

## Research and Analysis Based on the Relationship among Leader-Member Exchange, Psychological Contract and Job Performance

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**Abstract:** In the context of economic globalization, more and more multinational companies have entered the Chinese economic market, which has deepened the pressure of international competition in the domestic economic market, forcing many corporate organizations to transform and upgrade their operating methods and management models in the process of pursuing market economy status. In China, the economic growth of an enterprise relies on corporate management issues such as leadership-member exchange and psychological contracts. A large number of research theories believe that the above two types of management factors are important factors that affect the enthusiasm, attitude and performance of employees. Based on the theories of leadership-member exchange, psychological contract, and job performance, this article conducts in-depth research and discussion on the relationship between the three from an empirical perspective, so as to realize the mediating role of psychological contract between leadership-member exchange and job performance. The effective inspections lay a solid theoretical foundation and practical significance for the establishment and improvement of related theoretical mechanisms.

### 1. Introduction

Under the open, cooperative, and win-win economic development concept, there are more and more Chinese production factors in the globalized market. While enhancing the interdependence and interconnected characteristics of various countries, it has subverted the traditional enterprise management concepts and Research methods. As the internal and external changes of the organization become more and more obvious, organizations are affected by uncertain factors from many aspects. So it is necessary to ensure the effectiveness of management through a series of innovative changes<sup>[1]</sup>. On the one hand, organizations need to put forward relevant requirements for internal employees about their innovation, spontaneity and initiative, etc., and appropriately reserve the space for employees to play freely. On the other hand, they should pay attention to the performance evaluation of employees. In addition to designing related task performance, high attention should also be paid to relationship performance. As a result, leadership-member exchange, psychological contract, and job performance gradually become the core issues in enterprise human resource management.

### 2. The Summarize of Relevant Basic Theories

#### A. The theory of leader-member exchange

Graen and Danserean put forward the theory of leader-member exchange for the first time in 1975, and they have fully absorbed basic social exchange theory and expanded the new theory of leader-member exchange. While before this theory has been proved, the study of leadership science was mainly using three traditional methods including Trait theory, behavioral theory, and Contingency theory..

#### B. Psychological Contract

In 1960, Argyris, a professor at Harvard University, first developed the concept of psychological contract, which was used to describe systematically the relationship between employees and their supervisors and the following conclusions were drawn.: If the leader is more active in behavior, the

employee's attitude at work is also more optimistic; If the leader can effectively meet the demands of the employee, the complaint of the employee to the enterprise and even the leader can be eliminated, and the overall work efficiency of the company will be effectively improved [2].

#### C. Job performance

At present, the definition of job performance varies among researchers. But taken as a whole, there are largely two perspectives, the result and the behavior. Those who see the job performance as the result mainly reckon that job performance is the result produced by employees to complete the relevant tasks within the specified working week. The evaluation of employee performance from the perspective of results has the disadvantages of oversimplification and lack of accuracy. On the one hand, this evaluation method tend to ignore the extra efforts of employees. On the other hand, the content of performance reviews does not include employee's behavior and employee's output, so it is unable to effectively measure the reward system in a more direct and economical way. Therefore, some scholars propose to regard job performance as a behavior directly related to the realization of organizational goals.

### 3. Research Design

#### A. Definition of research variables

Firstly, leader-member exchange. With the deepening of the leader-member exchange theory research and expansion, for the research on relationship between leadership and subordinate, traditional inside and outside of the two-dimensional structure has been unable to adapt to the present stage research depth and scope. This research mainly adopts leader-member exchange theory of multidimensional concept to study, which demonstrate more comprehensively the relationship between the dimensions of leadership-members exchange and other variables in leadership-members exchange, and ensure the research can fit effectively with actual leader-member exchange theory by using comprehensive content of multidimensional leader-members exchange theory [3].

Wang Hui, a Chinese scholar in the relevant fields, revised the thinking structure of the leader-member exchange theory according to the Chinese national culture, and designed the leader-member exchange questionnaire based on the actual situation of Chinese enterprises. This paper adopts the four dimensions of emotion, loyalty, professional respect and contribution in the questionnaire for research and analysis.

Secondly, psychological contract. In this study, the investigation of psychological contract mainly adopts the three-dimensional structure. The questionnaire was designed by Li Yuan, a Chinese scholar, and it includes three dimensions: interpersonal responsibility, normative responsibility and developmental responsibility.

