

Career Perspective On The Context Of Employment Relationship: Study On Indonesian Regional-Owned Microbank (ID 71)

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Career Perspective On The Context Of Employment Relationship: Study On Indonesian Regional-Owned Microbank (ID 71)

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Abstract. In the context of managing talented employees, psychological contracts play an important role particularly to encourage employees to develop sustainable knowledge-sharing capabilities. Based on the social exchange paradigm, psychological contracts provide an opportunity for organizations to build organizational citizenship behavior. Psychological contracts as a flexibility-driven and responsive strategy to the changing demands of business competition are a new hope in realizing a competitive advantage by focusing on managing talented employees. Although psychological contracts are a key component in shaping employee's extra-role behavior, the results of recent research are still contradictory. In a career development perspective, organizations need to focus on understanding and meeting employees' needs in career development within the organization. Career development programs designed by organizations need to focus on employee-specific skills in order to maintain work quality and performance improvement. The concept of career resilience is a new paradigm in employment relationship review. Employees no longer focus on long-term job security, but the ability of the organization to provide career development for employees so that the competence and skills of employees are able to follow the demands of the labor market. Although the employee is the main architect in establishing his career, career development is not only the personal responsibility of employees in building his career. Employees also need the support of the organization to find the value of personal work and expectations in the work. Organizations need to adopt new paradigms in the management of human resources from attributes related to the employee's personality to attributes related to the knowledge, skill, and ability of employees. This study aims to examine the effect of career resilience variables in mediating the relationship between psychological contracts and organizational citizenship behavior.

Keywords: Career resilience, employment relationship, organizational citizenship behavior, psychological contract, social exchange theory

1. Introduction

The purpose of the organization to build resources and superior capabilities requires the right strategy in the build and maintain the best human resources. From various research

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on employment relationship can be deduced that manage human resources is not limited to the agreement a written agreement between the organization and employees. The content of the agreement of the agreement requires that an elaboration of more touching aspects of employee motivation and become the reason for employees to work more productively and contribute to the achievement of the purpose of the organization (Parzefall & Hakanen, 2010). The latest development in the field of *employment relationship* concluded that a successful organization builds competitive advantage through human resources have a tendency to follow up on agreements and written policy in the form of psychological contract (Hughes, 2008).

The psychological contract also to the attention of important for the organization along with the increasingly tight competition in recruit and retain talented employees. The effectiveness of the psychological contract is determined from the organizational capability to build the capability and competence of employees. This argument is in line with the thought of the Hall (2002) which emphasizes the importance of building employment relationship based on career development to build adaptive capabilities of the employees in the environment dynamic change. As an approach to building a dynamic working relationship, psychological contracts need to consider the aspects of the changes in the business environment. Schalk & Roe (2007) assert that the development of psychological contract based on efforts to facilitate employees in receiving and responding to changes in a positive way.

Based on the paradigm of social exchange, Coyle-Shapiro (2002) explained that the psychological contract gives an opportunity for the organization to build social capital and sustainable competitiveness through organizational citizenship behavior. This behavior refers to the behavior of the employees in the greater contribution to the effectiveness of the functions of the organization. Organizational citizenship behavior is the extra-role, is not listed in the description of the work but useful for the long term success of the organization (Podsakoff et al., 2000). Support for the relationship between the psychological contract and organizational citizenship behavior shown by Jepsen & Rodwell (2010) which concluded that the perception of justice and psychological contract affect employee commitment and organizational citizenship behavior. In line with previous findings, research Newton & Nowak (2012) showed that the psychological contract affect aspects of organizational citizenship behavior of the employees covers the civic virtue, behavior help co-workers, and innovative behavior. Further research Philip & Lopez (2013) concluded that the psychological contract affects organizational citizenship behavior.

But the various earlier research still gave contradictory results. A study carried Coyle-Shapiro & Conway (2005) shows that psychological contract does not affect organizational citizenship behavior. Contradictory also indicated by research Lee et al. (2011) on employees hotel in North Korea. This research involving employees who work at the hotel of international standard in South Korea for analyzing data about the change of contract psychological support of the organization and organizational citizenship behavior. The results of this empirical tests showed that in the collectivist cultural context psychological contract does not affect the behavior of *citizenship* employees.

