

The Role of Psychological Contract Fulfillment in Task Performance: Mediating Effects of Job Satisfaction and Organizational Identification among the Sri Lankan Gig Workers

Lakshitha H.D.¹, Rebecca, E.²

¹Department of Human Resource Management, Faculty of Commerce and Management Studies
University of Kelaniya, Sri Lanka

²Senior Lecturer, Department of Human Resource Management Faculty of Commerce and
Management Studies, University of Kelaniya, Sri Lanka

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.91200267>

Received: 28 December 2025; Accepted: 03 January 2026; Published: 15 January 2026

ABSTRACT

One factor that is discussed in this paper is the premise of Psychological Contract Fulfillment (PCF). and Task Performance (TP) as an outcome variable among workers in Sri Lanka depending on gigs. on the mediation of Job Satisfaction (JS) and Organizational Identification (OI) on the. relationship. The paper investigates the psychology of the new gig economy, according to the Social Exchange Theory and Social Identity Theory, an area of work that involves part-time and short-life employment because of such sites as PickMe, Uber, Fiverr, and Upwork. Even though there is the flexibility, the gig workers tend to suffer work. the lack of official employment rights, instability, and uncontrollable working. environs, and in consequence, psychological contracts, the expectations not spelt out. between employees and platforms and are influential in attitude formation and. behaviors. To collect quantitative data the quantitative cross-sectional design was applied. on the gig economy, online freelance workers, food delivery services, and ride-hailing workers. through a self-report questionnaire, which was structured. The study was conducted using high quality. statistical tests like reliability tests, validity tests, descriptive statistics, correlation, etc. To test the hypothesized associations, regression and mediation tests will be used. The results indicate that gig workers realize the rates of the high implementation of the psychological contract, that are associated with increased levels of their job, organizational identification, and the general performance in the workplace. In addition, job satisfaction and organizational. identification is a powerful intervening variable, which explains the reason psychological contract. fulfillment is a positive performance factor. These results are applicable in the. literature of psychological contract to non-standard employment terms in developing. economies and demonstrate that even in a situation where no formal there are good psychological contracts. there exists employment relations. As a matter of fact, the study she does throws some light on the. that gig platforms can be used to increase the performance and engagement of a worker fulfills both the transactional promises that involve fair and prompt payment. and interpersonal promises comprised of support, respect and open communication. Potential regions where this can be accomplished by fulfilling these commitments will lead to improved. recognition and fulfillment of the workers, and this will be transferred to improved. performance outcomes.

Keywords: Psychological Contract Fulfillment, Task Performance, job Satisfaction, Identification in the organization, Gig Workers, Gig Economy, Sri Lanka, Social Exchange. Mediation Analysis, Theory, Social Identity Theory.

INTRODUCTION

The past decade has already proved the boom popularity of the gig economy, which is one of the largest workforce transformations in the modern labor history. This new type of work According to, the short-term, adaptable and even computer-mediated terms explain the fact. that people are enlisted to perform some work or services without the assurances of the traditional long-term contract-based employees Compared to the traditional type of work. that is offer safety and translates to growth and organizational bonuses, the gig.

platforms are characterized by interactions of workers and are preoccupied with by economy. customers or direct monetary exchange of these parties. (Stefano, 2015) The numerous examples of successes of the companies Uber, Lyft, Fiverr, and Upwork have been able to transform. how people operate under requirements of toil and giving fresh outlets of gaining a. income. The changing preferences of the workers, the presence of internet, and cell phone networks. are the three reasons that have facilitated this growth to the global extent. Today individuals are liberated, have new terms of work, and receive an opportunity to have more than two. Work multiple streams are running at the same time (GrahamCambridge, 2020). To others it is a second-best job; it is the major source of livelihood to more and more workers.

