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## Predictors of Job Performance and Psychological Contract Fulfillment as Mediator among Household Service Workers in Beijing, China

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### Abstract:

*The objective of this paper is to investigate the relationship between these four variables namely: job satisfaction, authentic leadership, psychological contract fulfillment and Job performance with the theoretical models and literature. Although many studies have already been conducted on job satisfaction and job performance, authentic leadership and job performance, its relationship is still subject to many debates between those relationships. Hence in this paper use of psychological contract fulfillment as a mediator to explore the relationship of each variable*

*With regards to psychological contract, showed that organization enable to fulfillment of the psychological contract with employee was far more important than other motivation, Social exchange theory has emphasized reciprocity relation, provides a theoretical foundation to understand employees perceive to their expectation of whether their psychological contracts have been reached*

*Furthermore, it was also proven that job satisfaction; authentic leadership, psychological contract and job performance interact with each other and interdependently such that the process is circular. When job satisfaction and performance is linked with job performance, the outcome revealed that higher job satisfaction leads to higher job performance. When authentic leadership is linked with job performance, results showed that it is higher job performance. Importantly, psychological contract fulfillment is the key to achieve desirable outcomes which mean that organization should fulfillment of the promise that you have been committed with employees. On good organization, trust is a nonnegotiable. The psychological contract fulfillment will act with consistency, keep a good relationship, and maintain confidence and support everyone, the goal is to propel job performance of an employee.*

**Keywords:** *Job satisfaction, job performance, authentic leadership, psychological contract fulfillment, social exchange theory*

### 1. Introduction

With the improvement of the living level, and the increasing of living demands, the household service industry has presented a prosperous scene, especially in the metropolis. Household service is closely bound up with people's life and it is able to assist people to address their household issue, such as clean up, and take care of kid or elder. Therefore, people are relying more on home service meanwhile the demands also raise constantly

Development of Household Service Industry of 2017 in China pointed that home service business can be divided into maternal and child care, elders care, hourly workers and others totally four categories. At the same time, the numbers of home service workers have reached 20 million and it up by 9.3 percent compare to 2015, more than 100 million families are served. However, such a stupendous service industry still has the conundrums that could even impact on the development of industry, mainly the worker's performance and even are unable to meet a job requirement sometimes. Hence household service workers are complained by owners that are a common issue and it exposed by mass media.

Most home service workers are from mountain areas of China, because household service industry that is not difficult to enter with them and it is simple procedures and do not have many requirements. Therefore, large numbers of people have chosen home service as their work when they come to downtown from mountain areas.

Due to the development level of household service industry usually stay at rudimentary state and employees are without good education background and tangible working experience, most workers are insufficient of confidence and self-approval which lead to their self-esteem at a low level. Thus, they frequently face plight an overload of demands and are equipped with an undersupply of response capabilities.

### 2. Literature Review

#### 2.1. Job Satisfaction

Rue and Ryaes (2003) consider that job satisfaction inclusive financial packages like salaries, opportunities, advancement, working conditions, and group relation.

Job satisfaction is believed not to have a generally agreed definition to describe. Although it is playing a critical role and wide use in the area of industrial psychology and organizational behavior (Aziri, 2011). Job satisfaction is believed as feelings of success and the extent of success can be able to direct relationship to employee actual performance as well as the extent of happiness. However, the realm of job satisfaction is related to multiple dimensions, because different individuals to view job satisfaction in many different ways satisfaction, consequently it is related to motivation and intrinsic feelings Aziri (2011).

Job satisfaction has been widely highlighted by numerous scholars, job satisfaction is associated with positive employee job performance and organization performance (Thomas & Au, 2002). The most commonly accepted explanation of job satisfaction was developed by Locke (1976) who asserted job satisfaction with gratification and positive emotional state, in addition, job satisfaction has encompassed emotional, cognitive and behavioral traits. The emotional factor usually regards to feelings regarding the job, job satisfaction main mostly on the feelings on individuals about their tasks, which hub on the extent to individual's like or hate their job, such as vapidness, stress or excitement Kaliski (2007)

The cognitive factor of job satisfaction regards to employees tend to his/her job with conviction. For instance, feeling that one's job is fulfills with challenge and interest.

Lastly, the behavioral factor includes employee's actions in relation to their work. These actions may comprise certain traits, such as the absence, staying late, or pretending to be ill and even expose counterproductive behaviors. Kuipers and Steijn, (2014) to the contrary, the behavioral factor can be towards to the positive side, these actions may embodies smiling to everyone and very polite, devote to their job and remain active response on the workplace. The employees have their own desires, needs, and own cravings and then they want to attain their desires at the workplace, In the process analyzing job satisfaction, employees with job satisfaction who frequently represent very active at their workplace with higher level of job performance (Aziri, 2011) job satisfaction can be shape employee's attitude and behavior, which would accelerate employees to be a talent.