Thirdly, job performance. Conway found in his research process that in the performance of employees' actual work, leaders always give priority to their job performance, but from the perspective of employee evaluation, relationship performance is more important. Van scoffer divided relationship performance into two aspects: work dedication and interpersonal promotion on the basis of this research. In this research, job performance is studied from three dimensions [4]:

1) *Task performance;*

2) *Interpersonal promotion;*

3) *Work dedication.*

#### B. Research hypothesis

Firstly, the relationship between leader members exchange, psychological contract and job performance.

In leader-member exchange theory, leaders treat their subordinates differently. They communicate with their subordinates more frequently in the process of work development, and when the insiders meet with difficulties in work, leaders give patient, accurate guidance, encourage subordinates to participate in decision making, and guide subordinates to put forward their views and opinions bravely. When assigning specific tasks at work, the leader usually assign some challenging tasks to the subordinates in the circle, and even if the subordinates in the circle don't accomplish the tasks satisfactorily, the leader most likely to be tolerant. Nevertheless, the leaders often assign simpler

tasks to non-core personnel, mainly because of their narrow scope of professional responsibility and lack of close relationship with the leaders and enterprises. Therefore, this article assumes the following:

1) *Hypothesis 1: There is a positive correlation between leader-member exchange psychological contracts.*

2) *Hypothesis 1a: There is a positive correlation between emotion and psychological contract.*

3) *Hypothesis 1b: Loyalty is positively correlated with psychological contract.*

4) *Hypothesis 1c: There is a positive correlation between professional respect and psychological contract.*

5) *Hypothesis 1d: There is a positive correlation between contribution and psychological contract.*

6) *Hypothesis 2: There is a positive correlation between leader-member exchange and job performance*

7) *Hypothesis 2a: There is a positive correlation between emotion and job performance.*

8) *Hypothesis 2b: There is a positive correlation between loyalty and job performance.*

9) *Hypothesis 2c: There is a positive correlation between professional respect and job performance.*

10) *Hypothesis 2d: There is a positive correlation between contribution and job performance.*

Secondly, psychological contract and job performance.

Psychological contract theory: Based on the analysis from the perspective of employees, it is found that the psychological contract they think is more worthy of is the expectation of the enterprise for the employees and their responsibilities, including individual career planning, work welfare and working environment, etc. After the employees sign the relevant contracts with the enterprise, the expectation will naturally come into being. When employees have a strong sense of identity and belonging to the enterprise, their enthusiasm for work will also be enhanced, and they will have more motivation and confidence to complete every task assigned by the enterprise, so as to promote the overall improvement of employees' job performance. On the contrary, if a good psychological contract is established between the enterprise and employees, the overall performance level of employees will be lowered<sup>[5]</sup>.

1) *Hypothesis 3: There is a positive correlation between psychological contract and job performance*

2) *Hypothesis 3a: There is a positive correlation between interpersonal responsibility and job performance*

3) *Hypothesis 3b: There is a positive correlation between normative responsibility and job performance*

4) *Hypothesis 3c: There is a positive correlation between development responsibility and job performance*

Thirdly, the mediating function of psychological contract.

In general, the psychological contract plays an intermediary role in the relationship between leader-member exchange and job performance. In detail, it mainly refers to the fact that employees with high leader-member level build a good and harmonious relationship with the enterprise on the premise of the psychological contract, and they are leaders with high leader-member exchange level.

1) *Hypothesis 4: To some extent, psychological contract plays an intermediary role between leader-member exchange and job performance.*

#### **4. Questionnaire Survey and Data Collection**

##### **A. Questionnaire design**

This research mainly adopts the research method in the form of questionnaire survey, through the strict formulation and design of related psychological measurement topics, comprehensively collecting various research materials and data. In the actual research process, the self-reported questionnaire is the main method employed. The specific research variables and related measurement tools are as follows:

### 1) Leader-member exchange questionnaire

The selection of the leader-member exchange scale is mainly based on the LMX-7 scale compiled by Graen et al. There are 7 items included in the scale, and the reliability of the content is as high as 0.8 ~ 0.9. Through further revision of the scale, the domestic related scholar Wang Hui combined with the facts of Chinese enterprises. The reliability of the revised version can be stabilized at about 0.86, and the scale also has very good calibration correlation validity.