A study carried out by Obuya & Rugimbana (2014) stated that research in the field of research on psychological contract on talented employees needs to focus on the key factors shaping employee capabilities. This is important to the success of the organization in building long-term success and competitive advantages are determined by the adaptive

capabilities of employees in response to any changes that occur in the organization (Moorman & Harland, 2002). The success of the organization is also determined by the ability of the employees to grow and develop their career in the organization (Bhagshaw, 1997). The psychological contract as efforts to retain talented employee must be able to encourage the development of employee capabilities (Chambel & Fontinha, 2009). Consider the opinions above, open the opportunity to involve the ability of the employees who are able to adapt and grow so that psychological contract management to be more effective in improving organizational citizenship behavior the employees. This factor into consideration in formulating new concept bridging the gap in the relationship between the psychological contract and organizational citizenship behavior. The purpose of this research is to develop models of empirical research to bridge the gap between the research about the relationship between the psychological contract and organizational citizenship behavior.

2. Literature Review and Hypothesis

2.1. Ppsychological contract

Psychological contract is an approach in the use of the organization to maintain the spirit of commitment and performance of the employees in the face of the demands of the business more dynamic. Socialization of intensive an effort of the organization to prepare and help employees to deal with the process of the transformation of the organization. Socialization also in the perception by new employees as the proactive efforts of the organization in creating a conducive working environment (Tomprou & Nikolaou, 2011).

The concept of the psychological contract is a development of the theory of social exchange that explains the resources exchanged in a relationship. In the analysis of the knowledge management, social exchange theory explains the relationship model social exchange as the efforts of the organization in managing the needs and expectations of the employees as valuable resources in the organization (Cropanzano, et al., 2001). The theory of social exchange to give an important contribution to the study of contemporary management as a guide for the organization in encouraging the attitudes and behavior of positive employees. Morrison & Robinson (1997) stated that the psychological contract includes two components namely relational contract and transactional contract.

Research results Freese et al. (1999) concluded that the effectiveness of the psychological contract is determined from the development of the ability and competence of the employees in the organization. This condition makes employees feel that the organization place work can meet the expectations for the development of talents. Employees moved to develop themselves when the demands of the work require himself to maximize all the ability. Herriot et al. (1997) holds that the components in the work can motivate employees to govern and develop expertise. The design of the work is varied and challenging can encourage employees to master the new skills to meet the demands of the work.

2.2. Career Resilience

The study of robustness career began to grow at the end of the year 1990 as concluded by Benard (1996) that everyone can develop versatility in correlation with the increase of optimism and open up to share the possibility. The concept of

robustness career is a new paradigm in the study of the employment relationship. Employees are no longer focused on the guarantee of the work is long term, but the organizational capability to provide career development for employees so that the competency and skills of employees can always follow the demands of the labor market.

The literature supports revealed also by Latack (1984) who divided the dimensions of the robustness to the career in six dimensions namely the ability to adapt, assessment of the individual against results achieved, beliefs of the individual toward its ability, independence, the courage to take the risk and tolerance toward uncertainty and work pressure. The idea of Luthar et al. (2000) redefining versatility of career as the process of the development of the individual who is dynamic, not simply personal characteristics so that anyone can control the ability. In the examination of career motivation, versatility career involves three aspects namely the characteristics of the individual choice and behavior of individual career and working conditions that simultaneously affect career motivation employees (London, 1983). The characteristics of the individual covers the needs, interest and personality of the individual regarding the career. These aspects in the work environment include organization policy regarding the placement of employees, design, work groups cohesiveness and the system of compensation (Liu, 2003).

London and Mone (1987) concluded that individuals who have powerful career able to control the situation, dare to take the risk in the condition of uncertainty, have tolerated in the situation of confusion, have confidence that he is able to achieve the goal, independent, able to adapt to changes in the environment and able to work together with other members of the organization. Furthermore Collard et al. (1996) build the concept of robustness to career in six characteristics include the ability to understand the personal potential, oriented to give added value in the work focused on the future, dedicate themselves to get involved in the learning process, flexible and able to build the cooperation network in the organization.

