

# Psychological Contract Fulfillment as Effective Tool to Shape Employees' Reactions: Mediating Role of Organization Justice

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## ABSTRACT

Organizational Justice, Psychological contract fulfillment (PCF), and outcomes of Workers reaction are deemed as cornerstones for health sector. The objective of current investigation is to explore the impact of PCF on workers' reaction by forming the mediation of organizational justice in pharmacy firms in Thailand. The quantitative data were collected through a survey questionnaire method which was directed to 450 nurses and doctors as employees in the private and government pharmacies firms in Thailand. The survey comprised psychometrically confirmed scale items on fulfillment, justice and outcomes. Data were collected by utilizing simple random sampling method and analyzed through CFA & SEM statistical methods to come up with a solution to promote the citizenship behaviour in pharmacy firms in Thailand. Verdicts exposed that PCF has substantial and optimistic connotation with organizational citizenship behaviour. Moreover, organizational justice significantly and partly mediates the association amid PCF and OCB. The result findings are applicable for health sector as when

employees realize that management has fulfilled their obligations towards their employees in return they show citizenship behaviour toward the pharmacies which leads towards progress.

**Keywords:** Psychological Contract Fulfillment, Organizational Justice, Organizational citizenship Behavior

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## INTRODUCTION

In modern employment relationships, one of the key challenges is to coordinate the needs of organizations and employees. In command to comprehend the employee's conduct it is necessary to discourse the interrogation of how employee's reaction affected by the individual and organizational emotional factor (Van Dick, 2004). If psychological contract does not fulfill on equality basis then employee's attitudes and reaction negatively influenced such as increase in turnover intentions and absenteeism. Psychological contract fulfillment is considered as regular situation in employer, employee relations that have positive consequences for organizations such as positive attitude towards job satisfaction, employees' engagement and organizational citizenship behavior (Turnley & Feldman, 1999; Siriattakul, Jermstipsert, & Mustanir, 2019). Organizations keen focus is to hold and retain a quality employee that is possible only because of fairly fulfilled

psychological contracts. Although few researches have supported the association amid PCF and numerous performance scopes, in the present investigation we scrutinize the fulfillment process as taking the mediation of organizational justice in health sector. The intention of the investigation is to discover the impression of psychological contract fulfillment on worker's reaction by considering the mediating role of organizational justice in health sector. However, our involvement to the arena is not solitary to emphasis on the association amid psychological contract fulfillment and employee's reaction but likewise to classify why and how justice signifies a valuable lens by which to healthier comprehend this association. Though administrations possibly will capitalize in long lasting employment relations, PCF has an intense impact on organizational and individual performance. Therefore, organizations must focus on fairly fulfilled psychological contracts to retain the quality staff. Figure 1 given below show the innovation behavior of HR practices:

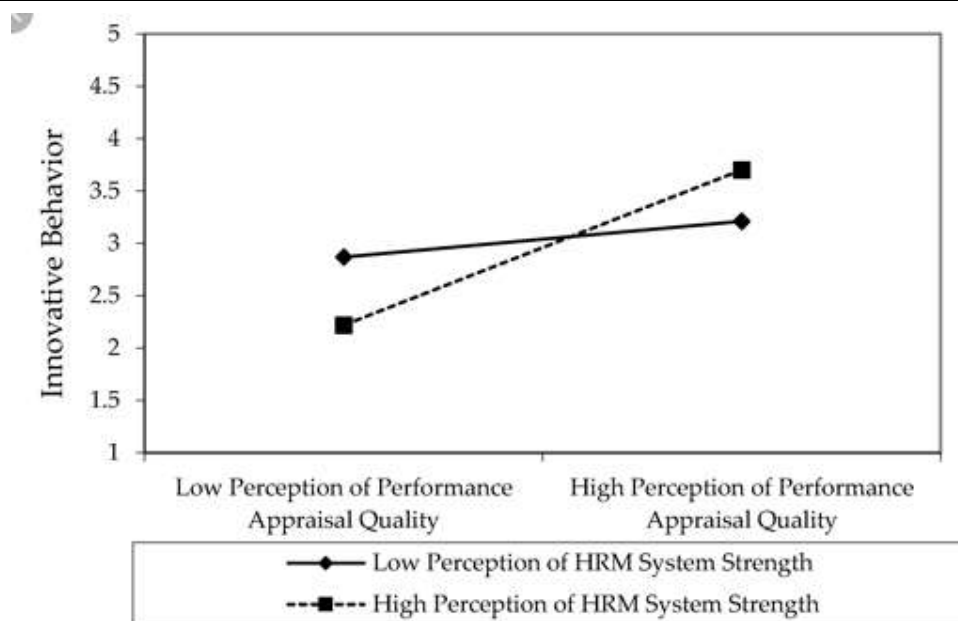


Figure 1: Innovative Behavior of HRM Practices

A bulky amount of investigations has previously completed a proportion of exertion on PCF, administrative justice and employee’s reaction. Most of the researches were about psychological contract breach but previous studies almost ignored the crucial role of Psychological contract fulfillment to shape employees’ behaviors therefore current study has focused on these ignored aspects. It also absorbed on mediation of organizational justice amid PCF and employee’s reaction. Furthermore, Van Dick (2004) stated that in modern employment relationships, one of the key challenges is to coordinate the needs of organizations and employees. In command to comprehend the employee’s behavior it is necessary to address the question of how employee’s reaction affected by the individual and organizational psychological factor. If psychological contract does not fulfill on equality basis then employee’s attitudes and reaction negatively

influenced such as increase in turnover intentions and absenteeism. This is an issue that how organizations can provoke the negative reaction of their employees by fulfilling the psychological contract on equality basis. The increase in the pharmacy business need to expand its investigation. The pharmacy business and need increases day by day such as minor non-urgent medicinal problems increases from 95 percent to 97 percent while psychological wellbeing services increases from 65 percent to 78 percent. Moreover, fitness and existence training increases from 58 percent to 65 percent while weight organization increases from 54 percent to 60 percent. In addition, diabetes care supervision increases from 42 percent to 55 percent while medicinal verdict provision increases from 45 percent to 54 percent. Table 1 given below show the increasing need of pharmacy in Thailand.

Table 1: Increasing Need of Pharmacy

	2018	Adding in 2019
Minor Non-urgent Medicinal Problems	95%	2%
Psychological Wellbeing Services	65%	13%
Fitness and Existence Training	58%	7%
Weight Organization	54%	6%
Diabetes care Supervision	42%	13%
Medicinal Verdict Provision	45%	9%

The object of investigation is to discover the impression of psychological contract fulfillment on employee’s reaction by considering the mediation role of OJ in health sector. The focal intention of this paper is to find out the influence of by PCF and organizational justice on employees’ reaction in in the pharmacy firms in Thailand. The other objectives are as follow:

- To scrutinize the connection amid PCF and OCB.
- To regulate the mediation of organizational justice amid the relationship of PCF and OCB.

### LITERATURE REVIEW

Psychological Contract Fulfillment  
 Rousseau (1995) proposed that Psychological contract is abstracted as a representative’s belief of shared obligations that arise in the setting of this links with the association, that shape this association and administer the worker’s behavior. The promises are a reverberation of assurances that the links and employee have completed to one another, at least in the worker’s view. In addition, Robinson and Rousseau (1994) explained that PCF is conviction or recognition guarantee that standards and principles are acknowledged by representatives and businesses. Furthermore, it is an understood unwritten and nonverbal desire of workers and managers. Similarly,

Rousseau (1995) explored that it has been characterized as an individual's convictions, molded by the association, in regard to terms of a trade understanding for saw explicit or implicit common guarantees amid the individual and the association. Therefore Coyle-Shapiro and Conway (2004) suggested that, it is critical to inspect the wealth of the PCF with the appraisal of differing substantial and immaterial commitments. Organizations keen focus is to hold and retain a quality employee that is possible only because of fairly fulfilled psychological contracts. Although few researches have supported the association amid PCF and numerous performance scopes, in the present investigation we scrutinize the fulfillment process as taking the mediation of organizational justice in health sector. The intention of the investigation is to discover the impression of psychological contract fulfillment on worker's reaction by considering the mediating role of organizational justice in health sector. At the point when social trade happens in a business worker relationship, a more extensive scope of assets is gotten or guaranteed toward representatives who trigger a more extensive commitment on their part. Consequently, distinctive creators have investigated the PCF thru the existence or nonexistence of an alternate arrangement of commitments (Barksdale et al, 1998). These incorporate, for instance, livelihood security, guaranteeing laborers' prosperity and the accomplishment of their destinations and ensuring a pay.