Judging from the content of the scale, the number of designed topics is 12, and the setting of the topics mainly starts from the four dimensions of emotion, loyalty, professional respect and contribution. Each dimension is designed with 3 questions, with the final measurement based on the Likert five-level scale which is mainly divided into five different levels.

### 2) Psychological contract employee responsibility scale

The questionnaire survey on psychological contract is mainly made by Li Yuan. There are two parts in the questionnaire. One is the responsibility of the staff to the organization, and the other is the responsibility of the organization to the staff. Cronbach's Alpha are 0.934 and 0.905 respectively. The questionnaire survey is based on the measurement of 'employees' responsibility to the organization'.

### 3) Job Performance scale

The job performance scale, which was developed by Zhang Shuxi, was used as the main tool in this study. The job performance was divided into relational performance and task performance in detail, among which 12 items were relational performance and 5 items were task performance, and 6 items were included in the two aspects of job risk and interpersonal promotion. The measurement also used Likert five-level scale.

## B. Data collection and samples

### 1) Data selection and collection

The research used questionnaires as a survey tool during data collection. They conducted a sample survey of 300 staff from two large-scale enterprises. Totally 300 questionnaires were sent out, and questionnaires were collected within the survey time. As a result, 263 of questionnaires were returned, others were not. The effective rate of collection reached 87.67 percent. Through sorting and statistics, the number of valid questionnaires was 242 after screening, with the effective collection rate was 92.02 percent.

### 2) Descriptive statistics of selected samples

According to four aspects, gender, age, working hours, education level, a unified description and analysis of the experimental samples, detailed results are as follows:

Table 1 Sample Distribution

Attribute	Class	Quantity	Percentage(%)
Gender	Male	124	51.24%
	Female	118	48.76%
Age	Under 25 years	52	21.49%
	26-35 years	124	51.24%
	36-45 years	49	20.25%
	45-55 years	12	4.69%
	Over 55 years	2	1.83%
	Missing	3	1.24%
Education Level	College degree and below	41	16.94%
	Undergraduate	92	38.02%
	Master	80	33.06%
	Doctor	25	10.33%
	Missing	4	1.65%
Working Hours	Following year	65	26.86%
	2-5 years	112	46.28%
	5-10 years	51	21.07%
	More than 10 years	12	4.96%
	Missing	2	0.83%

It is not difficult to see that among the 242 employees who have been surveyed, male employees and female employees accounted for 51.23 percent and 48.76 percent respectively from the statistics in Table 1. In terms of age distribution, the number of the employees with no more than 35 years old accounted for about 176, 72.73 percent of the total. It is almost certainly be concluded that the majority of young employees who have been surveyed. From the perspective of worker education, there are 197 workers have bachelor degree, master degree or doctor degree, about 81.40 percent of total number, and most of employees have received higher education; and by the looks of working seniority, there are closely 112 people working for 2-5 years, the majority of employees work for same internship [6].

## 5. Data Analysis and Research Results

### A. Descriptive analysis of main variables

Before further investigation and analysis, this paper makes a comprehensive analysis of the influenced factors of each variable in the research process. It mainly focuses on the influence of demographic factors, such as leader members, psychological contract and whether job performance is affected by gender, age, education level and working years.

#### 1)Independent sample test of gender

According to the specific results of independent sample t Test on gender shows that it can be concluded that leader member exchange, psychological contract and job performance are not affected by gender.

#### 2)One way ANOVA on age

Table 2 Results of One Way Anova on Age

	Age	Average	Value F	Significance	Significant or not
Leader-member exchange	< 25	2.7127	3.619	0.002	Yes
	26-35	2.9154			
	36-45	2.8813			
	> 45	3.1370			
Psychological contract	< 25	2.8151	3.187	0.014	Yes
	26-35	2.9028			
	36-45	2.9151			
	> 45	3.2441			
Job performance	< 25	2.9132	0.533	0.791	No
	26-35	3.1928			
	36-45	2.8136			
	> 45	3.0109			

Notes: \* \* P < 0.05, N = 237, discharge missing data

Table 2 shows the variance analysis of age, we can learn the F value of the leader member exchange and psychological contract. The significant level of employee variance of different ages is less than 0.05. So it can see that leader member exchange, psychological contract and job performance are more or less directly affected by age factors. And after in-depth analysis, we found that the two variables of leader member exchange and psychological contract also show an upward trend with the increasing age. But the significant level of job performance of employees at different ages is more than 0.05, and the probability of interaction between them is relatively small.

