

COMFORTING PROSPECT: PSYCHOLOGICAL CONTRACT FULFILLMENT AND THE ROLE OF VOICE BEHAVIOR, SELF-EFFICACY AND JOB SATISFACTION OF WOMEN POLICE OFFICIALS IN CHENGALPATTU DISTRICT, TAMIL NADU.

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Abstract

Psychological contract refers to individuals' expectations, beliefs, ambitions and obligations, as perceived by the employer and the worker. The concept emerged in the early 1960s and is core to understanding the employment relationship wherein the voice behavior refers to the behavior of employees that proactively challenges the status quo and makes constructive changes. Job satisfaction is a feeling of fulfilment or enjoyment that a person derives from their job. Previous studies have explored the antecedents of employees' voice behavior, but to whom employees are likely to voice their thoughts has remained rarely examined. Our research examines the relation between psychological contract, voice behavior and job satisfaction. The study supports encouraging the growth of good voice behavior which in turn helps job satisfaction since it will help the institute expand and progress in accordance with industry norms, particularly in the next hi-tech era. In this digital age, it is challenging for firms to compete and survive if the knowledge workers do not exhibit positive voice behavior. Therefore, psychological contract plays a crucial role in the government department where it is very difficult to raise the voice. Thus, this work examines the impact of psychological contract how it directly helps in voice behavior and job satisfaction of women police officials in Chennai District. For the model's evaluation and validation, a cross-sectional survey was undertaken. Using a single self-reported questionnaire, data were gathered from 48 women police officials from various rank of non-gazette category. Results reveal a robust and favorable association between psychological contract fulfilment and voice-behavioral activity which helps in job satisfaction. This study was restricted only to south Chennai district taking women non gazette officer as target audience.

Keywords: Voice Behavior, Job satisfaction, Women Police Officials, self-efficacy, Psychological contract.

Introduction

Guest, D. E. (1998) A psychological contract is not a standardized, formal employee contract. A

psychological contract is an unspoken agreement between an employee and an employer. It involves ad hoc actions, shared convictions, discernment between the employer and employee, and shared convictions. The term "psychological contract" was first used to describe how a group of employees and management would exchange information about salaries and job security in exchange for greater productivity and fewer complaints. An employee might, for instance, agree that the employer has promised to provide long-term professional stability, career advancement, interesting work, and competitive pay in exchange for representative commitment, adaptability, and meeting the proper requirements of the gig as well as going above and beyond the typical requirements of the job. When a worker advances in their career, it depends on how well they can adapt to changing circumstances and perform at the required level. There may not be an agreement between the employer and employee regarding the obligations each has to the other, and the terms of the psychological contract may be tacit and unwritten.

Herriot et. al . (1997)The psychological contract differs from common agreements in that it focuses on an individual's perception of shared obligations rather than socially accepted beliefs about what is appropriate behavior in a particular culture. A group's affirmation of the agreement or a legal guarantee that a suggestion was made and acknowledged are both sufficient grounds for a legally valid agreement. The psychological contract is emotional; it dwells wholly subjectively with regard to the seeming commitments that exist between the parties, in contrast to the objective norm anticipated of legal agreements. Although the employee and the employer may not agree on their shared obligations with objectivity, there is a mental picture of understanding.

Rousseau, D. M. (1998)In terms of psychological effects, contract termination is linked to decreased employee loyalty to the employer, decreased trust in the company, decreased sense of obligation to the association, increased expectation to leave the association, increased responsibility to worker organizations, and increased skepticism toward the succeeding boss. Observational research has established a link between psychological contract rupture and behavior: impressions of break are associated with less in-job and extra-job performance, less satisfaction with employee obligations and increased counter-association demonstrations. The exact evidence is unmistakably evident: When employees perceive that their management has breached a promise to them, terrible outcomes occur, regardless of the type of employee or social situation. However, depending on the individual and the circumstance, the strength and character of these results may vary. Thus, this work examines the impact of psychological contract directly on the empowering voice behavior, work self efficacy and job satisfaction of women police officials.

Related Works

From the viewpoint of an employee, **Morrison (2011)** views voice conduct as a cause for fear for personal safety because it may cause someone in a higher post or position to bring up unfavorable consequences. As a result, workers keep quiet out of concern that they would be treated unfairly

by people in positions of authority; this behavior is referred to as "defensive silence" and "quiescent silence" under such circumstances. Voice can so strain relationships and cast a bad light on others. Employee voice behavior, such as recognizing and fixing organizational inefficiencies, spotting possible possibilities, etc., emerged as the most influential and regular activity with the feature of bringing about organizational improvements, as noted and stressed by **Whiting et al. (2012)**.

