

Antecedents and Consequences Psychological Contract Fulfillment

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Abstract

This study aims to examine the role of psychological contract fulfillment in mediating the effect of achievement motivation and affective commitment on salesforce performance. The research was conducted on the dynamics and uncertainties of the post-global pandemic 2020. The study was done through a survey of 130 salesforces who are suppliers of retail businesses. Data were analyzed using Structural Equation Modeling (SEM) based on Partial Least Square-PLS. The study results showed a direct influence of achievement motivation and affective commitment on sales performance and an indirect effect through the fulfillment of the psychological contract. Employees with high achievement motivation and higher affective commitment will be accompanied by efforts to fulfill psychological contracts that ultimately affect performance. The study's findings results provide potential implications for psychological contracts for more flexible work arrangements in dynamics and environmental uncertainty.

Keywords: achievement motivation, affective commitment, salesforce performance, psychological contract fulfillment

Anteseden dan Konsekuensi Pemenuhan Kontrak Psikologis

Abstrak

Penelitian ini bertujuan untuk menguji peran pemenuhan kontrak psikologis dalam memediasi pengaruh motivasi berprestasi dan komitmen afektif terhadap kinerja tenaga penjualan. Penelitian dilakukan pada kondisi dinamika dan ketidakpastian lingkungan post global pandemic 2020. Penelitian dilakukan melalui survei terhadap 130 tenaga penjualan yang merupakan pemasok usaha retail. Data dianalisis dengan Structural Equation Modelling (SEM) berbasis Partial Least Square. Hasil penelitian menemukan pengaruh langsung motivasi berprestasi dan komitmen afektif terhadap kinerja penjualan dan pengaruh tidak langsung melalui pemenuhan kontrak psikologis. Karyawan dengan motivasi berprestasi dan komitmen afektif yang lebih tinggi akan diiringi dengan upaya karyawan untuk memenuhi kontrak psikologis dan akhirnya berpengaruh terhadap kinerja. Hasil penelitian ini memberikan implikasi potensi kontrak psikologis untuk pengaturan kerja yang lebih fleksibel di tengah dinamika dan ketidakpastian lingkungan.

Kata kunci: motivasi berprestasi, komitmen afektif, kinerja tenaga penjualan, pemenuhan kontrak psikologis

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INTRODUCTION

Today's organizational environment is increasingly competitive, dynamic, and unpredictable (Temouri et al., 2020). New market-leading goods, services, and technologies will quickly be replaced by more recent and modern products, services, and

technologies. The development of digital technology and the global pandemic in early 2020 affected market demand and behavior and how goods were produced, marketed, and distributed. In line with the opinion (Temouri et al., 2020), in a different context (George et al., 2020), an epidemic of a different scale might also occur in the future.

Human resources are an essential asset for organizations in developing creativity and innovation to adapt to changes and environmental uncertainties. Organizations need to retain superior employees (achievers) who have achievement motivation and high commitment. Achievement motivation and employee affective commitment are essential resources in building long-term relationships between employees and the organization and supporting sustainable performance (Johnson et al., 2010). Several studies highlight the importance of the role of achievement motivation and affective commitment on organizational performance (Lee et al., 2009; Herrera & Heras-Rosas, 2021; Herjanto & Franklin, 2019).

Dynamic environmental changes, market developments, competitors, suppliers, and technology are challenging to predict, let alone control. This situation interferes with the organization's planning and realization to achieve performance targets. Certain types of jobs, such as marketers, research and development staff, and creative workers, require a more flexible design of employment contracts. It is essential to give employees autonomy to regulate themselves, the contributions they made, output targets that are difficult to set in the formal contracts, and contractual arrangements in a dynamic and unpredictable industrial environment (Ge et al., 2021; Pant & Venkateswaran, 2019; O'Leary-Kelly et al., 2014).

Argyris (1960) suggested that employees are more productive through more flexible contracts that provide autonomy, i.e., allowing employees to practice self-regulation, earn adequate wages, and have secure jobs than under more inflexible formal employment contracts. Rousseau (2001) suggested the need for contractual arrangements that are fair and flexible in a complex, dynamic and competitive environment. Currently, interest in the study of psychological contracts is driven by the desire of academics and practitioners to seek new and more innovative management practices in the context of economic restructuring, increasing international competition, and changing labor market dynamics.

