

## PSYCHOLOGICAL CONTRACT AND MANPOWER DEVELOPMENT IN NIGERIA

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### Abstract

**Purpose** - The purpose of this paper was to review existing literature on psychological contract in Nigeria, and examine empirically the relationship between psychological contract breach, manpower development and turnover intention.

**Design/Methodology/Approach**- This study adopted a mixed method approach in its evaluation of the research questions: Secondary and primary data were obtained and analyzed with SPSS 17.0.

**Findings** - Regarding the first question, the study established that a robust academic conversation had recently emerged in Nigeria on the construct and significance of psychological contract. Majority of the subjects had a very high turnover intention ( $M= 5.68$ ;  $SD= 1.02$ ), although most of them believed their organization was committed to manpower development ( $M= 3.65$ ;  $SD=1.02$ ). An inverse relationship was found between turnover intention and organizational commitment to manpower development ( $r(60) = -.52, p < 0.05$ ). Partial correlation revealed that although psychological contract breach affects both turnover intention and manpower development, and is closely related to both variables ( $p < 0.05$ ). Nevertheless, the strength of the inverse relationship was increased, when the effect of psychological contract breach was controlled.

**Research limitations/implications** -Psychological contract has significant implications for manpower development in Nigeria. It modifies turnover intention, and should therefore be viewed as a critical measure that can safeguard the huge investments our organizations need to make in manpower development. This study is limited by its cross-sectional nature. Future research should include longitudinal studies of different kinds of organizations.

**Originality/Value** - This paper is a roundup of all the academic conversations on psychological contract in Nigeria. It also elucidates the impact of psychological contract breach on the relationship between manpower development and employee turnover intention.

**Keywords:** Psychological contract, Psychological contract breach, Manpower development, Turnover intention, Human resource development.

## **Introduction**

Globalization and technological advances have created a new set of complex opportunities and challenges for organizations and employees, especially in low and middle income countries. The energy of this dyadic socio-economic ideal, is altering the trade, business and industrial scenario across Nigeria, and putting a lot of strain on the employee – employer relationship within local organizations (Gunu, Oni, Tsado et al, 2013; Nwanolue and Iwuoha, 2011; Dialoke, 2015). Consequently, an increasing number of organizations are exploring right-sizing and manpower development in a bid to survive these challenges, enhance employee performance, and thus increase productivity (Malik, Abbas, Kiyani et al, 2011; Nwanolue and Iwuoha, 2011; Dialoke, 2015).

In tandem with manpower development, employee-employer relations within organizations have also become a vital ingredient for organizational development and productivity (Rousseau and Wade-Benzoni, 1995; Kloet,2010). This is so because turnover of employee after benefiting from manpower development initiatives is a major challenge to human resource development for organizations in low and middle income countries. Oftentimes this problem takes the form of brain drain; the forced economic migration of these employees to western countries (Gunu, Oni, Tsado et al, 2013; Malik, Abbas, Kiyani et al, 2011; Nwanolue and Iwuoha, 2011; Dialoke, 2015).

Psychological contract is the new norm embraced by many Human resource practitioners in the management of employee relationships (Guest, 2007; Guest and Conway, 2002). Since Rousseau reinvigorated the concept, several contemporary researchers have explored the formation, content and breach of psychological contract; the antecedents and outcomes of psychological contract; and the various subtypes of psychological contracts in other climes (Guest, 2007; Guest and Conway, 2002).

This paper aims to appraise the concept and correlates of psychological contract in Nigeria, and estimate its impact on the relationship between manpower development and employee turnover intention.