According to **Liu et al. (2010)**, tumultuous market conditions and competition necessitate creative ideas and enhanced procedures for firms; as a result, voice behavior plays a crucial function in the organizations. The significance of a leader's role (transformational leadership) has been emphasized by the writers since it inspires and empowers workers to speak up for the benefit of their organizations. According to **Hui et al. (2004)**, transactional contract has a lesser link with extra-role actions among Chinese employees than relational contract does. The second line of research examines whether or not businesses uphold or break their promises to workers [5-8].

As "the reaction of people who enjoy their work and do it well, showing traits of fulfilment and pride based on a range of criteria," job satisfaction can be characterized (**Moro et al. 2020**). Since job happiness is the precursor of raising one's voice for the benefit of the worker, it is more likely that when the psychological contract is fulfilled, the employee will be satisfied and do so [9-12].

Albert Bandura defined self-efficacy as a person's belief in his or her capability to successfully perform a particular task. Together with the goals that people set, self-efficacy is one of the most powerful motivational predictors of how well a person will perform at almost any endeavor. A person's self-efficacy is a strong determinant of their effort, persistence, strategizing, as well as their subsequent training and job performance.

As a result, this work formulated the following hypothesis.

H1a: Does Psychological contract has a beneficial impact on job satisfaction.

H1b: To find the association between voice behavior and psychological contract and is this interrelated to job satisfaction

H1c: Does self - efficacy is one of the outcomes of fulfillment of psychological contract.

Figure 1 represents the Conceptual frame works of the proposed analysis.

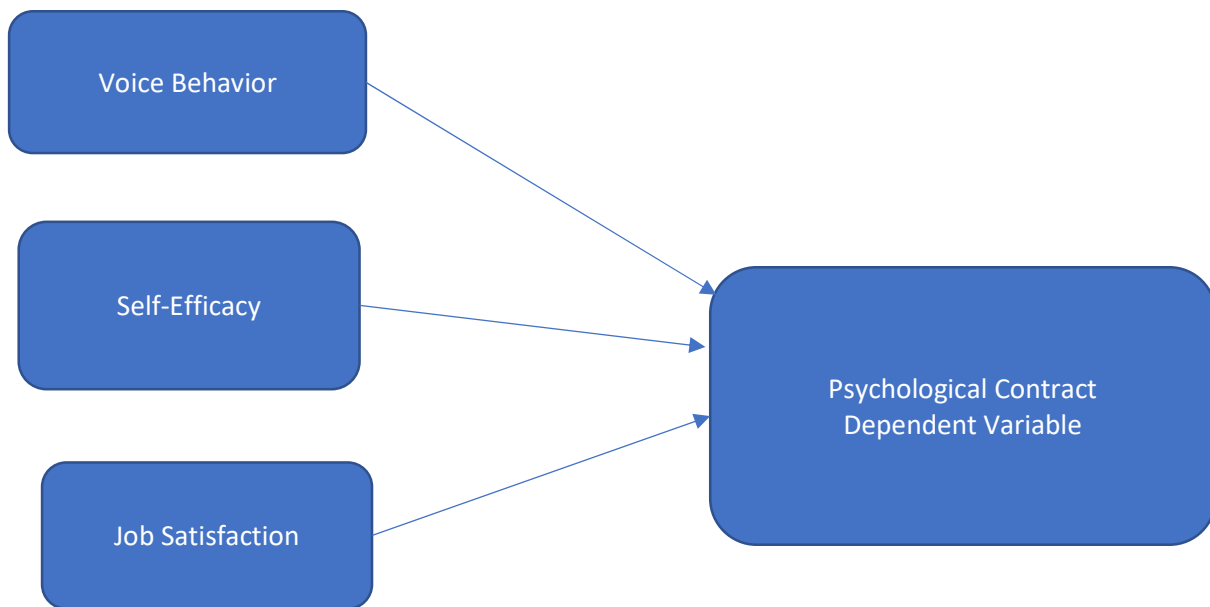


Figure 1. Conceptual frame works

According to the conceptual framework above, the psychological contract's influence depends on employee voice behavior, which is an organizational factor, job satisfaction. The psychological contract's candor provides workers with reliable realities about their circumstances. This encourages the employees to build their voice behavior skills by fostering a culture of trust, openness, and resilience. Voicebehaviorgets motivated by a psychological contract. The fact that correspondence between an employer and employee is frequently closed rather than openly raises both parties' dread and mistrust, which worsens their perception of the psychological contract [14,15].

