

EFFECT OF PSYCHOLOGICAL CONTRACT FULFILLMENT AND ORGANIZATIONAL JUSTICE ON EMPLOYEE REACTIONS UNDER MODERATION BY ORGANIZATIONAL TRUST: A STUDY ON THE LADY HEALTH WORKERS IN PAKISTAN

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ABSTRACT: Different factors contribute to shape employee reactions (ERs). Organization justice (OJ) and psychological contract fulfillment (PCF) have mammoth importance for ERs. Lady health workers (LHW) in Pakistan remained in protests and strikes complaining about these variables. Therefore, this study investigated the effects of OJ and PCF on ERs under the moderation of organizational trust (OT) among 340 LHWs selected through simple random sampling from district Gujranwala, Punjab, Pakistan. Our findings revealed that OJ and PCF had positive and significant relationships with ERs. Further, OT antagonistically moderated their relationships. Such findings were novel and different from exiting literature, but still congruent with only few. The significance, rationale, limitations and future directions were delineated for policy makers managing LHWs.

Keywords: Organizational Justice, Psychological Contract Fulfillment, Organizational Trust, Employee Reactions, Lady Health Workers, Pakistan

INTRODUCTION:

The healthcare sector is facing shortage of human resource in all over the globe. World health assembly calls it “*crises in health*”. Similarly, healthcare sector of Pakistan is confronting the same type of issue. To overcome it, the government of Pakistan launched lady health workers program (LHWP) in 1994. Under this program, the LHWs were hired to provide health care services to inhabitants of rural and less developed urban areas. These LHWs worked with probity and hard working. As a result, the rural women started to pursue healthcare amenities without hesitation. These LHWs are helping the Government of Pakistan in accomplishing health related targets. These LHWs have diverse issues regarding pay and promotion, not reimbursement of expenses, absence of benefits, life insecurity and perceived exploitation [1,2]. These issues caused negative reactions in the form of protests and these snags need to be fixed. Moreover, different scholars had contributed to investigate ERs in different contexts. Similarly, researchers from Pakistan had also explored ERs but limited research attention had been given to probe the ERs of the LHWs. As in prior research, different professionals and researchers from healthcare field had elaborated the LHWs’ problems [1] but prior research had not examined the factors which effect ERs of the LHWs.

ERs encompass different components, i.e. organizational commitment (OC), organizational citizenship behaviors (OCB), work motivation (WM) and employee engagement (EE) [3]. In addition, previous studies had identified numerous antecedents such as leadership, PCB, human resource management practices, OJ and PCF [4,5]. These antecedents were well researched in literature, therefore, our study had taken into account two predictors: OJ and PCF as recommended by Jose-Chambel [5] and Ghosh et al. [6]. Moreover, PCF and OJ are contemplated as imperious foci in management research [7]. Similarly, ERs are reckoned momentous for the success of multifarious projects of the organization. PCF and OJ play constructive role in shaping

better ERs. Erstwhile studies had explored the interplay among PCF, OJ and ERs in different contexts, but ERs of the LHWs had not been researched as outcomes of PCF and OJ.

Trust in institutions has also got importance to augment organizational success. It has also got a fundamental place to provide just environment and to fulfill employees’ implied expectations at the workplace. Moreover, Agarwal [8] and Katou [9] had investigated OT as mediator in different contexts. Further, Aryee *et al.* [10] had also probed mediation of OT among these variables in Pakistan. In addition, earlier studies had not explored the moderating role OT, especially among the employees of the healthcare sector of Pakistan. Therefore, present study addressed this gap on the basis of recommendations of Kraft [11] and Ghosh et al. [6]. So, the contemporary study explored the effects of OJ and PCF on ERs under moderation by OT among the LHWs in Pakistan.

Problem Statement and Significance

Closser [1], Wazir *et al.* [2] and Khan [12] reported that the LHWs were facing issues at their workplace and recording adverse ERs for inappropriate PCF, OJ and OT. It was imperative to explore the role of PCF and OJ on ERs among the LHWs of Pakistan. The contemporary study’s findings would assist GOP to shape better ERs of the LHWs. It would also provide a learning paradigm to the LHWs. Moreover, it would also recommend future research on the subject.