The new weaknesses have been brought along with the opportunities in the form of the. gig economy. According to the scholars, unpredictability of is linked to precarious work. profit, lack of aspirations, loss and security of employees. (Suri, 2019). This discrepancy is a worrying issue of motivation, output, and commitment. In gig workers must because of the lack of well-developed contracts or adequate regulation. relied on other psychological mechanisms to keep them busy with platforms. They can possess a system such as the psychological contract (Rousseau, 1989), which is a system of a. interchangeable expectation between locales and employees. Gig work needs decent remuneration. communication and respect and they demand frequent and quality services as compared to sites. think that they are pleasing the customers because they can please them by obeying. instructions. It is possible to talk about psychological contract fulfillment (PCF) field. dimensions: Transactional PCF -economic duties like fair and sufficient compensation. Relational PCF- socio-emotional requirements (respect, fairness, and support). (Wenlong Liu, 2020). The performance and motivational sustenance on gig is enabled when it comes to these contracts. work. As Blue (1964) supplements, employees who out-give will have a chance of being out-given. pay-back as a dedication and performance enhancement and devotion, which are put forward by social exchange theory (SET). The arguments are supported by the empirical evidence. Indeed, as an example, Liu et al. (2020) found that the level of personal and relational trust is positively correlated and in both directions. good relationship with the task performed by Chinese ride-hailing drivers, and the outcomes. There is a mediating factor orientation. Acta Psychologica revealed (Jiawei Yu) demonstrated the same. the impact of personal trust in food delivery had on the reduction of intention to quit and mediating the performance by mediation of job satisfaction and results orientation. Saudi Arabia also has signs that portray that there is fairness and transparency in practices and transparency. the human resource practices increase sustainable performance on job satisfaction. These facts suggest that the contextual determinant of self. confidence has been known to add to performance through trust, satisfaction and recognition. me as well. Factors of international attitudes are important, but, Sri Lanka is a little studied environment. The gig Over the last few years especially, economy has gained massive popularity in the domestic setting. in Colombo and Kandy and such services as PickMe, Uber, Daraz Delivery, and online. 2 marketplaces freelancing have generated thousands of incomes. (Ramamoorthy, 2024) This trend has also been intensified by the pandemic associated with the COVID-19 illness as it is compelling. many people to find work in the gig sector due to the unemployment.

The flexibility and liberty provided by gig employment and other source of income is especially connected to the the latter can appeal to the employees of Sri Lankan Generation Z, but has weak points. Employees complain of uncertain income, the absence of protection and (Gooneratne, 2024) lack of security. promotion. In case of an economy that is saturated with young labour and there is deficit of powerful institute. present to ensure that the workers are kept in check with regard to their dedication and performance, in that case, there is need to know how a worker can sustain. commitment and performance. Preliminary findings offer that gig workers feel as long as they feel. they are fairly treated, they are highly paid and honored, they become more involved and more devoted. even though there has not been any official protection. (Ramamoorthy, 2024) Sri Lanka offers a rare topography of gig work, and it is practicable and hazardous. Due to the fact that the country does not have powerful labor regulations, psychological contracts. profusely intervene to occupy the loopholes of formal contracts. Significance of the current research. which concentrates on the relationship between compliance of psychological contracts and performance via. the functions of job satisfaction and organizational identification-is opportune. Though there is that there should be already international awareness of the fact that compliance in the psychological contract may. influence performance, there has been not so much done to investigate this relationship in emerging. economies like Sri Lanka. The work presented in this study bridges that gap in the literature. theoretically and practically investigating the experience of Sri Lankan

gig workers. psychological contract compliance and its influence on the performance at the workplace, input. and even platform managers and government policymakers themselves.

Problem Statement

The rapid growth has brought about a major change in the world labor market. The gig economy, which features short-term, flexible, and mediated by platforms, is a feature of the gig economy. work arrangements. In Sri Lanka, online platforms are PickMe, Uber, Daraz, Fiverr, and others. and Upwork has become a significant source of revenue, particularly among the young people. and urbanites (Priyankara, 2021) What is so attractive about gig work is freedom of choice. low entry barriers, flexible schedules, and low entry barriers. Nevertheless, in spite of these benefits, gig employees. experience a number of structural weaknesses such as income fluctuations, inadequate regulation security, lack of social security, and reliance on algorithms and ratings by customers.

