

**Research on the Influencing Mechanism of Psychological Contract
Fulfillment on the Task Performance of Flexible Employment Personnel
under Sharing Economy Background**

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Abstract: Using the theory of social exchange, this paper investigates the influencing mechanism of psychological contract fulfillment (PCF) on task performance (TP) on a sharing economy platform. A total of 196 employees from an online car-hailing service platform are taken as the research objects. The research results show that psychological contract fulfillment has a significant positive impact on task performance; that job satisfaction (JS) plays a partial intermediary role between psychological contract fulfillment and task performance; and that the strengthening of employee psychological contract fulfillment under sharing economy context can improve the job satisfaction of employees and therefore enhance their task performance.

Keywords: Contract Fulfillment, Task Performance, Job satisfaction, Sharing Economy.

1. INTRODUCTION

With the rapid development of Internet technology, sharing economy has been gaining increasingly more popularity all over the world in recent years. Many new types of sharing economy platforms have emerged, such as Didi, Uber and Airbnb, etc. According to Report of Sharing Economy Development in China 2018, in China, the number of people participating in the sharing economy has exceeded 700 million in 2017. For example, only the platform of Didi provides 17.5 million flexible jobs. Effectively retaining and motivating the huge workforce in a sharing platform is the key to the successful operation of related enterprises [1]. At present, the sharing economy platform represented by Didi is mainly operating in the mode of single-bill reward and high subsidy. This operating mode greatly encourages work enthusiasm, whereas it also increases the financial burden of enterprise operation, thus this mode is difficult to be sustained. At the same time, due to the diminishing marginal effect of material incentives, long-term high subsidy policies will also lead to insufficient self-motivation of employees and

thus declining their task performance; lowering subsidies will reduce employee loyalty. Therefore, for the flexible employees in the platform like Didi, in addition to the material incentives, their psychological expectations for the contract with their platform, i.e. the satisfaction of psychological contract, cannot be ignored.

At present, the studies on human resource management in sharing economy are mainly focused on the transformation of organizational structure and the new characteristics of human resource management mode, which are from the perspective of organization. However, there is little empirical research on discussing the psychological contract fulfillment of employees and its impact, from the perspective of employees' psychological contract. Previous studies rarely investigated the impact of psychological contract fulfillment on task performance. Psychological contract fulfillment refers to the process of imperceptibly fulfilling the psychological contract by employees and organizations, and the perception of psychological contract fulfillment. Delobbe et al. (2016) argued that psychological contract fulfillment is the process of carrying out the socialization on employees after they enter the organization. Psychological contract fulfillment is a gradual and long-term process [2]. According to the theory of social exchange, employees make their own behaviors based on a certain principle of interest exchange. When employees think that they are well fulfilling the psychological contract with their organization, they tend to show high levels of task performance in return [3]. In the context of sharing economy, task performance has a large proportion in work performance and is easy to measure. Therefore, in this study, task performance is selected as the outcome variable. Although some studies argue that there is no employment relationship between flexible employment personnel and platform under sharing economy context and some scholars believe that the two sides are in a semi-contractual relationship, these employees are still the human resources of the platform and they create values for the platform [4]. The platform can only achieve the maximum efficiency of production and service by effectively organizing, motivating and managing the service providers. Therefore, using the theory of social exchange, this paper explores the influencing mechanism of psychological contract fulfillment on the task performance of employees on sharing economy platform.

2. THEORETICAL RESEARCH AND ASSUMPTIONS

2.1 Psychological contract fulfillment and task performance

In an organization, psychological contract affects the employees' work behavior and work attitude. If employees have positive psychological contract, they will improve the task performance; otherwise, they will have a negative attitude towards work or leaving the organization, which will affect the normal operation of the organization. Psychological contract emphasizes the social exchange relationship based on reciprocity. By strengthening the reciprocity norm, the return can be obtained when the explicit or vague promise is fulfilled. According to the theory of social exchange, employees and organizations are in a mutually beneficial relationship. Employees choose their behaviors according to the rewards given by an organization. Employees contribute to an organization, and the organization provides

incentives for employees. Both parties try to maintain the balance of incentives and contributions. When psychological contract is at high level, employees feel that they have the responsibility to return by showing high levels of task performance. Conversely, when an organization fails to deliver the desired return, psychological contract of employees will be badly performed, and employees will reduce or eliminate the task performance that benefits the organization to restore a balance. The theory of fairness believes that employees will try to balance the contribution to an organization and the rewards they receive from the organization. When an organization's promise is not fulfilled, employees will reduce the contribution to the organization.

