Chapter 7

Conclusion and Implications
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7.1 CONCLUSION

Psychological contract and organization citizenship behavior influence organization effectiveness. However, citizenship behavior does not mediate the relationship between psychological contract and organization effectiveness. The findings suggest that gender, age, experience, education, and personality are related to psychological contract and organization citizenship behavior. The findings highlight the importance of employee and employer psychological contract for organization effectiveness. The V-OCB and N-OCB differently influence organization effectiveness and differently get influenced by age, gender, experience, education, experience, and personality. The hierarchical regression analysis provides detailed demonstration of how personality traits predict psychological contract and its contents, V-OCB, and N-OCB.

The verified and tested research model of psychological contract, organization citizenship behavior, and organization effectiveness is presented below in figure 7.1.

![Figure 7.1: The Tested and Verified Research Model](image-url)
7.2 RESEARCH CONTRIBUTION

The current study made following contribution:

1. Development of psychological contract instrument with additional contents. The validated instrument is presented in figure 7.2.
2. Empirically measured employer psychological contract.
3. The research study examine the psychological contract from holistic perspective by capturing pre-joining/hiring expectations, post-joining/hiring met expectations, and PC fulfillment.
4. Developed organization citizenship behavior instrument with additional dimensions like normative OCB and rule bounded OCB. The validated instrument model is presented in figure 7.3.
5. First study to examine the relationship between psychological contract, organization citizenship behavior, and organization effectiveness using the financial indicators.
6. Among the few study to examine the relationship between psychological contract, and organization citizenship behavior with various demographic variables like age, gender, education, experience, marital status, and personality.
7. Theoretical contribution by highlighting the significance of employer psychological contract.
8. Provide conceptual argument on the nature and motivators of organization citizenship behavior.
Figure 7.2: Validated Psychological Contract Instrument Model

(a) VOLUNTARY OCB
- Discretionary
- Beyond the call of duty
- Not formally recognized by organization

(b) Rule Bounded OCB
- Job achievement require display of OCB
- Formally recognized by organization

Figure 7.3: Validated Organization Citizenship Behavior Instrument Model
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7.3 MANAGERIAL IMPLICATIONS

Both psychological contract and organization citizenship behavior have been already used for diagnostic purpose in various organizations. The psychological contract tool can be used by employer in the selection process. The organization citizenship behavior tool can be used in culture building by evaluating the levels of organization citizenship behavior followed by action plan and intervention. The study suggests the relevance of employee’s personality traits for professionals while hiring. Personality traits are critical as they are directly linked with the employee performance, behavior, and employment relationship. The study suggest the importance of understanding the different expectations of males and females employees; younger and older employees; highly experienced and low experienced employees; graduate and post graduate employees; and unmarried and married employees. The inputs of the study direct the professionals to design and implement HR policies which meet the expectations of diverse workforce. Recent studies on organizational branding and great places to work are illustration of the practical implications of this research.

7.4 RECOMMENDATIONS FOR FUTURE RESEARCH

The relationship between balanced psychological contract and organization effectiveness need to be studied in detail. The numerous moderators and mediators to psychological contract, organization citizenship behavior, and organization effectiveness need to be studied. There is need to develop a comprehensive tool or method to measure organization effectiveness. The organization effectiveness variable in the current study is based upon the financial indicators. The future research can consider the combination of subjective and financial indicators of the organization effectiveness. The employer psychological contract can have additional elements of organization’s culture, values, vision, and mission statement. The future research could extend the organization citizenship behavior model involving voluntary organization
citizenship behavior, normative organization citizenship behavior, and rule bounded organization citizenship behavior. Additional moderators will provide mechanism to explain the accurate linking between various variables which might be interacting with each other.