

# The Impact of Individual Values and Personality on Psychological Contract Levels in The Workplace: The Moderating Role of Organizational Culture

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## Abstract

Study examines the multifaceted relationship between Individual values, Personality traits, and psychological contract formation at work with a focus on the moderating role of Organizational culture. The purpose of this study is to examine the diverse spectrum of individual values that encompasses cultural, personal, and experiential dimensions, and their role in guiding employees' expectations. In addition, it tries to explore the influence of personality traits on Psychological Contract, examining the role of the moderating variable "organizational culture" and its impact on the various dimensions of the psychological contract (*Maria Ceu Santos, Filipe Coelho, et al, 2019*). There were 121 respondents who participated in this study, belonging to managerial positions in an MNC located in Chennai. The findings of the data analysis show that individual values and personality significantly relate to the psychological contract with the organisational culture, having its moderating effect on them.

**Keywords:** Individual values, Personality traits, Organisational culture, and psychological contract formation.

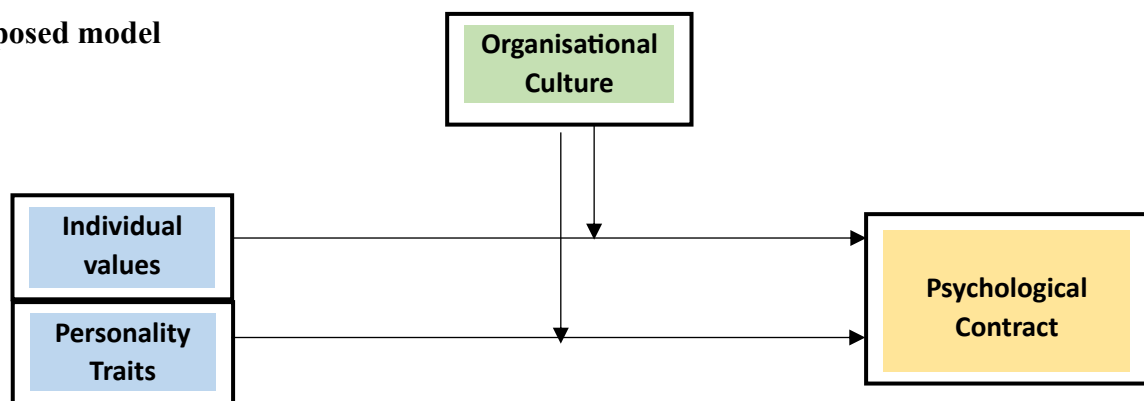
## Introduction

As new market, competitors and technologies emerge, today's organisations have an increasing need for skilled workforce at all levels (*Lester and Kickul, 2001*) and it's become mandatory for the organisations to keep performing at their best at all times. To maintain the consistency in giving the best, organisations feel that it's significant to have a committed and a motivated workforce who always looks forward to meet the set standards of the organisation. Many researchers have found out that meeting the mutual expectations between employees and employers influences employers' attitudes towards work and commitment. Supporting to this, Research done by *Bunderson 2001, Lester and Kickul, 2001*) shows that a perceived breach in the psychological contract often resulted in the employee deliberately reducing their commitment towards work. In contrast, a study done by *Shore and Barksdale (1998, as cited in Lester and Kickul 2001)* found that employees whose psychological contract is satisfied has high levels of commitment and motivation towards work; hence, the psychological contract becomes a fundamental element that needs to be fulfilled in a workplace. On the other side some organisations feel that how much ever they try to satisfy the expectations between the employer and the employees the Individual value system of the employees and their personality makeover also play a major role in influencing the psychological contract formation or fulfilment (*Coyle Shapiro and Neuman and Raja et al. 2004*) and aiding to this, a research done

by (Suazo and Turnley ,2010) argued that personality and individual differences tend to be related to how employees interpret specific organisational events that can be relevant to the fulfilment of the psychological contract.