## 2.2. Psychological Contract Fulfillment

Lee, Liu, Rousseau, Hui, and Chen (2011) defined psychological contract fulfillment (PCF) as employee beliefs regarding the and opportunities employer fulfill its obligations to the staff, Potential employer obligations are generally includes providing tenable rewarding job content, healthy working environment and opportunities for career development. Employees need to equal development, transparent management policies, rewards, and work-life balance; however, all of demands need to base on the organizational setting and leader managing (Tijoriwala, 1998; Thomas et al., 2010).

Effective organizational communication is frequently cited as a cardinal antecedent of psychological contract fulfillment. Organizational practice and policies communicate expectations of employee's action. (Guest and Conway, 2002); Turnley and Feldman, (1999). As employees develop a better understanding of the organization meanwhile their expectations become clearer and more consistent with the expectation of organization actions. Communication is often remaining at the rudimentary phase in the many organizations, because the communication is unilateral rather than bilateral between organization and employee. Some organization contends that convey order of leaders or company is a type of communication.

Consequently, employees are very repelling this kind of fake communication, employees expect to conduct communication with the leader or organization by ways of explicit and implicit communication to interpret their psychological contracts (Nadin and Cassell, 2007). Frequently, explicit communication can facilitate mutually understood psychological contracts, and propel perceptions of psychological contract fulfillment. Explicit communication is based on the benefit of dual parties to conduct reasonable and effective communication in which can bulge the psychological contract fulfillment.

## 2.3. Job Satisfaction and Psychological Contract Fulfillment

Various scholars defined that job satisfaction as a satisfaction of effective orientation on the individuals towards work roles Vroom VH (1964) (Hoppock, 1935) also defined job satisfaction as integration of psychological and physiological that cause a person to truthfully say that I am very satisfy with my job. In addition, the definition of job satisfaction is intricate and multifaceted concept that should be accordance to different individuals in different industries to be defined.

(Aziri, 2008) posited that job satisfaction is a psychological perceive that generally represents a feeling to job satisfaction or dissatisfaction, that means job whether meet their material and psychological needs

Psychological contract can be as a gauge to determine job satisfaction. Psychological contract is pointed by Denise Rousseau it represents the mutual beliefs, cognition and responsibility between an employer and an employee. How employers, supervisors and managers performance in the workplace that it whether can be satisfied employees, and working atmosphere and condition would satisfy as well as they can get rewards, which are depending on the job satisfaction. Hence, Job satisfaction may ignite employee passion to do well, and remain their trust and beliefs (Barnard, 1973). As a matter of fact, businesses nowadays under modern management perspective, employee's job satisfaction should consider the employee's needs, wants and demands, Importantly, employers are willing to achieve these needs and demands of employees and behave on day to day, therefore employees will happy because they are satisfied with their job that will likely make them become a successful employee (Revenio, 2016)

Hence, the positive relationship between psychological contract fulfillment and job satisfaction has been confirmed by several studies. In turn, the negative relationship between psychological contract breach and job satisfaction has been empirically confirmed by numerous studies MW (2006)

In particular, transactional psychological contract breach in the workplace, which is involving salary, working hours and additional incentive. There is found to exhibit that psychological contract breach communicates the negative messages to the employee within the organization (Restubog, S.L.D, 2008). Consequently, this study assumes positive relationships between psychological contract fulfillment and job satisfaction. The following hypotheses are proposed:

- Hypothesis (H1). Job satisfaction is to significant influences psychological contract fulfillment

### 2.3. Psychological Contract Fulfillment and Job Performance

Job performance refers to the output that a person made to the organization related to his/her behavior, and then the organization may consider it as upward outcome or outcome downturn. Good performance undeniably considers that employees have been achieved the demands of the employer and made to organizational success Meyer et-al (2006). Job performance is an essential component of overall tasks; job performance reflects the work performance of both the individual level and the organizational level.