## **Literature Review**

### **Psychological contract**

Psychological contract is defined 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 deal (Rousseau, 1995; Robinson and Rousseau, 1994). It has also been described as an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between the employee and the organization (Rousseau, 1989). It is distinguishable from the formal written contract of employment, and has been situated within the context of the social exchange theory, the theory of reasoned action and Adams equity theory (Rousseau, 1995; Robinson and Rousseau, 1994). According to Rousseau (1989), psychological contract is unique to each individual employee, and entails presumed mutual expectations and obligations that arise from perceived promises about future goals. These beliefs transcend the written and explicit provisions of the formal employment contract (Dabos and Rousseau, 2004; Knights and Kennedy, 2005). As the employment relationship slowly emerges through the interpersonal relationships formed in the work place, implicit and explicit dialogues occur between the employee and the organization. Through these interactions, the individual employee forms their own perception of the employment relationship, in terms of the boundaries of mutual

expectations. Essentially a psychological contract underpins the employment relationship, and consists of this set of unwritten expectations (Van Buren, 2000) that exists in the mind of the employee (Morrison and Robinson, 1997; Wangithi and Muceke, 2012). Unfortunately, in many organizations in Nigeria, employees and employers currently lay a great deal of emphasis on employment contracts, often which neither guarantees mutuality nor productivity (Gabriel and Jonathan, 2012).

### **Manpower development**

The employees of any organization are one of its main assets, and their attitudes, behaviour and activity essentially determine organizational performance. Although the quality of manpower can be influenced through recruitment and selection, manpower training and development also enables organizations exert their influence on the quality and performance of the human capital on which they rely (Anakwe, 2002; Nwanolue and Iwuoha, 2011; Dialoke, 2015; Ukonu and Dialoke, 2016). Several researchers have consistently justified the relevance of manpower development initiatives to organizations (Hezlett, 2005; McGraw, 2014; Jacobs and Washington, 2003). This conversation is also evidenced by the abundance of several related and overlapping concepts and terminologies, such as, "human resource development," "employee development," "learning organizations," and "talent management" (Swanson & Holton, 2009; Brewster, Sparrow, & Vernon, 2007; Kim & McLean, 2012; McGraw, 2014). The conceptual and theoretical issues involved are best encapsulated in the umbrella term "Human Resource Development". Human Resources Development (HRD) comprises all the efforts by an organization to provide training and development experiences for its employees in order to meet up with the current and future performance objectives. Although training is often used in conjunction with development, the terms are not synonymous. Employee training can be defined as a planned attempt to facilitate employee learning of job-related knowledge, skills, and behaviors or helping them correct deficiencies in their performance. In contrast, manpower development is an effort to provide employees with the skills needed for both present and future jobs (Wangithi and Muceke, 2012).

According to Wangithi and Muceke (2012) manpower development is any learning activity which is directed towards future needs rather than present needs, and which is concerned more with career growth than immediate performance. Harrison (2000) defined it as the skilful provision and organization of learning experiences in the workplace so that performance can be improved, work goals can be achieved and that, through enhancing the skills, knowledge, learning ability and enthusiasm at every level, there can be continuous organizational as well as individual growth. Manpower development programs include job rotation, networking, mentoring, coaching, and tuition support (Birdi, Allan, and Warr, 1997; Wangithi and Muceke, 2012).

Employees often expect manpower development opportunities in their employment contracts. These contracts are however inadequate incentives for some employees to remain with the organization, despite benefiting from the investments in manpower development. Therefore, manpower development often involves committing scarce financial resources, tacit knowledge and trade secrets to employees, even in the face of variable employee turnover intentions, high employee mobility, and brain drain.

### **Turnover intention**

Turnover intention is considered a conscious and deliberate willfulness to leave an organization (Malik, Abbas, Kiyani et al, 2011). High turnover of employees is considered a major threat to investment in manpower development for many organizations in resource

poor settings (Gunu, Oni, Tsado et al, 2013; Malik, Abbas, Kiyani et al, 2011; Nwanolue and Iwuoha, 2011; Dialoke, 2015). On the basis of the doctrines of the social exchange theory, the reciprocity and mutuality of psychological contract is touted as a useful model upon which these vicissitudes of manpower development and employee turnover can be anchored (Malik, Abbas, Kiyani et al, 2011; Rahman and Nas, 2013; Lee and Bruvold, 2003). This paper was therefore designed to appraise the implications of psychological contract on manpower development in Nigeria.

### **Objectives of the Study**

The aim of this paper is to appraise the implications of psychological contract on manpower development in Nigeria.

