



Psychological Contract Dynamics and Employee Innovative Behavior in the Nigerian Hospitality Sector

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Abstract

The research study focuses on psychological contract dynamics and employee innovative behavior in the Nigerian Hospitality Sector. There is an increasing demand for employees to be innovative at work in the face of the current environment constraint, the reason being that employees are the strategic tool for achieving productivity at work. But at then, their level of innovativeness is based on the contract relationship between both parties (Managers and Employees). The research study aim is to examine the influence of psychological contract with the dimensions of mutual trust, mutual obligation and perceived fairness on organizational employee innovative behavior. Review of related literature was examined and from these, empirical links were also drawn. A sample size of one hundred and thirty-nine (139) employees from a population of Four Hundred (400) employees in Twenty five Functional Hotels in Yenagoa, Bayelsa State was used for the study. Questionnaires were the primary means of collecting data in this study. Descriptive and inferential analyses of the data were conducted. Using the Statistical Package for Social Sciences (SPSS), the Spearman Rank Correlation Coefficient (SRCC) was obtained for analyzing the hypothesized statements and from the results it was revealed that there is a positive relationship between mutual trust, mutual obligation and perceived fairness on the innovativeness of employees respectively. Among others, the practical implications show that Managers and employees must exhibit trust in relation to the contract agreement through which commitment will be attained and creative efforts will be generated at work.

Keywords: Psychological Contract Dynamics, Mutual Trust, Mutual Obligations, Perceived Fairness, Employee Innovative Behavior.

1. Introduction

In an organization's milieu, A contract is a typical social occurrence in which management and their staffs are bound together. The requirements of the memorandum of understanding govern each contracting party's conduct. In a business organization, workers are anticipated to make a specific contribution to the company, and the company rewards their efforts based on a written employment contract that establishes collective responsibility. The contract, on the other hand, cannot reflect the fact that all of the contents are shared responsibilities. Employees must grasp what they must do for the organization on their own, as it posits one of the most important criteria for innovative employee behavior and

additionally, knowing the shared duties of employees and the organization through a written statement is insufficient. The inner content of the contract, as seen through the eyes of the employees, must also be comprehended. This brings us to focus on psychological contract".

The psychological contract provides a framework for tracking employee insouciances and primacies in areas that can have a big impact on performance (Salisu & Kabiru, 2015). The psychological contract is a behavioral link between a person and an organization that influences job contentment, organizational loyalty, innovative behavior, turnover of employees, and, ultimately, the organization's goals for success (Chen, 2017). It can also refer to a person's

perceptions of the terms of the exchange agreement between employee and employer (Rousseau, 2014). It is about the concept of parties exchanging goods and services. People enter the workforce with a collection of beliefs, expectations, and responsibilities that they expect their employer to fulfill. In addition, the employer has a consistent set of beliefs, expectations, and obligations, resulting in a legally enforceable agreement. These expectations are not just based on the objective, and defined promises, and its concerns are more implicit, subjective like their innovative work behavior.

Innovative work behavior is a multi-stage process that begins with identifying a problem, proceeds to developing creative solutions for challenges, and concludes with securing support for the new ideas and policies to be used within the firm. Weisberg, Carmeli, and Meitar (2006). The growing demand to innovate is exacerbated by a dynamic corporate climate caused by a variety of reasons, including technological progress, industrialization, and intensely competitive marketplaces. Following that, innovative behavior deviates from the accepted and concrete and is typically associated with complexity and ambiguity (Kriegesmann, Kley & Schwering, 2007). Unless employees are attracted, paid, and encouraged, it appears unlikely that they will demonstrate innovative behavior (Clegg, Unsworth, Epitropaki & Parker, 2002). As a result, the research attempts to examine psychological contract and employee innovative behavior.

