

IMPLICATIONS OF PSYCHOLOGICAL CONTRACT BREACH ON ORGANIZATIONAL WORKFORCE PERFORMANCE IN EBONYI STATE UNIVERSITY

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ABSTRACT

The increase in global competition has intensified economic fluctuations which have created an aura of uncertainty for employers and their employees. One of the solutions for organizations to effectively and efficiently respond to these changes is to create a positive relationship between employers and employees thus the surmounting relevance of the issue of psychological contract to Researchers and Managers of Organizations. To the foregoing, this study is an attempt to critically examine the Implications of Psychological Contract breach and perceived organizational climate on Workforce Performance in Ebonyi State University Abakaliki. The study adopted the descriptive survey research design to analyze primary data drawn from administered structured questionnaire on a sample size of 346 as well as secondary data sourced from articles in learned journals, textbooks, internet materials etc. The social exchange theory is adopted as framework for focal analysis. In testing the research hypotheses, weighted mean and z-test statistical tools were utilized. The study revealed that the University's failure to fulfill obligations associated with perceived mutual promises of psychological contract influences employee's dysfunctional workplace behavior which invariably reduces workforce performance and inhibits the attainment of overall organizational goals and objectives. The study posit that for Ebonyi State University and Nigerian public organizations at large to meet and/or maintain the ever increasing demands of our highly competitive globalized market, there is need to embrace sound human resources management practices to frame attainable psychological contract and develop effective strategies for managing its breach/violation.

Keywords: Psychological Contract, Psychological Contract Breach and Organizational Climate.

Introduction

The achievement of organizational goals to a large extent depends on the relationship that exists between the employees and their employers; thus many successful organizations are strongly committed to catering for their employee's welfare because they believe that an organization that fosters employee satisfaction can secure greater employee commitment as such, the role of human resources practice in the organization in fostering employee engagement and commitment is paramount. During the recruitment process, the employer and employee will discuss what each can offer in the prospective relationship; if agreement is reached, most employers will impose standard form of contract, leaving the detail of the employees duties to be clarified 'on the job'. But some of the initial statements no matter how informal and imprecise may later be remembered as promises that will give rise to expectations otherwise reflected as psychological contract. Psychological contract represents the mutual beliefs, perception, and informal obligations between an employer and an employee; it sets the dynamics for the relationship and defines the detailed practices of the work to be done.

Rousseau (2004) explained that the origins of the psychological contract date back to the writings of Argyris (1960) and Schein (1980). Armstrong (2012) pointed

out the employment relationship aspects that are covered by psychological contract which from the perspective of the employee include: how they are treated in terms of fairness, equity and consistency, security of employment, scope to demonstrate competence, career expectations and the opportunity to develop skills, involvement and influence and trust in the management of the organization to keep their promises. Then from the employer's point of view, the psychological contract covers such aspects of employment relationship such as: competence, effort, compliance, commitment and loyalty.

However, the changing dynamics of organizations perpetuated by the contemporarily intensified economic fluctuations has culminated to breach in psychological contracts such that both workers and management overtime do not consider psychological contract hence the type of lack of commitment and indiscipline to work that has been. Seemingly, these constitute the psychological contract that has existed in Ebonyi State University hitherto and has thus affected performance in the university. In general organizational setting where there is this lack of fulfilled psychological contract, organizational goal attainment has often been a farce and this has a far reaching consequence on the development of any organization.

Nwokocha (2015) explained that a switch in employee's behaviour in workplace is attributed to a breach of psychological contract, and this has, in most cases, snowballed into detrimental consequences resulting to decrease in performance, exit of resourceful employees and the retardation of productivity in organizations. Gail (2013) corroborates that an employee's feelings of self-worth rest heavily on the psychological contract between the employee and the organization. He noted that if an organization breaches the psychological contract with employees, the employees may be left feeling disappointed which will affect their motivation on the job that invariably lowers performances. When employment relationship is built on trust and upheld, it will stir/motivate employee's sense of responsibility to contribute to the growth of the organization. Hence, proper management of the employees' psychological contract to ensure positive employee perception, trust and motivation among Ebonyi State University workforce would ensure the organizations' sustained performance. It is against this background that this study is carried out to examine the far reaching implications of psychological contract breach on organizational workforce performance in Ebonyi State University (EBSU).