Objectives

- To study the components of psychological contract.
- To investigate how psychological contracts affect an employee's voice behavior.
- To examine the psychological contract's impact on job satisfaction.
- To assess how psychological contract impacts both voice behavior and job satisfaction.
- To study how psychological contract impacts the self-efficacy.

Methodology

The research is based on a cross-sectional survey that was given to employees to complete and was designed to assess the association between psychological contract fulfilment and violations and employee voice behavior. We have concentrated on the women police officials in Chennai

district. Through our acquaintances, we targeted 60 employees, and 48 of those responses were accepted as complete in all respects and used for data analysis.

It is possible to assess the fulfilment and violations of the psychological contract using a single scale. To measure job satisfaction, we utilized a five-item perception questionnaire.

Data evaluation

Constructs and items taken for the study

Table 1: Constructs and items taken for the study

	ITEMS
Self- Efficacy	<p>EFFIC1-I will be able to achieve most of the goals that I have set for myself.</p> <p>EFFIC2- When facing difficult tasks, I am certain that I will accomplish them.</p> <p>EFFIC3- I think that I can obtain outcomes that are important to me.</p>
Job Satisfaction	<p>JS1- My work activities are personally meaningful to me</p> <p>JS2- I have mastered the skills necessary for my job</p> <p>JS3- My impact on what happens in my department is large</p>
Employee Voice Behavior	<p>VB1- I develop ideas and give suggestions to my supervisor concerning issues that affect my work</p> <p>VB2- I speak up and encourage others in my work unit to get involved in issues that affect our work</p> <p>VB3- I communicate my opinions about work issues to others in my work unit, even if their opinions are different and they disagree with me</p>
Psychological Contract	<p>PC1- I expect to gain promotion in this company with length of service and effort to achieve goals.</p> <p>PC2- I expect to grow in this organization.</p> <p>PC3- I feel part of a team in this organization.</p>

Smart PLS was used to analyses the data that had been gathered. Out of 48 employees, 34 have at least three years of experience demonstrating psychological commitment fulfilment or violations. The influence on these employees can be determined using voice behavior measurement. Table 1 displays data from the respondents.

Table 1

Details of the respondents

S.No	Demographic Variable	Category	Frequency	Percentage %
1	Age	18-28	10	20.80%
		29-40	22	45.80%
		41-55	16	33.30%
2	Years of Service	>5 years	9	18.75%
		6-10 years	11	22.90%
		11-15 years	8	16.60%
		16- 20 years	10	20.80%
		More than 20 years	10	20.80%
3	Qualification	SSLC	9	18.75%
		HSC	15	31.20%
		Diploma	10	20.80%
		Graduate	6	12.50%
		Post Graduate	8	16.60%
4	Designation	Constable	13	27.08%
		Police Naik	10	20.80%
		Assistant Inspector Sub	11	22.90%
		Sub Inspector	9	18.75%
		Inspector	5	10.40%
5	How often do you get transferred –	Every 1-2 years	14	29.10%
		Every 2-4 years	14	29.10%
		Every 4-6 years	12	25%
		Depends	8	16.60%
6		Once in 1 week	12	25%
		Once in fortnight	14	29.10%

	Do you work on shift, if yes how often the shift gets changed	Once in a month	10	20.80%
		Twice a month	7	14.58%
		Keeps changing	5	10.40%
7	How long have you worked in the current job	0-5 years	15	31.25%
		5-10 years	14	29.10%
		10-15 years	10	20.80%
		15- 20 years	4	8.30%
		20 years and above	5	10.40%

Table 2
Descriptive Analysis

Construct	Mean	St. Deviation	Skewness	Kurtosis
Voice behavior	3.57	0.66	-0.193	0.509
Job satisfaction	3.59	0.65	-0.386	0.605
Psychological contract	3.33	0.69	-0.138	-0.241
Self - Efficacy	3.78	0.63	-0.129	0.510

Voice behavior has the largest skewness as well as the highest kurtosis according to Table 2. Additionally, job satisfaction has the lowest skewness. Since all the constructs fall within the range of 3.5, it is assumed that the data has a normal tendency.

Table 4

Discriminant Validity				
	Self-Efficacy	Job satisfaction	Psychological contract	Voice Behaviour
Self- Efficacy	0.719			
Job satisfaction	0.351	0.71		
Psychological Contract	0.469	0.59	0.722	
Voice Behaviour	0.273	0.396	0.71	0.715

In psychology, discriminant validity tests whether concepts or measurements that are not supposed to be related are actually unrelated. In order to prove that's, the constructs taken for the study has a most important difference among each other and unique, the discriminant analysis is used. The highlighted diagonal values in the above table have been procured by taking the square root of the AVE of particular construct. The Discriminant validity is determined by comparing the correlation of the constructs and the square root of AVE.