Psychological contracts have the potential benefit of strengthening formal contracts by giving employees more autonomy to practice self-regulation. Psychological contracts help encourage attitudes, behavior, and performance by giving employees autonomy to provide resources that are difficult to regulate in a formal contract and can accommodate a complex and dynamic external environment. Psychological contracts are useful in encouraging innovation behavior, extra-role behavior, in-role performance, extra-role performance, and controlling counter-productive behavior. Recent studies have shown the role of psychological contracts to be beneficial in increasing job satisfaction (Nathaniel et al., 2015; Balogun et al., 2016; Manxharia, 2015; Mishra and Kumar, 2017), innovation behavior (Modaresi and Nourian, 2013; Niesen, et al., 2018), extra-role behavior (Modaresi and Nourian, 2013) and employee performance (Katou & Budhwar, 2012; Tsui-Hsu Tsai & Jing Lin, 2014; Conway & Coyle-Shapir, 2011).

The effect of psychological contracts on attitudes (motivation and commitment) was identified by previous research (Nathaniel et al., 2015; Li & Chen, 2018; Manxharia, 2015; Anggraeni et al., 2017). The fulfillment of psychological contracts affects increasing motivation and commitment. The focus of studies on psychological contract fulfillment, however, is largely on organizational contract fulfillment. Psychological contracts as a two-sided agreement could also be viewed from the employees' fulfillment of the contract. On the employee side, a psychological contract could encourage employee efforts due to greater autonomy. However, so far, it is still limited to studies that explain the role of the psychological contract as a moderating variable of the effect of justice on job satisfaction. This fact serves as both the research gap and the motivation for this research.

METHOD

This research was conducted by surveying 130 salesforces in Indonesia. The data collected in this study used a questionnaire with odd answer options adopting a closed-question Likert scale model. This research consists of two independent variables, one dependent variable, and one mediating variable. The independent variables included achievement motivation and affective commitment, while the dependent variable was performance. Furthermore, the mediating variable was the fulfillment of the psychological contract.

The achievement motivation is measured from four indicators developed by McClelland's (1976). Reliability was explored with the help of Cronbach's alpha, which shows good reliability (overall = 0.946). Questions related to several aspects, consist of: having a great responsibility, seeking feedback about their work, there is a tendency to choose moderate risk in carrying out their duties, try to do things in new (innovative) and creative ways. The affective commitment has been measured from three indicators developed by Meyer dan Allen (1990). Reliability was explored with the help of Cronbach's alpha, which shows good reliability (overall = 0.936). Questions related to several aspects, consisting of: salespeople find their work interesting, salespeople enjoy their work, and salespeople are proud of their current job. The psychological contract fulfillment is measured from employee fulfillment which questions items adopted from a previous study (Freese et al., 2011; Freese & Schalk, 2008) that developed from Freese & Schalk (1997). The value of Cronbach's alpha is 0.912. Questions related to several aspects of in-role and extra-role fulfillment. The dependent variable is salesperson performance measured from two scale items (Conway & Coyle-Shapiro, 2012). The value of Cronbach's alpha is 0.911. The research question related to several aspects consists of the ability to generate high income and fulfillment of sales targets.

The research data were analyzed using the Structural Equation Modeling (SEM) model. The software program used was Partial Least Square (PLS), referring to the opinion (Hair, 2017), which says that covariance-based SEM is generally used in testing theories while PLS software is widely used to predict models (predictive models). The evaluation of the PLS model based on predictive measurements has non-parametric properties. Therefore, the PLS evaluation model is carried out by assessing the outer model and inner model.

FINDING AND DISCUSSION

The model analysis consists of the analysis of the measurement model (outer model), structural model analysis (inner model), and hypothesis testing. The parameters in the outer model analysis consist of outer loading, communality, average variance extract (AVE), composite reliability, and Cronbach’s alpha. Based on the outer loading value, all instrument items have an outer loading value > 0.5 (Table 1), meaning that all research instruments are declared valid (feasible) to be used in this study.

Table 1. *Outer Loading*

	<i>AC</i>	<i>AM</i>	<i>AM</i>	<i>AM</i>
AC1	0.959			
AC2	0.939			
AC3	0.917			
AM1		0.854		
AM2		0.687		
AM3		0.669		
AM4		0.835		
PCF1			0.901	
PCF2			0.869	
PCF3			0.890	
PCF4			0.853	
PCF5			0.646	
PCF6			0.628	
PCF7			0.632	
PCF8			0.644	
PCF9			0.627	
SP1				
SP2				0.927
AVE	0.881	0.586	0.567	0.847
Cronbach's Alpha	0.932	0.768	0.910	0.820
Composite Reliability	0.957	0.849	0.920	0.917

Based on the value of average variance extracted (AVE), if the AVE value of all latent variables is greater than 0.5, then the construct used in this study is valid. These things indicate that the indicators that make up the latent construct have good convergent validity when viewed from the average variance extracted value. Based on Cronbach's alpha and composite reliability values, Cronbach's alpha and composite reliability values are obtained which are greater than 0.70, which indicates that the latent construct has good reliability.