Statement of the Problem

One major problem of psychological contract breach on the performance of workers of Ebonyi State University (EBSU) is workers negative perception of their organizational climate. The way the workers perceive their existence in an organization may have a direct relationship with the level of commitment to be shown. If the worker perceives the organization as such who just sees the worker as mere instrument without placing any value on the individual who is capable of contributing to the attainment of organizational goals, the worker may not put in his/her best performance. When employees feel dissatisfied over their welfare by their employers, they likely reduce their loyalties, commitment and efforts. In Ebonyi State University, there is a likelihood of poor staffing, exclusion of workers from decision making, unhealthy labour relations and poor work incentives. All these are likely to affect workers emotional experience, perception and the performance of the organization as workers seem to be working with anxiety, fear, frustration, anger and resentment which always results in misplacement of files, dereliction to duty and eye service in dealing with official matters with adverse effects on organizational performance. Hence To what extent does worker's perception of their existence in the organization affect their performance in Ebonyi State University?

Worth mentioning is the issue of trust regarding the reliability to fulfill obligations made which supposedly is a critical prognosticator of the success or otherwise of the organization. Because of the turbulent Nigerian economy and dynamic environment in the society today, it is difficult for the university management to fulfill all their contractual obligations. With the economic downturn and rising inflation in the country, the workers keep demanding for better work incentives; the management agrees to some of these demands only to discover later that they cannot be able to fulfill them hence distrust and suspicion set in. There is perceived employee distrust amidst Ebonyi State University workforce attributed to EBSU employer's inability to fulfill its contractual obligations and because of such mutual distrust, organizational goals suffer as the workers feel that even if they work harder, nothing good will still come their way hence, to what extent does breach of psychological contract affect workers commitment to enhanced performance in Ebonyi State University?

Objectives of the Study

The broad objective of this study is to examine the far reaching implications of psychological contract breach and employees' perception of their organizational climate on workforce performance

in Ebonyi State University (EBSU). However, the specific objectives of the study include:

1. To determine the extent to which workers' perception of their existence in the organization affect their performance in Ebonyi State University (EBSU).
2. To find out if breach of psychological contract has significant impact on workers commitment to enhanced performance in Ebonyi State University.

Research Hypotheses

Ho₁ Workers perception of their existence in the organization does not significantly affect their performance in Ebonyi State University.

Ho₂ Breach of psychological contract has no significant impact on workers commitment to enhanced performance in Ebonyi State University.

Conceptual Review and Discourse Psychological Contract

Psychological contract is explicated as an employee's perception of the reciprocal obligations and mutual expectations that exists between employees and the organization. It is regarded as the employee's subjective interpretation and evaluation of his employment pact. Psychological contracts are

therefore beliefs based upon promises expressed or implied regarding an exchange agreement between an individual and the organization, the employing firm and its agents (Rousseau, 2004). According to Mueller (2009) it is an implicit agreement between the employee and employer about how each expects to be treated based on the culture, language or behaviour used in the workplace. These expectations guide workforce behaviour and how events are interpreted and these expectations emerge from the perception of promises made by the employer to the employee.

In the same vein, John (2013) conceptualized psychological contract as the expectations between employee and employer and of what their mutual obligations are to each other. He emphasized that many of these obligations will be informal and imprecise: they may be inferred from actions or from what has happened in the past, as well as from statements made by the employer during the recruitment process or in performance appraisals. He further added that some of these obligations may be seen as promises and others as expectations. He concluded that both the promises and expectations are considered by the employee to be part of the relationship with the employer. From the foregoing, psychological contract can be surmised as the understanding on mutual responsibilities and

obligations between employees and employers; this kind of understanding doesn't have a written document to clear it, but it reflects unspoken subjective commitment of the employee and the employer. In other words, it hinges on the reciprocal promises and obligations implied in employment relationship.