LITERATURE REVIEW AND MODEL DEVELOPMENT:

ERs are considered essential factors which assist to enhance organizational success and effectiveness. ERs embody diverse behaviors and attitudes of employees such as commitment, motivation, engagement and citizenship behaviors [9]. The details of each ER were presented below;

OC is a potential component of ERs. OC is contemplated as a significant concept that manifests ERs. OC is defined as a state under which employees feel a sense of loyalty to the institution, an identification with institution and desire to remain with the organization [13]. Furthermore, Meyer and Allen [14] suggested a three-component model of OC as

affective commitment, normative commitment and continuous commitment. Earlier studies had inspected the associations between OC and its outcomes and antecedents [15,16]. Scant research had investigated the commitment level of the LHWs.

The second potential component of ERs is OCB. OCB had developed one of the most studied ERs in the fields of industrial psychology and organizational behavior [17]. Bateman and Organ [18] invented the term 'organization citizenship behavior'. OCB symbolizes employees' voluntary and unconditional behaviors without expecting rewards and incentives from organization [19]. In addition, Hoffman et al. [20] proposed two main dimensions of OCB: OCB towards individuals (OCB-I) and OCB towards organization (OCB-O). OCB-I included two sub dimensions of OCB i.e. courtesy and altruism while OCB-O encompassed three sub dimensions of OCB such as a civic virtue, sportsmanship and conscientiousness. This study identified that LHWs' OCBs were unexpected and reinforce to be investigated.

The third component of ERs is EE. EE refers to a situation or state under which employees feel expectant sentiments towards work, ponder their work duties to be performable and expect a better future of their work [21,22]. It also signifies employees' emotional commitment to the organization [23] [24]. Furthermore, Saks [25] recognized two dimensions of EE: organizational engagement and work engagement. The research on EE had been increased in recent years [6] and instead of this increase in EE research, various scholars had documented that EE is not a new concept but they called it as "old wine in new barrel" [26]. Innumerable research studies had been examined EE's antecedents and outcomes, but literature is silent on whether the LHWs of Pakistan engage in their jobs and institutions or not? If yes, then why do they demonstrate protests and strikes?

A last component of ERs is WM. Motivation is a process which energizes, sustains, arouses and directs performance and behaviors [27]. Motivation is a state or situation that stimulates individuals to behave in certain ways. Motivation is defined as "work motivation is a set of energetic forces that originate both with as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration" [28]. In addition, there are two types of motivation encompassed: intrinsic motivation and extrinsic motivation. A lot of research explored motivation construct, but research had not been conducted to check the motivation level of the LHWs in Pakistan.

A potential antecedent of ERs is OJ. The fairness in organizations is contemplated as an imperative tool in all matters such as promotional decisions, assignment of tasks, allocation of rewards, and distribution of resources [29,30]. Different research had used the terms "fairness", "equity" and "justice" interchangeably in management literature [31]. The institutions have to develop a socially intractable environment because the employees are "social beings" [29]. French [32] was coined the term "organizational justice". Organizational psychologists used the concept of OJ to refer fair, ethical and justice manner under which organizations treat employees [33]. Prior research proposed three dimensions of OJ: distributive justice, procedural justice and interactional justice [34]. Ghosh et al. [6] and Elamin and

Tlais [35] had used these three-dimensions model of OJ in their studies.