#### Organizational Justice

According to Cropanzano (1993) "Organizational justice", a construct begat by Wendell French (1964), usually utilized by authoritative analysts to allude to the simply, reasonable and moral way that associations pleasure their workers; it depends on decency discernments (Adams, 1965). Furthermore, Elovainio et al (2005) explained that OJ can be characterized as the representatives' observation to what degree they are dealt with decently and genuinely and whether the procedure and results acquired at work environment are reasonable or not. Moreover Moorman (1991) explored that, Organizational justice related with "the manners in which representatives figure out whether they have been dealt with decently in their employments and the routes in which those determinations impact other business-related variables". Similarly, Konovsky (2000) described that justice is a key worth in associations, whether it is an advancement choice, or task of assignments, or designation of prizes, or some other kind of social trade, matters of reasonableness are sure to emerge in any association. In addition (Adam et al, 1965) summed up, Business execution is regularly connected with the worker's dedication which is considered as precondition agreeable conduct.

Among various different variables which enhance responsibility, equity observation is perceived as the touchiest and esteemed component measured by the workers. Organizational justice depicts the singular's impression of reasonableness in associations, his behavioral response to such recognitions and to demonstrate how these observations influence authoritative results, for example, OCB, and obligation and job fulfillment. Moreover, Konovsky (2000) if workers of an association sense an intelligence of administrative righteousness, it raises their practical aptitude and they demonstrate OCB. These incorporate, for instance, livelihood security, guaranteeing laborers' prosperity and the accomplishment of their destinations and ensuring a pay.

Therefore, Konovsky (2000) Citizenship behavior is defined as willful worker exercises that might possibly be remunerated yet that add to the association by enhancing the general nature of the setting in which work happens. These additional part practices are measured by way of the influence toward upkeep and improvement of the communal and mental setting that backings assignment execution in the association. The idea of reasonableness and equity is referred to as OJ and occupied as illustrative element in authoritative situations.

#### Distributive Justice

Distributive justice is grounded on the inkling that communal conduct is determined by the allocation of consequences fairly (Adams, 1965). Previous studies also explain it as it refers to the managerial decisions that made on equity basis like a compensation and advancements.

#### Procedural Justice

This measurement of fairness concerns to the individuals' view to the justice of the methods and system utilized to decide the results they get at workroom (Kressel & Pruitt, 1989). Most of the past studies elaborate that distinct "procedural justice" as "systems, forums and instrument used to determine the outcomes based on fairly manners.

#### Interactional Justice

Workers of an administrations likewise assess if they are dealt with by others, together with generations and managers, with poise and admiration (Crow et al., 2012). The human side of organizational practices dealt by this dimension of justice i.e. connected to the message characteristics (e.g. honesty, respect and politeness) amid the foundation and receiver of fairness (Tyler & Bies, 1990).

#### Organizational Citizenship Behavior (OCB)

Organ (2006) distinct OCB by way of "Individual Behavior that is optional, not straightforwardly or unequivocally perceived by the formal prize framework, and in the total, advances the productive and the successful working of the association" (Organ et al., 2006). Likewise, Bateman and Organ (1983) proposed that OCB is considered as those supplementary business connected practices which go well beyond the standard obligations recommended by their sets of responsibilities or restrained in official valuations. OCB is one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. Given the apparent significance of OCBs, a lot of consideration has been dedicated to examining the precursors of such practices (Turnley et al., 2003). Hierarchical equity conduct may rose with impact of the psychological contracts in foundations. Along these lines, to see how employees feel as a resident of the foundation they work, it is important to allude and look at term of authoritative equity. Furthermore, having specialists very employed with OCB possibly will boost supervisors' efficiency by authorizing them to give an added protuberant degree of time to long ranging positioning substances. Hence, chiefs' benefit from optimistic OCB and in addition representatives (Turnipseed & Rassuli, 2005). Therefore Podsackoff, Mackenzie & Hui,

(1993) described that the significance of OCB for hierarchical functioning has been very much investigated however more recently, empirical exploration recommend that OCB represents in any event as awesome an impact as that of in part execution in assessment rating.