Classification of Psychological Contract

The dynamics and varying nature of psychological contract gave scholars elastic leverage to categorize the concept into two distinct kinds of contract that define the employee and employer relationship in the workplace. There are: Transactional and relational contracts. Transactional contract according to Umar & Ringim, (2015) is the kind of contract which contains employment terms of exchange given in monetary value (for instance, employees may expect a bonus when they have achieved more than their expected target). Raja Johns & Ntalianis (2004) buttressed that transactional contracts involve specific economic exchanges between the employer and employee; these contracts take place within a specified time period, usually with a short time orientation and often narrow in scope and definition. In the same vein, Rousseau (2004) surmised that transactional psychological contracts include such terms as narrow duties and a limited short

term employment which usually involve limited connection between the employee and employer.

On the other hand, Relational contract according to Curwen (2013) is that which constitutes profound relationship between employee and the organization. This is normally developed on non-monetary and socio-emotional exchanges built on utmost trust, implicit emotional attachment and organizational commitment; it is open ended and do not cover any specified time period rather changes over time with a broad scope and definition. Waiganjo and Ng'ethe (2012) noted that employees with a relational psychological contract are likely to be particularly upset when it is violated, and failure to remedy the situation typically leads to turnover or if the employee remains, his contribution to the organization will be reduced and this may further lead to the erosion of the employment relationship.

From the foregoing, it can be emphatically buttressed that both the transactional and relational types of psychological contract influences and determines workforce behaviour and performance. This bares the need for organizations to explore and adopt the option that will provide the understanding of their employee's interest and offer the most suitable psychological

contract content that will endear the support and commitment of employees to stay with the organization. This is because the kind of psychological contract that organizations build with the employees will constitute a vital determinant on workforce performance and sustainable growth and the retention of talented employees in the organization.

Psychological Contract Breach

Employees' perception of Psychological contract breach is considered as a regular situation in employment relations and has negative consequences for both employees and organizations, such as reduced job satisfaction, reduced organizational commitment, lowered performance, lowered organizational citizenship behavior, increased deviant behaviors, and heightened turnover intention (Umar and Ringim, 2015). Morrison and Robinson (1997) defined a psychological contract breach as an effective and emotional experience of disappointment, frustration, anger and resentment that may emanate from an employee's interpretation of the circumstances surrounding a perceived contravention of the contract. They also argued that breach/violation of psychological contract occurs when the perceived implicit and explicit promises of employers are not fulfilled. When an employer fail to meet their obligations and expectations with employees, then at the very next moment employees

go through the state of contract breach. By virtue of organizational psychological contract, employees expect fair treatment in promotion, staff development and support, favorable work environment, good management and leadership, appropriate remuneration, reward for extra performance, recognition, good work place relations etc. In return, the employer expects the employee to demonstrate commitment to meet the organizations' expectations and show willingness to go above and beyond. When not met or satisfied to the extent to which both parties had met what was perceived as its promised obligations, breach of psychological contract is said to have occurred (Kanu, 2015).

Organizational Climate

Conceivably, one of the most important significant characteristics of a great workplace is its organizational climate; organizational climate herein is considered as average meanings that employees generally attach to a particular work setting; at the individual level, organizational climate is a cognitive interpretation of an organizational situation that has been labeled psychological climate which represents how work environments are cognitively appraised and represented in terms of their meaning and significance for individual employees in organizations (Sani, 2012). Liou and Cheng, (2010) further described it as a set of

characteristics that make an organization's work environment unique from others and these characteristics are relatively enduring over time and tend to influence the behaviour of employees in the organization.