The Specific objectives are:

1. To appraise the concept and correlates of psychological contract as documented in our local literature.
2. To examine the impact of psychological contract breach on the relationship between manpower development and employee turnover intention.

### **Methodology**

This study adopted a mixed method (Brannen, 2005; Johnson, Onwuegbuzie and Turner, 2007): Secondary and primary data were obtained and analyzed with SPSS 17.0. Secondary data was obtained from an online search for literature with the search terms “psychological contract and manpower development in Nigeria”; “psychological contract and human resource development in Nigeria” and “psychological contract in Nigeria” in their title. The search was conducted on Google Scholar, African journals online (AJOL), and the Directory of open access journals (DOAJ). Primary data was obtained from a convenient sample of 60 employees working in the Umuahia branch of seven Nigerian banks. The study also considered only that staffs that are permanent staff with these banks. Data were collected through questionnaire. Questions in the questionnaire were closed- end questions. The questionnaire was divided into sections A and B. Section A contained questions on demographic characteristics of respondents. Section B on the other hand, contained questions on the moderator, dependent and independent variables.

**Study Variables** are: Dependent variable = Turnover intention, Moderator variable = Psychological Contract Breach. Independent variable = Manpower Development.

- i. **Manpower Development:** Manpower Development was operationalized as employee perception of Organizational commitment to Manpower Development, Organization’s effectiveness in aligning manpower development with the organization’s business goal and types of Manpower Development provided, and measured by a set of three (3) questions adapted from SHRM/Catalyst Employee Development Survey Report (2005).

The variable was measured on a five Point Likert scale ranging from (1) strongly disagree, (2) disagree, (3) undecided, (4) agree and (5) strongly agree.

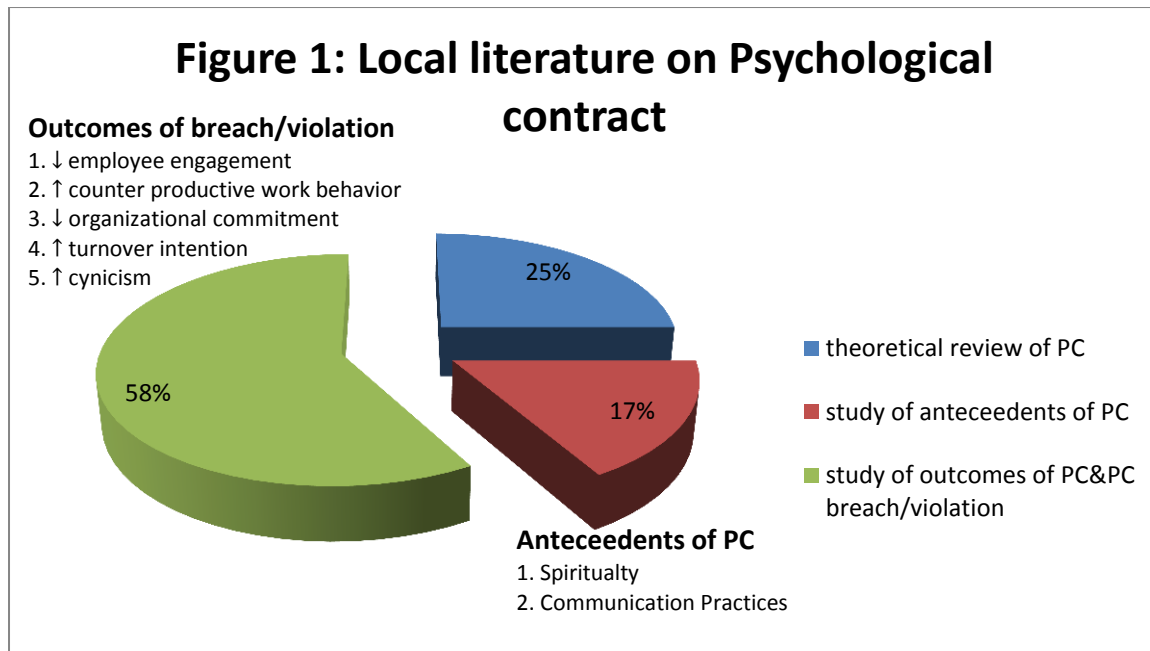
- ii. **Psychological Contract Breach Scale:** Psychological Contract Breach was measured by the 5-item scale developed by Robinson and Morrison (2000) and designed to