Research on OJ had focused on employees' fairness perceptions [36]. The prior literature had demonstrated that employees who perceive the organizational environment to be fair and equitable are more likely to exhibit constructive ERs [37]. Moreover, He et al. [38], Gupta and Singh [39] and Malik and Naeem [40] had investigated the association between OJ and ERs. In the context of the LHWs of Pakistan, the interplay of OJ and ERs had not been investigated. Therefore, the study explored the ERs of the LHWs as consequences of OJ in the present study. On the basis of the mentioned discussion, this study hypothesized H₁ as under;

H₁: OJ has a positive relationship with ERs of the LHWs

The next considerable antecedent of ERs of the LHWs in Pakistan was identified as PC. PC is an imperative backdrop to understand the employee-employer relationship [41]. PC defined as individuals' beliefs about terms of reciprocation agreement between the employee and the organization which is developed by the organization. PC also includes expectations of employees regarding implicit obligations of the organization such as skill development, competitive compensation, career development and health care benefits [42]. In the literature, these obligations had been delineated as two dimensions of PC: relational or transactional in nature. Transactional PC refers to material benefits and economic interests while relational PC refers to socio-emotional interests [5]. Furthermore, literature portrayed two sides of PC: psychological contact breach (PCB) and PCF. PCF refers to the fulfillment of promises by organizations [43] while PCB signifies failure to meet employees' expectations [44].

Prior research showed that studies had been conducted to check the interplay between PCB and ERs and scant research attention had been given to explore the PCF-ERs relationship. Therefore, the interplay between PCF and ERs had been investigated in the contemporary study on the basis of recommendations by Jose-Chambel [5]. In addition, Goodman and Friedman [45] identified that PCF had a mammoth contribution to build trustworthy relationship between employer and employee. The employees who believe that organization is fulfilling implicit promises, they tend to demonstrate better ERs [46]. Studies had investigated the interplay between PCF and various components of ERs [47,48]. Previous research reported positive relationship between PCF and OCB [49,50,51,52]. Furthermore, this study had explored ERs as outcomes of PCF among the LHWs. On the basis of the mentioned discussion, this study hypothesized H₂ as under;

H₂: PCF has a positive relationship with ERs of the LHWs

In the modern age, justice in organizations has got colossal importance. The employees respond positively to different fair treatments of organization and vice versa. OJ greatly influences ERs at work place. To probe the interplay between OJ and ERs, the social exchange theory's (SET) clue had been pondered in the contemporary study. SET elucidated that the relationship between two parties is constructed on the basis of mutual reciprocation. Numerous social exchange factors had been used to explain the interplay between OJ and ERs. For instance, several social exchange mediators such as

perceived organizational support [53] and OT [10] had elucidated association of OJ with ERs.

Similarly, prior research had investigated few social exchange moderators on the relationship between these variables, i.e. group cohesion [54]. In addition, erstwhile studies had also explored the mediating role of different social exchange variables between OJ and ERs. Furthermore, the present study had investigated the moderating effect of OT as suggested by Ghosh et al. [6] and Jiang [55]. However, in the context of the LHWs, the literature is almost silent to probe the moderating role of OT. On the basis of literature reviewed and predecessors' recommendations, the study had addressed this gap. On the basis of this discussion, the study hypothesized H₃ as under;

H₃: OT moderates the relationship between OJ and ER of the LHWs

PCs are pondered as implied expectations of employees with the organization. PC has two sides: PCB and PCF. Prior studies investigated the interplay between PCB and ERs. Furthermore, the association between PCF and ERs was not explored in context of Pakistan. Moreover, the role of trust is considered fundamental in shaping positive ERs [56]. it has got enormous importance in enhancing positive ERs which in turn augment organizational success [57]. In addition, employees' higher degree of trust uplifts their confidence on organization in regard of fulfillment of explicit obligations.