From the results of table 2, it is evident that the R-Square for the Psychological Contract Fulfillment (PCF) variable is 0.403 which means that Achievement Motivation (AM) and Affective Commitment (AC) contribute 0.403 or 40.3% influence on Psychological Contract Fulfillment (PCF) with moderate category. While the remaining 59.7% is the influence of other factors that are not observed. And the R-Square for the Performance variable (SP) is 0.660, which means that Achievement Motivation (AM), Affective Commitment (AC), and Psychological Contract Fulfillment (PCF) contribute

0.660 or 66.0% influence on Performance (SP) in the moderate category. While the remaining 34.0% is the influence of other factors that are unobserved.

Table 2. *Result of path coefficient value and t-test*

	PCF		P	
	β	t-test	β	t-test
direct effect				
AM → PCF	0.608	***) 9.138		
AC → PCF	0.338	***) 5.047		
AM → SP			0.313	***) 5.213
AC → SP			0.363	***) 7.206
PCF → SP			0.484	***) 8.917
indirect effect				
AM → PCF → SP			0.294	***) 6.649
AC → PCF → SP			0.164	***) 4.397
R Square	0.403		0.660	
1-R Square	0.597		0.340	
Q ²			0.797	

***) significant at the level < 5%

The Q-square test has been used to measure how well the observed values generated by the model and also the parameter estimates are. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance, while a Q-square value less than 0 (zero) indicates that the model lacks predictive relevance (Ghozali, 2014:41). Based on Table 3, the value of Q2 (Q-square predictive relevance) obtained is 0.797. Because the value is greater than 0 (zero), it means that the model has adequate predictive relevance.

Table 3. Hypothesis test

Hypothesis	t-test	p	conclusion
H1: Achievement has a positive effect on salesforce performance	0.313	0.000	supported
H2: Affective Commitment has a positive effect on salesforce performance	0.363	0.000	supported
H3: Psychological Contract Fulfillment has a positive effect on salesforce performance	0.484	0.000	supported
H4: Psychological Contract Fulfillment as a mediator of the effect of achievement motivation on salesforce performance	0.294	0.000	supported
H5: Psychological Contract Fulfillment as a mediator of the effect of Affective Commitment on salesforce performance	0.164	0.000	supported

Based on table 3, it turns out that all the five hypotheses proposed have been supported where the significance value (p-value) is < 0.05. The hypothesis which states that achievement motivation effects on performance can be accepted/supported by a standardized direct influence regression coefficient of 0.313 at a significance level (p) of

0.000 which is smaller than 0.05. The hypothesis which states that Affective Commitment has an effect on performance can be accepted/supported by a standardized direct influence regression coefficient of 0.363 at a significance level (ρ) of 0.000 which is smaller than 0.05. The hypothesis which states that Psychological Contract Fulfillment effects on performance could be accepted/supported by a standardized direct effect regression coefficient of 0.484 at a significance level (ρ) of 0.000 which is smaller than 0.05. The hypothesis which states that the Psychological Contract mediates Achievement Motivation on Performance could be accepted/supported by a standardized direct effect regression coefficient of 0.294 at a significance level (ρ) of 0.000, which is smaller than 0.05. The hypothesis which states that the Psychological Contract mediates Affective Commitment to Performance could be accepted/supported by a standardized direct influence regression coefficient of 0.164 at a significance level (ρ) of 0.000 which is smaller than 0.05.

Employees with high achievement motivation and affective commitment are valuable resources for organizations to remain competitive in an increasingly dynamic environment (Johnson et al., 2010). Achievement motivation and affective commitment are essential components to maintaining long-term relationships between employees and the organization and ensuring employees continue contributing to the organization (Johnson et al., 2010). The results of studies conducted over more than four decades show that achievement motivation and affective commitment are important predictors of salesforce performance (Bartkus, & Howell, 1999; Evans et al., 2012; Herjanto & Franklin, 2019).

