The Relationship between Psychological Contract and Work Engagement of the Post-95s: Mediation of Psychological Capital and Moderation of Organizational Commitment

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Abstract: The post-95 employees generally enjoy more comfortable material living conditions, have more diverse value needs, and have a stronger sense of autonomy. The purpose of their work is not limited to satisfying or improving their own quality of life, but includes the realization of their professional value, meaning of life and achieving a healthy balance in life and work. This study explored the relationship between psychological contract, psychological capital, organizational commitment and work engagement of the post-95 generation. In this study, the research framework was established and research assumptions were made based upon the expectation theory and the comprehensive theory model. This study employed the method of literature review and questionnaire survey, in which the key informants were 590 post-95 workers. The results of the study found that psychological contract positively affected work engagement; psychological contract positively affected psychological capital; psychological capital positively affected work engagement; and psychological capital played a mediating role between psychological contract and work engagement. The results of the study suggest that the organizations should establish a psychological contract with employees, regularly understand employees' psychological states and expectations, and create an organizational environment that cultivates a positive psychological state atmosphere.

Keywords: Psychological Contract, Work Engagement, Psychological Capital, Organizational Commitment

1. Introduction

The labor organization born in 1995 is known as the "95s" in the workforce. As this generation gradually grows into the new backbone of today's businesses, they have been criticized for their lack of commitment and slack work attitude. They tend to shy away from heavy workloads, be selective about tasks, seek personal gain, and crave immediate recognition (Cai & Qian, 2017). All these reflect the lack of professionalism and low work enthusiasm among the "95s". This study focuses on the "95s", born between 1995 and 2004, compared to the "70s", "80s", and "90s" employees. The "95s" generally enjoy more comfortable material living conditions, have more diverse value demands, and possess stronger autonomy. They do not limit their work goals to merely satisfying or even enhancing their own quality of life, but rather, they consider how work contributes to their life's purpose and achieving a healthy balance (Ye, 2018). However, the lack of incentives that cater to the high-level needs of the "95s" and the overemphasis on basic monetary factors that satisfy their lower-level needs has led to a phenomenon where monetary incentives dominate the motivation factors (Qi & Yang, 2019).

The "95s" employees have access to abundant knowledge and information. They possess distinctive personal characteristics: they are enthusiastic about innovation, but they lack job satisfaction and loyalty (Nan et al., 2020). They hope to receive short-term rewards for their work in the organization but lack patience and interest in procedural work. Furthermore, in the context of globalization, the growth of the "95s" has occurred under the mutual infiltration and blending of Eastern and Western cultures, which leads them to lack interest in rule-based work and have strong creativity when solving problems (Nie, 2017). They show curiosity about new things and have a strong
willingness to learn. New knowledge and technologies occupy a significant part of their knowledge capital (Chen & Hu, 2017). Therefore, it is crucial to manage the "95s" employees based on their work values, which is an important issue in enterprise management at the present stage (Duan & Wang, 2019).

Representing the young generation of the new era, 95s have many different views from the older generation, but at the same time, they also retain some unique issues and challenges. Due to the distinct differences in their work behavior and attitudes, managers can easily lose their direction in managing them. However, 95s are an important force in the long-term development of enterprises. They have more open-mindedness, flexible thinking, and a stronger emphasis on individuality and self-fulfillment. These advantages can bring better innovation and higher productivity. Therefore, enterprises need to actively explore and tap into the potential and value of 95s.

In the workplace, 95s play a vital role in the success of a business. They possess extensive knowledge of internet technologies and unique aesthetic sensibilities, which can bring fresh ideas and business models to the enterprise. Additionally, they have stronger social connections and better financial conditions, enabling them to quickly adapt to new environments and changes, bringing greater competitive advantages to the business. Therefore, managers and researchers believe that improving psychological contracts is a key area of research. A psychological contract refers to the expectations and trust that employees have in the organization, as well as the commitments and obligations that the organization has to its employees. For 95s, they place greater emphasis on equality, openness, and respect, so companies need to develop more flexible and open talent management strategies to meet their work needs and plans.