1.1 Statement of the Problem

The decision of an employee to remain with an organization is influenced by a variety of circumstances, and scholars have developed numerous principles and techniques to investigate this topic over the years (Fauzia, Mohammed & Hossam 2015). These factors have served as the foundation for both parties' mutual commitments. According to Himanshu (2015), fulfilling psychological contracts

results in work satisfaction, desire to succeed, contribution to decision-making, dedication to the company, and commitment, whereas violating psychological contracts can have negative not only for the employees, but the overall organization

Employees may believe they are in their right to be treated fairly as human creatures, to be assigned work that utilizes their prowess, to be compensated fairly for their contribution, to demonstrate competence, to have possibilities for advancement, to understand what should be required of them, and to receive positive feedback on their performance. Employers might expect employees to do their best for the organization, to put the organization first, to be totally devoted to its principles, to be honest and loyal, and to help the organization improve its reputation with customers and suppliers. But when these expectations stay unmet, there is the tendency that the organization will be less productive.

Additionally, Rousseau, Maria, and Samanther (2013) emphasized that employees generally enter companies with predetermined views about their own commitments (e.g., loyalty, serve the interests of the company) and their employer's responsibilities in exchange (e.g., skill development opportunities, a competitive wage). Where there are mutual misunderstandings between workers and management, friction and stress, recriminations, poor performance, and the termination of the employment relationship will exist. Hence management of psychological contracts is necessary to promote behaviors at work that will lead to productivity in organizations. A bulk of research has focused on the formation of psychological contract and its empirical link with other variables such as (organizational commitment; Zubair et al, 2017, Organizational performance; Himanshu, 2015, Employee performance; Chaubey et al. 2015, knowledge

management; Anna, 2014 etc.). Little or no research has been examined on psychological contract leading towards the level at which employees become innovative at work. This research examines these area and focuses on the hospitality sector in Nigeria which have being an

aspect of sectors that has produced a large amount of job creation in the country. The research study is therefore focused on the process which could make employees affirm innovative efforts at work through the behavioral dynamics of a psychological contract.

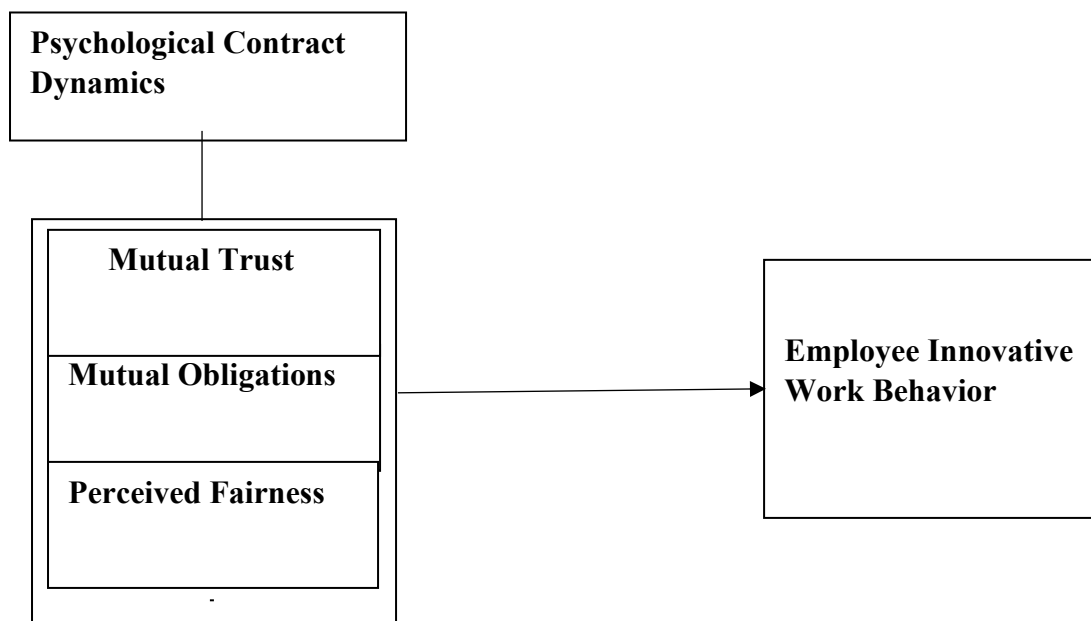


Fig.1: Conceptual Framework of Psychological Contract Dynamics(PCD) and Employee Innovative Behavior(EIN)

Source: Zubair, Arshida &Abdul (2017)

The illustration above is composed to show the relationship between psychological contract dynamics and employee innovative behavior. The psychological contract's dimensions were drawn from Zubair et al (2017) as they examined the impact of psychological contract and its dimensions on affective commitment in the public sector. The predictor variable; psychological contract dynamics, is examined with its dimensions, mutual trust, mutual obligation, perceived fairness and the Criterion variable; Employee Innovative Behaviour.