#### 3)One-Way ANOVA on Educational Background

The One-Way Analysis of Variance results of educational background shows that educational level have no influence on leader- member exchange, psychological contract and job performance [7].

#### 4)One-Way ANOVA on Working years.

According to the statistical results of the survey, it is more likely that leader member exchange and psychological contract are limited by working years. And there is no significant effect between work years and job performance.

### B. Validity Analysis of the Scale

#### 1)Validity Analysis of Leader-Member Relationship Scale

Table 3 Leadership-Member Exchange Scale Structure Validity Test Results

Project	Emotion	Loyalty	Contribution	Professional Respect
LMX-1	0.732			
LMX-2	0.691			
LMX-3	0.712			
LMX-4		0.638		
LMX-5		0.709		
LMX-6		0.793		
LMX-7			0.702	
LMX-8			0.698	
LMX-9			0.719	
LMX-10				0.689
LMX-11				0.626
LMX-12				0.728
Interpretation of each variation	25.112	17.293	10.186	8.917
Cumulative Variation Interpretation	25.112	42.405	52.591	61.508

The test of the leader-member exchange scale is restrained. KMO and Bartlett in SPSS Statistics 19.0 are selected for comprehensive inspection and analysis. The KMO value of the leader-member exchange scale is about 0.782, which basically needs to reach 0.8. This result shows the factor analysis has good adaptability. The Bartlett Spherical Test SIG is 0.001, indicating that the factors between the items in the leader-member exchange scale are similar and gradually have a significant level with each other, which can be used for factor analysis.

Through the comprehensive examination and analysis, the specific results in Table 3 are obtained. The factor load value and commonality of each item in the leader-member exchange are basically consistent with the actual measurement requirements, and each item can be introduced into four dimensions around the expected effect. The interpretation amount of the cumulative variance of each dimension reaches 61.508%, which has interpretability to some extent. Among them, the interpretation of the leader-member exchange scale is 25.112% for emotion, 17.293% for loyalty, 8.917% for professional respect, and 10.186% for contribution. Therefore, from a certain point of view, the leadership-member exchange scale has very good structural validity.

2) *Validity analysis of psychological contract responsibility scale for employees*

Table 4 Results of Validity Analysis of Psychological Contract Responsibility Scale

Projects	Interpersonal responsibility	Development responsibility	Normative responsibility
PC-1	0.773		
PC-2	0.812		
PC-3	0.649		
PC-4	0.718		
PC-5	0.629		
PC-6	0.570		
PC-7	0.682		
PC-8	0.613		
PC-9		0.792	
PC-10		0.648	
PC-11		0.713	
PC-12		0.644	
PC-13			0.833
PC-14			0.791
PC-15			0.614
PC-16			0.578
Explanatory amount of each variable	27.728	18.174	15.639
Cumulative variance interpretation	27.728	45.902	61.541

KMO and Bartlett in SPSS19.0 are mostly chosen for the analysis of the psychological contract scale. The KMO of psychological contract scale is about 0.719, basically >0.6, which shows that the

factor analysis has good adaptability. The Bartlett Spherical Test SIG is 0.001, proving the factors of each item in the psychological contract scale are similar, and each item has a significant level, which can be used for factor analysis.

The contents shown in Table 4 show that the factor load values and common degree of each item of the psychological contract basically reach the same level according to the relevant measurement requirements. The items are analyzed in three dimensions, and the cumulative explanatory value of the three dimensions is 61.541%, which is very good. Among them, interpersonal responsibility is 27.728%, developmental responsibility was 18.174% and normative responsibility is 15.639%. Therefore, the psychological contract scale has relatively high construct validity.

### 3) Validity analysis of the employee performance scale

Table 5 Results of Validity Test of Job Performance Scale

Projects	Test Performance	Interpersonal facilitation	Work contribution
JP-1	0.728		
JP-2	0.719		
JP-3	0.682		
JP-4	0.672		
JP-5	0.591		
JP-6	0.646		
JP-7		0.549	
JP-8		0.671	
JP-9		0.588	
JP-10		0.711	
JP-11		0.649	
JP-12		0.559	
JP-13		0.691	
JP-14			0.642
JP-15			0.563
JP-16			0.638
JP-17			0.526
JP-18			0.695
JP-19			0.523
Explanatory amount of each variable	27.189	17.326	14.169
Cumulative variance interpretation	27.189	44.515	58.684

The KMO and Bartlett of the SPSS19.0 statistical software were chosen to conduct a comprehensive test and systematic analysis. The KMO of the EPQ was about 0.829, basically > 0.8, the results show that the factor analysis has a good adaptability. The Bartlett Spherical Test Sig is 0.001, which shows that the factors of each item in the worksheet are similar and have a significant level, which can be used for the factor analysis.