2.3. Organizational Citizenship Behavior

Organizational citizenship behavior refers to the behavior of employees who contribute beyond job requirements and focus on efforts to gain the effectiveness of the organization. This behavior is the result of organizational value internalization and the employees are willing to contribute more to achieve the goal of the organization. Organizational citizenship behavior is the basis of building the social capital organization. This behavior also encourages the social life in an organization because it involves the commitment of employees in emotional and intellectual property of the organization (Richman, 2006). Organizational citizenship behavior is an important aspect in responding to the challenge of globalization, adoption of technology and the development of the new professional culture that focuses on the division of the greater powerless to employees and various participatory management practices. This concept is developed in the scope of the study of human resource management, strategic talents, human resources based on the commitment in realizing the organization as the best workplace for employees (Bhatnagar, 2007). Organ (1998) develop dimensions of citizenship behavior covers that includes four dimensions namely civic virtue, conscientiousness, courtesy, and altruism. The civic virtue is the active engagement of the employees in the programs that are organized by the organization of both formal

and informal. The dimension of the conscientiousness is a proactive behavior in carrying out the tasks and responsible than expected by the organization. Courtesy associated with the actions of the employees in providing innovative suggestions in the optimization of the functions of the organization of the behavior of altruism in the form of a willingness to help colleagues in solving the problems of the work

2.4. The Relationship between Psychological Contract and Organizational Citizenship Behavior

Janssen (2000) concluded that fulfilled the needs and expectations of the employees in the psychological contracts encourage employees to more proactive in finding creative ideas and innovative moralities. The results of this study in support by Ramamoorthy et al. (2005) to prove that the psychological contract that oriented on the empowerment of the employees have positive influence to employee innovative behavior. Furthermore, Restubog & Bordia (2006) shows that the psychological contract affects the behavior of the employees to accept the responsibility of outside of the description of the work. Based on explanation and empirical research results above then hipotesis formulated as follows:

H1. The psychological contract significantly influences the organizational citizenship behavior

2.5. The Relationship between Psychological Contract and Career Resilience

Rousseau & Schalk (2000) concluded that the psychological contract affects the capacity of the employees. In this research in explain that organizations need to focus on efforts to understand and meet the needs of the employees in the case of career development in the organization. Career development programs designed by the organization need to stand on the special skills that need to be built by the employees in order to maintain the quality of the work and performance improvements. The research was done by Aichinger & Barnes (2010) on expectations of employees who work accounting field concluded that the reasons employees choose to work in an institution due to the fulfillment of their expectations to improve the ability to work together and collaborate in a team. In line with the study and Diplari & Dimou (2010) which concluded that the psychological contract in the development of the employees in the form of experiential learning improve the ability and managerial skills employees include time management, the ability to work together in a team and leadership.

The psychological contract loading the principles of productive employment relationship influencing by the spirit of the empowerment. In the context of organizations that hire high-skill employees this spirit encouraging employees to enhance their skills and knowledge of managerial. A productive working relationship encourages proactive employees is trying to build collaboration, shows the speed and accuracy in making decisions and motivated to participate in achieving the effectiveness of the organization. Based on explanation and empirical research results above then the hypothesis was formulated as follows:

H2. The psychological contract significantly influences the career resilience

2.6. The Relationship between Career Resilience and Organizational Citizenship Behavior

Research Beal et al. (2013) on employees in the organization of the government in the United States to test the influence of types of psychological capital on

organizational citizenship behavior with resistant to change as moderating variable. Using the approach of mixed methods, this research proves that career resilience as one of the types of psychological capital influence on organizational citizenship behavior. These findings in the prompt by Golestaneh research (2014) on employees in the education sector in Iran test the influence of psychological capital types of organizational citizenship behavior. Based on the results of the analysis concluded that one of the psychological capital types namely career resilience positive effect on organizational citizenship behavior. This study is in line with the research and Pouramini and Fayyazi (2015) on employees in the public organizations in Iran concluded that career resilience affects organizational citizenship behavior. Based on explanation and empirical research results above then the hypothesis was formulated as follows:

H3. The career resilience significantly influences the organizational citizenship behavior