Many scholars have studied the relationship between psychological contract and task performance. It is generally believed that psychological contract has a positive effect on the task performance of employees. Sonnenberg et al. (2014) argued that higher psychological contract fulfillment can improve the performance of talents [5]. Rousseau (2010) found that the three factors of organizational transaction, organizational relationship and organizational team of psychological contract have a positive impact on work performance [6]. Jacqueline et al. (2002) investigated the relationship between psychological contract and off-character performance of 480 employees. They showed that the positive psychological contract perceived by employees has a positive impact on the performance of employees [7]. Dzever (2012) conducted a study from other perspectives and found that a good psychological contract has a positive impact on employee enthusiasm, and employees use psychological contract to judge the quality of employment relationship [8]. Psychological contract has a significant impact on the performance of employees, and it also greatly influences the management performance of an organization through the role of employee performance and employee relations. Through the above analysis, this study assumes that psychological contract fulfillment has a positive impact on task performance.

H1: Psychological contract fulfillment is positively correlated with task performance.

2.2 Psychological contract fulfillment and job satisfaction

Psychological contract is an implicit contract between an enterprise and its employees. The core of psychological contract is job satisfaction. When an employee joins an enterprise, he actually signs two contracts with the enterprise, one on paper—employment contract, and the other one in his heart—psychological contract. Psychological contract fulfillment and job satisfaction are the result of comparing between employee expectation and his actual perception. Rousseau (1989) pointed out that when the actual return of employees is not in line with an enterprise's commitment, employees will easily feel unfair, break the balance of psychological contract, and then generate dissatisfaction for work, especially when they encounter unfairness in certain important aspects of work, such as salary growth and promotion opportunities, etc. [9]. Previous studies show that psychological contract plays an important role in the formation of job satisfaction. Turnley and Feldman (2000) believed that the recognition level of employees for the psychological contractual relationship between employees and their enterprise has a strong influence on job satisfaction [10]. Gong et al. (2006)

believed that job satisfaction depends on employees' understanding of an organization's rewards, and that how employees know each other depends on the satisfaction and violation of the psychological contract between employees and the organization [11]. Fletcher et al. (1996) studied the psychological contract of 461 MBA students through structural equation modeling. They showed that psychological contract has a correlation with job satisfaction [12]. Robinson and Rousseau (2010) found that if the psychological contract of employees is not fulfilled, the employees' job satisfaction will be reduced, which in turn leads to a decline in task performance and a dismission phenomenon [13]. Hao and Li (2013) believed that psychological contract affects employee enthusiasm through psychological factors (the core is employee satisfaction), which in turn affects enterprise performance [14]. Yuan et al. (2014) conducted a survey on 246 employees and found that both the damage and violation of psychological contract have a negative impact on job satisfaction [15].

The above studies show that the fulfillment or violation of psychological contract by an organization will affect the work attitude and job satisfaction of employees. Although psychological contract exists only in the minds of employees, its invisible statute enables enterprises and employees to maintain a good and stable balance under dynamic conditions, so that employees regard themselves as a part of the enterprise and fully integrate their individual development into the development of the enterprise. In order to achieve the most effective allocation of human resources, enterprises should fully participate in the management and implementation of psychological contracts, and satisfy the expectations of employees through the effective management of psychological contract. To a certain extent, the degree of fulfillment of psychological contract by an organization determines whether employees are fully motivated to work, whether they are loyal, responsible, and able to get satisfaction from work. If the psychological and emotional needs of employees are met and psychological contract is fulfilled, then the employees' loyalty and satisfaction for the organization will be improved. Through the above analysis, this paper assumes that psychological contract has a significant positive impact on job satisfaction.

H2: Psychological contract fulfillment is positively correlated with job satisfaction.

2.3 Intermediary role of job satisfaction

Job satisfaction mainly refers to a subjective attitude of employees about to which extent they are satisfied with their work. In 1924, Hawthorne conducted a very famous Hawthorne experiment. The experimental results showed that the output of frontline workers was greatly affected by their work attitude. If the workers were happy in the work, they could greatly increase the output. It was concluded in this experiment that there is a positive correlation between work attitude and work performance. Most of the relevant studies show that improving the job satisfaction of employees helps to reduce the negative emotions of employees and increase their contributions to enterprises. However, there is rare study that investigates the impact of psychological contract fulfillment on task performance by taking job satisfaction as an intermediary variable. Some studies show that job satisfaction has a positive impact on employee performance. Hogan and Shelton (1998) argued that job satisfaction