From the foregoing, it can be asserted, that organizational climate simply implies the worker's perception of his/her existence in the organization; that is, the way in which members of an organization perceive and characterize their environment in an attitudinal and value based manner. It can be summed up as a measure, or perceived university environment as it relates to interpersonal, academic and professional interactions. It includes management or leadership styles, participation in decision making, provision of challenging jobs to employees, reduction of boredom and frustration, provision of benefits, benign personnel policies; provision of good working conditions and creation of suitable career ladder for employees etc. Organizational climate reflects the psychological contract of the organization such that a favourable organizational climate is associated with fulfilled psychological contract, and an unfavorable organizational climate considered as psychological contract breach (Sani, 2012).

Theoretical Framework

A theory is set of reasoned ideas intended to explain facts or events, theory therefore determines what we can observe (cf. Udentia, 2009). Thus, for the purpose of this study the social exchange theory is adopted. The social exchange theory is associated with the Sociologist George Homans, who propounded the theory in his work “Social Behaviour as Exchange”. Nevertheless, it was Peter M. Blau and Richard M. Emerson that further advanced Homans’s work and till date they are generally regarded as the major developers of the social exchange perspective (theory) within the field of the social sciences. According to the theory, people engage in interactions with other people because they are motivated by the expectations of receiving inducements in return from the other party. Social exchange theory is centered on the notion that social behaviour is the result of an exchange process, whose drive is to

maximize benefits and minimize costs hence; individuals consider potential reward and risks of social relationships (Kanu, 2015). Social exchange embroils series of interactions between two parties such that each party acts according to the norm that the other party will reciprocate such actions, creating mutual obligations over time. If one party does not reciprocate an imbalance is created between the contributions of the two parties (Cropanzano, and Mitchell, 2005).

The social exchange theory gives a sound theoretical framework of analysis to this study and as it is subsumed in reciprocity roles emphasizing mutual obligation which forms the basis of organizational psychological contract. Employees are motivated to seek a fair and balanced relationship between themselves and their organization thus, psychological contract breach occurs when employees perceive a discrepancy between what they

were promised and what they receive from the organization. Such discrepancies represent inequity and an imbalance in the social exchange relationship and are associated with distributive injustice. If Ebonyi State University workers perceive that their employer has not reciprocated their contributions fairly and equally, they more often than not respond with emotional reactions such as anger, frustration, anxiety, fear, and resentment which always results in misplacement of files, dereliction to duty and surface acting (i.e. eye service) in dealing with official matters. But with fulfilled psychological contract on the other hand, such as when the worker perceives that he/she is part

of the organization and that his welfare is completely taken care of by management, then he puts in his whole effort, power and initiative to work tirelessly for the growth of the organization.

Methodology

The study adopted the descriptive survey research design to analyze primary data drawn from administered structured questionnaire as well as secondary data sourced from articles in learned journals, textbooks, internet materials etc. Weighted Mean and Z-test statistical were utilized in testing the null hypothesis. The sample size is made up of 288 workers

Analysis of Research Questions

Research Question 1: To What Extent Does Worker’s Perception of their Existence affect their Performance in Ebonyi State University (EBSU)?

Table 1: Mean ratings of workers’ perception of their existence on their performance in EBSU

S/N	Question	SA	A	U	D	SD	Mean	Decision
1	Workers perceptions of their existence in the organization affect their performance in EBSU.	124	83	28	26	27	3.6346	Accept
2	Work in EBSU is not interesting and challenging to elicit enhanced productivity.	139	78	9	46	16	3.5192	Accept
3	Workers support, advancement, training and development are not satisfactory and guaranteed in EBSU.	144	66	13	57	8	3.5192	Accept
Total Mean							17.7499	
Average Mean							3.54998	Accept

Source: Research Survey, (2018)

Afore result shows that item 1 – 3 all fall within the acceptance region and the average mean which also shows a value of 3.54 all indicates

that worker’s perception of their in existence the organization affect their performance in Ebonyi State University.