On the other hand, individuals with a strong sense of significance, passion, and joy in their work usually have one thing in common, which is to view their work as a mission and see their contributions to the organization and society as a source of lasting, stable positive work attitudes (such as work engagement, job commitment, and occupational identity), ultimately achieving good results in work performance. As a result, the concept of psychological contracts quickly came into focus.

In defining organizational identification, we can see that it is a process in which employees seek to find commonalities between their personal characteristics and the characteristics of the organization. The more similarities employees find, the higher their level of organizational identification. The shift from "I" to "we" can enhance employees' sense of belonging and increase their level of psychological contract. When the psychological contract reaches a certain level, it may increase employee job involvement. On the other hand, if employees have low levels of organizational identification and are affected by external factors, they are more likely to engage in counterproductive work behavior and even leave the organization. After the psychological contract is broken, negative emotions such as betrayal and anger begin to affect employees’ perception of the organization, which can ultimately affect their organizational identification.

Based on the research objectives, this article primarily proposes several research questions. Firstly, research question 1: can the psychological contract of post-95 employees positively influence work engagement? Research question 2: can the psychological contract positively influence psychological capital? Research question 3: can psychological capital positively influence work engagement? Research question 4: can psychological capital mediate the relationship between psychological contract and work engagement? Research question 5: can organizational commitment regulate the relationship between psychological contract and work engagement?

2. Literature Review

2.1. Psychological Contract and Work Engagement

According to expectancy theory, an individual's expectation of different outcomes is closely related to their preferences for those outcomes, which will affect their work effort. If an individual expects their behavior to lead to a positive outcome, they are more likely to invest themselves in that work, thereby improving job performance. Conversely, if an individual expects their behavior to not result in any positive outcomes or outcomes that do not align with their preferences, they may be less willing to invest themselves in that work, or perform poorly. Therefore, managers need to understand employees' expectations and preferences for different outcomes to motivate them to invest more effort in their work, thereby improving performance and job satisfaction.
When employees feel their expectations are being met, they demonstrate increased work effort and motivation, as well as higher job satisfaction and organizational commitment. In addition, employees are more willing to accept organizational changes and adjustments because they believe the organization will provide them with fair compensation and support (Wang et al., 2010). Conversely, when employees feel their psychological contract has been violated, they may experience disappointment, anxiety, and distrust, leading to lower work effort, motivation, and even turnover. Therefore, companies need to pay attention to psychological contract management, establish mutual trust and interaction between employees and the organization, and provide fair compensation and support to enhance employee work effort and organizational stability.

The degree of psychological contract fulfillment plays an important role in employee work effort. When the psychological contract is fulfilled, employees feel the support and recognition of the company and are motivated to work hard to repay the organization. At the same time, psychological contract fulfillment also enhances employees' satisfaction with the organization, thereby reducing employee turnover. Conversely, when the psychological contract is violated, employees feel the organization's lack of trust and support, resulting in reduced work effort and even employee turnover. Therefore, companies should pay attention to psychological contract management, establish mutual trust and interaction between employees and the organization, and provide fair compensation and support to enhance employee work effort and organizational stability.

H1: Psychological contract positively influences work engagement.

2.2. Psychological Contract and Psychological Capital

The concepts of psychological contract and psychological capital are closely related. Psychological contract emphasizes the organization's integrity, trust, and reward commitments to employees, while psychological capital emphasizes employees' personal psychological resources and cognitive abilities in their work. Specifically, psychological capital includes resources such as interpersonal relationships, job experience, learning ability, and psychological traits, which help individuals cope with work stress, adapt to the work environment, and achieve job satisfaction. Luthans et al. (2008) believe that there is a positive relationship between psychological contract and psychological capital. When organizations fulfill their reward commitments to employees, employees feel respected and trusted by the organization, and are more willing to exert effort for the organization. This relationship of trust and respect can further enhance employees' psychological capital, making them more capable of coping with work stress and challenges, and improving their job performance and job satisfaction. Therefore, the hypothesis can be inferred as follows:

H2: Psychological contract positively influences psychological capital.