In addition, even when all the employees belong to the same organisation, they may exhibit a wide range of individual personality traits and hold diverse value systems but the pervasive organisational culture which is intangible yet a strong force will significantly shape the personality and individual values, unifying them under the shared expectation between employees. (Citeman 2008). In light with these researches done, it's evident that exploring the relationship between individual values, personality and its impact on the psychological contract is important to comprehend how employees perceive their roles within an organisation. Hence a conceptual model was developed by the researcher which aims to find out how individual values and personality traits impacts the formation and the fulfilment of psychological contract when organizational culture moderates the relationship between those variables.

### Proposed model



### Research question

How do individual values and personality traits of employees influence the establishment and the fulfilment of the psychological contract in the workplace between employees, and to what extent does Organisational culture moderate these relationships?

### Review of literature

In recent years there has been renewed interests into two phenomena Personality traits and psychological contracts. In this research we examine the relationship between the two phenomena to address the important dimensions in both domains. A study was done by Usman Raja, Gary Johns & Filotheos Ntalani, Research Gate (2004) on “The impact of personality on psychological contracts” Who intended to study Personality traits and its potential influence on psychological contracts and tried to find the role of personality in shaping psychological contract. The findings of the study suggest that personality traits such as conscientiousness and equity sensitivity are related to the formation of relational conversely extraversion does not have a significant association with relational contract. The study also reveals that relational contracts are associated with positive outcomes, such as job satisfaction and effective commitment while transactional contracts are related to negative outcomes such as intentions to quit while negatively related to satisfaction and commitment.

Personality is a significant factor in our understanding of the psychological contract, particularly in men. It provides a basis for the psychological contract being idiosyncratic, and the interaction of personality and gender complicates the psychological contract in the management process. A study was initiated by Rick R.J. Tallman, Nealia S. Bruning, and Emerald Insights (2008) on Relating employees' psychological contracts to their personality. The study aimed to find out the impact of personality traits on psychological contract and how gender impacts the overall results. The results of the study suggested that Personality is related to five of the nine dimensions of personality. It was found that gender had a significant impact on the overall results. Moreover, the findings revealed that women reported with stronger obligation than men. While men's obligations were influenced by differences in personality traits, women's attitudes remained relatively consistent across personality dimensions. Overall, the study suggests that employees' psychological contracts may be driven more by emotional factors than by cognitive considerations.

Over the past few years the concept of psychological contracts has been received considerable attention in the literature causing a significant contribution to our understanding of the relationship between contemporary employees and their employers A was carried out by Aaron Cohen, Research Gate(2012) on "The relationship between individual values and psychological contracts" This study Showed a positive relationship between Psychological wellbeing and values of benevolence, self-direction and achievement, and a negative relationship between Psychological wellbeing was positively associated with the values of benevolence, self – direction, and achievement, while it showed a negative association with values of power and tradition. Surprisingly, Organisational commitment was negatively related to achievement and positively related to power and a negative relationship with psychological wellbeing. The results also revealed that there was a negative correlation between psychological well-being and commitment

Past research on psychological contracts relied on three approaches like: content-oriented, feature-oriented, and evaluation-oriented. The content-oriented approach has been largely dominant in the current theorization, while some argue that existing knowledge can be expanded by developing the understudied feature-oriented approach. This study was initiated by Maria Céu Santos, Filipe Coelho, et al, Emerald Insights (2019), on personal values and the features of psychological contracts, examining how individual values and psychological contracts influence employees' workplace identity. The findings indicated that collectivistic-oriented values were positively linked with psychological contract characteristics such as a longer time frame, lower tangibility, greater flexibility, inequality, and collective regulation. In contrast, individualistic-oriented values were associated with contracts characterised by a shorter time frame, higher tangibility, stability, equality, and individual regulation.

