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**บทคัดย่อ**

ตามทฤษฎีการแลกเปลี่ยนทางสังคม บทความนี้ตรวจสอบความสัมพันธ์ข้ามระดับระหว่างการจัดการทรัพยากรมนุษย์เชิงกลยุทธ์ ประสิทธิภาพทางจิตวิทยา และประสิทธิภาพของพนักงาน โดยใช้องค์กร 63 แห่ง และพนักงาน 782 คน เป็นวัตถุประสงค์ของงานวิจัย ข้อมูลจะได้รับ

การวิจัยอิทธิพลร่วมกันของกลยุทธ์การจัดการทรัพยากรบุคคล  
การปฏิบัติตามสัญญาทางจิตวิทยา และประสิทธิภาพของพนักงาน

วิเคราะห์โดยใช้ซอฟต์แวร์ SPSS, Amos และ HLM ผลการวิจัยพบว่า ประการแรก การบริหารทรัพยากรบุคคลเชิงกลยุทธ์มีบทบาทเชิงบวกที่สำคัญในการส่งเสริมผลการปฏิบัติงานของพนักงาน ประการที่สอง ประสิทธิภาพของสัญญาทางจิตวิทยามีบทบาทเป็นตัวกลางบางส่วนระหว่างการจัดการทรัพยากรมนุษย์เชิงกลยุทธ์และประสิทธิภาพของพนักงานในระดับหนึ่ง ตรวจสอบบทบาทการดำเนินการของการปฏิบัติตามสัญญาทางจิตวิทยา ขยายกลไกการดำเนินการของการจัดการทรัพยากรเชิงกลยุทธ์ และให้ความรู้ด้านการจัดการเพื่อปรับปรุงประสิทธิภาพการทำงานของพนักงาน

**คำสำคัญ:** การบริหารทรัพยากรบุคคลเชิงกลยุทธ์, ด้านจิตวิทยา, ประสิทธิภาพของสัญญา, ประสิทธิภาพของพนักงาน

## The Research of the Mutual Influence of the Strategy of HR Management, Psychological Contract Fulfillment and Employee Performance

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### Abstract

Based on social exchange theory, this paper investigates the cross-level relationship between strategic human resource management, psychological contract performance and employee performance. Taking 63 enterprises and 782 employees as the

research objective, the data are analyzed by using SPSS, Amos and HLM software. The results show that: firstly, strategic human resource management has a significant positive role in promoting employee performance; Secondly, psychological contract performance plays a partial intermediary role between strategic human resource management and organizational performance. This paper enriches the research level between strategic human resource management and employee performance to a certain extent, verifies the conduction role of psychological contract performance, expands the action mechanism of strategic human resource management, and provides management enlightenment for improving employee performance.

**Keywords:** Strategic human resource management, Psychological contract performance, Employee performance

## Introduction

Since the birth of strategic human resource management in the early 1980s, the research on strategic human resource management has developed rapidly. Although there are many theories in this direction, the impact of strategic human resource management on organizational performance still needs to be further explored. How does strategic human resource management affect employee performance and its mechanism? Scholars in academic circles continue to try to explore the key chain in the "black box", So as to explain the impact of strategic human resource management on organizational performance, and explain the relationship between them. Although a large number of empirical studies in the existing literature have proved that the positive impact of strategic human resource management on organizational performance is greater than the negative impact, the "black box" between the two still needs further research (Purcell, 2007). In recent years, a large number of scholars have found that social exchange theory can effectively explain the impact of strategic human resource management on employee performance (Li et al., 2014). Social exchange theory holds that when an organization cares about employees and takes action, it becomes a social exchange relationship, which further promotes employees' return action to the organization. Organization's concern for employees can trigger employees' attitudes and

behaviors. Social exchange relationship, as an intermediary bridge between employees and organizations, promotes the connection between them (Cropanzano & Mitchell, 2005). Strategic human resource management can effectively promote the improvement of employee performance. The reason is that it promotes the good social exchange between employees and organizations, and forms a positive social exchange relationship between the two sides.

Previous studies have provided strong support for exploring the role and effect of strategic human resource management at the micro level of employees. Based on the theoretical framework of social exchange, this paper integrates the organizational level and employee level, combs the theoretical relationship between strategic human resource management, psychological contract performance and organizational performance, and divides organizational performance into two dimensions: in role performance and organizational citizenship behavior. It mainly discusses the following two issues: first, examine the cross-level impact of strategic human resource management on different dimensions of organizational performance (in role performance and organizational citizenship behavior). Secondly, based on the social exchange theory, this paper examines the intermediary role of psychological contract

performance between strategic human resource management and organizational performance.