Through the observation of the specific test results in table 5, it is not difficult to find that the factor load value and commonality of each item in the job performance are basically consistent with the measurement requirements put forward in the previous period, and the specific value of each item is analyzed in depth from three perspectives. In the three major dimensions, the cumulative amount of variation is 58.684. Among them, in the respective interpretations of the job performance scale, task performance is 27.189%, 17.326% for interpersonal promotion is, and 14.169% for job risk. To a certain extent, the structural validity of the job performance scale is relatively good.

### C. Regression analysis

#### 1) Leader-member exchange and psychological contract

Table 6 Shows the Analysis of the Regression Results of the Leadership-Member Exchange on the Psychological Contract.

Table 6 Regression Results Of Leader-Member Exchange on Psychological Contract

Leader-member exchange	Psychological contracts		
	<i>Standardized coefficient</i>		<i>coefficient tests</i>
	<i>Beta</i>	<i>t</i>	<i>Sig.</i>

Constant		4.819	0.000
Emotion	0.217	3.127	0.000
Loyalty	0.339	4.284	0.000
Contribution	0.241	3.014	0.000
Professional respect	0.049	0.916	0.171
Adjusted R <sup>2</sup>		0.397	
F		31.248	

From the table, it can be seen that the constants with significance test results <0.05 mainly include emotion, loyalty, and contribution. The f-test value is 31.248. Through relevant adjustment, 0.397 for the adjusted judgment coefficient R<sup>2</sup>, that is, the predictor variable, the three dimensions of emotion, loyalty, and contribution can jointly explain the psychological contract, and the variation is about 39.7%. The three dimensions of emotion, loyalty, and contribution in the leadership-member exchange can effectively predict the psychological contract. The regression equation is:

$$Y (\text{psychological contract}) = 0.217X_1 (\text{emotion}) + 0.339X_2 (\text{loyalty}) + 0.241 X_3 (\text{contribution})$$

### 2) LMX and Job Performance

Table 7 shows the regression results of Leader-member exchange to job performance. From that table we can find, the constants whose significance test results are lower than 0.05 are emotion, loyalty and contribution. f inspection value is 17.816. By related adjustments, 0.193 is the adjusted judgment coefficient R<sup>2</sup>, which is predictors. Three dimensions including emotion, loyalty, and contribution can make a joint explanation to job performance, whose variation is about 19.3%. In Leader-member exchange, three dimensions including emotion, loyalty, and contribution can effectively predict the job performance. The regression equation is:

$$Y_2 (\text{job performance}) = 0.178X_1 (\text{emotion}) + 0.305X_2 (\text{loyalty}) + 0.216X_3 (\text{contribution})$$

Table 7 Regression Results Of Lmx on Job Performance

Leader-Member Exchange	Job Performance		
	<i>Standardized Coefficient</i>	<i>Coefficient Tests</i>	
	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Constant		4.126	0.000
Affect	0.178	4.370	0.000
Loyalty	0.305	3.269	0.018
Contribution	0.216	3.421	0.000
Professional Respect	0.049	0.916	0.271
Adjusted R <sup>2</sup>		0.193	
F		17.816	

### 3) Psychological contract and job performance

Table 8 Regression Results Of Job Performance on Psychological Contract

Psychological Contract	Job Performance		
	<i>Standardized Coefficient</i>	<i>Coefficient Tests</i>	
	<i>Beta</i>	<i>t</i>	<i>Sig.</i>
Constant		6.137	0.000
Interpersonal Responsibility	0.093	5.329	0.000
Developmental Responsibility	0.131	3.518	0.007
Normal Responsibility	0.051	1.278	0.023
Adjusted R <sup>2</sup>		0.359	
F		15.728	