Social exchange theory has emphasized reciprocity relation, provides a theoretical foundation to understand employees perceive to their expectation of whether their psychological contracts have been reached (Bolino,1997). Psychological contract reneges when an employee may feel a discrepancy between how they are getting and what they are promised (Morrison, 1997). Hence employees will be reluctant to implementation of their responsibilities to their employer when employee know is cheated by their employer's break to its promise (Rousseau, D.M.1995)

Psychological contract breach undeniably may generate many passive results among employees, such as intention to leave, lower productivity and fail to fulfill in-role work performance (Collins,2010). However, when employer try to fulfillment of psychological contract that employees will perceive their employers have actually offered what they have promised, such as salary, benefits packages, promotion opportunities and additional benefit on career, when these advantages will be achieved, employee are willingness to pay more efforts to meet their own obligation to the employers to intensify psychological contract between employees and employers, and it is would spur employee's potential capability because they are willing to pay more attention to their job, devote into their tasks, which may be ignite employee's creatively and innovatively, because most creatively and innovatively are attribute to the passion and motivation

Fulfillment of psychological contract (PCF) is based on the employees' positive attitudes and their behavior, such as job satisfaction, organizational commitment, organizational trust, in turn, it is also can be breached psychological contract through employee's negative attitudes and their behavior, such as intention to absenteeism, quit job, and counterproductive behaviors (Deery, 2006). Significantly, in the service context, when employers or supervisors can adhere to their obligations and promises such as salary, working hours, job security, working conditions and training opportunities. In fact, employees are willing to pay efforts on their job to improve service as well as to strive to meet the psychological contracts with their employers. (Wu, Chen, 2015) Consequently, this study assumes positive relationships between PCF and job performance. The following hypotheses are proposed:

- Hypothesis (H2) psychological contract fulfillment is to significant influences on job performance

### 2.4. Job Satisfaction and Psychological Contract Fulfillment and Job Performance

Psychological contract fulfillment was regarded as a vital predictor of job satisfaction. Psychological contracts responded to individuals' conviction about the terms and conditions of a reciprocal exchange agreement between individuals and the organization (Gleim, 2019). Job satisfaction would be affected on the psychological contract fulfillment, because job satisfaction which mainly reflected in these aspects, such as, adequate monetary, compensation, harmonious working conditions, learning opportunity and equity. (Rodwel, 2015)

Therefore, job satisfaction may propel an employee with a positive attitude to do their duty, this kind of internal attitude is from person psychology which in turn contributes to employees for good behaviors (Gibney,2011). Positive internal and external performance can be boosted accomplishment of individual's psychological contracts which will increase employees trust in the organization and boost holistic productivity. In addition, employees will account for their obligations even also to do better when employees are able to feel their employer compliance obligation and commitment, the psychological contract as a gauge to propel employee's efficacy and gradually evoke a good job performance. Consequently, this study assumes and following hypotheses are proposed:

- Hypothesis (H3) Psychological contract fulfillment mediates the relationship between job satisfaction and job performance

### 2.5. Authentic Leadership

Effective leadership was playing a major role in the organization and effective leadership should possess an imperative management skill in influencing followers in achieving a common organizational goal. Effective leaders are good at building a harmonious relationship with followers and creating a trust working climate in encouraging followers to achieve a common goal (Scandura, & Schriesheim,2005) point out authentic leaders bring a touch of humanity, because the traits of authentic leaders are important to the business. In light of the Kernis (2003) concept of authenticity, the framework of authentic leadership is including self-awareness, unbiased processing, authentic behavior and ethical perspective.

Gardner, Avolio, Luthans, May, and Walumbwa (2005) as frameworks were based on the constructs of social psychology, internalized moral perspective to development of authentic leaders with their followers. Empirical evidence disclosed that authentic leadership can be bring to positive outcomes in employee and organizations such as surge in affective commitment (Gatling, Anthony, & Hee Jung Annette Kang, 2016), work engagement, job satisfaction and job performance (Avolio, Gardner, Walumbwa, Luthans, & May, 2004),

### *2.6. Authentic Leadership and Psychological Contract Fulfillment*

Preliminary evidence supports the relations proposed by Avolio et al. (2004) authentic leadership is a significant predictor of job satisfaction (Walumbwa et al., 2008) and employee's work satisfaction. Moreover, this study analyses psychological contract fulfillment as a critical condition that facilitates authentic leadership to influence employee's job satisfaction career satisfaction.

Authentic leadership as a core factor in psychological contracts, because the actions of authentic leaders such as self-awareness, unbiased processing, authentic behavior and ethical perspective, which are increasing attention on employees' growing and solving employee psychological contracts. Authentic leaders are frequently delineated they are being true to themselves, openness, integrity and have ethical standards in the workplace by their followers (Wang et al., 2014), It has been evidenced that authentic leaders are accessible to get trust and lead employees to reap success including job performance, group performance and positive emotion. As matter of fact, authentic leadership has drawn little attention on the field of household service some studies were conducted in Asia, authentic leadership is found to create a climate of employee trust in China (Ling et al., 2017)

