

Influence of psychological contract on the voice behavior, job empowerment and empowering leadership of women police officials in South Chennai

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Abstract

Our research examines the relation between voice behavior and psychological contract fulfilment and violations. The study supports encouraging the growth of good voice behavior since it will help the company expand and progress in accordance with industry norms, particularly in the next hi-tech era. In this digital age, it is challenging for firms to compete and survive, if the workers are failed to show positive voice behavior. Thus, this work examines the influence of psychological contract directly on the empowering leadership of women police officials in south Chennai. For the model's evaluation and validation, a cross-sectional survey analysis was undertaken. Using a self reported questionnaire, data were gathered. Results reveal a robust and favorable association between psychological contract fulfilment and voice-promotional activity.

Keywords: Voice Behavior, Job Empowerment, Leadership, Women Police Officials

Introduction

A psychological contract is not a standardized, formal employee contract. A psychological contract is an unspoken agreement between an employee and an employer. It involves adhoc actions, shared convictions, discernment between the employer and employee, and shared convictions. The term "psychological contract" was first used to describe how a group of employees and management would exchange information about salaries and job security in exchange for greater productivity and fewer complaints. An employee might, for instance, agree that the employer has promised to provide long-term professional stability, career advancement, interesting work, and competitive pay in exchange for representative commitment, adaptability, and meeting the proper requirements of the gig as well as going above and beyond the typical requirements of the job. When a worker advances in their career, it depends on how well they can adapt to changing circumstances and perform at the required level. There may not be an agreement between the employer and employee regarding the obligations each has to the other, and the terms of the psychological contract may be tacit and unwritten.

The psychological contract differs from common agreements in that it focuses on an individual's perception of shared obligations rather than socially accepted beliefs about what is appropriate behaviour in a particular culture. A group's affirmation of the agreement or a legal guarantee that a suggestion was made and acknowledged are both sufficient grounds for a legally valid agreement. The psychological contract is emotional; it dwells wholly subjectively with regard to the seeming commitments that exist between the parties, in contrast to the objective norm anticipated of legal agreements. Although the employee and the employer may not agree on their shared obligations with objectivity, there is a mental picture of understanding.

In terms of psychological effects, contract termination is linked to decreased employee loyalty to the employer, decreased trust in the company, decreased sense of obligation to the association, increased expectation to leave the association, increased responsibility to worker organisations, and increased scepticism toward the succeeding boss. Observational research has established a link between psychological contract rupture and behaviour: impressions of break are associated with less in-job and extra-job performance, less satisfaction with employee obligations, and increased counter-association demonstrations. The exact evidence is unmistakably evident: When employees perceive that their management has breached a promise to them, terrible outcomes occur, regardless of the type of employee or social situation. However, depending on the individual and the circumstance, the strength and character of these results may vary. Thus, this work examines the influence of psychological contract directly on the empowering leadership of women police officials.

Hence, the main objectives of this work includes

- To investigate how psychological contracts affect an employee's vocal behaviour.
- To examine the psychological contract's impact on work empowerment
- To assess how leadership activities affect the psychological contract;

Related Works

From the viewpoint of an employee, Morrison (2011) views vocal conduct as a cause for fear for personal safety because it may cause someone in a higher post or position to bring up unfavourable consequences. As a result, workers keep quiet out of concern that they would be treated unfairly by people in positions of authority; this behaviour is referred to as "defensive silence" and "quiescent silence" under such circumstances. Voice can so strain relationships and cast a bad light on others. Employee voice behaviour, such as recognising and fixing organisational inefficiencies, spotting possible possibilities, etc., emerged as the most influential and regular activity with the feature of bringing about organisational improvements, as noted and stressed by Whiting et al. (2012). According to Liu et al. (2010), tumultuous market conditions and competition necessitate creative ideas and enhanced procedures for firms; as a result, voice behaviour plays

a crucial function in the organisations. The significance of a leader's role (transformational leadership) has been emphasised by the writers since it inspires and empowers workers to speak up for the benefit of their organisations.

According to Hui et al. (2004), transactional contract has a lesser link with extra-role actions among Chinese employees than relational contract does. The second line of research examines whether or not businesses uphold or break their promises to workers [5-8].