Research Question 2: To What Extent Does Breach of Psychological Contract Affect Worker’s Commitment to Enhanced Performance in Ebonyi State University (EBSU)?

Table 2: Mean ratings of how breach of psychological contract affects worker’s commitment to enhanced performance in Ebonyi State University (EBSU)?

S/N	Question	SA	A	U	D	SD	Mean	Decision
1	Breach of psychological contract has significant impact on workers commitment to enhanced performance in EBSU.	139	78	9	46	16	3.5192	Accept
2	Workers commitment as an ingredient of fulfilled psychological contract enhances productivity in EBSU.	159	72	9	36	12	3.5962	Accept
3	Poor staffing, poor incentives, exclusion of workers from decision and unhealthy labour relations has resulted reduces EBSU workers job satisfaction, dedication and commitment to stay with the organization.	144	86	3	17	38	3.4808	Accept
Total Mean							17.7116	
Average Mean							3.54232	Accept

Source: Research Survey, (2018)

Afore result shows that item 1 – 3 all fall within the acceptance region and the average mean which also shows a value of 3.54 all indicates that breach of psychological contract affect workers commitment to enhanced performance in Ebonyi State University.

Test of Hypotheses

H₀₁: Workers Perception of their Existence in the Organization does not significantly affect their Performance in Ebonyi State University.

Table 3: z-test on workers perception

Question	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total (X)	\bar{X}	X- \bar{X}	(X- \bar{X}) ²
1	620	332	84	52	27	1115	1134.2	2.249	5.058
2	725	284	42	74	21	1146	1134.2	11.8	129.24
3	680	312	27	92	16	1100	1134.2	-34.2	1169.64
4	720	264	39	114	8	1145	1134.2	10.8	116.64
5	730	300	42	80	13	1165	1134.2	30.8	948.64
Total						$\sum x = 5671$		$\sum (x-\bar{x})^2 = 2369.22$	

Sample mean (\bar{x}) $\sum x \div n = 1134.2$

Population Mean (**u**) = $3*288*5/5 = 864$

Standard deviation (**SD**) = **21.75**

Z-test = $(1134.2-864)/21.75 = 12.42$

Z-tabulated @ 0.05 level of significance = 0.89

Decision

Since the z-test calculated above is 12.42, which is greater than the z-test tabulated from the statistical table 0.89 at 0.05 level of significance, we therefore reject the null hypothesis and accept the alternate hypothesis to the effect that worker’s perception of their

existence in the organization does affect their performance in Ebonyi State University.

H₀₂: Breach of psychological contract has no significant impact on workers commitment to enhanced performance in Ebonyi State University Workforce.

Hypothesis two result is presented in table 4

Table 4: z-test on breach of psychological contract.

Question	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total (X)	\bar{X}	X- \bar{X}	(X- \bar{X}) ²
6	695	312	27	92	16	1142	1174.6	-32.6	1062.76
7	795	288	27	72	12	1194	1174.6	19.4	376.36
8	740	332	111	0	20	1203	1174.6	28.4	806.56
9	720	344	9	34	38	1145	1174.6	-29.6	876.16
10	730	340	42	68	9	1189	1174.6	14.4	207.36
Total						$\sum x = 5873$		$\sum (x - \bar{x})^2 = 3329.2$	

Sample mean (\bar{x}) = $\sum x \div n = 1174.6$

Population Mean (**u**) = $3*288*5/5 = 864$

Standard deviation (**SD**) = **25.80**

Z-test = $(1174.6-864)/ 25.8038= 12.04$

Z-tabulated @ 0.05 level of significance = 0.89

Decision

Since the z-test calculated above 12.04 is more than the z-test tabulated from the statistical table 0.89 at 0.05 level of significance, we therefore reject the null hypothesis and accept the alternate hypothesis to the effect that, breach of psychological contract significantly impact on workers commitment to enhanced performance in Ebonyi State University Workforce.