1.2 Research Objectives

The general objectives of the study are to ascertain the degree to which psychological contract dynamics influences employee innovative behavior at work. The specific objectives are:

1. To determine the level of relationship between mutual trust and innovative employee behavior
2. To assess the level of relationship between mutual obligation and innovative employee behavior
3. To determine the level of influence between perceived fairness and employee innovative behavior.

1.3 Research Hypotheses

We assume the following hypotheses in the course of this study:

Ho₁: There is no relationship between mutual trust and innovative employee behavior.

Ho₂: There is no relationship between mutual obligation and employee innovative behavior.

Ho₃: There is no relationship between perceived fairness and employee innovative behavior.



2. Review of Related Literature

2.1 Concept of Psychological Contract

Psychological contract is best understood as a metaphor; a word derived from another context that aids us in making sense of our experience. The psychological contract provides a method of explanation of the current situation of the job relationship. According to Chen (2017), a psychological contract is a linkage between a person and an organization that influences job contentment, organizational commitment, creative performance, employee turnover, and, consequently, the organization's goals for achieving results. A psychological contract, according to Guest (2007), is a set of unspoken expectancies that exist amongst employees and their employers. Dabos and Rousseau, (2004) define it as system of beliefs that covers the actions employees believe are anticipated of them and the reaction they expect in return from their employer and, reciprocally, the actions employers believe are expected of them and the reaction they expect in return from their employees. According to Chapman (2016), psychological contract is viewed as an ideology, not a technique or predetermined plan, but rather a set of values that encompasses attributes such as respect, empathy, impartiality, and trustworthiness. These are generated by beliefs about trade deals and can occur in a number of non-employer-employee scenarios.

Various scholars have proposed that psychological contract is an alleged exchange of agreements between an individual and another party. According to Denis(2004), this is a social trade relationship . As a result of the worth of a relationship being decided by a cost estimate, parallels between the psychological contract and social exchange theory can be drawn. The implicit nature of the psychological contract makes it difficult to define, but there is some agreement on its nature. According to this consensus, psychological contracts are tacit,

contractual, subjective, bilateral, and based on expectancies.

Psychological contracts is shaped by a variety of factors, including shared or opposing morals and ideals between employer and employee, external pressures such as the behavioral theories, and relative forces such as Adams' equity theory. The psychological contract establishes the relationship's dynamics and specifies the work's comprehensive practicality. It differs from the formal contexts of the contractual agreement, which often outlines reciprocal obligations and tasks in broad terms. According to Rosie (2011), There are two distinct types of contracts that indicate the nature of the employee-employer relationship: relational and transactional contracts. This special form of contract is built on implicit emotional ties, trust, and an acceptance of long-term employment. Prior to current market upheavals and business sector instability, relationship contracts were common. While the transactional style is a more direct method of exchanging promises and is more focused with a tit for tat economic transaction. Employees do not fit neatly into a single category; rather, the arrangement process operates on a continuum. Though some employees have a strong affinity for either type of contract, the majority of employees fall somewhere between the transactional and relational extremes. By recognizing the various types of contracts, organizations may better understand their employees' circumstances and provide the most appropriate psychological contract material.. It is pertinent to also note that psychological contract is merely not formal or written, thus it cannot be enforced in the court of law but however it is considered necessary as it helps to make employees feel obliged to carry out their job tasks successfully bearing it in mind their employers are also keeping to the terms of the contract.