These unstable conditions bring an issue on the way the gig workers remain stable. gradations of motivation, involvement, and job performance in a place with little. job security. Although gig labor does not have standard employment agreements, employees do emerge. psychology contracts, unwritten views of reciprocal obligation among themselves. and the platform (Rousseau, 1989) Psychological Contract Fulfillment (PCF) is the one that is referred to as. degree to which these perceived obligations are fulfilled by the organization. PCF covers both Relational obligations like fair and timely pay, and transactional obligations like they should be. respect, encouragement, equality and open communication.

These contracts, according to scholars, are the ones that need to be made. are particularly significant in non-conventional and loosely determined working patterns. as gig work, where there are no formal employment guarantees, and thus psychological. anticipations the key pillar of trust and collaboration (Wenlong Liu, 2020) The experience of other countries indicates that gig workers perceive high PCF, which makes them more. happy to give back with positive attitudes and increased performance, which is in line with. principles of the Social Exchange Theory (SET) (Blau, 1964). Research illustrates that PCF has a significant predictive value on job satisfaction, identification with the organization, and finally, task. performance (Asfahani, 2023) To illustrate, Liu et al. (2020) discovered that gig workers in Fulfilled psychological contracts were those exhibited in China undergoing experiences. with its platforms and higher performance results. Similarly, (Jiawei Yu, *Acta Psychologica*) claimed that PCF in gig is beneficial in boosting work attitude since employees. become respected, supported, and valued by platforms. Nonetheless, to a large extent, this body of evidence is found in developed countries or in big emerging countries. China, Indonesia, the United States, and Saudi Arabia are some examples of economies. These labor markets possess varying cultures, social economic, and regulatory environments to those of. Sri Lanka. Consequently, there are no direct generalizations that may be made when using international findings to the Sri. Lankan background without empirical confirmation.

The gig business in Sri Lanka is expanding at a high rate yet. is not yet adequately regulated, stable, and studied, especially on a psychological basis. and performance-based results. The Sri Lankan gig workers work in an environment characterized by high unemployment rates among the youth. high cost of living, absence of social protection and poor labor institutions. These realities may determine their way of establishing and assessing psychological contracts. For example, relational 4 with stronger collectivist and relational cultures, expectations might be stronger. norms, in which respect, fairness and trust are highly valued. Therefore, the impact of On performance, transactional and relational PCF could vary with what is seen in. Western or East Asian settings. Besides, job satisfaction is a well-known main determinant of, though it is not explicitly addressed in the literature. According to performance Judge (2001), gig work is different in terms of satisfaction.

Gig workers frequently find satisfaction in independence and freedom, but discontent that could be brought about by unforeseen profits, ill treatment of customers, or unjust demand systems. Scholars such as As Suleman et al. (2021) and Laghari (2021) point, job satisfaction is one of the strongest mediators. the connection between PCF and performance, yet this mediation process has never been. has been experimentally verified in the case of gig workers in Sri Lanka. On the same note, organizational identification (OI) the

feeling of belonging and identification with an organization- is a powerful influence in the work behavior. In traditional employment environments, OI is created as a result of interaction with the colleagues, supervisors, and. organizational culture (Mael, 1989) Identification should be established in an over gig work. world of digital communication, algorithms, and ratings by customers. A study conducted by (Wenlong Liu, 2020) demonstrates that OI has the capability of mediating the PCF performance. relationship since employees who view platforms as just and reputable experience increased. linked with them, which improves their motivation and performance. Despite this, the role The research on the OI in the gig setting in Sri Lanka has not been conducted. Besides, the primary outcome variable performance of tasks is crucial in gig, in particular. work since it has a direct effect on earnings, ratings and job continuity. International researches prove that not only skill creates performance in the gig setting. psychological and relational issues like satisfaction, identification and perceived. fairness (Hamid, 2024) However, the performance determinants of the gig workers in Sri Lanka. be mostly undocumented. As far as we know, no previous research in Sri Lanka has been studied:

The effect that transactional and relational PCF have on task performance, Normal whether these relationships are mediated by job satisfaction, Whether they are mediated by organizational identification, or whether the two mediators act in one and the same integrated system. This is a major gap in theory, empirically and practically. Without such knowledge, platform managers would find it hard to come up with strategies that facilitate worker. motivation, decrease turnover, and improve performance. On the same note, policymakers are deficient. data to formulate safeguards or guidelines to securing the psychological health of. gig workers. Hence the lack of empirical evidence on how is the focal issue of this study. psychological contract performance- transactional and relational - influences task. performance based on mediation of job satisfaction and organizational. gig economy identification in Sri Lanka. To make contributions, it is important to address this gap. to the world literature on non-traditional employment relationship and to provide. context-specific knowledge that would assist sustainable gig employment and enhanced worker performance. in Sri Lanka

Research objectives

General Objective

The main objective of this study is to examine the impact of Psychological Contract Fulfillment on Task Performance among Sri Lankan Gig workers, considering the mediating effect of Job Satisfaction and Organizational Identification.

Specific Objectives

- To examine the relationship between psychological contract fulfillment and job satisfaction among gig workers in Sri Lanka.
- To analyze the relationship between psychological contract fulfillment and organizational identification among gig workers in Sri Lanka.
- To investigate the effect of job satisfaction on task performance among gig workers in Sri Lanka.
- To assess the effect of organizational identification on task performance among gig workers in Sri Lanka.
- To evaluate the direct relationship between psychological contract fulfillment and task performance among gig workers in Sri Lanka.
- To determine the mediating role of job satisfaction in the relationship between psychological contract fulfillment and task performance.
- To determine the mediating role of organizational identification in the relationship between psychological contract fulfillment and task performance.

Significance of Study

This work is noteworthy due to a number of reasons. To begin with, it builds on existing literature on psychological contracts in helping to situate them within the gig economy in a developing country. A larger portion of the existing research has been directed towards the developed economies like the United States, Europe, and China (Jiawei Yu, *acta psychologica*) (Wenlong Liu, 2020). By studying Sri Lanka, this study has added value to the understanding of the impacts of socio-economic. The ambivalence, laxity, and societal values define how the gig workers perceive fairness and reciprocity. Second, the article has practical implications on gig platforms and policymakers. Platforms PickMe and Daraz Delivery among others are quickly growing in Sri Lanka but their perspectives are short-term.

Their ability to achieve and keep workers is a determining factor of sustainability. By showing that the study of psychological contract fulfilment has an effect on task performance due to job satisfaction and organizational identification, this study gives practical measures towards betterment of worker performance without necessarily using legal frameworks. Lastly, there is broader economic and social relevance of the research. With Sri Lanka facing gig work is a sign of shortage of foreign currency and increase in unemployment, opportunity and a challenge. The findings of this research can be used to inform government actions, with a view of balancing leeway and worker protections, and thus stabilizing a significant industry of the labor market.

LITERATURE REVIEW

Psychological Contract Fulfillment (PCF) Psychological Contract Fulfillment refers to the extent to which employees perceive that the promises and obligations made by their organization or platform are fulfilled (Rousseau, 1989). In gig work, this includes both transactional aspects (fair pay, timely payments, equitable workload) and relational aspects (respect, trust, and support) (Wenlong Liu, 2020); (Hamid, 2024). Fulfillment of these contracts plays a critical role in shaping worker attitudes and behaviors, influencing satisfaction, performance, and loyalty.

Job Satisfaction (JS)

Job Satisfaction is defined as a pleasurable emotional state that results from the appraisal of one's job experiences (satisfaction T. n., 1976). In the gig economy, this relates to satisfaction with factors such as income adequacy, fairness in workload allocation, flexibility, and the quality of the platform-worker relationship (Asfahani, 2023). Higher satisfaction enhances worker engagement and performance, while dissatisfaction can lead to lower commitment and turnover intentions.

Organizational Identification (OI)

Organizational Identification refers to the degree of belongingness and emotional attachment that an individual feels toward the organization or platform they work for (Mael, 1989). In the gig economy, OI is developed when workers perceive fair treatment, respect, and alignment with platform goals (Kuhn et al., 2021). Strong identification motivates workers to go beyond contractual obligations, leading to cooperative behavior and higher task performance (Wenlong Liu, 2020).

