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The Mediating Effect of Psychological Contract and Job Satisfaction on the Relationship between Leadership and Job Performance: A Proposed Framework

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ABSTRACT

Today, more than ever, achieving Job Performance is one of the most challenging objectives for companies. The main objective of this paper is to investigate the role of Psychological Contracts and Job Satisfaction as mediators in leadership and Job performance relationships in the Saudi hospital sector. Moreover, the direct effect of leadership practice on Job performance. Simultaneously, the literature background of variables of study under the psychological contract theory would be discussed to propose the research model. The study depends on the secondary resource, the nature of the study, therefore, is exploratory, and the analysis relies on critical content analysis and theming procedure to construct its findings. The study found that both psychological contracts and job satisfaction have a mediating role in the relationship between leadership and job performance.

Keywords: leadership, Psychological Contract, Job Satisfaction, Job Performance, Hospital Sector, Saudi Hospital Sector.

INTRODUCTION

There has been a shift in the traditional employee's commitment, resulting in the concept of psychological agreement becoming a center for leadership studies. The effect of psychological contracts on job satisfaction increases the chances of people getting hired, their happiness on the job, and their organizational citizenship behavior [1]. As understood, leadership is the capacity to motivate and direct subordinates or other employees toward reaching common goals. Being a competent leader necessitates a wide variety of skill sets because of the nature of the position itself. It encourages leaders to create a compelling vision, helps them set attainable goals, and equips their followers with the information and resources they need to succeed [1]. Leadership is essential in many spheres of modern life, from businesses and governments to nonprofits and civic groups [2]. As in every company, the leadership position is crucial to the achievement or collapse of a corporation. Successful companies owe a great

deal to the leadership that guides them. This research investigates the mediating function of psychological contracts and job satisfaction between leadership and performance in the workplace.

Bowling and Sessa [3] have spent the last few decades investigating unproductive workplace job satisfaction patterns and the connection to psychological contracts. Their findings categorized these tendencies under multiple names, including organizational transgression, workplace aggressiveness, and unethical conduct. Although each of these acts was widely debated, they all have one thing in common. Bowling and Sessa [3] added that they were voluntarily harmful activities that damaged or lowered workers' productivity. Some businesses' employment of contract workers on a short-term basis may be driven for several reasons, including cheaper compensation, less financial rewards, and more versatility of business hours.

Leadership is the most difficult challenge that businesses confront daily to ensure that their employees are happy in their positions to increase their production and keep their company's operations running smoothly [4]. Unfortunately, this is never an easy process because employees' relationship is influenced by psychological factors [4]. Therefore, most scholars believe that the psychological contract significantly affects the level of work satisfaction that employees experience [4]. Accordingly, these studies have acknowledged it as a meditation framework for this study.

The effect of leadership on job performance has resulted in a steady increase in the number of studies seeking to explain the relationship between the two variables in the framework of other variables. Manzoor, Wei [5] studied the relationship between leadership and job performance, and its finding published in a 2019 article. However, that study considered the relationship between servant leadership and job performance within the framework of cooperative social responsibility as the mediating factor. Another recent study by Kadarusman and Bunyamin [6] investigated this topic by focusing on knowledge sharing and trust as mediating factors. A lack of research publications on the relationship between leadership and job performance within the framework of psychological contract and job satisfaction, which are believed to have a mediating effect on this topic, is a critical theoretical gap.

The gap in the existing literature regarding the topic of this study means that empirical evidence on the mediating effect of psychological contract and job satisfaction on the relationship between leadership and job performance is missing. A psychological contract is critical for employees' work satisfaction and retention [7]. Besides, leadership style has also been reported to influence employees' job satisfaction and job performance [8]. As a result, there is a need to address this missing gap in the literature.

THEORETICAL FRAMEWORK

Psychological contracts are expectations, ambitions, beliefs and obligations held by employees as perceived by their employers and other workers. Psychological contract theory is critical in understanding the employment relationship. Employees with a poor view of the company's working environment, interpersonal relationships, or management style might have reduced level of satisfaction [3]. Satisfied workers will be motivated to work thus improving their individual and overall job performance. According to Fuadah, Daud [9], employees will be more

likely to work hard for the company and form a good relationship with the leaders if they perceive their leadership style to be supportive and inclusive, thus improving job performance. According to the hypothesis, there is a clear correlation between a high degree of internal envoy and the following employee outcomes: loyalty, involvement, engagement, and performance [10]. Therefore, it is more reasonable to hypothesize that an organization's staff performance would improve if its employees' goals were met since this would increase their dedication to the company's success and their likelihood of staying with the company for a more extended time. The mediation framework is crucial to the success of a corporation in today's market because of the widespread availability of trained workers and business expertise [11]. The psychological theory ensures that the area of information management is frequently hindered in industries by two variables:

- Employee turnover
- A reluctance to share information

The psychological theory ensures that employee retention is not a problem even though the refusal of certain workers to share their expertise becomes destructive [9]. Staff may choose to suppress information to increase its value, despite being aware that information is power. Okabe [12] explains that incorporating intelligence-sharing techniques into business goals, people management procedures, connections, and the institution's culture may support and drive continuous, constant demand, which is crucial for preventing the spread of such trends.