significantly affects employee performance [16]. Rusbult (1988) and Withey (1989) pointed out that job satisfaction is positively correlated with employee engagement [17, 18]. Li et al. (2007) and Tang et al. (2013) also revealed that job satisfaction has a positive impact on employee engagement [19, 20]. Wilfams & Anderson (2016) and Scotter (2000) also showed a significant positive correlation between job satisfaction and task performance (role performance) as well as organizational citizenship behavior (relationship performance) [21, 22]. Han et al. (2008) conducted a research on 1066 employees in more than 30 companies, and found the significantly positive correlation with four dimensions of job satisfaction (task performance, relationship performance, learning performance and innovation performance) and work performance [23]. Some researchers hold the view that the relationship between job satisfaction and employee performance is not stable. Job satisfaction may be positively, negatively correlated or irrelevant with work performance in different situations. This view has also been empirically studied. For example, Lachardano and Muchinsky (1985) found that the overall correlation between job satisfaction and work performance is quite insignificant [24]. This current study believes that in the context of sharing economy, the rights and obligations between enterprises and flexible employment personnel are clearly defined, the employment system is flexible, and the exchange relationship between employees and enterprises is at a relatively rational level. When employees' expectations for work are met, employees will make more contributions to enterprises for the sake of a fair feeling. Combined with the above analysis, it can be deduced that psychological contract has a predictive effect on job satisfaction. If employees feel that psychological contract perceived is relatively well fulfilled, they will have great job satisfaction, actively finish their own work, show great loyalty and exhibit high efficiency. On the contrary, if the psychological contract is not well fulfilled, employees will lose their job satisfaction, lack enthusiasm in work, and leave their jobs, which ultimately affect the task performance of enterprises. Therefore, this study believes that improving employees' psychological contract fulfillment is beneficial to reduce employee dissatisfaction, improve job satisfaction, and increase employee enthusiasm and performance. That is, psychological contract fulfillment affects employee's task performance through job satisfaction. The previous section of this paper has assumed that psychological contract fulfillment has a positive impact on both task performance and job satisfaction. Based on the results of previous research, this study proposes the following hypothesis:

H3: Job satisfaction is positively correlated with task performance.

H4: Job satisfaction plays an intermediary role between psychological contract fulfillment and task performance.

3. RESEARCH METHODS

3.1 Survey process and sample characteristics

This paper studies the influencing mechanism of psychological contract fulfillment on task performance. This topic involves the flexible employment personnel who work in sharing economy organizations. Therefore, the employees on online car-hailing service platforms were

selected as the research objects. The research was carried out between June 2018 and July 2018. Several representative online car-hailing service platforms were selected, including Didi, Meituan and Caocao. The research method followed the process of starting car-hailing request, distributing questions and recycling them. Considering the particularity of the research objects in this paper, we have certain requirements for the selected enterprises and research objects. The formal questionnaire survey was targeted at the flexible employment personnel of several large online car-hailing service platforms. All the questionnaires were numbered to record the recycling rate. A total of 210 questionnaires were issued in this study, and 198 were recycled. The recycling rate of the questionnaire was 94.2%. According to the pre-test processing method, the questionnaires with “the same option for a great number of questions” and “missing or misfilling options for more than 4 items” were regarded as invalid questionnaires. After the invalid questionnaires were removed, the number of valid questionnaires was 196. The actual recycling rate of the questionnaire was 93.3%. The sample characteristics were as follows: gender, males accounted for 97.4%, and females for 2.6%; age, under 25 for 19.4%, 25 to 34 for 45.4%, 35 to 44 for 17.3%, 45 to 54 for 15.3%, 55 to 64 for 2.5%; education level, junior high school or high school education for 93.3%, junior college or bachelor's degree for 6.7%; working years, less than 1 for 23%, 1 to 2 for 48.9%, 2 to 3 for 19.4%, 3 to 4 for 7.1%, 4 to 5 for 1.5%; daily working hours, 8 or more for 69.9%, 6 to 8 for 15.3%, 4 to 6 for 10.2%, 2 to 4 for 1.5%, and 2 or less for 3%.

3.2 Measurement tools

The structural design of the questionnaire was mainly based on the hypothesis proposed in the previous sections. The measurement items are mainly divided into three parts. The first part is the measurement of the psychological contract fulfillment of employees. The second part is the measurement of job satisfaction. The third part is the measurement of task performance. The task performance was measured by the subjective perception of the work status and effect of employees. In addition, the questionnaire also surveyed the basic information of the employees, including gender, age, education level, working years, and daily working hours. In order to verify the hypothesis of this study, the research model set three variables, with psychological contract fulfillment as the antecedent variable, task performance as the outcome variable, and job satisfaction as the intermediary variable. The scales in this study are all based on a mature scale. The measurement of psychological contract scale, job satisfaction scale and task performance scale is the focus of this study.