Discussion of Findings

We discovered in the course of our investigation that EBSU workers' perception of their existence in the organization (i.e. sensitivity of whether their organizational climate favours them or not) affect their performance. This means that their perception of the organizational climate which serves as a measure of individual perceptive or feelings about his/her organization

determines to a very large extent their ability to perform, level of cooperation and the level of attainment of set goals and objectives. EBSU employees perceive the organization as such who just see them as mere instrument without placing much value on their individual yearnings and aspirations. The fact that workers are not supported with their personal problems and/or goals, there are often demoralized leading them to improper attitude/behavior in the work place such

as loitering, malingering, misappropriation of funds, extortion of students and other illicit acts.

Findings agree with Kanu (2015) in his investigation into workers perception of organizational climate as prediction of retardation of productivity and employee turnover intentions which revealed that there has been ill-preparedness among university staff for the Institution's work and lack of commitment to work due to unfavorable organizational climate. The study bared that these universities that ought to be center of academic and social activities have remained dull and uninteresting leading to lack of motivation and other negative work outcomes which invariably affect the performance and public image of the university as well as its competitiveness. The findings also corresponds with Nwakpa (2017) examination of the strategies of human resources management in tertiary institutions in Ebonyi State. The study amongst others, observed that workers perception of their existence is motivational and that motivation has a positive influence on the achievement of organizational goals; in other words, motivation positively influence employee performance. Investigations revealed that while sabbaticals, promotions and in-service training programmes less often than more, are available motivational variables in the

tertiary institutions alas, staff accommodations, adequate impress, teaching materials, and condusive organizational climates are not. Effective personnel policies, good working conditions and workers participation in decision making can be said to reliably make up favorable organizational climate; thus the findings agree that when workers perceptions of their existence are of favorable organizational climate it increases the effectiveness, productivity and satisfaction of employees in the organization. However, since the employee well-being in the workplace is threatened by prevalent unfavorable organizational climate, employee motivation towards enhanced level of performance is lacking with his/her level of job satisfaction less than optimal. When the null hypothesis (H_0) which stated that workers perception of their existence in the organization does not affect their performance in Ebonyi State University was tested it was rejected since the Z-test calculated which was 12.42 was greater than the Z-test tabulated from the statistical table 0.89 at 0.05 level of significance. The alternate hypothesis was accepted to the effect that workers perception of their existence in the organization does affect their performance in Ebonyi State University.

Secondly, our investigation revealed that breach of psychological contract has significant impact on workers commitment to enhanced performance in EBSU. Findings depicts that workers commitment is an ingredient of fulfilled psychological contract culminating in enhanced productivity; this is because observed psychological contract influences workers dedication to the university and their willingness to put in his/her best performance at work. On the contrary, unfulfilled psychological contract affects workforce performance. Employee feelings of dissatisfaction over breach of psychological contract by their employers have subsequently lowered their loyalties, commitment and efforts. In Ebonyi State University there is poor staffing, poor work incentives and/or delay in payment of remuneration, inadequate recognition, exclusion of workers from decision making; exacerbated by unhealthy labour relations. The consequence is that workers work with anxiety, frustration, anger and resentment resulting in misplacement of files, dereliction, ineptitude, and in most cases the exodus of employees from the institution.

The findings agreed with Nwokocha (2015) assessment of the linkage between psychological contract and employee retention, performance and productivity in organizations in Nigeria, wherein he observed that psychological contract breach occurs when employees