measure employees' global perception of psychological breach. The first three items evaluate employees' perception of fulfillment by the organization. A sample item was "Almost all of the promises made by my employer during recruitment have been kept so far" The last two items measured perception of mutual fulfillment. An example item was "My employer has broken many of its promises to me even though I've upheld my side of the deal." A Likert-type scale anchored by (1) strongly disagree, (2) disagree, (3) undecided, (4) agree and (5) strongly agree, was used to indicate the extent of agreement/disagreement with each item. The scale provides an overall measurement of the extent to which the employee's psychological contract has been fulfilled. Items, 1, 2, 3 were positively worded while items 4 and 5 were negatively worded. The scale was validated among a sample of indigenous workers in Nigeria by Ugwu and Oji, and found to have good internal consistency with a Cronbach's alpha of 0.82 (Ugwu and Oji, 2013).

- iii. **Turnover intention scale:** Turnover intention was measured using a 3 item scale developed by Mobley, Horner and Hollingsworth (1978). The scale measure employees thought of quitting, the intention to search for another job elsewhere and the intention to quit. The scale is scored on a on a 7-point scale ranging from 1 = strongly disagree to 7 = strongly agree. Sample item include: "I think a lot about leaving this organisation". This scale has been validated in Nigeria by Balogun and Oluwadunoye (2012), and they obtained a Cronbach's alpha of 0.71. A score above the mean indicates that employee has high turnover intention.

### Data Presentation and Analysis

A total of 12 articles were found during the search, these studies were conducted between 2007 and 2015. Three (25%) of the studies were theoretical reviews, 2 (16.7%) were qualitative studies, while 7 (58.3%) were descriptive studies. Majority (5; 71.4%) of the quantitative studies were conducted in the private sector organizations. The public sector organizations studied were conducted among employees of the Nigeria Police force and the public service of Ekiti state, while the private sector organizations studied were mostly banks. Most of the quantitative studies were observational studies of PC breach or violation. **Figure 1** highlights the pattern of local literature identified during our literature search. The antecedent and outcome variable examined by these studies were also itemized in **Figure 1**, while a summary of the reviewed secondary data is outlined in **Annex 1**.



Source: Data analysis, 2016

A total of 60 subjects were surveyed during our primary data collection and their demographic data are illustrated in **Table 1**. Majority (58.4%) of the subjects was females, and aged between 31 – 40 years (41.6%). **Table 1** also shows the pattern of turnover intention and manpower development. Looking at the mean scores (M) and small standard deviations (SD) of the variables which do not vary much, it shows that pattern of response among the subjects were quite similar with one another. Majority of the subjects had a very high turnover intention (M= 5.68; SD= 1.02). Most of the subjects agreed that their organization was effective in aligning manpower development with the organization's business goal (M=3.58; SD=0.87), and was committed to the development of their employees (M= 3.65; SD=1.02). Majority of the subjects agreed that Job rotation and Networking were manpower development opportunities available to employees in their organization, while Tuition support was often not available to the employees.

**Table 1: Demographic data, turnover intention and perception of manpower development**

		N	%	Mean	SD
Gender	Male	25	41.6	-	
	Female	35	58.4		
Age (years)	≤ 30	10	16.7	38.4	7.96
	31 -40	25	41.6		
	41-50	20	33.3		
	≥51	5	8.3		
Tenure (years)	<3	15	25.0	5.58	2.22
	3-5	15	25.0		
	6-8	20	33.3		
	>9	10	16.7		
Education	Graduate	45	75.0	-	
	Post-graduate	15	25.0		
Marital status	Single	10	16.7	-	
	Married	50	83.3		
Turnover intention		60	100	5.68	1.02
Organization is effective in aligning manpower development with the organization's business goal		60	100	3.58	0.87
Organization is committed to the development of staff		60	100	3.65	1.02
Besides routine orientation and training, the following Manpower development opportunities' are available for all staff.	Job rotation	60	100	3.60	1.02
	Networking	60	100	3.45	1.03
	Mentorship	60	100	2.01	1.02
	Coaching	60	100	2.12	1.02
	Tuition support	60	100	1.08	0.98
Psychological contract Breach		60	100	18.36	3.24