Prior research showed OT as antecedent and outcome in PC research. The moderating role of OT between PCF and ERs had not been explored in the literature. Further, OT has power to behave as moderator between these constructs [58]. Trust is an imperative construct in PC research and more research is needed to fathom OT's role as moderator in the interplay between PCF and ERs [59]. Earlier studies had explored the moderating role of OT with respect to many PC related construct. However, the literature was silent to probe the moderating effect of OT on PCF-ERs relationship among the LHWs in Pakistan. Further, Kraft [11] examined the moderating role of OT and recommended to probe OT moderating in future studies. Therefore, in line of predecessors' suggestions and the literature reviewed, the contemporary study addressed this gap. On the basis of these arguments, the study hypothesized H₄ as under;

H₄: OT moderates the relationship between PCF and ERs of the LHWs

Model of the Study

The research on ERs had increased [3]. Further, Jose-Chambel [5] and Ghosh *et al.* [6] explored OJ and PCF as antecedents of ERs in different contexts i.e. Western and Indian. The ERs of the LHWs were not investigated as consequences of OJ and PCF in Pakistan. Furthermore, trust is also an important factor that affects the interplay among PCF, OJ and ERs. Moreover, Katou [9] and Agarwal [8] explored the mediating effect of OT among under study variables. However, the moderating role of OT had not been investigated among these especially in context of the LHWs in Pakistan. Thereby, on the basis of recommendations of Jiang [55], Ghosh et al. [6], Katou [3], Jose-Chambel et al. [5] and Kraft [11], the study constructed conceptual model as framed out in Figure 1.

METHODOLOGY:

This study was conducted during September 2014 to November 2015. From an estimated population of 2000, adopting simple random sampling 550 lady health workers were selected as respondents. A pretested, valid and realistic self-administrated questionnaire designed on 5 point Likert scale was adopted for PCF [60], OJ [61], OT [62], OC [63], OCB [64], EE [25] and WM [27]. The questionnaire was translated into Urdu with the help of language experts. A total of 550 questionnaires were floated among the LHWs and out of which 365 were received back (66.3% response rate). In the process of data screening, 25 questionnaires were excluded due to missing values and outliers. Remaining 340 questionnaires were utilized in data analysis. Data were analyzed by using descriptive statistics, Pearson correlation and multiple regression analysis in SPSS 21.0. A process technique designed by Hayes [70] was also performed to check the moderating role of OT. Instrument's reliability was checked by applying Cronbach alpha which demonstrated value of .92.

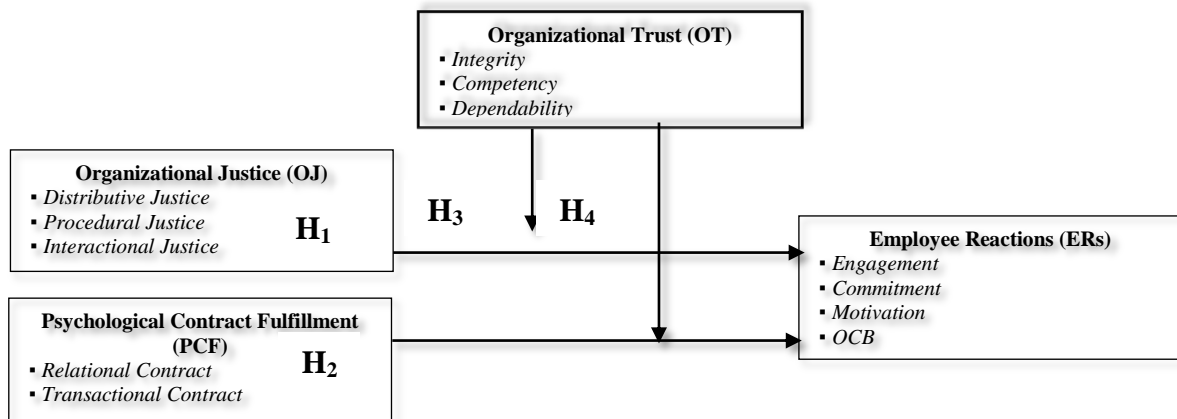


Figure 1: Conceptual Model

FINDINGS:

Descriptive Statistics

Table 1: Mean and Standard Deviation

Variables	Mean	SD
OJ	4.15	0.36
PCF	3.90	0.59
OT	4.10	0.42
ERs	3.98	0.43

Note: SD= standard deviation; OJ= organizational justice; PCF= psychological contract fulfillment; ERs= employee reactions