The notion of a psychological contract was first introduced in Montes, Rousseau [13] book. These obligations may take the shape of a thing or a set of steps. According to this critical thinking, a psychological contract rests on the idea that workers and management have mutual responsibilities [13]. However, Špaček [14] adds that each company promised to fulfill these responsibilities at all times. The psychological agreement must be used as a theoretical basis to explain the connection between leadership and work performance [15].

van der Heijden, Kuhlmann [16] discovered that most companies had embraced this initiative to develop a deeper conceptualization of the notions. This was done to make clear the cornerstones of any enterprise. Employees believe their employers are obligated by law to provide them with salary, professional opportunities, and protection due to their psychologically grounded ideas about what they are legally bound to attain for their organization, such as efficiency [17]. These assumptions are based on what they perceive compelled to get for their company, such as efficiency.

Leaders have the potential to improve productivity by fostering a positive work environment and encouraging employees to provide their best efforts. They may be referring to processes like adopting the best method of leadership [18]. Every manager has a distinct management style, consisting of a set of habits of behavior that usually work well together and significantly impact morale in the workplace [19].

According to Bulin [20], in the psychological contract framework, staff members feel they have an implicit employment agreement with their organization because they regard their employer as being devoted to supplying their financial and superficial requirements in exchange for the employees' success. In other words Haque [21] adds that employees believe that their company owes them something in return for the job they have done for the firm. Fryer [22] argued that

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when workers are in a state of psychological agreement, they are more likely to focus on their goals rather than the constraints of their workplaces. To keep the peace between employees and management must be done.

According to Shen [23], an implicit employment agreement is what employees experience when they are part of a psychological contract with their company. In exchange for their success, they believe their employer is committed to providing all of their material and non-material requirements. Shen [23] adds that the firm employees think they're entitled to some form of reward for the job they have performed. Chamberlin [24] believes that employees with a robust psychological agreement are more likely to use their shared goals as a motivation than their negative experiences on the job. As a result, the psychological contract develops naturally throughout, creating a connection and utilizing psychological bargaining.

Psychological contracts determine the connection between leadership and job satisfaction. According to Peiró, Agut [25], the relationship between leadership and employees significantly influences whether or not those employees are happy with their jobs and work. The leadership of persons in authority roles substantially affects employee satisfaction. Lonnie [26] noted that several research studies had identified a correlation between leaders' actions and the contentment of their staff.

The most difficult challenge for companies is ensuring their employees are happy with their employment. The study by Lonnie [26] showed that a difficult task, even though it should be undertaken since keeping everyone comfortable and confident in their job, is in everyone's best interest. Organizations cannot fulfill and maintain such relationships due to breaching their psychological contracts. Businesses and other organizations will not thrive if they do not offer such advantages [26]. Companies must thus make every effort to deal with employee difficulties as quickly as possible.

Hopper [27] did the study and added that a company's ability to retain and motivate its employees and maintain their relationships is directly correlated to the effectiveness of the psychological contract. Furthermore, employee satisfaction is intimately connected to their sense of fulfillment at work and their proximity to each other at work. A good manager may enhance productivity by increasing people's level of pleasure with their everyday responsibilities [27]. Leaders known for their creative approaches place a high value on their employees and focus on meeting their basic requirements. Consequently, workers who believe their needs are being satisfied are more inclined to go above and beyond what is required of them when it comes to effort.

A psychological contract might add employee aspirations as a part of the agreement. However, Fryer [22] argued that pay and benefits aren't necessarily the only considerations when it comes to compensation but good leadership in maintaining a healthy relationship. A company's employees will be more loyal if these goals are met, and they will have a higher desire to stay at the company. When one party thinks that they've been promised something by the other, they feel a need to deliver on that pledge [22]. If one side feels the other is guilty, this occurs. Employees will develop expectations for themselves based on these guaranteed wages, and those expectations will be met. This might affect people's degree of participation and dedication to the business.