Behavioral Issues in Psychological Contract

1. Mutual Trust

According to Coleman (1990) cited in Mila, Mia & Aki (2015), Trust is described as a willingness to cooperate in the absence of certainty about the actions of trusted individuals. Trust is the perception of an authentic action. Trust is the belief or confidence in another person's or organization's honesty, fairness, and dependability (Dizgah, Farahbohd, & Koehni, 2011), as cited in Marcos (2014). Trust is the bedrock upon which collaboration and group relationships are built. Relationship building takes time. It is dynamic and requires conscious monitoring (Hay, 2002, referenced in Mila, Mia, and Aki) (2015). Intimate knowledge, constant face-to-face connection, compassion, humility, and authentic attentiveness are critical components for interpersonal trust (Hakanen & Soudunsaari, 2012). Prior experiences have an effect on trust, and mutual trust can be weakened as a result of untrustworthy relationships and their persistence.

Employees and superiors must have mutual trust which is a strong indicator of a successful social exchange relationship that fosters excellent job performance and corporate citizenship behavior among subordinates (Cropanazo & Mitchell, 2005, as quoted in Tae, Jie, & Junshong, 2016). When subordinates and leaders have a high level of mutual trust, both sides are interested in engaging in more open and beneficial communication, which enables subordinates to gain a better knowledge of their supervisor's plan on assignments and to execute well assigned tasks.

The importance of mutual trust is key for a corporate relationship. In an organizational setting, trust can be an essential element of efficiency in individuals, groups and the organization. At the firm level of analysis, trust is correlated to the transacting parties' positive experiences and expectations, and it usually lowers the anticipated risks in future transactions. It is critical to build trust

among alliance members in order to overcome obstacles that may obstruct the effective implementation of their collaboration agreement. Trust, according to Amena and Shahid (2013), underpins and defines the value of every application relationship, project, and application with which we are involved. It is a necessary prerequisite for all legitimate business. Higher levels of trust result in cost, time, and quality savings, as well as improved relationships.

2. Mutual obligation

In an agreement between employees and management, certain terms and demands are negotiated on and it is believed to be carried out throughout the contract period. Upon this agreement, both parties have their responsibilities to carry out in which will be beneficial to them and the organization as a whole. And It is deemed necessary that the benefits derived by both parties should be sustainable overtime. Such obligations define the measure in which cordial relationship is built is built amongst both parties and will aid to the productivity of the firm. Mutual obligation requires recipients of welfare benefits to successfully complete a prescribed activity. It has aided in the transition of people from welfare to work. Mutual obligation is set of responsibilities that the management and the employees need to fulfil cordially to ascertain a level of productivity and growth of the organization. According to Leticia, Matthijs and Virgilio (2018), psychological contract consists of both the employee and employer obligations and changes in Previously, psychological contracts have now been described as the outcome of employer under- or over-fulfillment. Employer compliance has an effect on how employees perceive their own responsibilities.

Because the employee and the employer have an exchange connection, when the employer performs his or her commitments, the employee's sense of responsibility rises. Mutual responsibilities, according to



Zubair et al. (2017), are a concept in which people are connected to one another by a path of behavior related to their respective roles (Agarwal, 2014). Changes in the psychological contract are created by interactions between the employer and the employee as they carry out their contractual obligations, according to Leticia et al (2018). According to the post violation model, employees withdraw their effort since mutual duties derive not only from what the employer provides for them, but also from what they do for their employer. Employees withdraw their efforts since mutual obligations stem not only from what the employer does for them, but also from what they do for their employer. Variations in the psychological contract occur for a variety of reasons, not the least of which is the accomplishment of organizational obligations to the employee, but also lack of employees' fulfillment of their mutual obligations. Pei-ling, Yi-shuan and Tung-han, (2013), cited in Zubair et al (2017) noted that likewise employers have the expectations from their employees in terms loyalty, engagement and willingness to work in psychological contract. These obligations are mostly implicit where both parties believe that their expectations will be met.