Psychological contract fulfillment. Using the two-item scale proposed by Rousseau (2000), psychological contract fulfillment did not consider the specific contract content, so it is more appropriate to use the total scale. The Cronbach's alpha coefficient of 0.841 indicates the good reliability of the scale.

Job satisfaction. Using the scale developed by Tu (2011), three items are included. The Cronbach's alpha coefficient of 0.769 indicates the good reliability of the scale.

Task performance. This study chooses subjective measurement method to measure the task performance of flexible employment personnel on sharing economy platforms, that is, to

determine the task performance by the subjective evaluation of working efficiency and outcomes from the surveyed objects. The task performance scale developed by Farh (1991) is adopted, which consists of three items. The Cronbach's alpha coefficient of 0.744 indicates the good reliability of the scale.

4. CONDITION TESTS OF EMPIRICAL RESEARCH

4.1 Confirmatory factor

Confirmatory factor analysis (CFA) is a statistical method for analyzing the data of social survey. Confirmatory factor analysis explores whether the factor structure model of the scale fits the actual collected data, and whether the adopted variables can be valid as a program for measuring latent variable. AMOS21.0 software is used in this paper to test the validity of the sample, that is, confirmatory factor analysis. This study uses the maximum likelihood method to verify the fitting degree of the model by the following indicators:

1. Chi-squared (χ^2) test.
2. Root mean square error of approximation (RMSEA).
3. Goodness of fit index (GFI).
4. Normed fit index (NFI), incremental fit index (IFI), comparative fit index (CFI), and Tucker–Lewis index (TLI).

Table 1. Results of model fitting

Index	χ^2 / df	RMSEA	GFI	AGFI	TLI	CFI	IFI
Standard criteria	<3.00	<0.08	>0.9	>0.9	>0.9	>0.9	>0.9
proposed model	1.694	0.060	0.965	0.926	0.968	0.981	0.981

As can be seen from Table 1, the values of X2/DF, RMSEA, GFI, AGFI, TLI, IFI and CFI are 1.694, 0.060, 0.965, 0.926, 0.968, 0.981, and 0.981, respectively. The results of model fitting all reach the standard, indicating that the model fitting of confirmatory factor analysis is satisfying.

Table 2. Confirmatory factor analysis

Construct	Item	Factor loading	CR	AVE
Job satisfaction	WS3	0.712	0.843	0.644
	WS2	0.800		
	WS1	0.886		
Psychological contract fulfillment	PC2	0.826	0.825	0.702
	PC1	0.849		
	PT3	0.765		
Task performance	PT2	0.728	0.750	0.501
	PT1	0.624		

It can be seen from Table 2 that for job satisfaction, psychological contract fulfillment and task performance, the factor loadings are all above 0.5, the CR values are all above 0.7, and the AVE values are all above 0.5. According to the suggestions by Hair (2010) in validity evaluation, the absolute value of the estimated factor loading should be at least 0.5, the best index value should be above 0.7, the average variance extraction (AVE) index should be above 0.5 and the construct validity index should be above 0.7. Therefore, the questionnaire has achieved a good convergence validity.

4.2 Discriminant validity

Discriminant validity indicates that there is a low correlation or a significant difference between the potential traits represented by one construct and the potential traits represented by other constructs; the discriminant validity between the constructs means that individual measurement items should only reflect one potential construct, and there should be no cross-factor indicators in a measurement model. A high cross-factor index in a measurement model means that the discriminant validity of the measurement model is not very good. In this paper, whether there is discriminant validity is judged by whether the squared value of AVE is higher than the correlation coefficient between the constructs of two factors.

Table 3. Correlations and discriminant validity

	Job satisfaction	Psychological contract fulfillment	Task performance
Job satisfaction	0.802		
Psychological contract fulfillment	0.470	0.838	
Task performance	0.612	0.435	0.708

NOTE: Diagonal values are the square root of AVEs of constructs.

It can be seen from Table 3 that the correlation coefficient between job satisfaction and psychological contract fulfillment is 0.470, and that between job satisfaction and task performance is 0.612; the correlation coefficient between psychological contract fulfillment and task performance is 0.435. The square root of AVEs for job satisfaction, psychological contract fulfillment, and task performance is greater than the corresponding correlation coefficient, indicating the good discriminant validity of the questionnaire.

