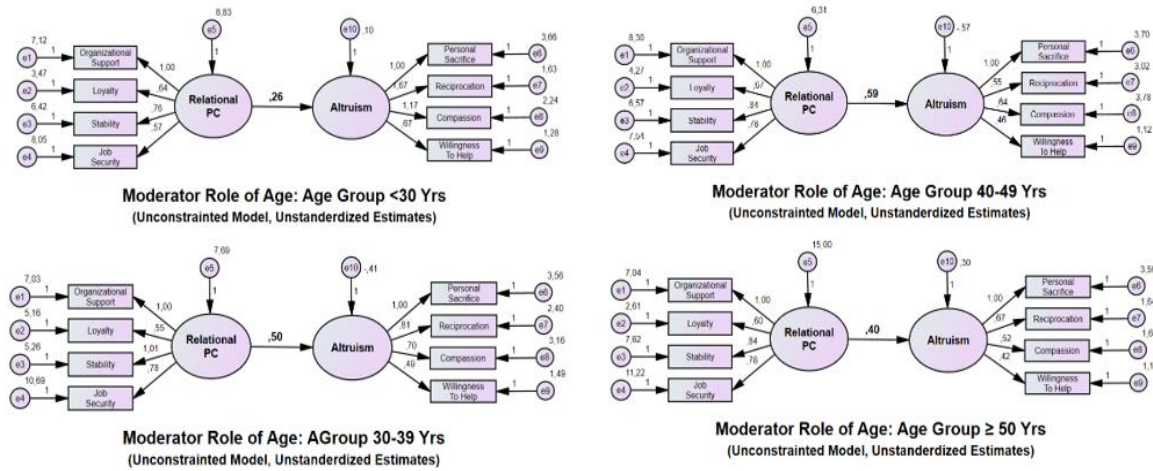


Figure 7: Multi-Group SEM Testing the Moderating Effect of AGE

23.2.2. Model Comparison and Moderation Test for Age Groups

As presented in Table 14, the group-specific analyses revealed significant positive paths from RPC to Altruism for all age categories. For employees <30 years unstandardized B was .26 (p=.016), for 30–39 years B was .50 (p< .001), for 40–49 years B was .59 (p< .001), and for 50 years and above B was .40 (p<

.001). Further as shown in Table 14, the chi-square difference test between the unconstrained and structural-weights models yielded $\Delta\chi^2(3)=19.73$, $p = .15$ indicates that constraining the RPC → Altruism path to equality did not significantly worsen model fit (Byrne, 2016; Hair et al., 2019).

Table 14: Moderation Analysis for Age – Difference of Path Coefficient (Unstandardized B)

Path	Age <30 (B)	Age 30-39 (B)	Age 40-49 (B)	Age > 50 (B)	Result
RPC → Altruism (Unconstrained)	.26	.50	.59	.40	No Significant Difference

*Note: Significant Difference (p < .05) (Byrne, 2016).

Consequently, the positive effect of RPC on altruism is statistically invariant across age groups, suggesting that employees of different ages respond similarly to relational psychological contract. Minor numerical differences hint at a slightly stronger

linkage for mid-career employees (30–49 years) (B = .26 to .59), yet these variations did not reach significance (Podsakoff et al., 2000).

Table 16 presents the hypotheses test results of Moderation impact of Gender and Ag

Table 15: Results of Multi-group Moderation Analysis - AGE Groups

Model	χ^2 (CMIN)	df	p	χ^2/df	$\Delta\chi^2$	Δdf	p ($\Delta\chi^2$)	Interpretation
Configural Model (Age Groups Unconstrained)	124.053	76	.000	1.632	-	-	-	Acceptable model fit; the baseline configural model demonstrates that the factor structure is consistent across age groups.
Structural Weights (Age Groups Constrained)	143.756	97	.001	1.482	19.703	21	.15	Structural invariance supported across age groups. ***

Note. χ^2 = chi-square; $\Delta\chi^2$ = chi-square difference; df = degrees of freedom.
 *** Invariance supported as constraining the RPC → Altruism path across age groups does not significantly deteriorate model fit ($\Delta\chi^2 = 19.703$, $\Delta df = 21$, $p = .15$). Hence, age does not moderate the relationship between RPC and Altruism (Byrne, 2016; Hair et al., 2019).

Table 16: Hypothesis Testing for Moderation Effects (Gender and Age)

Hypothesis	Statement	Test Conducted	p-value ($\Delta\chi^2$)	Results
H4	Gender moderates the effect of RPC on Altruism	Multi-group SEM (Gender)	.137	Not Supported
H5	Age moderates the effect of RPC on Altruism	Multi-group SEM (Age groups)	.15	Not Supported

Note. Both hypotheses were tested through chi-square difference tests ($\Delta\chi^2$). Non-significant p-values (p > .05) indicate structural invariance across groups and no moderating effect (Byrne, 2016; Hair et al., 2019).

24. DISCUSSION

In contemporary organizational settings, employees' discretionary contributions play a critical role in sustaining productivity and overall performance (Organ, 1997; Podsakoff et al., 2009). Altruism, a core dimension of Organizational Citizenship Behavior (OCB), reflects voluntary helping actions that support coworkers and strengthen cooperative functioning within teams (Podsakoff et al., 2000). Prior research highlights that the relational features of the employment relationship—such as support, loyalty, and socio-emotional exchanges—significantly shape employees' prosocial behaviors (Rousseau, 1995; Cropanzano, 2005). In the Indian organizational context, where collectivistic orientations and relational work norms are deeply embedded, the psychological contract assumes heightened relevance in influencing discretionary helping and cooperation (Agarwal & Bhargava, 2013; Budhwar & Varma, 2010). Despite growing interest in OCB within India, limited empirical work has examined how Relational Psychological Contract (RPC) fosters altruistic behavior and whether demographic characteristics such as gender and age shape these relationships. Addressing this gap, the present study investigates the effect of RPC on Altruism and explores demographic moderation effects using a multi-group structural equation modelling approach.