3. Perceived Fairness

According to organizational psychologists, social injustice occurs when one person is able to hold another accountable for a circumstance in which their well-being (psychological, material) is threatened. Fairness at workplace is significant because it affects workplace behaviors and results, and it can help firms perform economically (Cropanzo, Howell, & Gilliland, 2007), as referenced in Marcos (2014). In more stable times, a manager's activities supporting fair treatment are more likely to be assimilated into the general fairness impression of employees in the workplace (Williamson & Williams, 2007) mentioned in Marcos (2014). When employees get knowledge and experience justice events during their

contract duration, their perspective of fairness in the workplace becomes more dynamic. Employees determine fairness from higher levels of authority within the organization, and they manage uncertainty and interpret the justice of occurrences based on this expectation. Fairness in the workplace, according to the International Institute of Business Ethics (IBE, 2015), is a proven strategy to establish trust and motivate employees. Protecting the relationship is an important part of establishing a reputation for ethical business practices.

According to Greenberg (2001), measuring perceived fairness is primarily based on personal experience with appropriate methods of treating others and distributive consequences. Continuous exposure to the standard will create expectations, which can be used as a basis for determining fairness. As a result, any positive behavior and activities in response to these expectations are deemed fairness acts, whilst negative behavior and actions in response to the expectations are considered unfairness acts. Employees' perceptions of fairness are a result of the level of justice concerns on which they focus, according to Colquitt and Zikpay (2016). This is due to the following concerns: trustworthiness, status, and progress toward goals. Fairness in decision-making, according to Zubair et al (2017), is helpful in the long run because it considers not just the fairness of the conclusion, but also the fairness of the process through which the outcome was generated (Rossen, Chan, Johnson, & Levy, 2009) referenced in Zubair et al (2017).

2.2 Employee Innovative Behaviour

Employee innovative behavior is defined as an employee's contribution to the development of new goods, emerging markets, or improved business processes in their employer. It is the pursuit of new possibilities and the production of new concepts (such as creativity), as well as actions aimed at implementing change, applying new knowledge, or refining

procedures in order to improve personal and/or business performance. Mumford & Sons (2003). The initiative can be motivated by a market need or a technological problem. Furthermore, the behavior could be a response to a management invitation to engage in corporate entrepreneurship or a wholly independent entrepreneurial venture.

Furthermore, top level management may or may not enjoy the behavior, and the organization's executives may be unaware of it. All employee initiatives including the growth of different technologies, products, markets, or combinations of these, as well as new cost-cutting routines, are considered creative behavior under the present conditions. Employee innovation behavior is unaffected by the location of the initiative. Such a concept could be valuable because it can be difficult for a purists to tell if an employee's creative activity was in response to a firm's entrepreneurship strategy or was solely due to the employee's own drive.

2.3 Underpinning Theories

Social Exchange Theory

Social exchange entails the sharing of physical and invisible goods such as psychosocial support, guidance, knowledge, and dignity (Jacob 2016). The term "social exchange theory" refers to a wide theoretical framework that covers a variety of social science fields, including management, sociology, and anthropology (Russell, Erica, Shamma & Alison, 2017). All social exchange theories portray social life as a sequence of successive activities involving two or more people (Mitchell, Cropanzano, & Quinsberry, 2012; Russell et al., 2012). (2017). According to social exchange theory, there is a mutual exchange of resources based on reciprocity, in which one party tends to return the good (or occasionally negative) conduct of another. The nature of these interactions is occasionally modified by the actor-target connection (Blau, 1964), as cited by Russell et al (2017).

Russell et al., (2017) opined that social exchange theory is a function of the following characteristics: 1.) an initial therapy directed at a specific person. 2.) A reciprocal response to the target 3. Information about the relationships. When an organizational actor or perpetrator, usually a supervisor or coworker, treats a target individual in a good or negative manner, the social exchange begins. Initiating actions are the names given to certain types of activities. Favorable initiating acts include things like work engagement, whereas adverse initiating actions include things like workplace deviance (Tepper et al 2008), incivility, and so forth (Pearson, Anderson & Porath, 2005).

The recipient, who is generally a subordinate or coworker, could choose to respond to the initial action with good or poor behavior of his or her own. Reciprocal reactions are the term for these types of behaviour. According to social exchange theory, recipients will tend to respond in kind to positive initiating acts by participating in more positive reciprocating replies and/or less negative reciprocating responses to an organization's aims and objectives.

