

THE PSYCHOLOGICAL CONTRACT FULFILMENT AND WORK BEHAVIOUR NEXUS: THE INTERACTIVE EFFECT OF JOB AUTONOMY AND TRUST.

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Abstract

People, most of the times, do not get what they desire or expect in their employment relationships. Psychological contract, which is an individual's belief or expectation about the terms of an exchange agreement between the individual and the organization, has increasingly become an important concept in organisations. This research sought to find out the effect of psychological contract fulfilment on the work behaviour of employees in international non-governmental organisations (INGOS) in Ghana, highlighting the interactive roles of job autonomy and trust. Using a mixed method approach, the study dwelt on sequential explanatory design and a case study of 310 employees and 10 experts respectively, sampled from selected INGOs in Ghana. Multiple regression analysis was used to test for the study's hypothesis, and thematic analysis was used to analyse qualitative responses from experts. The results revealed that there is a positive relationship between psychological contract fulfilment (PCF) and in-role performance (IRP), organisation citizenship behaviour (OCB) and job autonomy. However, there was a negative relationship between employee trust, organisation citizenship behaviour, psychological contract fulfilment and job autonomy. In all, ten (10) hypotheses were specified, out of which six (6) were supported by the study. The study, among others, recommended that, due to the unique nature of INGO work and the fact that the success of the organisation depends on the commitment and performance of staff, employers should be most concerned about psychological contract fulfilment for their employees as it has a significant effect on the work behaviour (in-role performance and organizational citizenship behaviour) of employees. Additionally, job autonomy and trust should be promoted in order to build a climate of innovation, creativity, commitment and confidence, which are essential for employees' performance to thrive. Once, the employees are engaged with the organization and committed to their work, the organisation will achieve its objectives. Several other recommendations and implications were drawn based on the findings of the study.

Keywords: Psychological contract, employee trust, job autonomy, in-role performance, organizational citizenship behaviour.