## 1. Hypothesis formulation and research methods

### 1.1 Social exchange theory

Social exchange theory is one of the important theories to explain employees' organizational behavior and employment relationship. Firth (1967) proposed social exchange theory, which integrates anthropology, sociology, psychology and other disciplines. Although there is no unified conceptual definition of social exchange theory in academic circles, Emerson (1976) proposed that social exchange interaction forms responsibilities and obligations of both parties, and these interactive behaviors are affected by both parties, the mutual benefit between the two sides is conducive to the establishment of high-quality relations. Social exchange theory mainly includes exchange principles, exchange resources and exchange relations. Social exchange theory is to establish a social exchange relationship through the interaction between the two sides, and complete the exchange action through the transaction of social resources or economic resources. In the process of exchange, the principles of mutual benefit and mutual consultation will be followed. Different exchange relationships are differentiated. Based on social exchange theory, this paper explains the interaction mechanism

between strategic human resource management, psychological contract performance, employee performance and the three. Westwood et al. (2003) proposed that strategic human resource management reflects the organization's concern and investment in employees, employee performance reflects the employees' efforts, and there is a social exchange relationship between employees and organizations,

## 1.2 Literature review

(1) Strategic human resource management and employee performance

Kehoe and Wright (2013) found that strategic human resource management can positively promote employee performance, and emotional commitment plays an intermediary role. Zhang et al. (2014) said that as an efficient human resource management system, strategic human resource management can promote the improvement of employee performance. As a systematic human resource management method, strategic human resource management mainly promotes the improvement of employee skills through performance appraisal, and finally improves employee performance. After research, Newman et al. (2016) and Jiang (2020) found that strategic human resource management mainly uses organizational identity to promote organizational citizenship behavior, so as to improve employee performance.

## (2) Strategic human resource management and psychological contract

For the practice of human resource management, it is mainly through the establishment of the daily behavior of employees in the organization, which finally has an impact on their psychological contract state, and can further shape the adjustment of psychological contract. It can remain the same as the enterprise's strategy. Human resource practice plays a very important role in their psychological contract. Guest and Conway (2012) said that communication behavior and human resource management practice have a great impact on the performance of the contract. Sun and Zhang (2010) discussed the relationship between human resource management and psychological contract, and discussed the five core human resource management activities of recruitment, career development and training, organizational culture, performance management and incentive mechanism, and analyzed the degree of their influence on psychological contract. Suazo et al. (2011) used signal theory to further explain the practice of human resources management and found that strong signals can create legal contracts, but weak signals often only form psychological contracts.

## (3) Psychological contract and employee performance

Robinson et al. (2011) studied the relationship between the performance of psychological contract and employee response.

Employee responses include organizational citizenship behavior, job satisfaction, trust, role performance and retention trends. Since then, some researchers have raised concerns about the performance of psychological contract and employee performance. In terms of role performance and psychological contract performance, Yu and Li (2016) found that psychological contract performance often has a significant positive impact on employees' in role performance. In addition, Lester et al. (2010) found that there is a large gap in perception between employees and subordinates in the performance of psychological contract organizational responsibility, and employees' in role performance is relatively low.

(4) The intermediary role of psychological contract performance

Zhang and Sun (2010) and Xu and Thaldumrong (2018) adopted the method of logical deduction to further promote that the performance of psychological contract will connect human resource management and employee performance, which is the bridge between the two. In addition, many literatures further demonstrate that the performance of psychological contract corresponds to strategic human resources and employee performance. Katou and budhwar (2012) analyzed the data of Greek service industry and established a structural equation model. By using the booting method, it is concluded that the performance of psychological contract will form an intermediary

effect between high-performance human resource practice and organizational performance. Bal et al. (2016) employee motivation, internal promotion and performance appraisal will greatly affect human resources practice activities. Organizations first need to ensure that their own responsibilities are fulfilled, so as to enable employees to fulfill their responsibilities and their commitments. There is a great correlation between the corresponding responsibility performance of employees and the responsibility type of the organization. Li (2019) deeply studied the relationship between strategic human resource management, employees' citizenship behavior and the levels formed by psychological contract. Among them, the performance of relational, balanced and transactional psychological contracts may act as the intermediary of human resource strategic management between organizational citizenship behavior.

## 2. Model construction and hypothesis proposal

### 2.1 Model construction

Strategic human resource management has a positive impact on employee performance, which has been confirmed by a large number of scholars, but there are still deficiencies in the research on the action mechanism between the two. Therefore, based on the relevant literature at home and abroad, this study builds a theoretical research framework based on social exchange theory,

studies the impact of strategic human resource management on employee performance, and tests the intermediary role of psychological contract performance, the conceptual framework of this study is as follows:

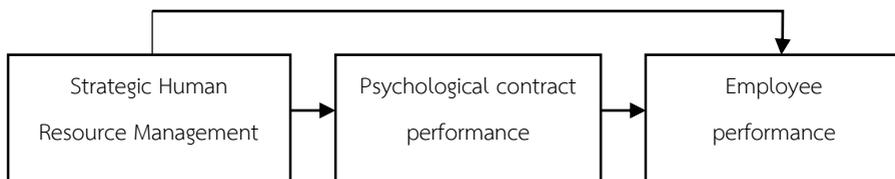


Figure 1. Initial theoretical framework

## 2.2 Hypothesis Formulation

### 2.2.1 The strategy of HR management and employee performance

Strategic human resource management has internal consistency and achieves impact by stimulating and strengthening employee performance related to enterprise strategy. This impact is more far-reaching than ordinary individual human resource management projects on employee performance (Chowhan, 2016). According to the social exchange theory, enterprises and employees are in a typical social exchange relationship, and strategic human resource management and employee performance are valuable exchange resources that can be used by both parties (Tabiu & Nura, 2013). Strategic human resource management essentially conveys the responsibility expectation of the enterprise to