LITERATURE REVIEW

The concept of Leadership and Job Performance

Leadership

Whether or not a subordinate is satisfied with their performance in the workplace depends on how a supervisor interacts with them. It is not uncommon for the activities of leaders to impact the level of happiness that employees experience in their workplaces. According to Deng, Liu [28], the availability of effective leadership in work organizations is what affects employee accomplishment. This is because the production will depend entirely on how the manager or supervisor optimally relates with the employees.

Nevertheless, the most difficult challenge for businesses is ensuring employees are happy in their professions. Even while it is in everyone's best interest to keep everyone happy and content in the workplace, this is not a straightforward task to achieve that goal [28]. In its absence, organizations are unable to function. Without these advantages, businesses and other groups cannot prosper. Because of this, it is the responsibility of the leadership of firms to make every effort to ensure that employee concerns are addressed as quickly as possible [28]. This must be done to reduce the likelihood of any misconceptions resulting in the vulnerable mistakes of business owners being wrongly regarded as a violation of their emotional commitment.

Whitaker [29] claims that influential leaders provide a formalized performance framework for their employees. The success of their teams, individual progress, the construction of behavioral norms, the conclusion of tasks, and the attainment of quality goals should all be accounted for in this framework. According to McCarthy [30], these business leaders consider praise, new challenges, and feedback to be three of the essential factors in determining whether or not their efforts are successful. In contrast to transactional leadership, which is analogous to the company contracting for the services, performance management focuses more heavily on financial aspects, as explained by Shah, Mirani [31]. In contrast, data suggests that a moving violation results in less social and more business-related behavior [31]. Most importantly, the leader is responsible for revealing the normative commitment that demonstrates the most significant link between the organization and the person.

Job Performance

"Job performance" refers to a worker's means of reaching a goal or set of goals within their job, role or organization. Improved job performance can be achieved providing satisfying work environment to employees, which in turn encourages them to make consistent contributions to the success of an organization "a specific organization [32, 33]. This is the crucial justification for why it is essential to have engaged staff. Career advancement, also known as employee pleasure, is a necessary indication of any performance in work companies.

Researchers Eliyana and Sridadi [34] examined how employee success impacts organizational loyalty, increasing employees' willingness to achieve their employer's goals [32]. Harter and McLain [35] back up this idea, writing those happy employees "never stand linked arms with the corporation even in circumstances of grave crisis." In contrast, Bhatnagar and Grosse [36] argued that dissatisfaction with one's job activities, in particular, might lead to detrimental actions to businesses [36]. They are willing to participate in activities that harm businesses and strain the established rapport with these establishments [32]. Alternatively, it's also true that

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the other way around is correct. When people are unsatisfied with their jobs, they are more prone to engage in specific behaviors regularly.

Leadership and Job Performance Relationship

More recently, Alghamdi [37] developed a deeper appreciation for the interplay between leadership and job performance. Leadership is the ability to influence workers to act in a manner that ensures the achievement of a shared goal. However, any discrepancy between what was expected and what transpired, as per Ali and Anwar [32], might negatively influence the work and the individual's function in deciding the extent to which the organization appreciates them.

According to Pavie [38], the psychological circumstances and job satisfaction in the workplace are partly the results of the leadership style a business gives its employees. Pre-entry events are critical to a successful start in a new workplace and should serve to define mutual expectations. According to Sleeth [39], this ensured minimum misunderstanding about the role and the company. Corsun and Enz [40] added that executives should prioritize resolving the underlying agreement since doing so may have a significant financial impact on businesses through higher work satisfaction, increased productivity, and reduced turnover [40]. It is important to note that when expectations and realities are consistent, it can boost confidence, pride, and relationships related to the firm.

Maintaining psychological agreement appears to be essential in fostering job performance and satisfaction. Employees' perceptions of their managers and supervisors significantly impact not just their job happiness but also their sense of loss of self, their sense of fairness, and their devotion to the workplace [32]. In a similar vein, Serdjukova [41] pointed out in their research that academics have not given nearly enough attention to the significance of modifying management styles to construct acceptable contracts.

According to the author, even though this topic has been extensively discussed, the inability to concentrate has been a challenge [41]. The author believed leaders' capacity to "talk intelligibly" and effectively is crucial in defining the success level achieved through psychological contracts and corporate HR policies [41]. To put it another way, a significant portion of the responsibility for improving working conditions rests on the shoulders of the organization and the management of that particular company.