PCF and OCB

Previous studies demonstrated that PCF has significant and optimistic association with OCB (Coyle-Shapiro, 2002; Hui, Lee, & Rousseau, 2004; Robinson, 1996; Turnley, Bolino, Lester, & Bloodgood, 2003). Furthermore, another study proposed that employees reactions become positive if their psychological contracts are fulfilled efficiently as PCF has positive influence to polish employees behaviors and reactions (Karagonlar, Eisenberger, & Aselage, 2016). Moreover, literature proposed that PCF break fallouts in an extensive exhibit of adverse results, counting decreased employment fulfillment, lessened faith in the association, expanded pessimism about organizational life as a rule, and expanded aim to stop. OCB is one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. In addition, PCF also influence job performance mutually regarding the viability with which workers do their formally-recommended work obligations (i.e., their in-part conduct) and additionally their eagerness to go well beyond what would have been acceptable anyway (i.e., their organization citizenship behavior (OCB)). Also, this exploration tries to figure out which sort of organization citizenship conduct—OCBs which advantage the organization (OCB-O) or OCBs which advantage different people (OCB-I) — is destined to be influenced by the degree to which workers' PCF are satisfied or frustrated. Third, lastly, former research proposes that most employees report getting short of what they were guaranteed on in any event a portion of the employment variables including the psychological contract (Robinson & Rousseau, 1994).

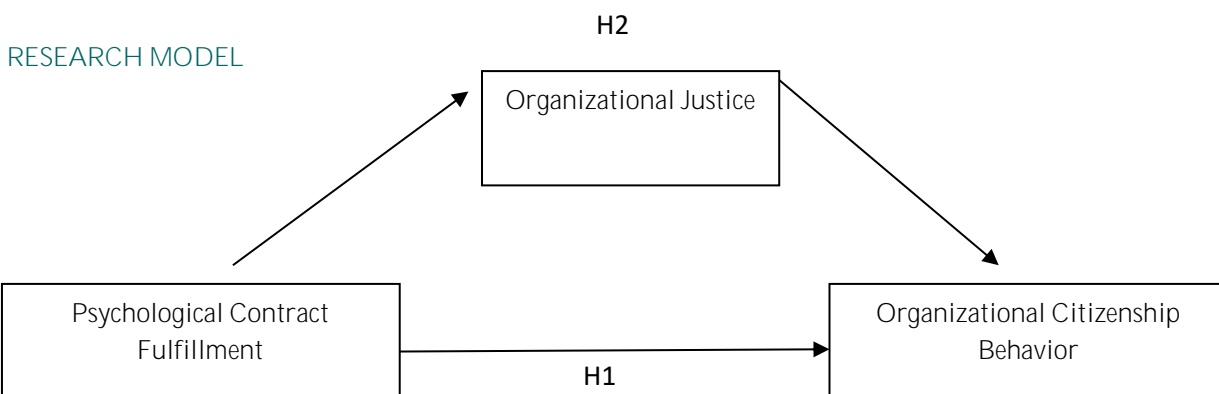
PCF and OJ

Previous research studies proved that there is important and optimistic connexion amid psychological contract fulfillment

and structural justice (Alcover, Rico, Turnley, & Bolino, 2016; Bolino, Klotz, & Turnley, 2016; Karagonlar et al., 2016; Lemmon, Wilson, Posig, & Glibkowski, 2016; Li, Wong, & Kim, 2016). Many studies found relationship between PCF & OJ. In relation to psychological contracts, an apparent absence of equity may make employees trust the organizations deliberately cause breach as opposed to the break being past the association's control (Turnley et al., 2003). Past researches show that both procedural and distributive justice have additionally been negatively connected with negative feelings and emotions (Spector et al., 2001). Furthermore, Tekleab et al. (2005) suggested that bureaucratic justice is the fundamental type of justice that impacts the employer employee relationship .Moreover, procedural justice is the most generally considered feature of psychological contract research which strengthens the estimation of this study to explore the equity dimensions , in addition to the psychological contract, onto worker results (Rosen et al., 2009).

OJ and OCB

Different scopes of organizational justice have positive and substantial relationship with OCB (Zeng & Ye, 2016). Similarly, Niehoff and Moorman (1993) additionally enlightened that the measurements of distributive and procedural justice positively affect the OCB. When employees have justice in their workplace, their citizenship behaviors become positive and they work for the betterment of organizations (Hassan, Azim, & Abbas, 2016). Graded equity conduct may rose with impact of the psychological contracts in foundations. Along these lines, to see how employees feel as a resident of the foundation they work, it is important to allude and look at term of authoritative equity. Furthermore, having specialists very employed with OCB possibly will boost supervisors' efficiency by authorizing them to give an added protuberant degree of time to long ranging positioning substances. Hence, chiefs' benefit from optimistic OCB and in addition representatives. OCB is one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level.



Hypotheses Development

H1: There is positive and substantial association amid PCF and OCB in pharmacy firms in Thailand.  
 H2: OJ positively and significantly mediates the relationship of PCF and OCB in pharmacy firms in Thailand.