2.3. Psychological Capital and Work Engagement

According to motivation theory and the integrated theoretical model, psychological capital can enhance employees' sense of control over their work, work goal orientation, and self-motivation, thereby increasing their work engagement.

Specifically, psychological capital can promote employees' positive attitudes and behaviors towards work (Chen, 2018), leading to a greater willingness to invest effort and time in completing work tasks. Secondly, psychological capital can increase employees' sense of control over their work, allowing them to independently choose work methods and problem-solving strategies, thereby improving work efficiency and quality (Çelik, 2018). Thirdly, psychological capital can improve employees' work goal orientation, making them more focused on achieving work objectives and working harder as a result (Qin et al., 2021). Finally, psychological capital can enhance employees' self-motivation, enabling them to self-motivate and continuously challenge their work performance and growth.

At the same time, psychological capital may be influenced by factors such as the independent variable of psychological contract and the moderating variable of organizational commitment. When employees perceive support and reward commitments from the organization, they are more willing to invest effort in achieving organizational goals and are more likely to leverage their psychological capital. Therefore, there is a positive relationship between psychological capital and work engagement, and this relationship may be influenced by multiple factors.

H3: Psychological capital positively influences work engagement.
2.4. The mediating Role of Psychological Capital

Çelik (2018) argued that psychological capital has positive effects. Specifically, psychological capital can enhance employees' expectations and trust in the organization, making them more confident and optimistic, more likely to believe that the organization will fulfill its commitments, and more willing to cooperate with the organization. By investing in employees' psychological capital, organizations can improve work performance and innovation.

Qin et al. (2021) found that psychological capital can promote employees' work engagement. Specifically, psychological capital can stimulate employees to demonstrate higher levels of self-efficacy, optimism, and resilience at work, which further enhances employees' self-motivation and self-drive, promoting work engagement. Psychological capital can also promote employees' self-development and career growth, which further increases their work engagement. Psychological capital can make employees more focused on their career development goals and opportunities, thereby increasing their motivation to invest in their work and improve their job performance. Additionally, psychological capital can promote employees' emotional and social identification, increasing their sense of belonging and further enhancing their job performance.

Chen (2018) suggested that psychological capital can compensate for the shortcomings of the psychological contract, making employees more confident and willing to invest in their work, thereby improving work performance. Specifically, psychological capital can enhance employees' self-efficacy, optimism, and resilience, thereby increasing their expectations and trust in the organization. These psychological resources can help employees overcome setbacks and difficulties, enhancing their confidence and self-assurance, and increasing their loyalty and commitment to the organization. Additionally, psychological capital can help employees better adapt to and cope with organizational change and adjustment, reducing anxiety and resistance caused by the uncertainty of the psychological contract, and thus improving employees' work performance.

H4: Psychological capital mediates the relationship between psychological contract and work engagement.

2.5. The Moderating Effect of Organizational Commitment

Wei (2021) pointed out that organizational commitment can enhance the role of psychological contract, thereby promoting employees' compliance with the contract and more actively fulfilling their job responsibilities. This is because employees' loyalty and sense of belonging to the organization increase their identification and commitment to the psychological contract. When employees feel recognized and valued, they are more likely to identify with the values and culture of the organization, and therefore more willing to fulfill their job responsibilities and commitments. In addition, organizational commitment can also improve employees' job performance and creativity, thereby generating more innovation and improvement. Organizational commitment can also help employees establish long-term career development plans and goals, thereby motivating them to work harder with direction.

Wang et al. (2020) found that organizational commitment can increase employee job involvement. When employees feel that there is a long-term relationship between themselves and the organization, this is because organizational commitment can stimulate employees' enthusiasm for work and sense of belonging. The organization also has a certain influence on employees' involvement and loyalty. If the organization can provide opportunities for employee development, fair treatment, and supportive work environment, it can enhance employee organizational commitment and job involvement. Therefore, organizations should strive to create an organizational culture and work atmosphere that is conducive to employee commitment and involvement.