The exchange of relationships between employees and the organisation is influenced by the beliefs and values system that hold the human resources to carry out its obligations and also its behaviour within the organisation. A study done by Retno Dwiyanti, Suwarti, Tri Naimah(2020) on "The Role of Organizational Culture Factors to Psychological Contracts (Transactional Contracts, Balance Contracts, and Relational Contracts)" aims to know how big

the relationship and the role of organisational culture to psychological contracts .It found out that there is a significant positive relationship between organisational culture and psychological contracts It revealed that a stronger organisational culture led to higher psychological contract levels while weaker organisational culture resulted in lower psychological contract levels. They further researched and identified that organisational identity and organisational climate can also impact the psychological contract levels between leaders and employees. The exchange of relationships between employees and firms is influenced by the beliefs and values that hold the human resources in carrying out its obligations and its behaviour within the organization.

### **Objectives**

- To find out the relationship of Individual values and personality traits on psychological contract
- To analyse out the relationship of Individual values and Personality traits on Organisational culture
- To explore out the moderating effect of Organisational culture on the significant influence of Individual values and personality traits on psychological contract.

### **Hypothesis**

**H1:** Individual values and personality traits predict psychological contract.

**H2:** Organisational culture moderates the relationship between individual values and psychological contract.

**H3:** Organisational culture moderates the relationship between personality traits and psychological contract.

### **Theoretical background**

This aims to explain the critical comments on definitions, theories and explanatory approaches in relation to the variables of the study from the perspective of various authors.

### **Individual values**

Values are said to be called as desirable goals which vary in importance, serving as guiding principles in the lives of people (*Schwartz and Bilsky,1990*). As people take decisions and analyse events in their lives keeping values as their base, values are likely to influence the way people interpret upon their surrounding reality (*Rokeach,1973*). In the year 1990 Schwartz and his colleagues came up with a theory on values which was tested empirically, post which they proposed ten types of values. Self-direction, stimulation, Hedonism, Achievement, Power, Security, Tradition, Benevolence, Universalism and Conformity. These values were then organised and grouped into four higher order value domains: Universalism and benevolence was grouped under Self-transcendence, power and achievement were grouped under Self-enhancement, Stimulation and self-direction was grouped under openness to change and conformity, tradition and security was grouped under Conservation. It was observed that majority of the values fall into either of the four themes except Hedonism, as it shares some characteristics of openness to change along with self – enhancement. Hence this higher level

of integration clearly illustrates that actions, behaviours, traits and norms exhibited by individuals and groups are a result of integrated values.

### **Personality traits**

Even though many popular models of personality traits continue to influence contemporary research (*Jung, 1971, Kirton and De Ciantis, 1986*), the big five – “Five factor model proposed by (*McCrae and Costa Jr, 1999*) is one of the most widely used and recognised models today. This theory comprises of five personality traits namely Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness.

- Extraversion is where the individual engages himself or herself with the external world and predominantly experience positive emotions.
- Agreeableness *Agreeableness*: extent to which individuals value cooperation and social harmony, honesty, decency, and trustworthiness. Agreeable individuals also tend to have an optimistic view of human nature.
- *Conscientiousness*: extent to which individuals value planning, possess the quality of persistence, and are achievement-oriented.
- *Neuroticism*: extent to which individuals experience negative feelings and their tendency to emotionally overreact.
- *Openness to Experience*: extent to which individuals exhibit intellectual curiosity, self-awareness, and individualism/nonconformance.

Furthermore, a number of ‘mini-markers’ of each personality trait have been defined and studied, such as ‘talkative’ for Extraversion, ‘sympathetic’ for Agreeableness, ‘disorganized’ (reverse-coded) for Conscientiousness, ‘temperamental’ for Neuroticism, and ‘imaginative’ for Openness to Experience (*Bozionelos et al., 2014, Weele, 2013*). Similarly, (*McCrae and Terracciano 2005*) identified a set of facets or features for each of the Big Five personality traits based on data from 50 cultures.

Despite claims about the universality of the Big Five personality traits, some studies have criticized the lack of conceptual validation (*Waller & Ben-Porath, 1987*) and questionable conceptual and methodological assumptions (*Block, 1995*) of the model. However, other extensive studies have shown that the model comprehensively subsumes nearly all English trait adjectives (*Goldberg, 1990*) and is stable across cultures (*McCrae & Terracciano, 2005*).