Table 1 depicted the means and standard deviations of the understudy variables, i.e. OJ, PCF, OT and ERs. The mean value for OJ was 4.15 with .36 standard deviations which showed that most of the respondents confirmed that the government was just in dealings. Similarly, the mean value for PCF was 3.90 with .59 standard deviations. It also demonstrated that the LHWs perceived that government was fulfilled their implied promises. Further, OT's mean value was 4.10 with .42 standard deviations which portrayed that the LHWs had trust on the government. Lastly, mean value of ERs was 3.98 and the standard deviation showed .43 value that depicted positive reactions of the LHWs. These findings were somewhat different from publicized facts as reported by media. The second reason of these results was that the direct approach was not given by authorities to collect data from the LHWs due to gender discrimination and social norms. Therefore, it could be possible that the questionnaires were filled by those LHWs who were not the part of protests and strikes.

Pearson Correlation

Table 2: Correlation

Variables	1	2	3	4
1 OJ	1			
2 PCF	.257**	1		
3 OT	.386**	.387**	1	
4 ERs	.429**	.419**	.491**	1

**P<0.01; two tailed

Table 2 demonstrated correlation between the understudy variables. The results portrayed that OJ was positive and significantly correlated with ERs at 43% , which concluded that changes in OJ caused positive change in ERs. Similarly, PCF was also positive and significantly correlated with ERs at 42% and it confirmed that positive change in PCF caused a greater change in ERs. These results provided initial support to the hypotheses formulated in contemporary study.

Regression Analysis

Table 3: OJ and ERs

Variable	B	SE	B	t	Sig.
Constant	1.932	.236		8.175	.000
OJ	.495	.057	.429	8.739	.000

$R^2 = 0.18$
 $F = 76.370$
 $P = .000$

Table 3 showed the interplay of ERs as the dependent variable with OJ as a predictor. The results indicated that OJ was positively and significantly related with ERs. Moreover, R=.18 indicated 18% total variation in endogenous variable can be elucidated by the predictor variable. **Table 3** also

showed F=76.370 and p<.01 which portrayed the model is significant statistically that means predictor caused change in endogenous variable. These findings supported the H₁ of the study which was formulated as 'OJ has positive relationship with ERs'.

Table 4: PCF and ERs

Variable	B	SE	β	t	Sig.
Constant	2.832	.138		20.518	.000
PCF	.297	.035	.419	8.480	.000

$R^2 = 0.175$

$F = 71.912$

$P = .000$

Table 4 demonstrated the association of ERs as the dependent variable with PCF as independent variable. The results indicated that PCF was positively and significantly related with ERs. Furthermore, R=.175 showed that 17.5% variation in ERs can be explained by PCF. **Table 4** also portrayed that F=71.912 and p<.01 that demonstrated the model is significant statistically which means predictor caused changes in dependent variable. These results supported the H₂ of the study which was articulated as 'PCF has positive relationship with ERs'.

Moderation of OT between OJ-ERs Relationship

Table 5: Model Summary

R	R ²	F	df1	df2	p
.5785	.3347	60.7375	3	336	.000

Table 5 described the value of R, R², F and degree of freedom (df) at relevant significance level.

Table 6: Model

	B	SE	T	p
Constant	4.018	.023	178.761	.000
OT	.316	.061	5.186	.000
OJ	.2935	.0631	4.6497	.000
OJ*OT	-.4893	.1505	-3.2519	.001

P<0.05

Table 6 depicted the findings of the moderating role of OT on the relationship between OJ and ERs. Beta-value ($\beta = -0.489$), t-value ($t = -3.252$) and p-value ($p < 0.05$) showed that OT had a significant moderating effect. These results supported the H₃ of the study, which was formulated as 'OT moderates the relationship between OJ and ERs'. In line of these findings, it was uncovered that low level of trust of the LHWs on government changed OJ-ERs relationship's direction into negative side which meant that ERs changed into the negative side in the absence of trust even when the government was providing just environment to the LHWs.