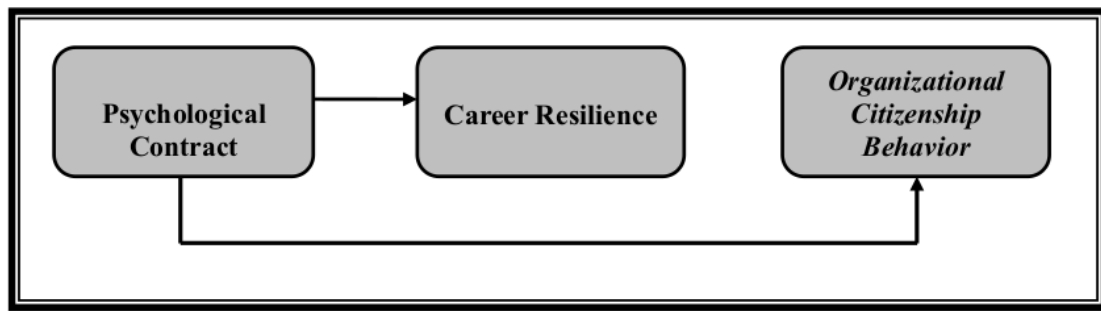


Figure 1. Research Framework

3. Method

3.1. The population and Samples

The population of this research is the employees who work at the bank that serves as a regional owned micro banking in the City of Semarang. Criteria for the determination of the sample used in this research using the technique of *purposive sampling*. The number of samples of the minimum required according to the empirical model that uses 3 variables (latent construct). From the research model specification known parameters that being estimated totaled 16 parameters. When taking 12 samples each parameter, then at least pulled some 192 samples from the number of employees who work regional-owned microbank). The results of screening and trimming data from 192 questionnaires, found 3 data is not consistent with the answer so that the total data that is worthy to be used in the analysis of the next phase of as much as 189 data. Profile of research respondents described by descriptive statistics. Description of the profile of respondents includes gender (the majority of type gender male some 130 respondents), age (majority aged 41-50 years some 84 respondents), the level of education (majority strata one numbered 101 respondents) and long work (majority 11-15 years some 72 respondents).

3.2. Validity and Reliability Test

Table 1. Validity and Reliability Test

Composite Index Indicator	Corrected Item-Total Correlation	Cronbach's Alpha
PC1	0.801	0.837
PC 2	0.743	
PC3	0.779	
PC4	0.711	
CR1	0.564	0.770
CR2	0.658	
CR3	0.598	
OCB1	0.684	0.856
OCB2	0.695	
OCB3	0.702	
OCB4	0.716	

The test result shows that all the items of the questionnaire have the validity and reliability of the good. From the table below shows that the value of the corrected item-total correlation no items (indicator) with the value under 0.164 with using α 5 percent and df 187 with r value is 0.164. Thus all the items can be declared valid statement. Reliability tests seen on the value of the alpha cronbach's each variable. The three variables in the questionnaire have alpha cronbach's above 0.70. The value of the alpha cronbach's above 0.70 means the instrument of the questionnaire have reliable. As mentioned on the table below shows that the value of the corrected item-total correlation no items (indicator) with value under 0.164 with wear α 5 percent and df 187, r value is 0.164. Thus all the items can be declared valid statement. Reliability tests have seen on the value of the alpha cronbach's each variable. The three variables in the questionnaire have alpha cronbach's above 0.70. The value of the alpha cronbach's above 0.70 means the instrument of the questionnaire have reliable. Thus the proper questionnaire used to collect data field research that actually and the data produced is a valid and reliable.

3.3. Analysis of the Structural Equation Model

Based on the development of the hypothesis and empirical model this research using structural equation model that requires testing using Structural Equation Model (SEM). Full structural model the results of the confirmatory measurement model consists of 3 latent variable. The latent variable psychological contract with 4 indicators, career resilience with 3 indicators and the organizational citizenship behavior with 4 indicators. Next full structural model that has passed through the confirmatory factor analysis mingled with Amos the result presented in the table below.

Table 2. Result of Feasibility Model

Goodness of Fit Index	Result Analysis	Cut-Off Value	Evaluation
Chi-Squared (χ^2)	48,173	≤ 193.791	Good
Signifikansi Probability	0.237	≥ 0.05	Good
CMIN/DF	1.147	≤ 2.00	Good
GFI	0.955	≥ 0.90	Good
AGFI	0.929	≥ 0.90	Good
TLI	0.994	≥ 0.95	Good
CFI	0.992	≥ 0.95	Good
RMSEA	0.028	≤ 0.08	Good

3.4. Hypothesis Testing

Each hypothesis tested with t-test, and *critical ratio*. The reference is used to reject the hypothesis of zero (H_0) is on the value of the critical more or the same with 2.0. Testing of each of the three hypotheses of the relationship between research variables described as follows:

Testing hypothesis 1. Psychological contract has impact on organizational citizenship behavior

Regression result shows the influence of psychological contract against *organizational citizenship behavior* has critical ratio value of 0.005 with probabilistic value 0.996. Thus it can be concluded that the hypothesis that states there is the impact of the psychological contract on organizational citizenship behavior could not be accepted because it is not supported enough evidence in the statistics.