### **Organisational culture**

The foundation of organizational culture traces back to the pioneering work of Deal and Kennedy (1982) and other scholars. In their perspective, organizational culture emerges as an important factor for influencing organizational performance, by surpassing the impact of elements like structure, policy, or politics. An alternative evolution of the organizational culture definition stemmed from research in organizational philosophy, focusing on delineating and interpreting the concept through typologies and classifications.

Deal and Kennedy in the year (1982) proposed four generic culture types: tough-guy/macho, work-hard/play-hard, bet-your-company, and process-oriented cultures. Further classifications were presented by Handy (1985), who described cultures based on power, position, task, and person. Schein (1985) elucidated organizational culture through three levels: artifacts, values, and basic underlying assumptions. There are five cultural typologies, namely stable, reactive, anticipating, experimenting, and creative, identified by Scholtz (1987).

Adding to this, recent literature reviews highlight seven primary features capturing the essence of organizational culture:

- Innovation and risk-taking: Encouraging employees to be innovative and risk-taking.
- Attention to detail: Expectation for employees to be precise, analytical, and pay attention to details.
- Outcome orientation: Management emphasizes achieving results and goals rather than the specific methods or processes employed
- People orientation: Decisions are made with consideration for how outcomes affect individuals within the organisation.
- Team orientation: Work is structured and carried out primarily through teams rather than individual efforts.
- Aggressiveness: Reflects the extent to which employees are competitive as opposed to being relaxed or easy-going.
- Stability: Focus is placed on preserving existing practices and maintaining consistency rather than prioritising change or growth.

Due to the diversity in organizational cultural dimensions, no single framework perfectly captures it. However, certain measures, such as the Competing Value Model, align well with widely accepted categorical schemes that organize individuals' thinking, values, assumptions, and information processing methods (Cameron & Quinn, 1999).

### **Psychological Contract**

The concept of psychological contract originates from the work of early organizational behaviour scholar Argyris in 1960, delving into the dynamics between individuals and their organizations. Argyris introduced the idea of a "psychological work contract," positing that such a contract forms when employees perform optimally under leadership that aligns with their needs. Building on Argyris's foundation, Levinson et al. in the year (1962 refined the concept, recognizing the psychological contract as a set of implicit mutual expectations governing the relationship between employees and employers. In 1989, Rousseau offered a more formal definition of the psychological contract, describing it as an individual's belief regarding the terms and conditions of a reciprocal exchange agreement between oneself and



another party. This definition highlights the subjective nature of perceptions and the reciprocal aspect of mutual agreements in the employment relationship.

The formation of the psychological contract is rooted in perceptions of obligations arising from explicit or implicit promises of future exchange. This process begins in various stages, like interviews and selections, where the exchange of information shapes individuals' perceptions of mutual obligations (Addae et al., 2006; Robinson et al., 1994). Rousseau (1995) acknowledged that the psychological contract emerges from a complex interplay of personal, social, and organizational factors, including an individual's previous work experiences.

To provide a structured understanding of PC, Sels et al. (2004) developed a taxonomy with six dimensions that underlie employees' perceptions of their obligations toward their employer and vice versa. These dimensions were empirically tested:

- **Tangibility:** This dimension assesses the clarity and specificity of employees' perceptions about their contract terms.
- **Contract Scope:** It explores how employees perceive their boundaries between their employment relationship and personal life.
- **Stability:** This dimension examines the flexibility and stability of contract agreements over time.
- **Time Frame:** It considers the perceived duration of the employee's relationship with their employer.
- **Exchange Symmetry:** This dimension gauges the extent to which an employee finds the presence of an unequal employment relationship acceptable.
- **Contract Level:** It explores how employees view the regulation of their employment relationship, both individually and collectively.

The above dimensions provide a comprehensive framework for understanding the nuances of the psychological contract, offering insights into the complex interplay of beliefs, expectations, and reciprocal agreements within the employment relationship.