The structural model offered strong support for the hypothesized direct effects (H1–H3d), with RPC demonstrating a consistently significant and positive influence on altruism. At the construct level, Loyalty, Stability, and Job Security each showed significant positive effects on altruistic behavior, whereas, Organizational Support when examined independently, showed marginal effect. In addition, RPC as a higher-order construct directly strengthened all four dimensions of altruism—Personal Sacrifice, Reciprocity, Compassion, and Willingness to Help. Overall, the findings indicate that employees who perceive stronger relational obligations—particularly support, loyalty, and stability—are more inclined to engage in helping behaviors, reciprocation, compassion, and voluntary cooperation.

The results establish that relational exchanges shape multiple facets of prosocial behavior rather than a single generalized response, underscoring the multidimensional and influential nature of relational psychological contracts. These findings are aligned with recent research showing that

relational employment relationships foster trust, socio-emotional bonds, and cooperative work attitudes (Rodwell, 2022; Korkmazıyürek et al., 2021; Dai et al., 2022).

However, the study found no empirical support for the moderating effects proposed in H4 (Gender) and H5 (Age). Although RPC → Altruism paths were individually significant within each demographic group, the multi-group SEM chi-square difference tests revealed no significant between-group variation. These results are consistent with prior studies showing that the influence of psychological contracts and prosocial behavior is largely invariant across demographic groups (Ng & Feldman, 2008; Reizer & Hetroni, 2015). This suggests that the strength of the RPC–altruism relationship remains remarkably stable across male and female employees and across different age categories. In other words, the motivational mechanism by which relational contracts translate into altruistic behavior appears to be universal rather than demographic-specific.

The lack of moderation contrasts the notion that older employees demonstrate more altruistic behavior, or that gender influences relational sensitivity. Instead, the findings support the argument that relational psychological contracts operate at a deeper, socio-emotional level that transcends demographic boundaries. When employees perceive strong relational commitments from their organization, they respond with prosocial behavior regardless of their age or gender.

25. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

While this study offers meaningful insights, it also has a few limitations that open up opportunities for deeper exploration. The cross-sectional design of the study restricts causal interpretation; hence, it cannot fully explain cause-and-effect relationships. A longitudinal or experimental approach would better capture how relational psychological contracts and altruistic behaviors evolve over time and respond to organizational changes. Further, this study examined only two demographic variables viz., gender and age, as potential moderators. Although these variables did not show major differences, future research could benefit from examining a wider set of demographic and contextual elements, such as organizational tenure, hierarchy, cultural background, or type of employment. Including these aspects would help build a more nuanced understanding of when and why relational exchanges lead to prosocial behavior, and for whom these effects are most pronounced.

Being conducted within a distinct Indian cultural and organizational context, the study offers valuable

insights on how Psychological Contract, especially RPC operates in a collectivistic society. However, this unique context may limit how far the findings can be generalized. To strengthen the broader relevance of these results, future research could compare similar dynamics across different industries, regions, and cultural environments. Such comparative studies would help determine whether the patterns observed here remain consistent or vary under different institutional conditions.

Apart from longitudinal or experimental studies and incorporating more demographic variables, future research could explore additional outcomes of relational psychological contracts beyond altruism—such as ethical conduct, proactive engagement, or innovation—to better understand the broader influence of relational exchange dynamics in contemporary organizations. Future research may also consider individual-level characteristics, including personality traits, moral identity, or prosocial motivation, which could reveal boundary conditions for the RPC–Altruism relationship.

26. CONCLUSION

This study empirically advances the understanding of how relational psychological contract shape altruistic behavior among the employees within organizational citizenship. The findings demonstrate that RPC has strong and consistent positive effect on Altruism and its subdimensions and highlights the centrality of relational obligations. By developing a work environment characterised by higher organizational support, employee stability, and loyalty, organizations can develop a deeper sense of belongingness and moral obligation in their workforce. These relational elements strengthen employees' perception about their organization being genuine on their efforts for employee

development and wellbeing. When employees perceive their psychological contract as fair, secure, and emotionally fulfilling, they tend to internalize organizational goals and extend themselves towards genuine extra-role activities such as demonstrating compassion, reciprocate support, make personal sacrifices, and willingly help others at the workplace.

Notably, examination of the moderation effect of gender and age did not show any significant impact on the RPC → Altruism relationship. This suggests that peoples' response toward relational exchanges at work is not limited by demographic differences, and regardless of their age or gender, they draw similar motivation from positive relational experiences. This finding challenges the assumptions that certain groups are more sensitive to relational cues than others, and instead highlights that RPC acts as a broadly relevant and universal driver of prosocial behavior.

From a practical standpoint, these findings suggest that organizations can benefit greatly by adopting HR practices that genuinely show fairness, emotional support, and long-term commitment to their employees. Since the effects of RPC remain consistent across different age and gender groups, there is no need to design separate approaches for separate groups. Simply creating a workplace where employees feel valued, supported, and connected, can encourage them to go the extra mile, display stronger citizenship behaviors, and collaborate more willingly.

Overall, the study not only strengthens the relevance of relational psychological contract theory but also questions the assumption that demographic differences strongly shape these behaviors. RPC stands out as a consistently strong predictor of altruism across a wide range of employees. The findings will contribute to psychological contract theory and organizational behavior literature by reaffirming the central role of relational exchanges in promoting prosocial actions at work.

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