Hu et al. (2021) found that imbalanced psychological contracts are a common problem that can have a negative impact on the relationship between employees and organizations. If the organization does not take timely measures to address this issue, employees may feel frustrated, lose confidence, and eventually leave the organization. Therefore, organizations should pay attention to the management of psychological contracts and take effective measures to alleviate the impact of imbalanced psychological contracts.

Zhan (2021) believes that organizational commitment can help alleviate the impact of imbalanced psychological contracts. When the organization provides commitments regarding career development and reward plans, employees can feel
more secure and at ease. In addition, when employees encounter difficulties or imbalanced psychological contracts, the organization should also provide effective help and support so that employees can quickly regain confidence and motivation. In summary, organizational commitment can help alleviate the impact of imbalanced psychological contracts. At the same time, organizations should also pay attention to providing diversified career development opportunities and incentive plans to meet employees' expectations and needs, promote their continuous development and personal growth.

H5: Organizational commitment has a moderating effect on the relationship between psychological contract and job involvement.

2.6. Research Framework

The core of this research model is the level of employee job engagement, while organizational commitment as a moderating variable can enhance or weaken the impact of these factors on job engagement. Expectancy theory suggests that individuals' expected values for different outcomes are closely related to their preferences for those outcomes, and these expected values will affect employee job engagement. Motivation theory indicates that individuals' motivation and behavior depend on their internal and external driving forces, which can come from their psychological traits and cognitive resources, or from the organization's commitment and support. The integrated theoretical model combines expectancy theory and motivation theory, suggesting that employee behavior depends on their expected values for outcomes and the degree of motivation for behavior, which are influenced by individual psychological traits, cognitive resources, and organizational commitment.

Therefore, this article believes that organizational factors (organizational commitment) will interfere with job engagement. Based on this, the following research framework and hypotheses are proposed, as shown in Figure 1.

![Figure 1. Research Architecture Diagram.](image)

3. Materials and methods

3.1. Research Tool

3.3.1 Psychological Contract Scale

The Psychological Contract Scale developed by Sels et al. (2004) was used, consisting of five dimensions: duration of employment, specificity, scope, stability, and hierarchical level, with a total of 24 items. The CMIN/df was 2.494, SRMR was 0.020, GFI was 0.937, AGFI was 0.900, CFI was 0.954, PCFI was 0.707, RMSEA was 0.035, and Cronbach's $\alpha$ was 0.820, indicating good reliability and validity.

3.3.2 Organizational Commitment Scale

The Organizational Commitment Scale developed by Mowday, Steers, and Porter (1979) was used, which includes three aspects: affective commitment, continuance commitment, and normative commitment, with a total of 15 items scored on a 5-point Likert scale. The CMIN/df was 3.492, SRMR was 0.027, GFI was 0.918, AGFI was 0.826, CFI was 0.931, PCFI was 0.665, RMSEA was 0.077, and Cronbach's $\alpha$ was 0.917, indicating good reliability and validity.

3.3.3 Job Engagement Scale

The UWES-9 short version questionnaire developed by Schaufeli (2006) was used, consisting of nine items divided into three dimensions: vigor, dedication, and absorption, scored on a 5-point Likert scale. The CMIN/df was 2.620, SRMR was 0.018, GFI was 0.974, AGFI was 0.927, CFI was 0.985, PCFI was 0.628, RMSEA was 0.064, and Cronbach's $\alpha$ was 0.811, indicating good reliability and validity.

3.3.4 Psychological Capital Scale

The Psychological Capital Questionnaire (PCQ) was developed by Luthans and Youssef (2004) to measure four specific elements of psychological capital: self-efficacy, hope, resilience, and optimism. The PCQ consists of 24 items scored on a 5-point Likert scale. The CMIN/df was 3.539, SRMR was 0.020, GFI was 0.991, AGFI was 0.954, CFI was 0.996, PCFI was 0.732, RMSEA was 0.080, and Cronbach's $\alpha$ was 0.873, indicating good reliability and validity.