employees and the organization's understanding of its own responsibilities. Management measures such as extensive training, internal promotion and mobility, and employee participation reflect the enterprise's commitment to employees (Yan & Chen, 2016). Social exchange theory can effectively explain the relationship between strategic human resource management and employee performance. In essence, strategic human resource management conveys the responsibility expectation of the enterprise to the employees, as well as the organization's understanding of its own responsibilities. Management measures such as extensive training, internal promotion and mobility, and employee participation reflect the pay of the enterprise to the employees. Employees get support, trust, feedback, remuneration, resources, opportunities and other benefits. Based on the principle of reciprocity, they will have a sense of obligation to return, and take it as a return to the enterprise by adjusting the performance in their roles and organizational citizenship behavior (Newman et al., 2016). This employee performance related to the realization of the strategy reflects the contribution that the enterprise expects employees to make, and is the return of employees for their benefits from strategic human resource management. Therefore, this paper puts forward the following assumptions:

H1: The strategy of HR management has a positive impact on employee performance;

H1-1: The strategy of HR management has a positive impact on in-role performance;

H1-2: The strategy of HR management has a positive impact on the citizenship behavior of organization.

### **2.2.2 The strategy of HR management and psychological contract fulfillment**

According to social exchange theory, organizational exchange action can affect the exchange relationship between employees and organizations: when organizations care about employees and take actions, the exchange relationship will arise and develop (Cropanzano & Mitchell, 2005). This study describes the exchange relationship between employees and organizations with the help of psychological contract performance, and strategic human resource management is an important organizational exchange behavior. Therefore, strategic human resource management can predict the performance of psychological contract. First, strategic human resource management is regarded as an important organizational exchange action. From the perspective of employees, employees expect to master more organizational intentions and exchange actions. Human resource management practice is easier to perceive and obtain, which is a

suitable organizational action signal (Rousseau, 2000). Secondly, as an action signal of organizational exchange, strategic human resource management shapes employees' belief in the exchange relationship between employees and the organization (such as psychological contract) (Chien & Lin, 2013). To sum up, this study puts forward the following assumptions:

H2: strategic human resource management has a positive impact on the performance of psychological contract.

### **2.2.3 The intermediary role of psychological contract performance between the strategy of HR management and employee performance**

As mentioned above, Li and Yu (2017) proposed that strategic human resource management is regarded by employees as an important signal of enterprise pay, and psychological contract performance is employees' decoding and judgment of the signal, which essentially reflects employees' perception of actual incentives. From the logical point of view of social exchange theory, the role path among strategic human resource management, psychological contract performance and organizational performance is depicting the exchange process of organizational pay, profit perception and employee return. High level strategic human resource management helps to improve employees' perceived psychological contract performance, and psychological contract

performance can positively affect organizational citizenship behavior and in role performance (Zhang, 2019). It can be inferred that the performance of psychological contract may play a mediating role between strategic human resource management and organizational performance. To sum up, this study puts forward the following assumptions:

H3: Psychological contract performance plays an intermediary role between the strategy of HR management and employee performance.

H3-1-1: Psychological contract performance plays an intermediary role between the strategy of HR management and in-role performance;

H3-1-2: Psychological contract performance plays an intermediary role between the strategy of HR management and the citizenship behavior of organization;

## **2.3 Measuring tool**

### **2.3.1 The strategy of HR management**

This study refers to the concept used in the comprehensive oriented the strategy of HR management published by Wright and McMahan in 1992, who hold a view that strategic human resource is an activity planned in advance, which an allocate and manage human resources with an ultimate goal achieve what's set by the organization. In the system of this concept, special emphasis is

placed on HR management and practice, including both external matching and internal matching.

**Table 1. The strategy of HR management measurement scale**

Variable	No.	Item
Internal flow	SHRM1	There are few opportunities for advancement within the company (R)
	SHRM2	Employees have no good future in the company (R)
	SHRM3	Seniority is the promotion standard of employees in company (R)
	SHRM4	Employees have a clear career path within the company
	SHRM5	When promoted, employees have multiple suitable positions to choose
Occupational safety	SHRM6	Qualified employees can stay with the company as long as they want to
	SHRM7	Stable job security is provided
Advanced training	SHRM8	Systematic and comprehensive training courses are available to employees
	SHRM9	Regular staff training is organized
	SHRM10	Formal training programs is provided for employees to improve their skills needed for the job
	SHRM11	The company is willing to provide a lot of training the employee needed for promotion
Employee involvement	SHRM12	The management welcome employees to give suggestions in decision making

Variable	No.	Item
	SHRM13	Employees have certain decision-making power in corresponding jobs.
	SHRM14	Company managers can offer advice to employees
	SHRM15	Company managers can have a good communication with employees
Job description	SHRM16	Job responsibilities of the employees are clearly described
	SHRM17	The company can revise the job description of employee if necessary
	SHRM18	The revised job description of the employees contains all responsibilities that employees need to undertake
Performance evaluation	SHRM19	Objective and quantifiable results are used to measure employee performance
	SHRM20	The company focuses on assessing employees' long-term performance and team performance
Incentive reward	SHRM21	The performance of the company directly affects the bonus that employees receive, and the two are inseparable
	SHRM22	Employees are paid based on their performance appraisal by company
Personnel selection	SHRM23	Great efforts are made to recruit the right personnel