Social Exchange in Psychological Contract

According to Bhawna (2019) the psychological contract theory was proposed by Blau in 1964 and emphasis was on developing social relationships, power distribution and mutual obligations. The social exchange theory describes how a breakdown of this type of psychological contract might result in negative consequences. This sort of transaction is characterized by Blau (1964), as referenced by Salisu & Kabir (2015), as the voluntary acts of individuals who are driven by the returns they are expected to bring and normally do bring from others. If one of the contracting parties does not reciprocate, a sense of imbalance is generated between the parties' contributions. Employees are

more prone to respond with negative emotions such as irritation and rage when they believe their employer does not reciprocate their contribution in the workplace. The notion of psychology derives from social exchange theory, according to Himanshu (2015), which emphasizes on reciprocal obligations between worker and supervisor, as well as the relevance of employee motivation and the responsibility of the motivated workforce in achieving organizational objectives.

Organizational Justice Theory

The organizational theory was propounded by Greenberg (1987) which emphasizes that employees tend to judge the behavior of employers in respect of their well-being and the organization as a whole. Tan and Ab (2016) noted that Employees' perceptions of how fair management decisions and actions are are referred to as organizational justice. Employees' attitudes towards management may be influenced by this perspective. As an employee receives instructions from management and reacts to some decisions on a daily basis, his or her interpretation of these decisions as fair or unfair is critical because it can influence behavioral performance, such as intention to resign, work satisfaction, career satisfaction, and engagement, all of which can have a great impact on the outcome of the delegating responsibilities given to them.

Scholars have invested funds and efforts to providing measures for organizational justice, as according to Cropanzano and Agustin (2015). The three dimensions of organizational justice are as follows: (distributive justice, procedural justice and interactional justice). Distributive justice, as according to Colquitt (2001), is defined as fairness in resource distribution decisions inside an organization, as quoted by Tan and Ab (2016).

Because the employee and the employer are in an exchange relationship, the accomplishment of the employer's

commitments leads to a stronger feeling of responsibility on the employee's part. Mutual responsibilities are defined as concepts that are obligated to one another through a course of conduct related to their respective roles, according to Zubair et al. (2017). (Agarwal, 2014). Changes in the psychological contract, according to Leticia et al. (2018), are caused by the relationship between the employer and the employee as they execute their contractual duties. They used the post-violation model to explain that changes, rather than stability, occur in a situation of mutual withdrawal by employees and organizations, stating that employees withdraw their effort because mutual obligations arise not only from what the employer does for them, but also from what they do for their employer.

2.4 Psychological Contract Dynamics and Employee Innovative Behavior

Little or no research has been done as regards the dimensions posited as it relates to employee innovative behavior. The research study however highlighted some empirical link as it contributes to the performance of employees and the organization as a whole.

Empirical research has revealed that trust is correlated to the reduction of psychological contract constraints that prohibit the improvement of relationship quality, and that trust and psychological contract breach are inversely related, resulting in lower commitment (Konovsky & Pugh, 1994, cited in Zubair et al 2017). Affective commitment is not influenced by trust, according to Zubair and colleagues (2017). There is no assurance that employees will remain in the organization or behave innovatively to achieve goals and objectives, but rather that when their expectations are realized, they will remain loyal and devoted to the organization. According to a study published by Robertson, Gockel, and Brauner (2013), workers' performance improves when they trust their employers, and vice versa.

According to Zubair et al. (2017), mutual responsibility fulfillment is correlated to affective commitment. Employees and employers both have expectations that they want to meet, and if those expectations are met, the organization's goals and objectives will be met. They also discovered that affective commitment is positively influenced by perceived commitment. They also discovered that organizational commitment is influenced by perceived fairness. Employees are more dedicated to the organization and interested in their work when they sense justice.