H1: Leadership style affects employees' job performance

Psychological Contract and Job Satisfaction as a Mediator

Psychological Contract

The individual executives may only feel an excellent psychological contract if the employer resolution, the organizational identification, and the person-organization fit contribute to increased training and corporate dedication [12]. However, Yang and Tang [42] added that this interaction might be mediated through establishing an affective commitment; however, the study has not concentrated on this existing relationship. The influence of fairness perceptions on work-related attitudes, organizational support, job performance, efficiency, and burnout has been the subject of many studies [12]. These results continuously emphasize the significance of dialogue in the place of work which later creates a good bond among workers.

Rayiramkandath [43] argued that the number of management styles has increased in tandem with the popularity of psychological contracts and leadership. Different leadership paradigms have received extensive research in the field of organizational psychology. Other crucial management components have not been studied [12]. According to Arnold and Pulich [44], the notion of psychological agreements has emerged to more accurately describe the essential assumptions between a worker and management. A cascade of bad things might happen, and relationships could shatter if such contracts don't meet expectations [12]. Stephen E. [45] notes that there has been an increase in studies examining the connection between leadership and psychological commitments, as well as psychological commitments and performance. Still, he also notes that no idea has been carried out to combine the results of these studies. Based on the above arguments and the findings from past literature, it can be hypothesized:

H2: the psychological contract has a mediating effect on the relationship between leadership and job performance.

Job Satisfaction as Mediator

When the right leadership style is used, job satisfaction serves as a driving catalyst in the development of employee retention, as well as the consistency and performance of the team. This suggests that effective managers can increase output by boosting workers' job satisfaction [12]. Kim [46] claimed that leaders that think beyond the box value their employees and work to meet their most basic needs. That doesn't mean that satisfying workers' wants is guaranteed to increase their job satisfaction [12]. According to Kjeldsen and Andersen [47], a transactional leader is a reliable indication of employee success in most studies that have linked leadership style with quality of work-life. Similarly, some scholars have claimed that a performance review system is greatly influenced by transformational leadership [12].

Health care institutions in Indonesia were studied by Fuadah, Daud [9]; they found that good connections with leaders, rather than psychological contracts, might achieve the alternative hypothesis of idealized effect on workers' performance. According to the author's research, there is a two-way street between leadership and employee expectations, and that idea is job satisfaction. According to Parameswari [48], the quality of work-life enormously benefited the connection between transformational management and employee happiness. The findings indicate that idealized influence and worker productivity are linked through the mediating role of job satisfaction.

H3: Job satisfaction has a mediating effect on the relationship between leadership and job performance.

Implications

The main aim of this research was to address the almost total lack of research evidence on the link between leadership and job performance within the framework of psychological contract and job satisfaction as the mediating factors. This research practically contributes to providing much-needed empirical data on the mediating effect of psychological contract and job satisfaction on the relationship between leadership and job performance. This information is important because understanding the influence of leadership and workers and recognizing its relationship with job performance is essential for the progress of any business [25]. Therefore, this research will contribute to future research to identify ways businesses can recover post-pandemic. It will inform policy, practices, theories, and subsequent research by stating how

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psychological contracts and job satisfaction affect the relationship between leadership and employees' job performance.

Future Directions

This study's conclusions need to be applied to a broader range of fields, especially on psychological contract and its implications on workers' levels of pleasure and discontent in employment [9]. The study's social capital framework should include organizational and intellectual capital. This would improve the research much more. Arnold and Pulich [44] stated that future research would repeat the findings of the comprehensive study on the impacts assessed or utilize alternative sampling methods such as psychological contract and job satisfaction. That way, the possibility of the results being tainted by confounding factors will be reduced.

CONCLUSION

Leadership is the most difficult challenge that businesses must face daily to ensure that their employees are content in their positions to increase their production and keep their company's operations running smoothly. This is done to keep their company's operations running smoothly. Sadly, this is never a simple procedure because employees' behavior is impacted by many elements that businesses need to discover and govern inside the workspace. This makes it difficult for companies to maintain order in the workplace.

According to this analyst's conclusions, a psychological contract is based on the assumption that individuals and the organizations they work for have obligations to one another. These duties might take the form of an action or a thing entirely. Nevertheless, each organization has to fulfill these commitments at the opportune moment whenever the circumstance calls for them. The psychological agreement has been used as a theoretical basis to explain the interactions between individuals and organizations. Work satisfaction and psychological contracts are connected, much like the relationships between workers. Their feelings toward their supervisors have a significant impact on their level of job satisfaction. Several studies have indicated that the level of happiness at work is strongly related to the behaviors of the company's top executives. Besides, the corporation and its personnel have responsibilities and obligations to each other, and the psychological contract acknowledges the significance of this fact for policy, practice, theory, and future study.

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