3.2. Research Object and Research Method

Survey Distribution Method: Paper-based surveys were distributed using convenience sampling method. The survey was distributed to 10 IT companies in Shanghai, with grassroots managers contacted by Shanghai Friends to forward the online survey to their
employees in exchange for compensation. The first question in the survey was set to collect the year of birth, and only surveys from respondents born between 1995 and 1999 (aged 23-27) were retained, while surveys from respondents born in other years were deleted. The respondent variables included gender, education level, work experience, and the frequency and percentage of being a supervisor. There were 296 male respondents and 294 female respondents, accounting for 50.2% and 49.8% of the sample size respectively, indicating no significant gender bias. The majority of respondents had a bachelor's degree (238 people, accounting for 40.3% of the sample size), followed by those with an associate degree (192 people, accounting for 32.5% of the sample size). The most common work experience was 1-3 years, with 390 people accounting for 66.1% of the sample size, followed by 4-6 years with 140 people, accounting for 23.7% of the sample size. There were 424 ordinary employees, accounting for 71.9% of the sample size, and 166 supervisors, accounting for 28.1% of the sample size.

4. Results

4.1. Correlation analysis

As shown in Table 1, each variable has a positive relationship.

Table 1. Correlation Analysis Matrix.

<table>
<thead>
<tr>
<th>Variables</th>
<th>PCO</th>
<th>PCA</th>
<th>OC</th>
<th>WE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCO</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCA</td>
<td>0.30**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OC</td>
<td>0.29**</td>
<td>0.36**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>WE</td>
<td>0.32**</td>
<td>0.34**</td>
<td>0.42**</td>
<td>1</td>
</tr>
</tbody>
</table>

Note: PCO= Psychological contract; PCA= Psychological capital; OC= Organizational commitment; WE= Work engagement

4.2. Hypothetical Test

To examine the relationship between psychological contract, psychological capital, and work engagement, a structural equation model was constructed. The model fit indices showed that CMIN/df=3.150, GFI=0.927, AGFI=0.887, CFI=0.931, PCIF=0.696, and RMSEA=0.065, indicating a good model fit for subsequent analysis.

As shown in Table 2, the path from psychological contract to work engagement exhibited a significant positive relationship \( (\beta = 0.162, p < 0.05) \), supporting H1. The path from psychological contract to psychological capital showed a significant positive relationship \( (\beta = 0.296, p < 0.05) \), supporting H2. The path from psychological capital to work engagement exhibited a significant positive relationship \( (\beta = 0.230, p < 0.05) \), supporting H3.

Table 2. Path analysis table.

<table>
<thead>
<tr>
<th>Path</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>WE &lt;-- PCO</td>
<td>.162</td>
<td>.051</td>
<td>2.809</td>
</tr>
<tr>
<td>WE &lt;-- PCA</td>
<td>.296</td>
<td>.061</td>
<td>5.519</td>
</tr>
<tr>
<td>WE &lt;-- WE</td>
<td>.230</td>
<td>.044</td>
<td>4.043</td>
</tr>
</tbody>
</table>

Note: ***p<0.001; PCO= Psychological contract; PCA= Psychological capital; OC= Organizational commitment; WE= Work engagement

We performed 5000 bootstrap samples with a 95% confidence interval to observe the indirect effects of the structural equation model and determine if the mediating effect exists. As shown in Table 3, the indirect effect of psychological contract on work engagement through psychological capital is 0.068, which is significant at the \( p < 0.05 \) level. Therefore, hypothesis H4 is supported.

Table 3. Intermediary analysis table.

<table>
<thead>
<tr>
<th>Path</th>
<th>Indirect Effect</th>
<th>95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>PCO&lt;--PCA&lt;--WE</td>
<td>.068</td>
<td>.005</td>
</tr>
</tbody>
</table>

Note: PCO= Psychological contract; PCA= Psychological capital; OC= Organizational commitment; WE= Work engagement

4.3. Moderator Effect Analysis

As shown in Table 4, regression model 1 indicates that the interaction term (psychological contract × organizational commitment) significantly affects the relationship with the dependent variable work engagement \( (\beta = 0.272, p < 0.001) \), indicating that organizational commitment has a moderating effect between psychological contract and work engagement. Hypothesis H5 is supported.