As the reaction of people who enjoy their work and do it well, showing traits of fulfilment and pride based on a range of criteria, job satisfaction can be characterised (Moro et al. 2020).

Since job happiness is the precursor of raising one's voice for the benefit of the worker, it is more likely that when the psychological contract is fulfilled, the employee will be satisfied and do so [9-12]. As a result, this work formulated the following hypothesis.

H1: Psychological contract has a beneficial impact on job satisfaction.

H2: The association between voicebehaviour and psychological contract is mediated by job satisfaction

H3: There is a significant difference among thejob satisfaction and thedesignation of the respondents.

H4: There is a significant difference among thejob satisfaction level and department of respondents.

H5: Workplace links thePsychological contract and voice.

Figure 1 represents theConceptual frame works of the proposed analysis.

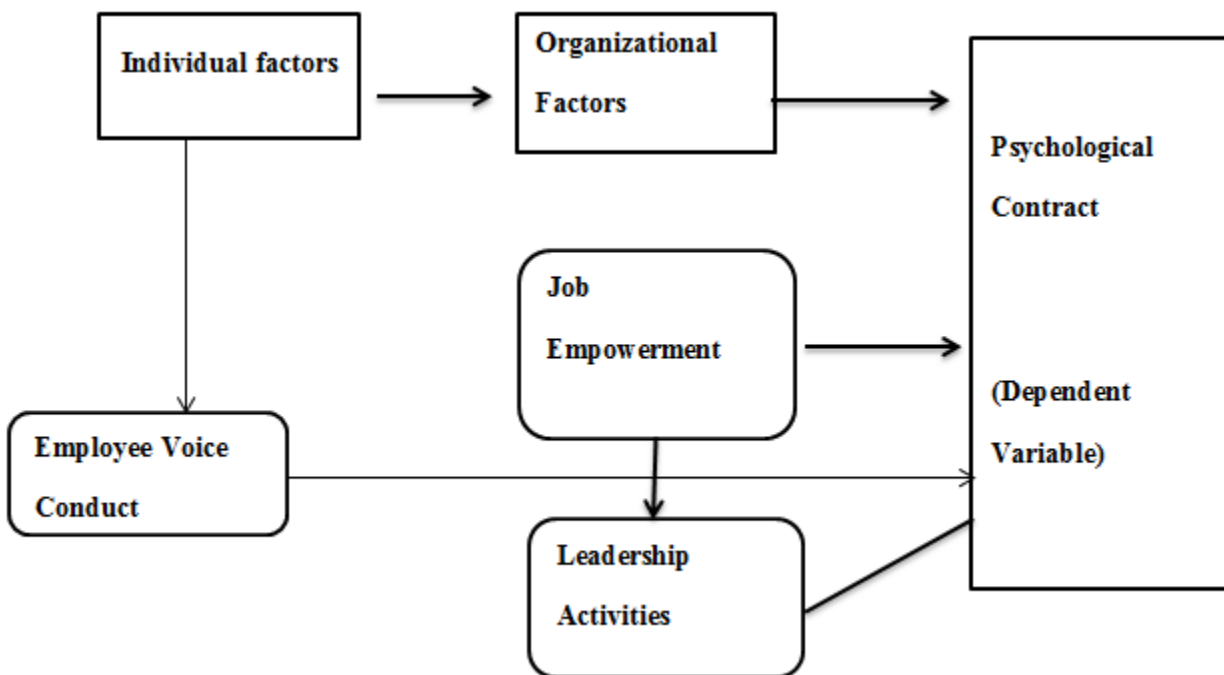


Figure 1. Conceptual frame works

According to the conceptual framework above, the psychological contract's influence depends on employee voice behaviour, which is an organisational factor, job empowerment and leadership behaviour. The psychological contract's candour provides workers with reliable realities about their circumstances. This encourages the employees to build their leadership skills by fostering a culture of trust, openness, and resilience. Leadership behaviour must be motivated by a psychological contract. The fact that correspondence between an employer and employee is frequently closed rather than openly raises both parties' dread and mistrust, which worsens their perception of the psychological contract [14,15].