Table 5

Regression analysis showing relationship between PC and JE, VB and EL

R Square		
	R Square	R Square Adjusted
Psychological Contract	0.658	0.636

R-Squared (R^2 or the coefficient of determination) is a statistical measure in a regression model that determines the proportion of variance in the dependent variable that can be explained by the [independent variable](#). In other words, r-squared shows how well the data fit the regression model (the goodness of fit).

From the above table, the regression model results measuring the correlation coefficient (0.697) is been seen. R squared value is 0.658 which actually says that 65% of the variance was explained by psychological contract. Adjusted R square value comes to almost 0.64.

What qualifies as a “good” R-Squared value will depend on the context. In some fields, such as the social sciences, even a relatively low R-Squared such as 0.5 could be considered relatively strong. In other fields, the standards for a good R-Squared reading can be much higher, such as 0.9 or above. In finance, an R-Squared above 0.7 would generally be seen as showing a high level of correlation, whereas a measure below 0.4 would show a low correlation.

Table 6

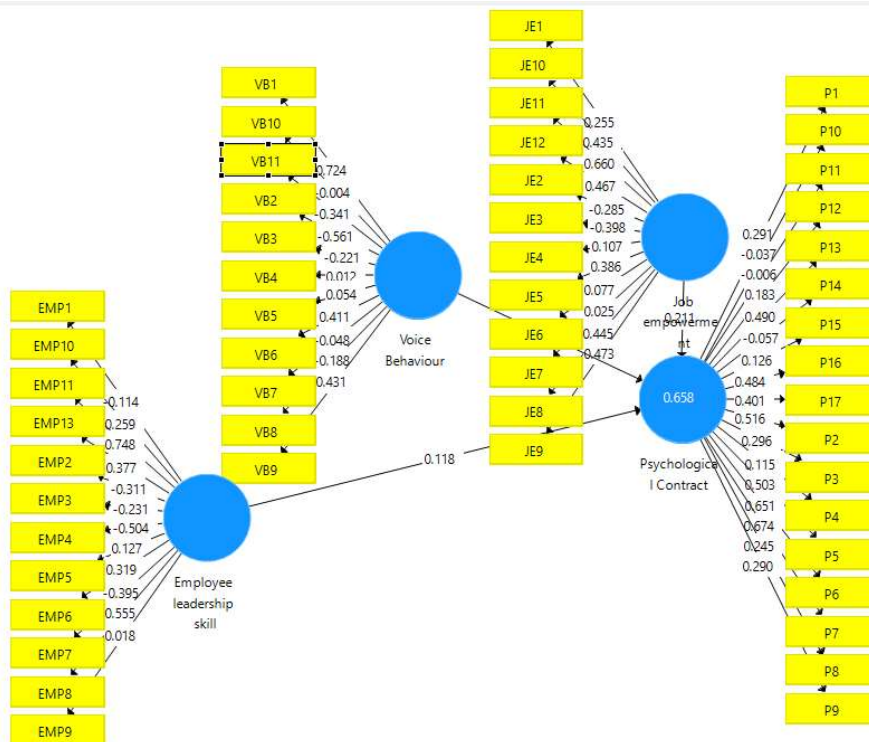
Model Fit		
	Saturated Model	Estimated Model
SRMR	0.143	0.143
d_ ULS	28.181	28.181
d_ G	372.18	379.38
Chi-Square	7132.485	7132.485
NFI	0.013	0.013

Fit model describes the relationship between a response variable and one or more predictor variables. Therefore here, standardized root mean square residual (SRMR) is 0.143

Table 7

Path Co-efficients					
	Original	Sample	Standard	T statistics	P value
Self-Efficacy	0.217	0.221	0.236	2.23	0.032
Job satisfaction	0.304	0.378	0.15	2.031	0.043
Voice Behaviour	0.53	0.232	0.323	2.212	0.033

A path coefficient indicates the direct effect of a variable assumed to be a cause on another variable assumed to be an effect. From table As P value of 0.05 or lower is generally considered statistically significant, therefore here the data, from the above table 7 it is clear that there is a notable relationship between the external variables being considered and psychological contract. The P values of the variables are below 0.5 which is acceptable. Self-efficacy ($t=2.23, 0.032$), followed by voice behavior ($t=2.212, 0.033$) are variables which has high level weightage. Job satisfaction ($t=2.031$) follows the list with a value of 0.043.



Findings

A key quality that can successfully affect employee voice is psychological contract. Employees are less likely to raise their voices when they are aware that their employer has broken his commitments. The ideal psychological agreement is one in which the project can fully comprehend each employee's internal assumptions and then meet with each employee in the association for the development of the project on the grounds that the organization has comprehended their assumptions.