### **Method of investigation**

Participants were a total of 121 participants from 5 different MNCs belonging to the manufacturing sector in Chennai. 87.6% of the respondents were males, and 12.4% of them were females. With respect to age distribution, 14.9% of the respondents were aged 25 years or below, 42.1% belonged to the 26–35 age group, and 31.4% of the respondents were in the next age bracket. With regard to marital status, 62.8% were married and 37.2% were found to be single. In relation to the designation of the participants they belonged to various managerial positions of the organisation. Then all employees were briefed about the purpose of this research study. After knowing the purpose, the following instructions were given to the employees.

“Please fill in all the required information in the sheet provided to you. Give your honest responses according to the instructions given in the questionnaire. Do not skip any statement while answering. Do not spend too much time answering each question. The data collected will be kept confidential and will be used for academic purposes only. Please clarify your doubts to me without any hesitation.” After ensuring that the employees had understood, the questionnaire was distributed to the employees, and the completed questionnaire was collected. On the whole, the entire data was collected within a period of three days. We limited our study site to one organisation as we are measuring organisational culture as a moderating variable.

The variables selected for the study were individual values, personality traits, and psychological contract, in addition to demographic variables such as Name, gender, age, Designation, and Marital status. To collect the data the following questionnaires were used psychological contract inventory by Obligations (*Denise M. Rousseau*), Ten item and five item personality inventories by (*Gosling, S. D., Rentfrow, P. J., & Swann, W. B., Jr. 2003*), Organisational cultural survey by (*Glisson, Landsverk.J, et.al*) and Questionnaire of organisational and personal congruence by (Q-POVC) (*Veinhardt.V & Gulbovaite*).

For this study, a Descriptive research design was used in which a cross-sectional study was opted. After defining the population based on the inclusion criteria, a study sample composed of 121 simple random technique in the present study. Simple random is, also known as Random sampling, is the process of choosing a sample from a population for a wide range of purposes. Each member of the population is equally likely to be chosen, and this method removes bias from the selection procedure and results in representative samples.

## Results

Alternate hypothesis H1: Personality traits and Individual values are significantly predicting the psychological contract

Null hypothesis H<sub>0</sub>1: Personality traits and Individual values do not significantly predict psychological contract

**Table 1**

### Impact of Personality traits and Individual values on psychological contract

Predictor Variables	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-statistics	Beta	t-value
Personality traits	0.426	0.417	32.248** (p=.000)	0.431	6.328** (p=.000)
Individual values				0.306	4.869** (p=.000)

\*\*Significant at 1% level



It is noted from Table 1, the F-value 32.248 is significant;  $H_{01}$  is rejected at 1% level. The  $R^2$  value 0.426 confirms 42.6% of the variance explored by Personality traits and Individual values over psychological contract. It is noted that Personality traits and Individual values are significant predictors of psychological contract. Further, it is noted that one unit improvement in Personality traits and Individual values enhances the psychological contract by 0.431 and 0.306 units, respectively. Hence, it is concluded that Personality traits and Individual values have a significant positive impact on the psychological contract.

Alternate hypothesis  $H_3$ : There is a significant moderation effect of Organizational culture between Personality traits and psychological contract.

Null hypothesis  $H_{03}$ : There is no significant moderation effect of Organizational culture between Personality traits and psychological contract.

Moderated Multiple Regression (MMR) Analysis was conducted by taking Personality traits as the independent variable, Organizational culture as the moderator, and psychological contract as the dependent variable. The enter method was opted for performing Moderator multiple regression by taking Personality traits and Organizational culture (main effects) in Block 1, and the Interaction effect is taken in Block 2. The results of the moderated multiple regression are shown in the table