Methodology

This research is based on a cross sectional survey that was given to employees to complete and was designed to assess the association between psychological contract fulfilment and violations and employee voice behaviour. This research has concentrated on the women police officials in South Chennai. Through our acquaintances, 60 employees were selected as samples and 48 of those responses were accepted as complete in all respects and used for data analysis.

It is possible to assess the fulfilment and violations of the psychological contract using a single scale. To measure job satisfaction, we utilized a 5 scale questionnaire.

Data evaluation

SPSS was used to analyse the data that had been gathered. Out of 48 employees, 34 have at least three years of experience demonstrating psychological commitment fulfilment or violations. The influence on these employees can be determined using voice behaviour measurement. Table 1 displays data from the respondents.

Table 1

Details of the respondents

Demographics		No. of respondents
Age	18-28	10
	29-40	22
	41-55	18
Years of Service	>5 years	9

	6-10 years	11
	11-15 years	8
	16-20 years	10
	More than 20 years	10
Qualification	SSLC	9
	HSC	15
	Diploma	10
	Graduate	6
	Post Graduate	8
Designation	Constable	13
	Police Naik	10
	Assistant Sub Inspector	11
	Sub Inspector	9
	Inspector	5
Department	CID	9
	EOW	15
	Intelligence	10
	Technical Services	6
	Traffic Planning and Road Safety Cell	8

Table 2

Descriptive Analysis

Construct	Mean	Std.deviation	Skewness	Kurtosis
Voice behavior	3.57	0.66	-0.193	0.509
Job satisfaction	3.59	0.65	-0.386	0.605
Psychological contract	3.33	0.69	-0.138	-0.241

Voice behaviour has the largest skewness as well as the highest kurtosis according to Table 2. Additionally, job satisfaction has the lowest skewness. As all the analyzed concepts fall within 3.5, it is anticipated that the data exhibits normal tendency.

Table 3

Reliability Analysis

Constructs	No.of items	Reliability	Average variance (AV)
Psychological contract	13	0.851	0.640
Voice behavior	5	0.884	0.610
Job satisfaction	6	0.783	0.613

According to the reliability values, all variables' construct dependability is more than 0.7, which is the acceptable threshold for internal consistency. Similarly, the obtained variance values greater than 0.5 depicts the validity of the data.

DESCRIPTIVE STATISTICS

ANOVA test was performed to see if there is any significant difference between designation and job satisfaction of the respondents.

Table 4

ANOVA evaluation between job satisfaction and designation of the respondents

Designation	N	Mean	SD	F value	P Value
Constable	13	3.79	1.45	0.3630	0.8405
Police Naik	10	3.62	1.36		
Assistant SQ	11	3.45	1.21		
SQ	9	3.61	1.32		
Inspector	5	3.00	1.01		

From the table 4, it is found that the calculated 'F' value is lesser than the tabulated value (level of significance-0.05). Hence a hypothesis, there is a significant difference among job satisfaction and designation of the respondents is accepted.

Table 5

ANOVA evaluation between job satisfaction and Working Department of the respondents

Working Department	N	Mean	S.D	F value	P Value
CRD	19	4.32	1.675	3.1257	0.0221
EOW	15	4.01	1.512		
Intelligence	10	3.7	1.01		
Technical Services	6	2.45	0.86		
Traffic Planning Road & Safety Cell	8	2.81	1.07		

From the table 5, it is found that the calculated 'F' value is lesser than the tabulated value (level of significance-0.05). Hence hypotheses, there is a significant difference among job satisfaction and Working Department of the respondents is rejected.

Table 6

Work place and job satisfaction

Satisfaction	Very Satisfied		Satisfied		O.K		Not Satisfied		Total
	O _i	E _i	O _i	O _i	E _i	E _i	O _i	E _i	
Psychological contract	09	12.92	3	3.36	08	10.64	4	6.08	24
Voice Behaviour	08	4.08	06	4.64	06	3.36	4	1.92	24
Total	17		9		14		8		48

From the table 6, it is found that the Calculated 't' value is less than the tabulated value and hence, the hypothesis workplace links the Psychological contract and voice behavior is accepted.

Findings

An key quality that can successfully affect employee voice is psychological contract. Employees are less likely to raise their voices when they are aware that their employer has broken his commitments.