Source: Data analysis, 2016

**Table 2: Inter Variable Correlations**

Variables	1	2	3
1 Organizational commitment to manpower development	1.00		
2 Turnover intention	-.52	1.00	
3 Psychological Contract Breach	-.58	.76	1.00

Note. All the correlation coefficients in the table are significant ( $p < 0.05$ )

Source: Data analysis, 2016

Pearson's product moment correlation was computed to explore the relationship between psychological contract breach, turnover intention and organizational commitment to manpower development (See **Table 2**). This analysis was found to be statistically significant,  $r(60) = -.52$ ,  $p < 0.05$ , indicating an inverse relationship between turnover intention and organizational commitment to manpower development.

The relationship between turnover intention and organizational commitment to manpower development was then subjected to a first-order partial correlation in order to explore the relationship while controlling for the effects of psychological contract breach. The first-order correlation was found to be statistically significant,  $r(60) = -.86$ ,  $p < 0.05$ , indicating that though a direct relationship exist between organizational commitment to manpower development and turnover intention. Nevertheless, the strength of this inverse relationship was increased, when the effect of psychological contract breach was controlled. This implies that psychological contract breach affects the strength of the relationship between organizational commitment to manpower development and employees turnover intention, in addition to its direct relatedness to each of the two variables.

## Discussion

The present study addressed two main questions. We appraised the concept and correlate of psychological contract as evidenced in our local literature, and examined the moderating impact of psychological contract on the relationship between manpower development and employee turnover intention.

Regarding the first question, we found that a robust academic conversation had recently emerged in Nigeria on the construct and significance of psychological contract. For example, Gabriel and Jonathan (2012) interrogated the perceived mutuality contradiction inherent in the construct, but surmised that psychological contract is a *sine qua non* in the pursuit of healthy employer-employee relationship, while unfulfilled psychological contract is a slow killer of organizational processes. They noted that on the part of the employee, it has the tendencies of causing job dissatisfaction; acted out in absenteeism, lack of commitment and lateness to work. On the other hand a perceived fulfilled psychological contract breeds a smooth working relationship between employees and employers; holding other factors constant. According to Nwokocha (2015), a breach of psychological contract hinders employees' performance and ignites employees' propensity to quit the organization. In concordance with similar studies, he noted that this, to a considerable extent, affects organizational output. On the other hand Ikechukwu-Ifudu and Myers (2014) pointed out that employee engagement and organizational citizenship behaviour were consequent on psychological contract. They also theorized that trust and fairness in the work place underlies the reciprocity norm inherent in the construct.

Turnover intention (Umar and Ringim, 2015), cynicism (Adebayo, Akanmode and Udegbe, 2007), counter productive work behaviour (Onyishi and Onunkwo, 2014), and poor organizational commitment (Oluwafemi and Balogun, 2008; Bankole and Ajagun, 2014) were consequences of psychological contract breach or violation established by the local empirical studies. The conversation also established the salience of our collectivist culture, spirituality and communication practices (Adebayo, Akanmode and Udegbe, 2007; Dan-Asabe, 2011; Uchenna, 2015; Ugwu and Ogwuche, 2013; Ugwu and Oji, 2013) in the causal antecedents to psychological contract, and as moderating factors on employee outcomes following psychological contract breach or violation in Nigeria. Therefore, in the Nigerian context and organizational milieu, a growing body of local literature has established that psychological contract management is germane to employer-employee relationship, human resource management practices and organizational productivity.