To further investigate the moderating effects of the three dimensions of organizational commitment, namely value commitment, effort commitment, and retention commitment, on the relationship between psychological contract and work engagement, we conducted tests on the moderating effects of the three dimensions of organizational commitment in regression model 2. The results show that the interaction term...
(psychological contract × value commitment) has a significant effect on the dependent variable work engagement ($\beta = 0.339$, $p < 0.001$), indicating that value commitment has a moderating effect between psychological contract and work engagement. The interaction term (psychological contract × effort commitment) has a significant effect on the dependent variable work engagement ($\beta = 0.195$, $p < 0.001$), indicating that effort commitment has a moderating effect between psychological contract and work engagement. The interaction term (psychological contract × retention commitment) has a significant effect on the dependent variable work engagement ($\beta = 0.281$, $p < 0.001$), indicating that retention commitment has a moderating effect between psychological contract and work engagement.

Table 4. Organizational Commitment Moderating Effect Regression Table.

<table>
<thead>
<tr>
<th></th>
<th>Dependent variable: Work engagement</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Model 1</td>
</tr>
<tr>
<td></td>
<td>$\beta$</td>
</tr>
<tr>
<td>Psychological contract</td>
<td>0.161</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>0.127</td>
</tr>
<tr>
<td>Value Promise</td>
<td>0.135</td>
</tr>
<tr>
<td>Effort commitment</td>
<td>0.202</td>
</tr>
<tr>
<td>Job Retention Commitment</td>
<td>0.199</td>
</tr>
<tr>
<td>Psychological contract × Organizational commitment</td>
<td>0.272</td>
</tr>
<tr>
<td>Psychological contract × Value commitment</td>
<td>0.339</td>
</tr>
<tr>
<td>Psychological contract × Hard work commitment</td>
<td>0.195</td>
</tr>
<tr>
<td>Psychological contract × Job retention commitment</td>
<td>0.281</td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.302</td>
</tr>
<tr>
<td>Adj $R^2$</td>
<td>0.277</td>
</tr>
<tr>
<td>F</td>
<td>15.967***</td>
</tr>
</tbody>
</table>

Note: **$p<0.01$, ***$p<0.001$

5. Conclusion

5.1 Psychological Contract and Job Involvement

This study found that the psychological contract has a positive effect on job involvement, which is consistent with the conclusions of scholars Wang et al. (2010) and Wu (2013).

The importance of the psychological contract lies in its ability to provide employees with clear expectations and direction, letting them know how they should perform and work. By establishing a stable and mutually understanding psychological contract with their employers, employees are provided with motivational mechanisms that can help them contribute more to the organization's success. These incentives can be in the form of money, benefits, promotion opportunities, training, etc., and can be tailored to meet employees' needs and the organization's goals. The psychological contract can also establish a strong relationship and trust. Employees feel that their work is recognized and valued, and that they can trust their employer, which motivates them to work harder and be more likely to stay in the organization and continue to contribute to its success. By establishing a psychological contract, employers can better understand employees' needs and expectations, as well as their role and value in the organization. Providing a comfortable working environment, advanced work equipment and tools, challenging work tasks and projects can inspire employees' enthusiasm and motivation.

However, it is important to note that the psychological contract is an informal agreement and does not clearly define the rights and obligations of all parties, unlike a formal contract. Therefore, the psychological contract may be undermined or invalidated for various reasons. For example, the employer may inadvertently mislead or misunderstand
employees, or employees’ expectations may not match the actual work environment. When the psychological contract is breached, employees may feel disappointed, insecure, and untrusting, which may lead to a decrease in their job involvement and performance.

5.2 Psychological Contract and Psychological Capital

This article found that the psychological contract has a positive impact on psychological capital, similar to the conclusions of scholars Blau (1968) and Luthans, Norman, Avolio, and Avey (2008).