Task Performance (TP)

Task Performance refers to the effectiveness with which workers complete assigned duties, meet customer expectations, and adhere to platform requirements (Borman & Motowidlo, 1997). In gig settings, this includes timely task completion, service quality, customer satisfaction, and compliance with platform standards. Studies in ride-hailing and food delivery contexts indicate that PCF, mediated by job satisfaction and organizational identification, significantly improves task performance (Wenlong Liu, 2020) (Hamid, 2024).

CONCEPTUAL FRAMEWORK AND METHODOLOGY



Figure 1 Model 1 (PCF-JS-TP)

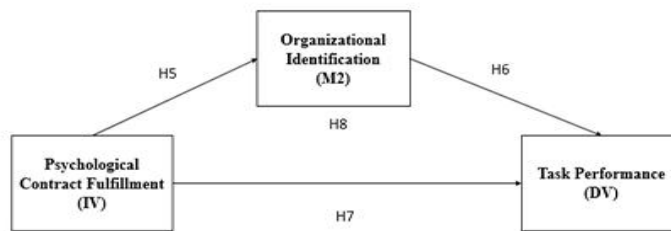


Figure 2 Model 2 (PCF-OI-TP)

Figure 01: Conceptual Framework for the Study

Throughout the chapter, the researcher will explore the onion research framework, which serves as a guide for the study. Get a framework into two model for convenience to analyze one was PCF-JS-TP other one is PCF-OI-TP.

Development of Hypotheses

H1 : The relationship between Psychological Contract Fulfillment (PCF) and Job Satisfaction (JS) is positive between Sri Lankan gig workers.

H2 Job Satisfaction (JS) and Task Performance (TP) have a substantial positive correlation among the Sri Lankan gig workers.

H3 Psychological Contract Fulfillment (PCF) and Task Performance (TP) have a strong positive correlation among Sri Lankan gig workers.

H4 Job Satisfaction (JS) mediates the associations between Psychological Contract Fulfillment (PCF) and Task Performance (TP) between Sri Lankan gig workers.

H5: Psychological Contract Fulfillment (PCF) has a strong positive relationship with Organizational Identification (OI) among the Sri Lankan gig workers..

H6 There is a significant positive relationship between Organizational Identification (OI) and Task Performance (TP) among Sri Lankan gig workers.

H7 Psychological Contract Fulfillment (PCF) and Task Performance (TP) have a strong positive association among the Sri Lankan gig workers.

H8 Organizational Id (OI) is the mediator of Psychological Contract Fulfillment (PCF) and Task Performance (TP) between Sri Lankan gig workers.

Population, Sample and Sampling Techniques

This study focuses gig workers in Sri Lanka, with a population of 384 sample. A sample constitutes representative fraction of the population Akhtar-Danesh, (2008). The present study uses purposive sampling, but the sample size includes respondents with at least six months of experience in gig work, as this will guarantee the perceptions of the respondent on the fulfillment of the contract and the experiences they have in the job. The proposed sample size will be 384 respondents, which is equal to the table recommendations provided by Morgan and the previous empirical studies in organizational psychology (Wenlong Liu, 2020) This empirically adequate size to analyse Structural Equation Modeling (SEM Measurement Scales

Task Performance. Measured on the basis of (Williams, 1991) task performance scale (5 items) which has been used in the study of workplace behavior (Wenlong Liu, 2020) Items rated on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Independent Variable -Psychological Contract Fulfillment. Efforts measured using (De Vos, 2003) and (Rousseau, 1989) scales (6 items), with respect to the satisfaction of employee-employer expectations. Items will be measured using a five-point Likert scale. Mediating Variable- Job Satisfaction. The scale was measured by Brayfield and Rothe (1951), and then modified by Judge et al. (1998). The general satisfaction levels are measured using a five-item scale, where the items are rated using a five-point Likert scale (Wenlong Liu, 2020) Mediating Variable- Organizational Identification. Measured using (Williams, 1991) six-item scale, validated in a number of organizational researches (Asfahani, 2023) Items measured on a five-point Likert scale. Standardized measurement will be used to measure all the constructs without reverse coded items to make them easily comprehensible to gig workers. .