Moderation of OT between PCF-ERs Relationship

Table 7: Model Summary

R	R ²	F	df1	df2	p
.569	.325	43.671	3	336	.000

Table 7 portrayed the values of R, R², F and degree of freedom at related significance level.

Table 8: Model

	B	SE	T	p
Constant	4.009	.021	192.538	.000
OT	.329	.058	5.636	.000
PCF	.144	.047	3.073	.000
PCF*OT	-.210	.075	-2.819	.005

P<0.05

Table 8 portrayed the results of the moderating effect of OT on the relationship between PCF and ERs. Beta-value ($\beta = -0.210$), t-value ($t = -2.819$) and p-value ($p < 0.05$) depicted that OT had a significant moderating effect. These findings supported the H_4 of the study that was framed as 'OT moderates the relationship between PCF and ERs'. These findings showed that the low degree of trust changed the direction of the relationship between PCF and ERs. It means that low level of trust converted the relationship into negative side. In other words, the LHWs showed negative reactions even when government fulfilled their implied promises in case of LHWs' low trust on government.

CONCLUSION AND DISCUSSION:

The findings of the present study concluded that OJ and PCF played significant and positive role in shaping better ERs among the LHWs. On the other hand, the moderating role of OT among the associations of OJ, PCF and ERs showed that in presence of LHWs' low level of trust on institutions caused negative reactions even when the institute is providing a fair environment and fulfilling their implied promises.

These findings were congruent with previous studies [6,5,11,55,35,46]. Furthermore, when employees perceive that organization is just and fair in its dealings with them, they tend to demonstrate better ERs. For example, Gupta and Kumar [65], Elamin and Tlaiss [35], Ali [66] and Biswas *et al.* [67] documented that the justice atmosphere within the organization stimulated employees to shape positive reactions which in turn augment organizational success and effectiveness. Similarly, employees feel happiness and show better reactions when institutions provide harmonious interpersonal environment, show care for employees, fulfill their implied promises. In addition, Kraft [11], Moore [68], Modaresi and Nourian [49] and Bal *et al.* [69] summed up that fulfillment of PCs had a positive impact on reactions of employees. If PCs fulfill by the organization, the employees perceive that organization values them and thus they help in achieving organizational goals by showing healthier reactions. Similarly, our study had also confirmed these findings in context of the LHWs in Pakistan. The results depicted that the LHWs were reacted positively when they perceive that government provided just environment and fulfilled their implied promises.

The moderation of OT on the relationships of OJ-ERs and PCF-ERs. The findings showed that in presence of OT these relationships were converted into opposite side. The findings were slightly different from theoretical perspectives but congruent with prior studies [46,55,11]. For instance, Jiang [55] investigated the relationship of OJ and ERs in the presence of OT as moderator among the teachers of universities in different countries i.e. China, Korea and Australia. The results of his study revealed that OT antagonistically moderate this relationship which meant that OT change the directions of OJ's effect on ERs. Similarly, Kraft [11] explored the relationship between PCF and ERs under moderation by OT. The findings of his study indicated that OT antagonistically moderates the association of PCF with ERs. Furthermore, the contemporary study had also found antagonistic moderation of OT which was congruent with studies of Jiang [55] and Kraft [11].

The present study has some limitations. First, this was cross sectional research and collected data in one point due to cultural barriers and social norms (gender distance). Second limitation was related to respondents. The data were collected only from the LHWs of district Gujranwala of the province of Punjab, Pakistan. Thus, the results may not be generalized to employees of other service sector and other employees of the health sector. Furthermore, it is recommended to conduct longitudinal study in the future. Moreover, this study investigated three dimensions of OJ as predictors of ERs. It is suggested to include two other dimensions of OJ such as temporal and spatial justice in future studies. This study investigated the one side of PC like PCF. PCB, the other side of PC, need to be examined as predictor of ERs. The present study examined the four components of ERs: OC, WE, OCB and EE. Future studies should include other components, i.e. job satisfaction, job performance and turnover intentions.

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