### 2.3.2 Psychological contract performance

To study the strategy of HR management, this study, from the perspective of employees, refers to the psychological contract fulfillment dimension by Rousseau. In addition, social exchange theory is also used to highlight social exchange relationship and social exchange process between employee and enterprise because of the psychological contract performance. The study proposes that, employees and the business accomplish psychological contract performance to certain degree – when they exchange what they need, abiding by their common commitments, in the course of which both shall fulfill their own rights and interests, undertaking corresponding responsibilities and obligations. So, the performance of psychological contract is the feeling employees and enterprises have when analyzing performance of their respective rights and interests.

**Table 2. Psychological contract performance measurement scale**

Variable	No.	Item
Transactional psychological contract performance	PCFS01	The labor contract the company signed with me is short-term.
	PCFS02	The company can't keep me employed for a long time.
	PCFS03	Employment relationship between the company and me can only last for a certain period of time.

Variable	No.	Item
	PCFS04	It's reasonable for me to complete the work agreed by labor contract.
	PCFS05	The company pays me and evaluates me according to the work done by me.
	PCFS06	The company now employs me, but how long I'm employed remains to be determined.
Relational psychological contract performance	PCFR01	The company is willing to maintain a stable and long-term employment relationship with me.
	PCFR02	The company has provided me and my family with stable welfare benefits.
	PCFR03	The enterprise cares about the employee welfare the employee can enjoy personally.
	PCFR04	The interests of employees are preferred over the short-term interests of the enterprise.
	PCFR05	I'm very satisfied with the salary and benefits the company offers me.
	PCFR06	The company responds to employees' suggestions and benefits needed.
	PCFR07	The company takes into account employees' personal wishes when making decisions.
	PCFR08	The company pays more attention to the long-term welfare of employees.

Variable	No.	Item
Balanced psychological contract performance	PCFB01	The company has many training programs to improve my skills, which can add value to what the enterprise I create.
	PCFB02	A fair chance is offered for promotion.
	PCFB03	The performance target set by the enterprise is somewhat difficult and challenging.
	PCFB04	The company offers opportunities to improve learning skills, which are not only applicable to the company but also to other companies.
	PCFB05	Opportunities are created to help employees meet the changing standards of my industry.
	PCFB06	The company is willing to help employees achieve the highest level of performance in the company.
	PCFB07	The company is willing to help employees to constantly exceed their goals and achievements.
	PCFB08	If fully qualified for the job, employees will have more opportunities and more choices to find a job in the future.
	PCFB09	The company has also offered employees other potential job opportunities.

Variable	No.	Item
	PCFB10	The company has offered employees opportunities for internal promotion or transfer.
	PCFB11	The company supports employees to communicate with people outside the industry, so they have more job opportunities.
	PCFB12	The company offers the scene to enhance employees' position in the company.
	PCFB13	The company also offers the scene where to boost employees' reputation outside.
	PCFB14	The company supports internal promotion.

### 2.3.3 Employee performance

A review of relevant studies by previous scholars shows that employee performance set by enterprises has the greatest impact on the performance of employees' psychological contracts. Employee performance consists of task performance and situational performance due to different situations and roles. Role performance can be divided into two types: in-role performance and out-of-role performance. Similarity exists between in-role performance and task performance, so does the similarity between out-of-role performance and situational performance.

Table 3. In-role performance measurement scale

Variable	No.	Item
In-role performance	IRP1	He often exceeds expectations in his work.
	IRP2	He is competent and able to handle post issues.
	IRP3	He can finish work on time and with high quality.
	IRP4	He can meet the company's requirements of performance appraisal.
	IRP5	He can meet all requirements according to the performance appraisal criteria.
	IRP6	Ignore related work or what should be done (R)
	IRP7	He can finish the job.
The citizenship behavior of organization	OCB 1	I will offer to help a colleague when he or she is overwhelmed.
	OCB 2	I will take the initiative to take my new colleague to get familiar with and adapt to the new working environment.
	OCB 3	I am willing to help my colleagues solve their difficulties in work, feeling very happy.
	OCB 4	I am willing to make any suggestions, which will help improve the company's working procedures and processes.
	OCB 5	I'll raise good suggestions for the company to develop.
	OCB 6	Although the result of the work does not affect the salary, I would rather do a good job as the same.

Variable	No.	Item
	OCB 7	Although the company does not pay overtime, I would rather work overtime without pay.
	OCB8	I will take the initiative to work overtime to complete the work assigned.
	OCB9	I often go to work ahead of time and start working early.

#### 2.3.4 Control variables

Employee performance is not only affected by organizational level variables, but also by individual level variables. All such variables have been taken into account in our research, giving birth to a research model. From the perspective of enterprise variables, the established time of the enterprise and the post rank are viewed as relatively large variables; from the perspective of individual variables, relatively obvious variables are gender, age, educational level and post type of employees. An assignment specification measurement scale of control variables, as shown in Table 4, is also formed in order to facilitate measurement.