DATA ANALYSIS AND RESULTS

Reliability Validity Statistics

Table 01: Reliability & Validity Statistics

Variable	No. of items	Cronbach alpha	KMO Coefficient	Barlett's Test [Chi-Square]	Sig.
Psychological Contract Fulfillment (PCF)	10	0.738	0.812	532.100	0.000
Job Satisfaction (JS)	05	0.727	0.780	410.222	0.000
Organizational Identification (OI)	06	0.755	0.730	365.810	0.000
Task Performance (TP)	07	0.716	0.850	455.600	0.000

Source: Survey Data (2025)

As depicted in table 01, Cronbach alpha of internal consistency coefficients of the dependent variable, independent variable, mediator, and moderator are greater than 0.7 indicating that multi-item measurement scales are reliable enough and have no biases. According to the KMO coefficients and the respective sig. values for three variables given in table, the study sample seems statistically adequate to perform an EFA to assess the construct validity.

Summary of Correlation Analysis

Table 02: Results of the correlation analysis

Variable	Pearson Correlation	Relationship
PCF & JS	0.680	Small Positive Correlation
JS & TP	0.755	Medium Positive Correlation
PCF & TP	0.689	Small Positive Correlation
PCF & OI	0.721	Small Positive Correlation
OI&TP	0.731	Small Positive Correlation

Source: Survey (2025)

Simple Regression Analysis

Table 03: Results of the regression analysis

		β		t		Sig.
PCF&JS	0.884		18.137		0.000	
JS & TP	0.465		12.483		0.000	
PCF&TP	0.782		18.569		0.000	
PCF&OI	0.885		20.339		0.000	
OI&TP	0.451		10.279		0.000	

Source: Survey Data (2025)

A strong positive and significant relationship exists between PCF and JS ($\beta = 0.884$, $p < 0.001$). About 46.3 % of the variance in job satisfaction is explained by PCF. H1 is supported. Job Satisfaction has a strong, positive, and statistically significant impact on Task Performance ($\beta = 0.465$, $p < 0.001$). A significant positive direct relationship exists between PCF and TP ($\beta = 0.782$, $p < 0.001$), confirming that fulfillment of psychological contracts enhances worker performance. H3 is supported. A strong, significant positive relationship exists between PCF and OI. When gig workers perceive their contractual obligations as fulfilled, their identification with the platform increases. H5 is supported. Organizational Identification significantly and positively influences Task Performance ($\beta = 0.451$, $p < 0.001$), showing that stronger identification leads to higher performance outcomes. H6 is supported. As established earlier, PCF directly influences TP positively and significantly ($\beta = 0.782$, $p = 0.000$). H7 is supported.

Mediating Analysis

The mediating affecting results are given in the table.

Table 04: Results of the mediating analysis

Relationship	Direct Effect	Indirect Effect	Confidence Interval		Conclusion
			Lower Bound	Upper Bound	
PCF > JS > TP	0.37	0.411	0.302	0.53	Partial mediation supported.

Source: Analyzed, 2025

Relationship	Direct Effect	Indirect Effect	Confidence Interval		Conclusion
			Lower Bound	Upper Bound	
PCF > OI > TP	0.383	0.399	0.299	0.506	Partial mediation supported.

Both the direct and indirect paths are significant, and the 95 % confidence interval excludes zero, indicating partial mediation. Hence, PCF improves performance directly and indirectly through Job Satisfaction. H4 is supported (Partial Mediation). Both direct and indirect paths are significant, and the confidence interval excludes zero, confirming partial mediation. Therefore, PCF influences performance both directly and through workers' identification with their platforms. H8 is supported (Partial Mediation).

FINDINGS AND DISCUSSIONS

The article offers valuable information on how Psychological Contract Fulfillment (PCF) can influence the attitude and behaviour of gig workers in the platform-based labour market of Sri Lanka. The results indicate that there is a strong positive correlation between PCF and Job Satisfaction (JS) and regression analysis indicates that PCF accounts a significant amount of variance in the Job Satisfaction (JS) ($R^2 = 0.69$). Gig workers said that they were more satisfied when platforms fulfilled their promise, such as paying correctly and on time, treating them well, demanding reasonable loads, and communicating effectively. This fulfilment increases the impressions of equity and permanence, which is consistent with the Social Exchange Theory, which holds that a person returns good treatment with positive attitudes.