3. Methodology

The research looks into Psychological Contract Dynamics and how they affect employees' ability to be innovative at work. Since it focuses on key facts, beliefs, opinions, demographics, information, attitudes, motives, and actions of respondents given responses to the research instrument, the research made use of the descriptive and cross-sectional survey research design (Valerie et al. 2019). A structured questionnaire survey instrument was used in generating data from the survey respondent sample of One Hundred and Thirty-Nine employees (139) from twenty five functional hotels, which were drawn from a population of four hundred (400) employees using the Taro-Yamane statistical formula. The study sample was subjected to the proportionate stratified random sampling technique. The content validity was adopted to ensure the validity of the research instrument. Based on this, the survey instrument was subject to Peer Group Exercise where the consent of experts in the field of Organizational Behavior was called upon to examine the

research survey instrument. The test re-test was also used to test the reliability of the research instrument. This, too, was ascertained by administering the questionnaire to twenty hotel staffs for two weeks to determine its authenticity before distributing it to the respondents. The hypothesis was tested using the Spearman rank correlation coefficient. The test was appropriate in this study to measure the relationship between Psychological Contract dynamics and Employee Innovative Behaviour. The analysis was done with the aid of the SPSS software Windows Version 25.0.

Measures

The study measured Psychological Contract with three variables; mutual trust, perceived fairness and mutual obligations. The three variables were used to measure employee innovative behaviour. For psychological contract dynamics, the questionnaire survey scale was drawn from Chaubey, Thaphiyal & Sonal (2015) which covers the dimensions of psychological contract. The questionnaire was structured and had over 40 items that were related to innovative behavior of employees. The questionnaire survey scale was found to be reliable with the Cronbach alpha value of 0.957 which indicates an acceptable value of reliability of the research instrument. From the questionnaire survey scale, 20 items were drawn as it relates with the dimensions of psychological contract.

4. Results and Discussion

4.1 Data Presentation

Data collected from the sampled respondents in Yenagoa metropolis were presented in the table and analyzed using simple percentage and frequencies.

Table 4.1: Administration and Retrieval of Questionnaires

Numbers of questionnaire administered	Number of questionnaire retrieved	Percentage of questionnaires retrieved
139	110	79.1

Source: *Field Survey 2022*

The table shows that one hundred and thirty-nine questionnaires were

administered to the seven study hotels out of which one hundred and ten (110)



questionnaires were retrieved and used for the research. This represents 79.1% which is considered significant.

Hypotheses 1

Ho₁: There is no significant relationship between mutual trust and employee innovative behavior.

Table 4.2 Correlational details of the relationship between Mutual Trust and Employee Innovative Behavior

			Mutual Trust	Employee Innovative Behavior
Spearman's rho	Mutual Trust	Correlation Coefficient	1.000	.718**
		Sig. (2-tailed)	.	.172
		N	110	110
	Employee Innovative Behavior	Correlation Coefficient	.718**	1.000
		Sig. (2-tailed)	.172	.
		N	110	110

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0 Windows Version

Decision

From the r_s calculated which is 0.718**, It demonstrates that mutual trust and employee innovative activity have a favorable substantial link. At $p < 0.05$, the association is likewise significant. As a result, the null hypothesis is rejected, indicating that there is a significant link

between mutual trust and employee innovative behavior.

Hypotheses 2

Ho₂: There is no significant relationship between mutual obligation and employee innovative behavior.

Table 4.3 Correlational details of the relationship between mutual obligation and employee innovative behavior

			Mutual Obligation	Employee Innovative Behavior
Spearman's rho	Mutual Obligation	Correlation Coefficient	1.000	.**600
		Sig. (2-tailed)	.	.285
		N	110	110
	Employee Innovative Behavior	Correlation Coefficient	.**600	1.000
		Sig. (2-tailed)	.285	.
		N	110	110

**correlation significant at 0.05 level (2-tailed)

Source: SPSS 25.0 Windows Version

Decision: From the r_s calculated which is 0.600**, it shows that a weak positive relationship exist between mutual

obligation and employee innovative behavior. The relationship is also significant at $p = < 0.05$. Based on this,

the null hypothesis stated is rejected which means that a significant relationship exists between mutual obligation and employee innovative behavior.