**Table 4. Control variable assignment description**

Continuous variable		Dummy variable	
Variable name	Variable assignment	Variable name	Variable assignment
Year of enterprise establishment	Less 5 years = 1 5-10 years = 2 11-20 years = 3 More 20 years = 4	Post rank	Take general staff taken as the reference group R1: Basic manager = 1, others = 0 R2: Middle management = 1, others = 0 R3: Senior management = 1, other = 0

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Continuous variable		Dummy variable		
Variable name	Variable assignment	Variable name	Variable assignment	
Year of birth	In or after 1990=1	Education	Senior high school and below (including vocational high school) taken as the reference group E1: Specialist =1, others =0 E2: Undergraduate =1, others =0 E3: Graduate =1, others =0	
	1980-1989 = 2		Labor relations	Non-regular employees taken as the reference group L: Regular employee =1, Temporary employee (labor dispatch, internship, etc.) =0
	1970-1979 = 3			Gender
	1960-1969 = 4	Enterprise type	State-owned enterprises taken as the reference group T1: Private enterprise =1, others =0 T2: Foreign-funded enterprises =1, others =0 T3: Joint venture =1, others =0	
	In or before 1959=5			

### 3. Empirical analysis and results

#### 3.1 Questionnaire and sample description

##### (1) Questionnaire distribution

This study focuses on strategic human resource management. Therefore, the questionnaire is divided into two categories. The first category is the questionnaire of the person in charge of

human resources, which represents the situation of enterprise human resource management; The second category is the employee questionnaire, which will be filled in by multiple enterprise employees to aggregate employee data into enterprise level strategic human resource management. The formal survey lasted 25 calendar days from April 1 to May 25, 2021. A total of 85 enterprises participated in the questionnaire survey. Among them, 82 questionnaires of the first type of human resources principals and 1647 questionnaires of the second type of employees were recovered. Before the data entry work was carried out, the investigators investigated the collected questionnaires one by one, eliminated the invalid questionnaires, and finally retained 63 samples of the enterprises. Among them, the first group of human resource leaders had 63 questionnaires, the number of employees in the same enterprise was at least 10, the most were 20, and finally 782 second employees' questionnaires were retained. Van der Leeden and Busing (1994) believed that in order to achieve the verification power of 0.9, at least 30 population sample genera should be included in the data survey. The total sample data of this paper is 63, which can ensure the accurate estimation of regression coefficient, variance and standard error. The questionnaire items used in this study use a 5-point scale.

## (2) Sample description

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From Table 5 , it can be found that medium-sized enterprises with a scale of 100-300 people are the most, accounting for 46%, accounting for 30, and large enterprises with more than 500 people are the least, only 3, accounting for 4.8%. Classified according to the years of establishment of enterprises, among all enterprises, there are at most 25 enterprises with less than 5 years of establishment, accounting for 39.7% of the total, 21 enterprises with 5-10 years of operation, accounting for 33.3% of the total, and only 7 enterprises with more than 20 years of establishment, accounting for 11.1% of the total. According to the different nature of enterprises, joint ventures account for the highest proportion, with a total of 26, accounting for 42.3%, followed by private enterprises, with a total of 22, accounting for 34.9%, and state-owned enterprises are the least, with only 2, accounting for 3.2%. See Table 5 for the analysis of sample characteristics of enterprises.

**Table 5. Basic characteristics of enterprise sample**

Features	Characteristic value	Frequency	Frequency
Enterprise scale	Less than 100 people	11	19.00%
	100 ~ 300 people	30	46.00%
	300 ~ 500 people	19	30.20%
	More than 500 people	3	4.80%
Years of establishment	Less than 5 years	25	39.70%
	5-10 years	21	33.30%

Features	Characteristic value	Frequency	Frequency
	10 ~ 20 years	10	15.90%
	More than 20 years	7	11.10%
Nature of enterprise	State-owned enterprise	2	3.20%
	Private enterprise	22	34.90%
	Foreign enterprise	13	20.60%
	Joint venture	26	41.30%

From the sample characteristics of employees in Table 6, it can be found that the ratio of men to women in the sample data is relatively balanced, with 412 men, accounting for 52.68%, and 370 women, accounting for 47.31%. According to the marital status of the respondents, the number of married persons is significantly higher than that of unmarried persons. There are 509 married persons, accounting for 65.8% of the total. According to the age of the respondents, the post-80s are the most, with 395 people, accounting for 50.51%, followed by the post-90s, accounting for 33.5%, and the post-60s are the least, accounting for 2.55%. In terms of working years, the working years of most personnel are 1 to 3 years, with a total of 356 people, accounting for 45.52%, but the number of people who have worked for 20 years or more is the least, only 9 people, accounting for 1.15%. In terms of different labor relations with enterprises, formal employees account for 93.8%, much higher than informal employees. In

terms of the educational background of the respondents, the number of undergraduate personnel is the most, with a total of 410, accounting for 52.42%. Ordinary employees at post level account for the most, with 544 employees, accounting for 69.56%, followed by grass-roots cadres, with 161 employees, accounting for 20.58% of the total. To sum up, there are no other abnormal phenomena affecting the research results of the respondents, so the research results can be considered to be relatively reliable. The descriptive statistics of the surveyed employees are shown in Table 6.