**Table 3**

**The moderating effect of Organizational culture between Personality traits and psychological contract**

	Predictor Variables	$R^2$	Adjusted $R^2$	$R^2$ Change	F Change	Beta value	t-value
<b>Block 1</b>	Personality traits	0.363	0.355	0.363	39.63** (p=.000)	0.424	7.190** (p=.000)
	Organizational culture					0.269	6.370** (p=.000)
<b>Block 2</b>	Personality traits	0.421	0.393	0.058	22.39** (p=.000)	0.373	5.817** (p=.000)
	Organizational culture					0.214	3.184** (p=.001)
	Interaction					0.192	2.922** (p=.004)

\*\*Significant at 1% level

Block 1 shows that the  $R^2$  value is 0.363 and the model is significant at 1% level. 't' values show that Personality traits ( $t=7.190, p=.000$ ) and Organizational culture ( $t=6.370, p=.000$ ) are significant predictors of psychological contract.

Block 2 shows that the  $R^2$  value is 0.421 and the model is significant at 1% level. The interaction explains 5.8% of the variance in the psychological contract above the additive effect of Personality traits and Organizational culture. This increment in explained variance (F change = 22.39,  $p=.000$ ) is significant at 1% level.

Further, the analysis revealed a significant interaction effect between personality traits and organizational culture,  $t(df) = 2.922, p = .004$ , indicating that organizational culture moderates the relationship between personality traits and the psychological contract. Specifically, the moderating role of organizational culture increased the effect of personality traits on the psychological contract by 0.192 units. It is noted that Personality traits increase the psychological contract by 0.424 units, and Organizational culture improves the psychological contract by 0.269 units.

Alternate hypothesis H4: There is a significant moderation effect of Organizational culture between Individual values and psychological contract

Null hypothesis H<sub>0</sub>4: There is no significant moderation effect of Organizational culture between Individual values and psychological contract

Moderated Multiple Regression Analysis was conducted by taking Individual values as independent variables, Organizational culture as a moderator, and psychological contract as a dependent variable. The enter method was opted for performing Moderator multiple regression by taking Individual values and Organizational culture (main effects) in Block 1, and the Interaction effect is taken in Block 2. The results of the moderated multiple regression are shown in table 4

**Table 4**

**The moderating effect of Organizational culture on Individual values and psychological contract**

	Predictor Variables	$R^2$	Adjusted $R^2$	$R^2$ Change	F Change	Beta value	t-value
Block 2	Individual values	0.354	0.342	0.351	36.24** ( $p=.000$ )	0.367	6.456** ( $p=.000$ )
	Organizational culture					0.291	4.896** ( $p=.000$ )
Block 1	Individual values	0.403	0.389	0.049	20.14** ( $p=.000$ )	0.351	5.119** ( $p=.000$ )

Organizational culture					0.278	3.698** (p=.000)
Interaction					0.169	2.812** (p=.007)

\*\*Significant at 1% level

Block1 shows that  $R^2$  value is 0.354 and the model is significant at 1% level. 't' values shows that Individual values ( $t=6.456$ ,  $p=.000$ ) and Organizational culture ( $t=4.896$ ,  $p=.000$ ) are significant predictors of psychological contract.

Block 2 shows that the  $R^2$  value is 0.403 and the model is significant at 1% level. The interaction explains 4.9% of the variance in the psychological contract above the additive effect of Individual values and Organizational culture. This increment in explained variance ( $F$  change = 20.14,  $p=.000$ ) is significant at 1% level.

Further, it is inferred that Individual values improve the psychological contract by 0.367 units and Organizational culture improves the psychological contract by 0.291 units. Also, the interaction effect of Individual values and Organizational culture ( $t=2.812$ ,  $p=.007$ ) confirms the moderation effect of Organizational culture in the relationship between Individual values and psychological contract, and the moderation effect of Organizational culture enhances the impact of Individual values over psychological contract by 0.169 unit.

## Discussion

An increasing number of studies have linked personality with individuals' beliefs and attitudes. Our findings add to this evidence by demonstrating that employees' personalities relate to the contracts that they believe exist between themselves and their employer.