The psychological contract can enhance employees' psychological capital by providing a sense of security and identity. When employees feel that there is a stable and mutually understanding psychological contract between themselves and the employer, they feel recognized and respected, which increases their sense of security and belonging. This feeling helps to improve employees' well-being and self-esteem, thus increasing their psychological capital. The psychological contract provides a positive work environment. When employees feel that there is a positive psychological contract between themselves and the employer, they are more motivated to work and are more willing to contribute to the organization. This positive work environment helps to increase employees' self-efficacy and optimism, thus increasing their psychological capital. The psychological contract provides feedback and development opportunities. When employees feel that there is a psychological contract between themselves and the employer, they are more motivated to develop their professional skills and knowledge. In addition, the psychological contract can also provide feedback and reward mechanisms, helping employees discover their strengths and potential, thereby increasing their self-efficacy and hope, and enhancing their psychological capital.

In summary, the psychological contract can enhance employees' psychological capital by providing positive psychological characteristics such as a sense of security, self-efficacy, optimism, and hope.

5.3 Psychological Capital and Job Engagement

This study found that psychological capital has a positive impact on job engagement, similar to the findings of Chen (2018), Çelik (2018), and Qin et al. (2021).

When employees believe they can complete tasks, they work harder, and this expectation and belief can inspire job engagement. Additionally, when employees are hopeful and confident about the future, they are more motivated to work, and this adaptability and resilience can enhance job engagement. Furthermore, if employees have higher resilience, they are more likely to recover from setbacks and difficulties and re-engage in work. Positive expectations and beliefs about one's future can enhance job engagement, making employees more positive towards work and life. Therefore, optimism is crucial for employee job engagement and performance improvement. The impact of employees' beliefs and expectations on job engagement and performance improvement highlights the positive role of optimism in enhancing employee job engagement.

5.4 The Mediating Role of Psychological Capital

This article found that psychological capital plays a mediating role between psychological contract and work engagement.

Psychological capital is the result of the psychological contract: a positive mindset and behavior that individuals form in the work environment, often due to the presence of positive psychological contract relationships. Therefore, psychological capital can be viewed as the result of the psychological contract. The positive mindset and behavior that individuals form in the work environment are strongly related to work engagement. Therefore, psychological capital can be used to predict employees' work engagement. Psychological capital can transmit the influence of the psychological contract: psychological capital can be viewed as the result of the psychological contract, and it can also transmit the influence of the psychological contract. The psychological contract refers to employees' expectations and trust in the organization and employer, which are formed through communication and interaction in the work environment. When there is a positive psychological contract relationship in the work environment, employees tend to form higher psychological capital, thereby enhancing their work engagement. Therefore, psychological capital can be viewed as the result and transmitter of the psychological contract, playing an important mediating role in employees' work engagement.

5.5 The Moderating Role of Organizational
Commitment

This study found that organizational commitment plays a moderating role between psychological contract and work engagement. Low organizational commitment does not affect the positive effects of psychological contract and work engagement, but high organizational commitment can effectively promote the positive effects of psychological contract and work engagement, mainly generated by the organization, such as corporate culture and interpersonal relationships. Therefore, a good organization will inevitably bring high organizational commitment to employees, indirectly reflecting the promoting effect of high organizational commitment.

Psychological contract is the subjective understanding of expectations and obligations between employees and organizations, hence there is uncertainty. This uncertainty may lead to employees' concerns and speculations about the organization's future actions, which in turn decreases their work engagement. Organizational commitment can help reduce this uncertainty and increase employee work engagement. Commitment can enhance employees' emotional attachment to the organization and job satisfaction, thereby increasing their work engagement.

In addition, organizational commitment can also enhance the effectiveness of psychological contract, making employees more confident that the organization will honor its commitments, thereby reducing uncertainty and increasing work engagement. When employees believe that the organization will honor its commitments, they are more motivated to invest in their work, improving their performance and productivity. Furthermore, organizational commitment can also promote employees' organizational citizenship behavior, that is, actively participating in organizational activities to improve organizational performance. Therefore, organizations should strive to establish good psychological contracts and provide strong organizational commitments to increase employee work engagement and organizational performance. At the same time, organizations should try to honor their commitments as much as possible to enhance employees' trust and identification with the organization, further increasing employee work engagement and organizational performance.

Conflict of interest: The authors declare no conflict of interest.

References