**Table 6. Basic characteristics of employee sample**

Features	Characteristic value	Frequency	Frequency
Gender	Female	370	47.31%
	Male	412	52.68%
Marital status	Married	509	65.80%
	Unmarried	273	34.90%
Date of birth	After 1990	262	33.50%
	1980 ~ 1989	395	50.51%
	1970 ~ 1979	68	8.69%
	1960 ~ 1969	37	4.70%
	Before 1960	20	2.55%
Working years of the company	Less than 1 year	0	0.00%
	1-3 years	356	45.52%
	3-5 years	287	36.70%
	5-10 years	93	11.89%
	10 ~ 20 years	37	4.70%

Features	Characteristic value	Frequency	Frequency
	More than 20 years	9	1.15%
Types of labor relations	Informal staff	47	6.20%
	Regular employee	735	93.80%
Educational level	Below senior high school (including vocational high school)	28	3.50%
	Junior college	253	32.30%
	Undergraduate	410	52.42%
	Graduate student	91	11.63%
Post level	Ordinary staff	544	69.56%
	Grassroots cadres	161	20.58%
	Middle-level cadres	69	8.82%
	Top management	8	1.02%

### 3.2 Reliability analysis

This study uses SPSS 19.0 software, the analysis results of 63 data of human resource managers show that Cronbach's of strategic human resource management scale  $\alpha$  The coefficient is 0.975. Wu Minglong (2010) believes that the variable dimension  $\alpha$  The coefficient must be greater than 0.50 to be meaningful, and it is better if it can be greater than 0.60. This study believes that at the level of the overall scale  $\alpha$  The lowest coefficient is 0.70, and if it is higher than 0.80, it can be considered as good reliability. The analysis of 782 employee data shows that Cronbach's in role

performance, organizational citizenship behavior and psychological contract performance  $\alpha$ . The coefficient is between 0.974-1, reaching the threshold of 0.70. The results of reliability analysis showed that all scales had a high level of internal consistency.

**Table 7. Cronbach reliability analysis**

Item	CITC	Coefficient with item deleted	Cronbach $\alpha$ coefficient
Psychological contract performance of	0.992	0.975	0.98
The strategy of HR management	0.282	1	
The citizenship behavior of organization	0.992	0.974	
In-role performance	0.992	0.975	

### 3.2 Validity analysis

With AMOS17.0 software used, the comparison method of competition model is also adopted to test the discriminant validity of variables. The sample data of employees include three research variables, namely psychological contract performance, in-role performance and the citizenship behavior of organization. So, the 3-factor model is used as the benchmark model to make a validity analysis of each variable:

**Table 8. Discriminant validity analysis among variables**

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Model	$\chi^2$	df	$\chi^2/df$	GFI	NFI	IFI	CFI	RMSEA
Factor 3	1851.181	1356	1.365	0.882	0.873	0.963	0.962	0.027
Factor 2	2335.146	1363	1.713	0.838	0.84	0.926	0.926	0.038
Factor 1	4275.791	1369	3.123	0.727	0.707	0.78	0.779	0.065

### 3.3 Hypothesis testing

Stepwise regression method is used to test the relationship among the strategy of HR management, psychological contract performance and employee performance. Firstly, test the relationship between the strategy of HR management and employee performance; secondly, test the relationship between the strategy of HR management and psychological contract performance; and thirdly, test the intermediary role of the strategy of HR management.

Firstly, by testing relationship between the strategy of HR management and employee performance, and with data input into the software, the results in Table 9 are obtained:

**Table 9. Impact of the strategy of HR management**

The Research of the Mutual Influence of the Strategy of HR Management, Psychological Contract Fulfillment and Employee Performance

## on employee performance

Variable	Model 1 In-role performance		Model 2 The citizenship behavior of organization	
	Regression coefficient	STD error	Regression coefficient	STD error
Intercept item		0.07		0.05
Individual level variable				
Birth Date	0.012	0.07	0.074	0.05
Male	-0.036	0.04	-0.006	0.04
Regular employees	-0.012	0.18	0.126	0.15
Grass-roots manager	0.018	0.17	0.049	0.15
Middle management	0.052	0.17	0.034	0.15
Top management	0.051	0.17	0.039	0.15
junior college student	-0.042	0.05	-0.048	0.04
Undergraduate	-0.063	0.05	-0.062	0.04
Graduate	-0.022	0.05	-0.021	0.04
Organization-level variables				
Date of establishment	-0.051	0.06	-0.044	0.02
Private enterprise	-0.283	0.12	-0.126	0.08
Foreign capital enterprise		0.14	0.011	0.06
Joint venture	-0.112	0.17	0.027	0.06

The strategy of HR management		0.08		0.04
R <sup>2</sup>	0.147		0.152	
Adjusted R <sup>2</sup>	0.127		0.132	
	0.147		0.01	
F Value				

As can be seen from the above table, Model 1 represents the impact the strategy of HR management experts on in-role performance within roles, and Model 2 represents the impact on the citizenship behavior of organization by the strategy of HR management. In Model 1, the strategy of HR management has a significant positive impact on in-role performance (regression coefficient  $\beta=0.456$ ,  $P < 0.01$ ), so hypothesis H1-1 is confirmed. In Model 2, the strategy of HR management has also a significant positive impact on the citizenship behavior of organization (regression coefficient  $\beta=0.427$ ,  $P < 0.05$ ), so hypothesis H1-2 is confirmed, too. Thus, H1 is made: the strategy of HR management has a positive impact on employee performance.