Our first two hypotheses focused on the predictive power of personality traits and individual values on psychological contracts and organisational culture. The results revealed that both personality traits and individual values are significant predictors of psychological contracts and organizational culture. The  $R^2$  values indicated that 42.6% of the variance in psychological contracts and 39.4% of the variance in organisational culture can be attributed to these individual characteristics. These relationships add to our understanding of the association between personality and psychological contract beyond the contribution by Raja et al. (2004), Individual values and psychological contract contributed by Aaron Cohen. (2012), Personality traits and organisational culture contribution by Somiya Jian and Pratima Daipuri .(2020), and Individual values and psychological contract contributed by Wolfgang Bilsky and Laren Jehn. (2004). This tells us the importance of considering the unique qualities of employees when examining their engagement with their work and the broader organisational culture. Furthermore, our findings suggest that there is one unit improvement in personality traits and individual values positively influence psychological contracts and organizational culture, enhancing these aspects of the work environment. This highlights the importance of understanding and leveraging these traits for the benefit of both employees and the organisation

The third and fourth hypotheses explore the potential moderating effect of organisational culture on the relationship between personality traits and individual values, with psychological contract-based research done by an increasing number of studies have linked personality with individuals' beliefs and attitudes. and Jennifer, "Influence of Organizational Culture on the Relationship between Psychological Contracts and Organizational Citizenship Behaviour" (2006). This aimed to explore the relationship between psychological contract and organisational citizenship and the moderating role of organizational culture. Based on one of the findings of the study, which suggests that organisational culture moderates the relationship between the psychological contract and organisational citizenship, this research tried to extrapolate that organisational culture may also play a moderating role in the association between personality and psychological contract, and the results showed a significant moderation in both cases. For personality traits, the moderation analysis revealed that organisational culture enhances the impact of personality traits on psychological contracts by 0.192 units. Similarly, for individual values, the moderation analysis showed that organisational culture amplifies the impact of individual values on psychological contract by 0.169 units. This tells us that a positive organisational culture can magnify the positive influence of certain personality traits on employees' psychological contract. This means that a supporting organisational culture can strengthen the impact of individual values on employees' psychological contract, resulting in favourable work outcomes.

**Managerial implications**

- Organizations can design more targeted recruitment and training programs to ensure that individuals with values and traits compatible with the desired psychological contract are brought into the organization.
- Organisations must aim to create an environment that encourages the development of specific values and personality traits that align with the goals of the organisation.
- Organisations can continuously fine-tune their culture to maximize its positive impact on the psychological contract

**Scope for future research**

- Longitudinal studies could help researchers better understand how the relationships between these variables evolve.
- Exploring whether the relationships among these variables in this study hold true in different industries other than the manufacturing sector, to provide a more nuanced understanding.
- Can explore the difference in the significance level among the variables between blue-collar and white collard workers.
- Can do a comparative analysis between 2 or more organisations to see how these relationships differ across organisations.

**Limitations:**

- Other potentially relevant variables, including leadership styles, job satisfaction, and organizational justice, could be explored.
- Other industries like IT, ITES, and IT-Services.
- The sample size could have been relatively big.

## Conclusion

It's clearly evident that the findings of this study provide important insights into the intricate dynamics between individual values, personality traits, organizational culture, and their combined influence on psychological contracts within an organizational context. The present study tested hypotheses related to the predictive power of personality traits and individual values on psychological contracts and the moderating effect of organizational culture on these contracts, with significant results. These results hold important implications for both researchers and practitioners by understanding the complex interplay of these factors, which can guide organizations in recruitment, employee development, and fostering a conducive workplace culture. Furthermore, the findings highlight the importance of considering individual attributes in a broader context of organisational culture in order to enhance the overall employee experience.

As organisations strive to attract and retain top talent while maintaining a productive workforce, this research underscores the significance of acknowledging and leveraging the unique qualities of their employees. It also stresses the pivotal role of cultivating an organisational culture that not only embraces diversity but also amplifies the positive impact of these individual attributes on the psychological contract. In conclusion, this study offers guidance to organizations seeking to optimize their human resources and create a more engaged and satisfied workforce, ultimately benefiting both employees and the organization as a whole.

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