Moreover, authentic leaders with the higher levels of transparency that also encourage the development of value-congruence, which can guide the employees' values match the values of the organization. Similarly, authentic leaders possess ethical standard, which is not only strength themselves moral principle but is also intensifying moral principle on employees. Having such similar values between the leader and employees encourages mutual attraction (Byrne, 1971) and promotes the homogeneity of the psychological contract. Within social exchange theory, trust has been convinced as a relational schema that it boosts social behavior consistent with participant's needs and benefits (Holmes, 2000). In the employment relationship, trust depends on experience with the exchange partners, that experiences are involving benevolent, integrity (Thau et al., 2007)

A psychological contract is the mutual expectation contract hold by employees and employers, authentic leadership as a critical part of an element on this mutual expectation contract (Morrison and Robinson, 1997). The core issue in the psychological contract is the belief, and it can be provided mutual values to energize employee's attitude and behaviors on the positive way by authentic leaders, and thriving the parties to some set of reciprocal obligations. Authentic leaders can create a high quality relationship by psychological contract fulfillment, where such relationships are based on the principles of social exchange (Ilies et al., 2005). When employees have perceived leaders undertaken their responsibility and obligation and strive to offer more values to them such as support, equity, trust and positive emotion, the followers to reciprocate high quality relationships with their leaders (Blau, 1964; Gouldner, 1960) consequently, this study assumes and following hypotheses are proposed:

- Hypothesis (H4) Authentic leadership is to significant influences on psychological contract fulfillment.

### *2.7. Authentic Leadership and Psychological Contract Fulfillment and Job Performance*

The core value of this research is to extend the understanding of authentic leadership and impact on the job performance of household service workers through psychological contract fulfillment. The fulfillment of the psychological contract is a mean measuring the content of the psychological contract is to achieved. Fulfilled psychological contracts lead to positive work outcomes (Chang and Busser, 2017; Wu and Chen, 2015). Authentic leadership affects employee job satisfaction and career satisfaction, researchers have been defined that authentic leadership and further convinced it was a positive leadership style (James, 2019)

Authentic leaders mainly foster a psychologically safe climate that encompasses trust, justice ethical standard (Mortier et al., 2016; Kiersch and Byrne, 2015; Xu et al., 2017). Avolio and Gardner (2005) theorized authentic leadership as a root construction of all positive leadership types. Authentic leaders with internalized moral perspective can be guided by internal moral standards and values, this internal ethical perspective drives authentic leaders to engage in self-monitoring, which will deeply influence employees on internal moral standards,

People form of cognitive and affective psychological structure is from the relationship between organization and employee. In turn, these internal psychological structures can be impacted work attitude and behaviors among the employees, which is referred to as internalization (Blustein, 2011) Thus, authentic leaders are frequently demonstrating openness and clarity, honesty, integrity, and ethical standards in order to internalization of employees' behaviors, several outcomes of authentic leadership, including job performance, organization commitment (Wang et al., 2014), All of factors shape employee thriving by fulfilling psychological need (Spreitzer and Porath, 2012). A growing environment that encourages decision-making discretion, information sharing, or provide a climate of trust, mutual respect and openness fosters employee positive emotional and work engagement (Spreitzer et al., 2005). Typical psychological contract terms include job security and autonomy (Lub et al., 2012). Thus, followers' psychological contract fulfillment is related to the authentic leadership. Given that psychological contract fulfillment means the perception of employees in their organization and relation, it can magnify positive behaviors and improve job performance. Consequently, this study assumes and following hypotheses are proposed:

- Hypothesis (H5) Psychological contract fulfillment mediates the relationship between authentic leadership and job performance

### 3. Conclusion

Job satisfaction is integration of multifaceted phenomenon where it is subject to varying definitions and perspectives hence there is no solo definition to delineate job satisfaction. In this study proved that job satisfaction, psychological contract fulfillment and job performance are interrelated and interdependent; its relationship can be as a circular. Job performance is directly caused by job satisfaction and leadership style, but in this study is highlighted that psychological contract fulfillment is a critical mediate phenomenon on the job performance among the household service workers. Individual motivation and satisfaction are based on the psychological contract, therefore the four variables namely: job satisfaction, authentic leadership, psychological contract fulfillment and job performance interacts with each other and interconnected.

In addition, social exchange theory affirms the assumption that job performance is a matter for the psychological contract fulfillment by job satisfaction and authentic leadership. As matter of fact, social exchange theory claimed that human relations as the strongest factor of reciprocal. On the other hand, when analyzed in terms of job satisfaction and leadership style, it is prevalent that when employee perceive fulfillment of psychological contract where job performance is its main output.

Employee performance has been the main reasons for achieving sustainable work groups which are vital to gain long-term performance, which is vital to gain long-term performance, which includes job satisfaction, effective leadership and psychological contract. Moreover, in the light of the above, this study convinces that it will effectively to help HR of household service companies to change current shortage on the job performance among the employees. These help the manager figuring out that these inputs are necessary for the employees to attain positive outcomes.

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