Testing hypothesis 2. Psychological contract has impact on career resilience

Regression result shows the influence of psychological contract on career resilience has critical ration 0.014 and probabilistic value 2.445 so that it can be concluded that the psychological contract has an impact on career resilience.

Testing the hypothesis 3. Career resilience has impact on organizational citizenship behavior

Regression result shows the influence of career resilience on organizational citizenship behavior has critical ratio value of 2.453 and probabilistic values 0.014. So it can be concluded that the career resilience has an impact on organizational citizenship behavior.

4. Discussion

The psychological contract refers to the perception of the employees about the fulfillment of the agreement between the organization and employees in an effort to understand and facilitate the needs and expectations of the employees in the dynamic condition and follow the demands of business competition. The psychological contract in explaining with the existence of the development of the talents, readiness changed, conducive working environment and productive working relationship. The psychological contract is influenced by the strategy of the organization and the goals are achieved in the employment relationship (Shore & Tetrick, 1994). The effectiveness of the psychological contract in specifies from the development of the ability and competence of the employees in the organization (Freese et al. (2011). This finding indicates that the psychological contract in the form of development of the talents of the employees of an influence on the ability of the employees in the added value to perform an action for cost efficiency and

effectiveness of the work with the risk of measured and arrange the concept of customer service.

The result of this research is to find a positive direct relationship between psychological contract and organizational citizenship behavior, but not significant. So that the results of this research is contrary to the research of the above and that done by Coyle-Shapiro & Kessler (2000) and Jepsen & Rodwell (2010); This finding shows that the employee development programs often cannot be accessed by all employees this is caused by a very high workload in the banking world. High workload also causes employees almost do not have time to accept responsibility outside of the description of the work. In addition, the rules in banking were very tight and high risk so that less allows contributing outside job description. These findings support the results of research Leirkjaer (2009); Mc Innis (2009) and Lee et al. (2011) which concluded that a direct relationship between psychological contract and organizational citizenship behavior in certain situations does not always increase employee contribution.

According to Ashgari (2012) & Ajgaonkar (2012) career resilience is the ability of the employees in the integrate strategic role and harmonize the personal development and the development of social relations that used in giving the greater contribution to the success of the organization. This opinion confirms the finding that employees who have the ability to build a solid team cooperation and synergy with the other team and is actively involved in optimizing the communication media for the strengthening of the working culture and performance achievement. The psychological contract role in forming a positive attitude of the employees and the willingness of employees to contribute more to the success of the organization. The fulfillment of the needs of employees to work in a conducive environment and productive working relationship encourage employees to build a solid team cooperation. The existence of the efforts of the organization in preparing employees to undertake the process of the transformation process in the organization can build the ability of employees to integrate the strategic role that belonged. Employees who are able to build the capacity of adaptation and grow in the organization will be better prepared to engage in taking greater responsibility for the effectiveness of the functions of the organization. In line with the opinion of Rousseau and Schalk (2000); Aichinger & Barnes (2010); Diplari & Dimou (2010) and Seyedjavadin et al. (2009) which concluded that the psychological contract has an impact on career resilience.

5. Limitation and Future Research Agenda

This research uses an instrument to measure the perception of the psychological contract from the perspective of employees related to the belief about the fulfillment of the agreement both sides namely organization and employees about the needs and expectations in the employment relationship. Future research in hope can develop an instrument based on the perspective of the organization. The measurement from the perspective of both sides will be more explain the essence of the concept of the psychological contract in a more holistic approach.

The measurement of the change the psychological contract in this research did not consider the time horizon. As a form of the agreement, the psychological contract with the potential to cause the gap or gaps between the organization and employees. The measurement of the change in the psychological contract of the amount of time is not enough to reveal the factors that are supposed trigger the gap. Future research needs to

perform investigations with a longitudinal approach or consider any change time at each stage of the psychological contract.

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