perceive a discrepancy between what was promised and what was fulfilled. His investigation revealed that a feeling of psychological contract breach has negative consequences on employee willingness to continue to contribute to achieving the aims and objectives of the organization as well as their intentions to remain with the organization. Evidence pinpointed employee's feelings of self-worth as heavily dependent on observed psychological contract breach between the employees and the organization. Corroborating to the foregoing, the findings of Dialoke and Nwakamma (2016) study of psychological contract and human resource development in Nigeria, revealed that breach of psychological contract hinders employees' performance and ignites employees' propensity to quit the organization. In concordance with similar studies, they noted that this, to a considerable extent, affects organizational output. Results of their investigation indicated employee change in attitude toward their organization and toward their jobs because the employees assume that the organization does not care about their wellbeing thus cannot be reliable to honor its obligations. When the null hypothesis (Ho2) which states that, Breach of psychological contract has no significant impact on workers commitment to enhanced performance in Ebonyi State University Workforce was tested using the Z-test statistical tool, the null hypothesis was rejected and the alternate hypothesis accepted;

since the Z-test calculated 12.04, was greater than the Z-test tabulated from the statistical table 0.89 at 0.05 level of significance. This means that breach, violation or unfulfilled psychological contract significantly impact on workers commitment to perform better in realizing the set goals and objectives of the University.

Implications of the Findings

In line with the findings of this study, their implications need be stated. This study has important implications for university institutions in particular and the entirety of Nigerian organizations. Organizations should be aware that unfulfilled promises/obligations boomerang on the violators of such promises since workers perception of unfavorable organizational climate subsumed in breach of psychological contract by management ignites actions such as: disagreements, conflicts, counter productive work behavior, negligence of duties, sabotage, insubordination etc. which ultimately reduces workforce performance. Also of dire implication to the university is the brain drain syndrome due to increased employee turnover associated with unfulfilled psychological contract. The university's failure to fulfill one or more obligations associated with perceived mutual promises, influences employee's dysfunctional emotional reactions as well as intent to leave the organization. But these can be reversed by the degree of support i.e. favorably

organizational climate that the employee perceive from university. Therefore, through developing high quality relationships with employees, the university can decrease the negative consequences of unfulfilled psychological contract. It therefore becomes a necessity to frame attainable psychological contract in order to foster workable relationship that will encourage employees' acceptance and propel them to be committed to the organizational goals and objectives.

Conclusion

The findings of this study leave nobody in doubt about the relevance of psychological contract on employee/employer relationship and its significant impact on workforce performance for the attainment of overall organizational goals and objectives. We therefore surmise that the efficient and effective performance of Ebonyi State University has been inhibited by breach of psychological contract particularly on the part of the employer. The university is therefore advised to sit up and earnestly consider the issues and challenges inhibiting the fulfillment of its organizational psychological contract. For Ebonyi State University to meet and/or maintain the ever increasing demands of our highly competitive globalized market there is need to embrace sound human resources management practices to frame attainable psychological

contract and develop effective strategies for managing its breach/violation so as to ensure the development and retention of employees and improve on the corporate performance.

Recommendations

In line with the findings of this study and its implications, the following recommendations were therefore made:

1. First and foremost, formation of the psychological contract should begin at the hiring process. During recruitment interviews, Ebonyi State University Human Resource Management should clearly and honestly communicate the responsibilities, obligations and expectations of the employee as well as those the organization will give in return. Incongruence is a major contributor to unfulfilled psychological contract; it is therefore important not to over-sell the job thereby establishing unrealistic expectations which when breached, results in job dissatisfaction, lowered commitment and overall, retardation of productivity.
2. The university should uphold organizational culture that promotes transparency on policies and procedures that affect employees. Workers induction booklet, orientation

manuals and other human resource manuals outlining conditions of service should be rid of all form of ambiguity which may widen the interpretation of obligations and entitlements culminating in greater propensity for misunderstanding, disagreements and conflicts.

3. Ebonyi State Government should create humane work environment i.e. favorable organizational climate that accommodates cooperation, consensus and employees' participation. Any perceived distributive injustice, inequity or marginalization in decision making processes should be vehemently ostracized by management hence the organizations rules, policies and procedures should treat workers in dignified manner built on the foundation of distributive, procedural and interactional justice. It is important as well that Government ensures that EBSU workforce has opportunity to on-going staff training and development to make them feel cared for and supported.

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