

## **Role of Perceived Organisational Support in Shaping the Transactional Psychological Contract Dimensions: Case of Routinized Call Centre Work Environment**

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Perceived organisational support (POS) is sometimes like supporting cast in the psychological contract literature theatre. POS has been an important outcome variable (Kiewitz *et al.*, 2009), alongside demonstrating significant moderating effects (Conway and Coyle-Shapiro, 2012) in psychological contract studies. However, its potential as an independent variable shaping the nature of the PC, especially at early stages of employment remains somewhat unacknowledged. This is especially relevant given evidence from psychological contract recovery literature alludes to a significant role for POS, studies demonstrate that higher levels of POS associated with recovery from PC violation (Tomprou, Rousseau and Hansen, 2015) and reducing negative effects of PC breach perceptions (Dulac *et al.*, 2008). The psychological contract literature unfortunately pays little attention to the substantive effect of perceived organisational support (POS) on the nature of the dimensions of the psychological contract, particularly the transactional contract terms at the crucial early stages of employment.

Drawing on the perceived support and differentiated dimensions of the psychological contract: transactional and relational reciprocal beliefs, we examine main effects of POS on reciprocal transactional contract beliefs. Prior research has established the importance of symmetry between the reciprocal beliefs (Shore and Barksdale, 1998), and role of individual belief types (transactional and relational) on key employee attitudes such as work engagement (Soares and Mosquera, 2019), therefore, the question of how POS can shape these individual reciprocal beliefs that constitute the PC, become even more relevant. Given the global perception of support from the organisation captured by POS, examining its impact on the nature of psychological contract beliefs is key in extending our understanding of reciprocal exchange perceptions on the employment relationship, at early stages of employment.

This study makes three main contributions, one the study contributes to previous research examining the effects of organization based exchange support, that is, POS on Psychological Contract fulfilment (Conway and Coyle-Shapiro, 2012) through examining the specific effect of POS on the

perception of the reciprocal transactional PC; consisting of transactional obligations to the organisation and the transactional expectations from the organisation.

The second contribution relates to investigating the role of the relational reciprocal beliefs in further shaping (attenuating) the transactional reciprocal beliefs. Previous research has established that relational aspects of the psychological contract can have positive impact on work related attitudes, such as engagement (Soares and Mosquera, 2019).

Our final contribution relates to the organisational context, the study was conducted in a routinized tightly controlled work environment of a call centre where transactional psychological contracts (Chambel and Alcover, 2011) and subsequent problems of high turnover are common. Offshored outsourced call centres in India suffer from deep paradoxes, where employees are required to maintain quality and quantity demands concurrently within a tightly surveilled work environment (D'Cruz and Noronha, 2012; Ananthram *et al.*, 2018).

The research is particularly timely, as predominantly service sector economies like the United Kingdom find increasing workplaces, where employees engage in routinized, tightly scripted exchanges with customers.