Secondly, by testing the influence of the strategy of HR management on the performance of psychological contract, and with data input into the software, the results in Table 10 are obtained

**Table 10. Influence of the strategy of HR management**

## on psychological contract performance

Variable	Model 3 psychological contract performance	
	Regression coefficient	STD error
Intercept item		0.025
Individual level variable		
Birth Date	-0.006	0.02
Male	0.01	0.02
Regular employees	0.062	0.06
Grass-roots manager	-0.001	0.04
Middle management	-0.062	0.04
Top management	0.202	0.11
Junior college student	0.103	0.06
Undergraduate	0.031	0.07
Graduate	0.051	0.07
Organization-level variables		
Date of establishment		0.02
Private enterprise	-0.056	0.06
Foreign capital enterprise	-0.102	0.06
Joint venture	-0.072	0.09
The strategy of HR management		0.06
Random effects	Variance cost	$\chi^2$ test
First Level	0.029	
Second Layer	0.178	

Variable	Model 3 psychological contract performance	
	Regression coefficient	STD error
(Level-1)		
(Level-2)	0.818	
-2LL	1232.22	

In Table 10, Model 3 represents the impact on psychological contract performance by the strategy of HR management. The results show that the F value of the overall model is significant, and the strategy of HR management has a positive impact on relational psychological contract performance ( $\beta=0.717$ ,  $P<0.05$ ). With the strategy of HR management added, the inter-group variance of relational psychological contract performance is 0.029, and 81.8% of inter-group variation is effectively explained. So, H2 is confirmed.

Finally, to test the mediating effect of psychological contract performance on the strategy of HR management and employee performance, the independent variables and mediating variables of the two previous steps are put into the regression model simultaneously; as a result, the regression coefficient of the independent variables is reduced significantly, and then it has proved that the regression coefficient of the mediating variables

should be significant hypothesis. With the data input into the software, the results shown in Table 11 are obtained:

**Table 11. Mediating effects of psychological contract performance**

Variable	Model 4 In-role performance		Model 5 The citizenship behavior of organization	
	Regression coefficient	STD error	Regression coefficient	STD error
Intercept item		0.02		0.02
Individual level variable				
Birth Date	0.003	0.02	-0.007	0.01
Male	-0.041	0.02	-0.041	0.04
Regular employees	-0.028	0.06	-0.042	0.04
Grass-roots manager	0.012	0.04	-0.003	0.02
Middle management	0.077	0.04	0.026	0.01
Top management	-0.001	0.11	0.025	0.05
Junior college student	-0.072	0.06	-0.045	0.04
Undergraduate	-0.071	0.07	-0.074	0.05
Graduate	-0.032	0.07	-0.036	0.05

Variable	Model 4 In-role performance		Model 5 The citizenship behavior of organization	
	Regression coefficient	STD error	Regression coefficient	STD error
Psychological contract performance		0.03		0.03
Organization-level variables				
Date of establishment		0.02	-0.043	0.03
Private enterprise	-0.135	0.06	-0.141	0.06
Foreign capital enterprise	0.001	0.07	-0.014	0.07
Joint venture	-0.052	0.07	-0.092	0.08
The strategy of HR management		0.05		0.05
Random effects	Variance cost	Test	Variance cost	Test
First Level	0.033		0.005	79.81
Second Layer	0.144		0.118	
( Level-1 )	0.092		0.081	
( Level-2 )				

Variable	Model 4 In-role performance		Model 5 The citizenship behavior of organization	
	Regression coefficient	STD error	Regression coefficient	STD error
-2LL	1012.17		1022.82	

Model 4 is used to evaluate the effect b on the strategy of HR management by in-role performance psychological contract performance. Model 3 shows that the strategy of HR management positively affects psychological contract performance ( $\beta=0.717$ ,  $P<0.05$ ); in Model 4, in the equation are included both the strategy of HR management and relational psychological contract performance, and the regression coefficient of the strategy of HR management and relational psychological contract performance is 0.319 ( $P<0.05$ ), with the regression coefficient of psychological contract performance being significant ( $\beta=0.292$ ,  $P<0.05$ ), and the intergroup variance being 0.144. So, the intermediary role of relational psychological contract performance between the strategy of HR management and employee performance, and H3-1 are confirmed.