Psychological contract is an important characteristic that can influence employee voice effectively and fulfil employee future pledges by manager, increasing their capacity to suggest original ideas. The police officials who experience high levels of psychological contract are more likely to feel that they have opportunities to advance their viewpoints, which will likely have an impact on their attitude and relationships.

Psychological contracts have an effect on job strengthening and satisfaction of the police officials, which has been shown to encourage and appreciate the officials to exchange helpful views and moreover allows the police people to think about their behavior in the workplace. The psychological contract promotes job satisfaction, which motivates workers to take initiative at work. Job satisfaction enhances one's sense of competence and helps them speak more confidently. Job satisfaction allows the employees to have a self-efficacy in doing the job with great commitment. Police officials are assisted by voice behavior in reflection with psychological contracts, which increases employee support for sharing their opinions. Leaders who can have an

impact on their relationships with employees and make them accessible can share their important experiences, thanks to psychological contracts. The voice behavior, self-efficacy of any employee and especially the police officials in this study has got impacted by psychological contracts and they significantly contribute to the successful outcomes and cordial relationship between the colleagues in the institution followed by positive working atmosphere and self-growth.

Suggestions

This study was restricted only in the central Chennai region covering only the female employees working in the non-gazette officer level. The further study can be carried out in the other level can cover both the genders and all level of officers. The focus was more on job satisfaction and Leaders need to focus on keeping their followers. They should gradually focus on maintaining effective workers. Organizational leaders must concentrate on critiquing the results of employees' tenacious effort in achieving the organization's goals. Employees should be made aware of the importance of their work in achieving organizational goals, as well as the fact that the most typical path to achieving these goals also involves the proficient employees themselves receiving self-acknowledgement.

Workers must mature without ever making an assumption about a task. Whereas their people sought for routine and security, they could seek out variety and change. For male employees, it is important to emphasize pay, whereas for female employees, it is important to stress and showcase government support and federal retirement benefits. Female employees should receive greater guidance on attitude and understanding of others' expectations throughout training. Employees need to be knowledgeable about important modern advancements and cutting-edge technologies that will help them grow personally and professionally for the benefit of the company.

The assurance of the workers' physical well-being must be given special importance by the employer, who must also provide for their welfare and government aid. Employees are the task group's most valuable resource; therefore, the business owner should address their concerns, build positive relationships with them, and encourage them to give their all at work. Therefore, leaders must retain the best people and improve relationships with their team members, clients, and other stakeholders. The alternative exists for senior task workers, center-level employees, and grass-roots employees to explain the obligation and commitment to the former while also reducing the autonomous work authority and content under the psychological contract liability.

Conclusion

This study illustrates the impact of a psychological contract that is reasonably constructed on employee voice conduct, job satisfaction, and the self-efficacy of the employees. The key finding from the evaluation of employee voice was its contribution to outlining internal institutional processes and enhancing the competency and feasibility of efficiency and execution. This is a

fantastic concept for a company that believes in empowering its employees with direction so they may become independent, in line with the participative administration approach. The concept of worker voice assists the association in reducing the load linked to navigation by providing workers with direction. Employers should encourage workers to speak up for themselves. It is essential to carry out because this is how most employees express their opinions about their work. The employee's concern must be strongly addressed by the company in order to increase job satisfaction, employee morale, and worker productivity. Self – efficacy is gained when the employee of the institution has the comfort and satisfaction in doing his/her job.

Many leaders still think in terms of power and authority that are similar to the early industrialization of work. The signals indicate that as people, employees, followers, residents, and clients get more empowered, this outdated reasoning will be forced to alter and be mirrored inside the Psychological Contract. The only unavoidable way for leaders to move the association forward is by directness in authority. With the effects of globalization on working groups, it is clear that the test for top management in an institution has changed from one in which people reach out and serve the work place for a long time to one in which employees of a different generation choose where and how long they will work. In order to achieve work pleasure and satisfaction, associations and managers must recruit and retain the new generation of educated, talented, and skilled workers for a sufficient amount of time.

Psychological contracts are inherently unstable, just like the people who are associated with them. We alter as a result of changes in the work group, our corporate culture, and psychological contracts. Each of us will typically extend portions of the psychological contract that we believe we have negotiated to how we believe others should behave toward us and toward one another at work. This can result in enormous problems. To help us explore our course during our working day, we use psychological contracts as a sort of mental road map. Unaware of its presence, this psychological guidance may unintentionally cause us to avoid or resist accepting necessary change and help us to achieve the employee's confidence.

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