The ideal psychological agreement is one in which the project can fully comprehend each employee's internal assumptions and then meet with each employee in the association for the development of the project on the grounds that the organisation has comprehended their assumptions.

Psychological contract is an important characteristic that can influence employee voice effectively and fulfil employee future pledges by manager, increasing their capacity to suggest original ideas.

Employees who experience high levels of psychological contract are more likely to feel that they have opportunities to advance their viewpoints, which will likely have an impact on their attitude and relationships.

Psychological contracts have an effect on job strengthening, which has been shown to encourage and try employees to exchange helpful views and moreover allows employees to think about their behaviour in the workplace.

The psychological contract promotes job empowerment, which motivates workers to take initiative at work. Job empowerment enhances one's sense of competence and helps them speak more confidently.

Employees are assisted by psychological contracts in leadership behaviour, which increases employee support for sharing their opinions. Leaders who can have an impact on their relationships with employees and make them accessible can share their important experiences thanks to psychological contracts.

Workers' leadership behaviour is impacted by psychological contracts, and they significantly contribute to the successful outcomes of the organisation.

Suggestions

Leaders need to focus on keeping their followers. They should gradually focus on maintaining effective workers.

Organizational leaders must concentrate on critiquing the results of employees' tenacious effort in achieving the organization's goals. Employees should be made aware of the importance of their work in achieving organisational goals, as well as the fact that the most typical path to achieving these goals also involves the proficient employees themselves receiving self-acknowledgement.

Workers must mature without ever making an assumption about a task. Whereas their people sought for routine and security, they could seek out variety and change.

For male employees, it is important to emphasise pay, whereas for female employees, it is important to stress and showcase government support and federal retirement benefits. Female employees should receive greater guidance on attitude and understanding of others' expectations throughout training.

Employees need to be knowledgeable about important modern advancements and cutting-edge

technologies that will help them grow personally and professionally for the benefit of the company.

The assurance of the workers' physical well-being must be given special importance by the employer, who must also provide for their welfare and government aid. Employees are the task group's most valuable resource, therefore the business owner should address their concerns, build positive relationships with them, and encourage them to give their all at work.

Therefore, leaders must retain the best people and improve relationships with their team members, clients, and other stakeholders.

The alternative exists for senior task workers, center-level employees, and grass-roots employees to explain the obligation and commitment to the former while also reducing the autonomous work authority and content under the psychological contract liability.

Conclusion

This study illustrates the impact of a psychological contract that is reasonably constructed on employee voice conduct, workplace empowerment, and leadership behaviour. The key finding from the evaluation of employee voice was its contribution to outlining internal organisational processes and enhancing the competency and feasibility of efficiency and execution. This is a fantastic concept for a company that believes in empowering its employees with direction so they may become independent, in line with the participative administration approach. The concept of worker voice assists the association in reducing the load linked to navigation by providing workers with direction. Employers should encourage workers to speak up for themselves. It is essential to carry out because this is how most employees express their opinions about their work. The employee's concern must be strongly addressed by the company in order to increase job satisfaction, employee morale, and worker productivity.

Many leaders still think in terms of power and authority that are similar to the early industrialization of work. The signals indicate that as people, employees, followers, residents, and clients get more empowered, this outdated reasoning will be forced to alter and be mirrored inside the Psychological Contract. The only unavoidable way for leaders to move the association forward is by directness in authority. With the effects of globalisation on working groups, it is clear that the test for CEOs has changed from one in which people reach out and serve organisations for a long time to one in which employees of a different generation choose where and how long they will work. In order to achieve business gain, associations and managers must recruit and retain the new generation of educated, talented, and skilled workers for a sufficient amount of time.

Psychological contracts are inherently unstable, just like the people who are associated with them. We alter as a result of changes in the work group, our corporate culture, and psychological contracts. Each of us will typically extend portions of the psychological contract that we believe we have negotiated to how we

believe others should behave toward us and toward one another at work. This can result in enormous problems. To help us explore our course during our working day, we use psychological contracts as a sort of mental road map. Unaware of its presence, this psychological guidance may unintentionally cause us to avoid or resist accepting necessary change.

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