Model 5 is used to evaluate the role psychological contract fulfillment plays between the strategy of HR management and the citizenship behavior of organization, Model 3 shows that the psychological contract fulfillment is positively influenced by the strategy of HR management; in Model 5, the variables of the

strategy of HR management and psychological contract fulfilment are into the equation at the same time, the regression coefficient of the strategy of HR management is 0.331 ( $P < 0.05$ ), the regression coefficient of psychological contract performance significant ( $\beta = 0.032$ ,  $P < 0.05$ ), and the inter-group variance 0.118. So, the intermediary role of psychological contract performance in the strategy of HR management and the citizenship behavior of organization, and H3-2 are confirmed.

#### 4. Conclusion and Enlightenment

##### 4.1 Conclusion

First, it is verified in this paper that the strategy of HR management exerts a positive impact on organizational performance. H1-1 and H1-2 are confirmed with empirical results support. This shows that the strategy of HR management has a significant positive impact on intra-role performance and the citizenship behavior of organization. What's more, the more practicable the strategy of HR management is, the higher the average level of employees' intra-role performance and the citizenship behavior of organization is. Meanwhile, the result also shows that the social exchange theory can be used to explain the relationship between the strategy of HR management and employee performance. The strategy of HR management and the employee performance for both sides are valuable exchange resources. With the use the

strategy of HR management, more can be provided to employees, like sustainable development training, promotion channels, employee involvement opportunities, incentive compensation, and employment security. Through such practical measures, benefits are available to employees, of resources, opportunities, support and trust. In return, employee will provide a high level of in-role performance and the citizenship behavior of organization, based on mutual benefit and reward; in short, it is through this reciprocal exchange of valuable resources that enterprises and employees complete the process of social exchange.

Secondly, it's revealed in this paper that the intermediary role of psychological contract performance does exist. H2 is confirmed with empirical results that the strategy of HR management positively affects psychological contract performance. Essentially, psychological contract is a cognitive process in which employees put into practice what HR management advocates. Meanwhile, the two sub-hypotheses of H3 are also confirmed: psychological contract performance plays a cross-level intermediary role between the strategy of HR management, in-role performance and the citizenship behavior of organization, respectively. In the system of social exchange theory, the strategy of HR management is regarded a criterion to judge what enterprises have made for staff by employees, and psychological contract performance virtually reflects employees' perception of

profit. Those who perceive they have already made profit will adjust their work performance to reward their enterprise. According to studies before, through organizational attraction, organizational support and leadership deployment exchange, the strategy of HR management affects organizational performance. It's verified in this paper that the conduction effect of psychological contract performance while to some extent, expanding the mechanism of the strategy of HR management.

## **4.2 Management enlightenment**

### **(1) Implement Employment Guarantee Strategy**

Through this study, it is found that employee performance includes not only in role performance (labor remuneration given by the enterprise), but also organizational citizenship behavior (care policy given by the enterprise). Only when managers and employees trust each other and establish a long-term, stable and harmonious employment relationship, employees will have more trust and loyalty to the organization, so as to promote the common and harmonious development of employees and organizations. Harmonious and stable employment relationship is the basis of enterprise operation. Long-term replacement of talents will bring greater risks. Therefore, this study proposes that enterprises implement employment guarantee strategy to make employees feel more secure and trust in the enterprise.

## (2) Establish a sound incentive mechanism

Incentive mechanism is a very important link in strategic human resource management. A sound incentive system will promote the achievement of employee performance. To establish a sound incentive mechanism, first, we need to establish a performance appraisal system, link the task performance with the employee salary system, and fully stimulate the employees' work enthusiasm and potential. Second, establish welfare policies to make employees feel more secure and belong and maintain work motivation. Third, implement the salary registration system. The basic base salary of employees is divided into several levels according to different jobs and employee contribution. The ladder system base salary is established to complement the performance appraisal system to stimulate employees' work enthusiasm to the greatest extent. Fourth, establish and standardize employee behavior. The premise of a sound employee incentive mechanism is fairness and justice. If employees feel unfair treatment, all performance appraisal systems will be empty talk. In order to establish a fair and just environment for performance appraisal, we must standardize employees' behavior, supervise employees' behavior standards, implement behavior guidance, and correct their working attitude. Fifth, establish internal promotion channels to help employees make career planning and set goals, integrate the company's strategic objectives with

employees' promotion objectives, gradually put the right people in the right position, fully respect employees' growth and motivate employees' advantages.

### **(3) Cultivate employees' sense of participation**

The research of this paper shows that the performance of psychological contract has an impact on employee performance. The performance of psychological contract emphasizes more organizational care, mutual trust and common growth. Therefore, the company should help employees establish career development goals, and give them sufficient resource support and recognition when they complete relevant work, so as to meet the employees' sense of achievement, improve the trust between employees and the organization, pay attention to the promotion and development of employees, and achieve the harmony and unity between organizational interests and employees. Of course, the performance of psychological contract pays attention not only to the emotional needs of employees, but also to the economic needs of employees. Enterprises should appropriately improve employees' performance compensation, advocate a fair and just competitive environment, and issue rewards according to the enterprise performance appraisal standards. The commitments made by the enterprise to the employees must be implemented in place. If the commitments cannot be fulfilled due to special circumstances, the management must communicate with

the employees in time to ensure the employees' psychological expectations and reduce the negative impact of the psychological contract.

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