As in the literature (Yu and Abdul Hamid, 2023; Hamid, 2024), transactional expectations (e.g., monetary rewards) and relational expectations (e.g., support and recognition) played a major part in determining satisfaction. Although the forms of gig work were flexible and technologically negotiated, the workers were also very concerned about the issues of justice and respectful treatment.

The relationship between PCF and Organizational Identification (OI) was also found to be strong and positive as shown by the large value of regression coefficient ($= 0.91$). Even though gig workers are deprived of the traditional employment parameters like long-term employment or direct oversight by the management, fairness and providing treatment enabled a feeling of belonging. This is aligned with Social Identity Theory, which points out how people have the propensity of internalizing organizational values when they feel as being included and respected.

Task Performance was predicted significantly by Job Satisfaction (0.69). Employees who were satisfied exhibited more stable performance, better customer orientation and willingness to stay in the platform. This helps to validate known satisfaction–performance linkages in the global and local worlds.

Organizational Identification was also found to positively and but weakly influenced Task Performance ($= 0.24$). Although identification is more likely to increase compliance with platform norms, they have a less powerful impact due to the conditions of isolation and flexibility of gig work.

Lastly, PCF indicated that the direct impact on Task Performance was powerful, pointing out that transactional and relational fulfilment play a key role in influencing performance in digitally mediated, non-standard workplaces.

Practical Implications

The results of this research provide a number of significant practical implications to the managers of gig-platforms, HR professionals as well as policymakers working in the new fast-growing gig-economy of Sri Lanka. To begin with, the existence of the close positive correlation between Psychological Contract Fulfillment (PCF) and the outcomes of workers indicates that it is the responsibility of platform firms to provide timely and correct payouts, clear commission policies, and equitable systems of algorithmic appraisal. Since the gig workers are working in the environment where income is the main factor of stability, even the slightest delay or uncertainty in payments can harm the satisfaction and trust to a detrimental extent. Clarity in terms of charges on rides or delivery, incentives, penalties, and commission deductions would help to improve how the workers feel that they are treated fairly and emotional attachment to the platform.

Clearly visible and hassle-free payment interfaces, known and expected earning policies, and reporting of grievances will help eradicate the frustration and advertise steady performance. Second, the findings highlight that relationship fulfilment that incorporates dignity, respect, enabling communication and responsiveness to worker concerns is significant. Despite the fact that gig workers are technically independent contractors, the research indicates that they yet require the platform to treat them humanely and acknowledge them. This implies that managers of platforms should create an atmosphere where employees feel listened and important. Job Satisfaction and Organizational Identification can be highly enhanced through investments in 24/7 support channels, readily available help centers, culturally sensitive communication channels, and regular check-ins. Even minor gestures of relationships, like declaring gratitude, giving constructive criticism, or recognizing the performance of the high-achieving employees, may generate a sense of belonging and indicate that the platform is concerned about them.

Third, through a better transactional and relational feature of PCF, the gig-platform firms will be able to reduce turnover intentions, lessen absenteeism, increase retention, and create a more devoted and motivated workforce. Gig work is very flexible and thus provides a choice of easy switching among the competing platforms to the worker. Having the ability to meet the psychological expectations on a regular basis helps workers to be more loyal, have high performance rates, and associate with the mission and the brand of the platform. It is especially important in Sri Lanka, where the competition between platforms is growing faster, and the customer satisfaction heavily relies on the frontline performance of gig-workers. Fourth, the results are

highly applicable to policymakers in Sri Lanka, who are now struggling to address the issue of the regulation of gig work.

Since gig workers are not subject to labor laws, the non-existence of strict rules providing equal opportunities, social security, and effective dispute resolution increases the necessity of such guidelines. These findings can be utilized by policymakers to develop systems that help in the encouragement of minimal requirements in payment disclosure, workload management, safety precautions, and communication procedures. Integrating PCF principles in national guidelines will allow preventing the exploitation of gig workers and make platforms act in a socially responsible and sustainable way. All in all, the research addresses the idea that the promotion of fairness, trust, and communication play a crucial role not only in the well-being of the workers but also in direct influence of the reliability, sustainability, and customer satisfaction of the platforms of the Sri Lankan gig-economy.