Table 8 shows the regression results of job performance on psychological contract. The data in table shows that the constants whose significance test results are lower than 0.05 are interpersonal responsibility, development responsibility, standardization responsibility. f inspection value is 15.728. By related adjustments, 0.359 is the adjusted judgment coefficient R<sup>2</sup>, which is the predictors. Three dimensions including interpersonal responsibility, development responsibility, and standardization responsibility can make a joint explanation to job performance, whose variation is about 35.9% [13]. In psychological contract, three dimensions including interpersonal responsibility, development responsibility, and standardization responsibility could effectively predict job performance. The regression equation is:

$Y_3$  (job performance) = 0.093X1 (interpersonal Responsibility) + 0.131X2 (development responsibility)

4)The mediating role of psychological contract

Table 9 Regression Analysis Of the Mediating Role of the Psychological Contract in Leader-Member Exchange on employees' Task Performance

Job Performance						
Leader-Member Exchange	Model 1			Model 2		
	Standardized Coefficient	Coefficient Tests		Standardized Coefficient	Coefficient Tests	
		Beta	t		Sig.	Beta
Constant		6.318	0.000		6.318	0.000
Affect	0.229*	2.283	0.013	0.048	0.519	0.607
Loyalty	0.166*	2.137	0.017	0.048	0.693	0.426
Contribution	0.233**	2.917	0.008	0.126*	1.937	0.033
Professional Respect	-0.081	-0.852-	0.403	-0.041	-0.582	0.559
Psychological Contract				0.628*	10.233	0.000
R <sup>2</sup>		0.191			0.472	
Adjusted R <sup>2</sup>					0.281	
F		11.307***			38.294***	

By regression analysis, it is known that employees' job performance is easily affected by leader-member exchange and psychological contract in some certain situation. Based on this, this paper further studies the influencing ways of leader-member exchange on job performance by psychological contract acting as an intermediary as shown in Table 9.

## 6. Discussion

The in-depth research found that the age differences among the subjects impacted directly upon psychological contract and leader-member exchange. Employees who have just started a job haven't established an intimate connection with their organization. After entering into the post, they have gradually realized the gap between the real work and the expected one---that kind of feeling can largely reduce the level of psychological contract, while senior employees have generally mastered and understood the organizational form with a great flexibility and a higher level of psychological contract.

Leader-member exchange presents positive correlation with psychological contract. By performing the method of regression analysis between leader-member exchange and psychological contract, we can easily tell that the joint explanation amount of three dimensions including emotion, loyalty and contribution can reach up to 39.7%. The three dimensions in leader-member exchange can effectively predict the psychological contract from a positive perspective, which literally confirmed the research theories of the majority of scholars. In addition, its predictive effect is also manifested in leader-member exchange and psychological contract level. The higher the leader-member exchange level is, the higher the employees' psychological contract level is.

The leader-member exchange and job performance exhibit a positive developmental correlation, with essentially similar requirements to LMX in terms of both interpersonal facilitation and job dedication dimensions. Some scholars have argued in prior research that job performance is influenced by leader behavior to a greater or lesser extent, however, as research has progressed, it is clear that no influential relationship exists between LMX and task performance, while task performance factors are fairly objective and the possibility of influence by LMX is rather minimal. When employees construct a comparatively high level of LMX between employees and leaders, employees will act as insiders of the circle, who will be enriched and promoted regarding resources and recognition. Against this backdrop, employees are efficiently motivated to accomplish the tasks entrusted to them by their leaders in an effective, qualitative and high-standard manner, enhance their relationships with their leaders through the accomplishment of tasks, and thus fundamentally contribute to the all-round promotion of job performance.

According to the regression analysis, it is found that psychological contract directly affects employees' job performance in interpersonal responsibility and developed responsibility. These two parts accounts for 35.9% of the variation in job performance. In addition, the two parts can help predict and influence job performance from a positive direction, which effectively validates the hypothesis 3, that is, psychological contract shows a positive relationship with job performance. And then a regression analysis is conducted to study the mediating effect of the psychological contract on the job performance of employees in the leadership-member exchange. According to the results, it is found that the psychological contract plays a full mediating role in two parts of emotion and loyalty, which implies that the leader should actively carry out emotional communication with employees in daily work. Besides humane care, it can help effectively promote the employee loyalty, and the continuous enhancement of the leadership-member exchange. In this way, it gives full play to the psychological contract in improving human resource management and corporate job performance.

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