Hypotheses 3

Ho₃: There is no significant relationship between perceive fairness and employee innovative behavior.

Table 4.11 Correlational Details of the Relationship between Perceived Fairness and Employee Innovative Behavior

			Perceived Fairness	Employee Innovative Behavior
Spearman's rho	Perceived Fairness	Correlation Coefficient	1.000	.**821
		Sig. (2-tailed)	.	.089
		N	110	110
	Employee Innovative Behavior	Correlation Coefficient	.**821	1.000
		Sig. (2-tailed)	.089	.
		N	110	110

**correlation significant at 0.05(2-tailed)

Source: SPSS 25.0 Windows Version

Decision: From the r_s calculated which is 0.821**, it shows that a significant positive relationship exist between perceive fairness and employee innovative behavior. The relationship is also significant at $p = < 0.05$. Based on this, the null hypothesis stated is rejected which means that a positive and significant relationship exists between perceive fairness and employee innovative behavior.

4.2 Discussion of Results

The study investigates psychological contract and employee innovative behavior in the hospitality industry in Bayelsa state from the psychological contract dimensions, the following were the findings. The first dimension which is mutual trust revealed from the hypothesis tested that a significant positive relationship exists between mutual trust and employee innovative behavior. The finding from the study revealed that the employees of this organization share a sense of connection between their leaders which has built a high level of trust between them. The study also discovered that high level of harmony exists between the employees and the management to the extent that

management express confidence on their staff on the fulfillment of their job task. The study supports the works of Zubair (2017), who conducted a research on the impact of psychological contract on employee commitment. His research revealed that trust is significantly related to psychological contract. He noted that a psychological contract based on high certainty in the employer does not always imply that employees will want to remain with the business or behave innovatively to achieve goals and objectives but rather where the employees' expectations are fulfilled; they will be loyal and committed to the organization. The findings also supports the position of Robertson, Gockel & Brauner (2013) opining that trust strengthens knowledge sharing and transactional memory system which directly affects the job performance of employees.

The findings on mutual obligation and employee innovative behavior based on the hypotheses test indicates that there is a significant positive relationship. The findings from the study organizations revealed that employee in the study

organization show concerned about fulfilling their job tasks to meet up expectation from their boss. Also, the study revealed that they seem concerned about achieving the goals and objectives of the organization as their benefit are derived from it. The study is supports the research study of Zubair et al (2017), their research revealed that fulfillment of mutual obligation is positively related to affective commitment. Employees and employers have expectations from both parties that they would want to fulfill, if such are met, the goals and objectives of the organization will be achieved.

Finally, on the finding on perceive fairness and employee innovative behavior. The hypotheses also test significant positive relationship. The findings from the study revealed that management is concerned with their employees' job satisfaction. Also, the work process as described by the management is adequate and strategic fit. The study supports the works of Zubair et al (2017) who also revealed that perceived fairness has a positive and significant impact on affective commitment. They further revealed that perceived fairness has an impact on the overall organizational behavior. They noted that perceived fairness enables the employees to be committed to the organization and engaged in their work.

5. Conclusion and Practical Implications

The research study has examined the influence of psychological contract dynamics on employee innovative behavior with specific focus on mutual trust, mutual obligations and perceived fairness as the means through which employees can work innovatively to produce positive results. These measures based on the findings have proven to enhance behavioral reform among employees that has been geared towards innovativeness at work as a means to achieve the aims and objectives of the organization sustainably. Thus, it's convincing to infer that enhancing sustained productivity at work with the

focus on innovativeness is a function of the level of fulfilment of the agreement of the contract between management and staffs.

Based on the findings it is thus implied that; Managers and employees must exhibit trust in relation to the contract agreement through which commitment will be attained and creative efforts will be generated at work. Managers and employees must fulfil their agreement with which the contract is bound by carrying out their obligations that binds the contract. This enables both parties to enhance integrity at work. Managers must show fairness to employee's interests and initiate development at work among all staffs. This brings about a sense of recognition and aspiration of employees in generating innovative efforts to produce positive results.

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