Limitations

Although this study offers useful insights, it is important to note several limitations. The study's major limitation is the cross-sectional design and sample of only one government hospital. Due to this, we must be cautious when interpreting observed associations as causal. This reason has led to the study being more subjective to a specific organization. As the research was carried out by considering only the entry level female nurses who work ABC Hospital in the Galle district of Sri Lanka, the findings of the study only cover a specific geographical area. Whereas their nature of workplace ostracism may differ from those in other parts of Sri Lanka, Therefore, the findings might be limited to one area. Hence, the researcher suggests carrying out this type of study by considering other areas of the country or increasing the number of participants to improve the quality of the research. And this research has been done quantitatively by the researcher and if this research is done qualitatively, it will be possible to get a more accurate result. As the study only considered the healthcare sector of Sri Lanka, the findings of the statistical analysis or the recommendations to improve the workplace ostracism of employees that were included in this study might not be practically implementable in some other sectors.

Directions for future researchers

Despite the current research providing valuable knowledge on the significance of the Psychological Contract Fulfillment in influencing the attitude and performance of gig workers, there are still specific fields that can be investigated in more detail. To begin with, the future study can focus on the implementation of a longitudinal research design to investigate the changes in PCF, Job Satisfaction, and Organizational Identification during a period of time. Gig work is incredibly dynamic, and employees often change their platform so a long-term method would offer more evidence related to causal links. Second, the generalizability of results would be improved by increasing the sample range in terms of different categories of gig-work. Besides ride-hailing, delivery, and freelance digital services, future research may also focus on the emergent spheres of care, domestic, creative gig, micro-task-based crowd work, and local service marketplace.

Such groups can include varying psychological expectations and performance pressures making sector-specific comparisons very valuable. Third, it might be more informative to include extra mediating and moderating variables in understanding the psychological processes in the gig economy. The perceived algorithmic fairness, platform justice, customer behavior, stress felt with platform algorithmic control, work-life balance and occupational identity variables may provide additional insight into the role platform structures play in worker outcomes. Fourth, since a distinct socio-economic environment exists in Sri Lanka, the future research can carry out the cross-country comparative research with other South Asian or Southeast Asian gig economies.

These comparisons would assist in establishing whether the existing findings are culturally specific or general trends across emerging economies of the same technological and labour-market characteristics. Fifth, the qualitative research techniques, including in-depth interviews, focus groups, or ethnographic research, may be used to supplement the results of the survey as they can provide deeper understanding of the lived experience of the gig workers. Researchers would have an opportunity to elaborate the quantitative findings of the current study by understanding the peculiarities of their expectations, frustrations, and coping mechanisms. Lastly,

with the ongoing development of the gig economy, the question of the role of the government policies and the digital labour regulation, as well as the structure of governance on the platforms, becomes more of a necessity to investigate. Future research should examine the effects of new labour standards or legal protection on psychological contracts, level of satisfaction, and performance behaviours among the workers. This study would be strategic in informing the evidence-based policymaking in the emerging workforce of gigs in Sri Lanka.

CONCLUSION

This research study has tried to extend the current body of knowledge by investigating the relationship between workplace ostracism and job change intention mediating effect of perceived stress and moderating effect of social support. According to the results of this study, workplace ostracism is a very detrimental phenomenon, especially in terms of job change intention. If job change intention increases, the problem is not just with the individual but throughout an organization. Job change intention is the sum of several factors. All these elements are linked by interaction as well as related to the fulfilment of one's own human needs. An experience of organizational justice and workplace ostracism was related theoretically and practically to the conservation of resources-, Affective event theories, and social exchange theories, and provided practical perspectives for healthcare professionals. If an employee can feel that decisions and paying attention to others are equal, she/he does not have to fight for his/her position and there are sufficient resources for work. If the healthcare sector can in the future pay more attention to inclusion and belongingness in work environments, this may result in higher numbers of nurses and other staff willing to work in healthcare fields.

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