Methodology

The determination of the investigation is to sightsee the effect of PCF on **employee's reaction** in view of the mediating role of organizational justice in health sector. Our research is deductive. Self-administered survey form was utilized to gather the information from the Doctor of Pharmacy firms in Thailand. The comprehensive approaches and measures are offered below for lecturing the subsequent investigation question:

- Does OJ mediate the PCF and **employee's reaction**?
- How **employee's reaction** influence by PCF and OJ?

Questionnaire Design

Questionnaire is comprising two segments. First segment is connected to the private outline of the participants counting their "gender, age group, and educational level, nature of employment and length of employment". The second segment contracts with the under-study constructs of magnitude of behavior of people (PCF, OJ, **employee's engagement** and OCB).

Sampling

Data were gathered from the government and private pharmacy firms in Thailand. Our study is quantities in nature so for data collections we decided to collect the data by the employees of pharmacy firms in Thailand. The current study

adopted the simple random sampling technique. The current sample size is 150.

Measures

Survey technique was applied to check the association amongst the study paradigms. Questionnaire utilized to gather facts. Entirely the questionnaires utilized in the investigation has picked from prior investigations.

Psychological contract fulfillment:

Six items from Rousseau (1995) and Morrison and Robinson (1997) Scale of PCF.

Organization justice

Organization justice was measured using Niehoof and moorman (1993) scale of 14 items.

Organizational citizenship behavior:

13 items picked from the investigations of Williams and Anderson (1991), Organ and Konovsky (1989) and Netemeyer et al. (1997), for the scale of OCB.

Demographics

An entire 500 surveys were dispersed to respondents out of which 450 surveys were correctly answered. Male and female respondents were filled 180 and 270 whose percentage is 40% and 60% correspondingly. Frequently participants were amid the age cluster of 26-45 whose proportion is 56%. Subsequent to this 35% and 9% were from age cluster of up to 25 and age cluster of 46-55 correspondingly. Additionally, participants were 37.7%, 21.1% and 43.3% fitted to "Bachelors, Masters and others category of educational level" correspondingly.

Table 2: Analysis & Findings

Construct	Mean	SD	$\alpha$	1	2	3
1 Psychological Contract Fulfillment	3.4763	3.4763	.826	--		
2 Organizational Justice	3.2428	3.2428	.880	.550**	--	
3 Organizational Citizenship behavior	3.6063	3.6063	.892	.331**	.373**	--

43.3%, 44.4% and 12.2%% respondents were responsibility their occupations as enduring workforces, votive workforces and others correspondingly. 16.6% participants possess 2-5 years of service and 37.3%, 40% and 6% participants possess "5-10 years, up to 1 year and more than 10 years length of service at visited".

The directly above stated table is representative the expressive figures, reliability and association amongst all the paradigms. The uppermost association occurred amid OJ and PCF which

is cherished at 0.550. It is shimmering that PCF and OJ are absolutely linked with each other with a mediating standard deviation. All the remaining paradigms named as OCB, is also connected with other paradigms. The mean **worth's** are presentation the tendency of replies that maximum of them are lied to kindness. Consequences specify that alpha numeric for all constructs are under satisfactory assortment to demonstrate statistics reliability.

Table 3: Fit Indices

Fit Indices	CFA	SEM
Chi-square/df	3.02	2.99
GFI	0.96	0.94
AGFI	0.80	0.82
CFI	0.93	0.95
RMSEA	0.06	0.07

Table 3 is giving the consequences of prototypical suitability from both CFA and SEM scopes. GFI is assumed at the first residence which signifies the alteration covariance atmosphere and as it worth is superior than 0.90, consequently it is announcing a decent fitting of the archetypal. AGFI is accustomed GFI whose worth is superior than 0.8 that is fairly respectable to demonstrate that archetypal is virtuous fit. CFI is viewing more truthful values that are showing that

archetypal is adjacent to total fit owing to better than 0.9 worth. The numeric of RMSEA is smaller than 0.10 thus that is likewise representative the moral suitability of archetypal. The numeric of PGFI, PNFI and NFI are similarly lies in upright variety, therefore they are too causative that the proposed archetypal is fairly appropriate in statistical relations.