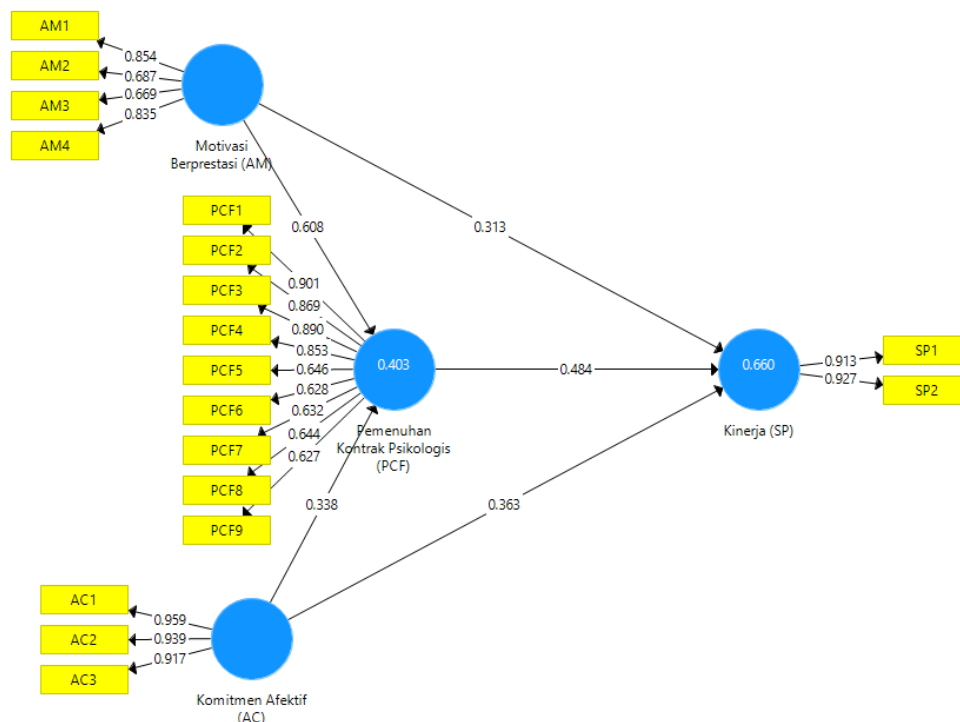


Figure 1. Result of Full Model Test

The findings of this study demonstrated that achievement motivation, affective commitment, and psychological contract fulfillment affected salesforce performance. Achievement motivation influenced salesforce performance ($\beta = 0.313$, $p < 0.05$). The higher achievement motivation has been followed by higher sales force performance. Conversely, lower achievement motivation and affective commitment are followed by lower salesforce performance. It is proven that the results of this study support previous research (Winter, 2010; Soyer et al., 2009; Moberg & Leasher, 2011; Deshpandé et al., 2013; Wigfield & Cambria, 2010). Achievement motivation drives salesforces to create value for customers, overcome the challenges of increasingly complex sales situations, persuade buyers in an increasingly competitive environment, build trust, and achieve overall sales goals (Herjanto & Franklin, 2019).

The results also revealed that affective commitment influenced the performance of the salesforce ($\beta = 0.363$, $p < 0.05$). The higher the affective commitment, the higher the performance of the salesforce. Conversely, the lower the achievement motivation and the affective commitment, the lower the performance of the salesforce. Indeed, the results of this study support previous research (ST-Hilaire & de la Robertie, 2018; Yu et al., 2014; Sungu et al., 2019). Affective commitment is an individual's attitude about their relationship with the organization that considers the suitability between individual values and goals with organizational values and goals.

This study also found that psychological contract fulfillment mediates the influence of achievement motivation ($\beta = 0.294$) and affective commitment ($\beta = 0.164$) on salesforce performance. Achievement motivation and affective commitment have a significant indirect impact ($p < 0.05$) on salesforce performance by fulfilling psychological contracts. The higher the achievement motivation and commitment of employees to the work and the organization, the higher the effort of employees to fulfill psychological contracts and sales performance. On the other hand, the lower the achievement motivation and commitment of employees to the work and the organization, the lower the efforts to fulfill the psychological contract and sales performance.

The psychological contract is mutuality between individuals and between individuals and the organization (Cioca et al., 2020). Mutuality only occurs when each party has a goal and believes they can achieve it; they balance the psychological contract that mutuality can produce valuable things. The results of this study support the opinion of Rousseau (2001), which suggested that a flexible contract arrangement requires several prerequisites for interactional and procedural conditions, such as relationship quality, trust, performance assessment procedures, and good information quality between employees and employers. The results of this study implied that flexible contract arrangements through psychological contracts required support for achievement motivation and affective commitment.

CONCLUSION

The results of the study found that achievement motivation and affective commitment influence the performance of the salesforce. Psychological contract fulfillment mediates

the influence of achievement motivation and affective commitment on salesforce performance. This study implies that achievement motivation and affective commitment are important variables for increasing salesforce performance. Employees with high achievement motivation and affective commitment are important organizational assets to be adaptive and innovative in a dynamic environment.

Indeed, this research has some limitations. First, the research was conducted in the dynamics and uncertainty of the post-covid-19 environment so that that the study possibly gives different results in stable environmental conditions. Second, the research was conducted in the context of the sales force, a non-routine type of work. The results of this study are suitable for other non-routine jobs such as research and development, managerial, and creative workers. Research could give different results on regular workers and types of routine work. Third, the analysis using a survey approach with a cross-sectional design has a weakness in terms of time. Technological developments and changes in the economic, social, and cultural environment are very decisive. By using some of these assumptions, future research needs to consider the factors of technological development, and social, economic, and cultural changes.

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