

The Effects of the Psychological Contract in High Performance Teams: A New Model and Propositions

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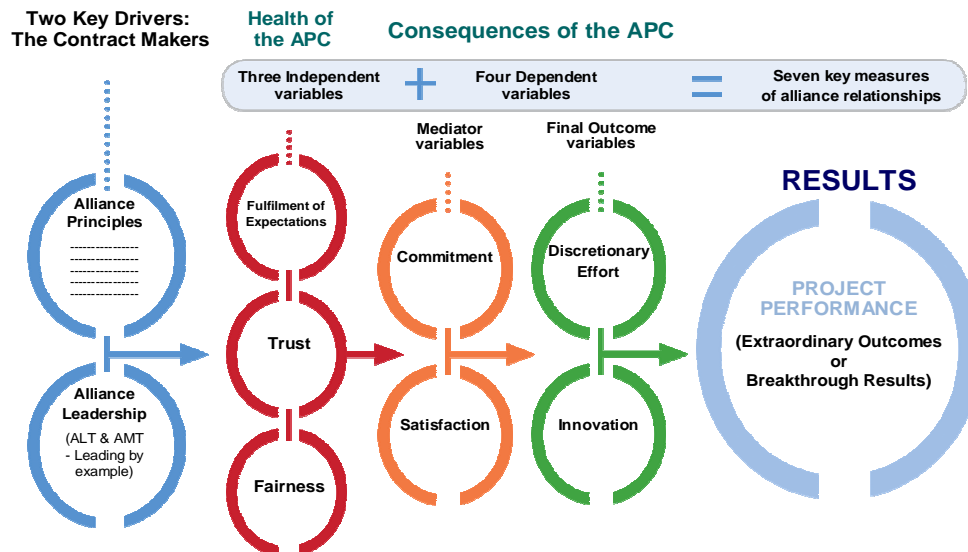
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Introduction

Project alliances are high performance teams designed to achieve performance breakthroughs in large infrastructure projects. This paper documents a qualitative study comprising interviews with 24 experts in project alliances throughout Australia, who have over 600 years of industry experience between them. Participants commented on various aspects of alliance relationships, using Guest's (1998) model of the psychological contract (PC). Along with other empirical research, interview findings were used to validate an integrated alliance relationships model: the Alliance Psychological Contract (APC) model. This paper is part of a PhD thesis investigating the link between alliance relationships and performance outcomes.

The Alliance Psychological Contract (APC) Model™



Conclusion

The APC model includes **two drivers** and **seven relationship measures**:

The **two drivers** are the **alliance principles** and **leadership**. These constitute the 'contract makers and shapers' of the APC as they strongly influence alliance behaviours.

The **seven relationship measures** include:

- **Three determinants** of successful alliance relationships: fulfilment of expectations, trust and fairness. These constitute the **health of the APC**.
- **Four outcomes measures**: commitment, satisfaction, discretionary effort and innovation. The two initial outcome measures (commitment and satisfaction) act as mediators of the final two measures (discretionary effort and innovation). Combined, the four measures constitute the **consequences of the APC**.

Currently, data is being collected from alliances across Australia, as part of large **quantitative study**, with the aim to develop psychometric properties for the APC survey model and test nine hypotheses.

* Guest, D.E. (1998) Is the psychological contract worth taking seriously? *Journal of Organizational Behavior*, 19(1), 649-664.