4.3 Hypothesis test

Linear regression uses the regression analysis method in mathematical statistics to examine whether two or more variables are correlated, correlation directions and intensities, and usually, mathematical model is established to observe specific variables and to predict the variables desired by researchers. Prediction by regression analysis determines the quantitative relationship between two or more variables using regression analysis. By establishing a regression model, it is possible to analyze the specific forms of correlation between variables and determine the causal relationship.

In this section, the psychological contract fulfillment is taken as the independent variable and the task performance as the dependent variable to investigate the impact of psychological contract fulfillment on task performance. Besides, the intermediary role of job satisfaction in the above influence relationship is also examined. The results are as follows:

Table 4. Results of regression test

Variables	Task performance			Job satisfaction	
	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	0.016	0.033	0.064	-0.098	-0.08
Age	0.03	-0.002	-0.002	0.034	-0.001
Education level	0.006	-0.025	-0.03	0.046	0.011
Working years	-0.035	-0.025	-0.043	0.035	0.046
Daily working hours	0.128	0.095	0.043	0.168*	0.132
Psychological contract fulfillment		0.342**	0.195**		0.372**
Job satisfaction			0.395**		
R square	0.02	0.133	0.262	0.037	0.171
Changing R square		0.113	0.129		0.134
F value	0.769	4.841**	9.556**	1.446	6.502**

NOTE: * means less than 0.05, ** means less than 0.01

The regression test results on task performance impact show that the independent variable of psychological contract fulfillment has a significant impact on task performance (regression impact coefficient is $\beta = 0.342$, $p < 0.001$, reaching the level of significance); therefore the hypothesis H1: psychological contract fulfillment is positively correlated with task performance is valid.

The independent variable of psychological contract fulfillment has a significant impact on the intermediary variable of job satisfaction (regression impact coefficient is $\beta=0.372$, $p<0.001$, reaching the level of significance); therefore, the hypothesis H2: psychological contract fulfillment is positively correlated with job satisfaction is valid. In addition, job satisfaction also has a significant impact on the dependent variable of task performance (regression impact coefficient is $\beta = 0.395$, $p < 0.001$, reaching the level of significance); indicating that the hypothesis H3: job satisfaction is positively correlated with task performance is valid.

After adding the intermediary variable, the impact of psychological contract fulfillment on task performance is still significant, and the regression coefficient becomes smaller (regression impact coefficient is $\beta=0.195$, $p<0.001$, reaching the level of significance); therefore, the intermediary role is a partial intermediary role, that is, job satisfaction has a significant partial intermediary effect on psychological contract fulfillment. Therefore, the hypothesis H4: job satisfaction plays an intermediary role between psychological contract fulfillment and task performance is valid. The intermediary effect is $0.372 \times 0.395 = 0.147$; the total effect is $0.147 + 0.342 = 0.489$; the intermediary role takes a proportion of $0.147 / 0.489 = 30.1\%$.

5. CONCLUSIONS

This study verifies the positive relationship between psychological contract fulfillment and task performance, and therefore the positive role of psychological contract is supported. Based on the theory of social exchange, when psychological contract fulfillment is at high level, employees will provide high-level task performance to balance the exchange relationship. At the same time, job satisfaction plays a significant and stable intermediary role in the relationship between psychological contract fulfillment and task performance. Psychological contract fulfillment can be used as an antecedent variable of job satisfaction, and its impact on task performance can only be partially intermediated by job satisfaction, indicating that job satisfaction cannot completely replace or eliminate the impact of psychological contract fulfillment on task performance. This theoretically establishes the independence of the two concepts of psychological contract fulfillment and job satisfaction, and clarifies the relationship and mechanism between the two concepts, which is of great significance for the future study.

The following enlightenments are proposed for enterprise management. Firstly, it is necessary to rationally guide and manage the employees' psychological contract. The slack of employees has become one of the bottlenecks that constrain the development of enterprises. The current human resource management tends to focus only on material incentives. In contrast, the psychological contract that greatly affects employees' intentions and work engagement has not received sufficient attention. Psychological contract is highly subjective and dynamic, and fully understanding the content of employees' psychological contract is the prerequisite for conducting effective management. It is therefore necessary to guide the content of employees' psychological contract, correct unreasonable expectations, and highlight the incentives within the scope of enterprise capabilities. At the same time, regardless of how commitments were made by enterprises, much attention should be paid to the actual fulfillment conditions of the commitments to improve the fulfillment degree. In addition, enterprises should coordinate the relationship between psychological contract and job satisfaction, and promote employee performance by enhancing satisfaction. Only in this way can enterprise truly achieve the goal of improving the task performance and job satisfaction of their employees.

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