Table 4: Psychometric Analysis

	CR	AVE	PCF	OJ	OCB
PCF	0.853	0.664	0.440		
OJ	0.842	0.554	0.232	0.306	
OCB	0.814	0.611	0.241	0.311	0.373

The above remark table is representative the convergent and discriminant validity of the archetypal by way of the numeric of AVE and compound dependability are superior than 0.5 and 0.8 correspondingly that's why this archetypal has convergent rationality. As discriminant rationality is worried, it be contingent upon the numeric of square root of AVE that have to be superior to the association values. As in bench, the standards of connection are fewer than the standards of square

root of AVE consequently discriminant validity is likewise existing in the archetypal.

SEM Regression Analysis

The "regression estimates, standard error, critical ratio and the p-values" for chief influence for every independent paradigm are exposed in Table 5.

Table 5: SEM Regression Weights

			Estimate	S.E.	C.R.	P
OJ	<---	PCF	.451	.088	.057	.01
OCB	<---	OJ	.345	.081	.056	.000

Table 6: SEM Mediation Analysis:

Relations	Direct Effects	Indirect Effects	Total Effects
Organizational Citizenship Behavior <-- Organizational Justice <-- Psychological Contract Fulfillment	.41*	.33*	.49*

Findings revealed that OJ meaningfully and partly mediated the association amid psychological wealth and OCB.

DISCUSSION AND CONCLUSION

The determination of this investigation is to sightsee the effect of PCF on employee's reaction by considering the mediating part of organizational justice in the pharmacy firms in Thailand. Overall, consequences stretch robust provision for all suppositions. Results exposed that PCF has substantial and optimistic relationship with administrative citizenship behaviour and these findings are supporting to H1. These findings are supported by previous studies (Coyle-Shapiro, 2002; Hui et al., 2004; Robinson, 1996; Turnley et al., 2003). These findings indicate that if psychological contract fairly fulfill than employee's reaction would be positive i.e. OCB towards their organizations. Findings also proposed that OJ significantly and partly arbitrates the affiliation amid psychological contract fulfillment and OCB and support to H2. These results validate that when potential accomplish, the workforces in workroom sensation expressive addon with the administrations which upsurge employee engagement. OCB is

one the substantial paradigm which possibly will lead the institution in gaining strategic competitive edge within the industry. It became more strategic association and have strong implications for HR function of the company if it provides justice to the workers and treat them equally, this will ultimately upsurge the performance of the workers along with the company and therefore OCB within the employees have reached to the higher level. These fallouts replicate the findings of preceding revisions that show that PCF can definitely disturb the employee's reaction. Further, fulfillment of the PCF can lead to increased levels of intention to stay, employee's engagement, OCB and decrease psychological distress. The findings support the standing of psychological contract fulfillment, OJ and ER on several significant work-related outcomes for the pharmacy firms in Thailand. Findings showed that for effective commitment of employees and for desired outcomes the fulfillment of promises from both sides must be important. And organizational justice mediates the relationship of PCF and ER.

### Limitations and Future Directions

The objective of current investigation is to explore the impact of PCF on workers' reaction by forming the mediation of organizational justice in pharmacy firms in Thailand. There are few limits that should be painstaking while understanding the fallouts. Firstly, the sample size was small due to which results may not be significant. Due to financial and time constraints research is done only in two cities of Thailand. Upcoming investigation might also deliberate the other major areas of Thailand to conclude the findings that would be more significant. Current research has taken only three scopes of organizational justice i.e. "distributive, procedural, and interactional justice" and two procedures of employee's reaction i.e. organizational citizenship behavior and employee's engagement. Further studies can include more scopes of OJ and employee's reaction. This investigation only focusses on the association of PCF and employee's reaction by considering the mediating role of organizational justice, but future researches can focus on the scopes of the OJ to determine the significant results. Finally, our research is conducted in health sector i.e. based on quantitative method of gathering data. This investigation may be added precise in forthcoming by using qualitative method and other than health sector.

### Practical Implications

How to endorse OCB of the workforces in an organization is a burning issue now a day especially in health sector. The present study has substantial insinuations for administrations and administrative events determining worker reaction i.e. OCB towards their supervisor. Overall, current research proposes that the association amid workers and supervisor may be give-and-take. If workforces feel that their PCF fairly, they are probable to respond by growing their reaction (OCB) in positive manner. The findings are applicable for the daily management of temporary workers. When provisional labours realize that their supervisor has satisfied his responsibilities toward them then they show citizenship behaviour toward the organization. Executive of the administrations possibly can optimistically monitor the reactions of workers through endorsing the strategic implications for the workers through HR function of the company. However, OCB is one the robust and strong reaction of employees that ultimately upsurge the company's performance within the industry. Therefore, policy makers should consider it to gain fruitful findings of their HR functions.

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