Secondly, this study investigated the relationship between psychological contract breach, manpower development and employee turnover intention. In concordance with previous



studies, we established that psychological contract breach had a significant positive correlation with turnover intention (Nwokocha, 2015; Umar and Ringim, 2015). It is noteworthy, that the power of lobbying, god-fatherism, cultism and patronage often erodes human resource management best practices in Nigeria, and entrenches a significant breach of psychological contract leading to a cynical and careerist employees (Anakwe, 2002; Adebayo, Akanmode and Udegbe, 2007; Nwanolue and Iwuoha, 2011; Dialoke, 2015; Ukou and Dialoke, 2016).

We found an inverse relationship between manpower development and employee turnover intention. This is in concordance with studies in other climes (Malik, Abbas, Kiyani et al, 2011; Rahman and Nas, 2013; Lee and Bruvold, 2003). According to Malik, Abbas, Kiyani et al, (2011) this inverse relationship represents a positive reciprocity, which is in keeping with the Social exchange theory. Cropanzano and Mitchell (2005) opined that this positive reciprocity orientation underpins the tendency of employee to return positive inducements in form of development opportunities with positive work behaviors', and vice versa. Similarly, Rahman and Nas (2013) found that employee's turnover intention was predicted by employee manpower development perceptions, and surmised that their findings validates a manpower development- employee attitude-behaviour relationship.

Relying on the social exchange theory, Lee and Bruvold (2003) described a manpower development- employee attitude-behaviour relationship model which showed that perceived investment in manpower development was positively related to affective commitment and job satisfaction, and that affective commitment and job satisfaction mediated the relationship between perceived investment in manpower development and turnover intention among nurses in Singapore and United States of America. Our own finding emphasizes the role of psychological contract as a moderator of the manpower development- employee attitude-behaviour relationship, especially in Nigerian settings. This is so because we found psychological contract breach to be a significant moderator of the inverse relationship between manpower development and employee turnover intention. This coheres with a similar finding by Addae et al. (2006). In their study conducted in Trinidad and Tobago among employees in media organizations Addae et al. (2006) indicated that, perceived organizational support led to affective commitment and the latter, in turn, led to lowered turnover intention. However, they found that employees with high affective commitment who perceived a psychological contract breach were more likely to have intentions to quit their jobs. Our study suggests that despite organizational commitment to manpower development, employees who perceived a psychological contract breach were more likely to have a high turnover intention.

### **The Proposed Model**

Taken together, the findings of this study established a strong rationale and theoretical basis for psychological contract management as an important human resource management practice in Nigeria. It therefore proposes a model that integrates investments in manpower development, with other human resource practices aimed at addressing psychological contract breach.

On account of the impact of spirituality, good communication practices and culture on psychological contract, as documented in this study. We propose that psychological contract management in our setting should also embrace Zhang's psychological contract violation communication model and Morrison and Robinson's psychological contract violation development model. According to Zhang (2008), in psychological contract management,

organizations should pay attention to exert durative performance communication, ensure the continuity and validity of performance communication, and accordingly increase both perception, and exert the function to amend the un-implementation and violation of psychological contract. Therefore culturally relevant and spiritually sensitive durative performance communication model carried out in tandem with manpower development initiatives should reduce employee turnover intention.

We therefore surmise that psychological contract has significant implications for manpower development in Nigeria. It should be viewed as a critical measure that can safeguard the huge investments our organizations need to make in manpower development.

### **Implications for Human Resource Development Research and Practice**

Manpower development strives to improve the performance of individual employees, and the whole organization. It looks in depth at where an organization stands in comparison to where it hopes to be in the future, and develops the skills and resources required to get there.

In Nigeria, manpower development is touted as a panacea to low organizational productivity. Since, turnover of employee after benefitting from their organizations investment in manpower development is not a desirable outcome; breaches in psychological contract must be prevented, minimized and/or ameliorated. Human resource practitioners must therefore engage and re-engage employees in the conversations that shape psychological contract, and address practices that can constitute psychological contract breach. It is noteworthy that, the keen research interest on psychological contract in Nigeria and a growing body of local evidence on its correlates and utility suggest that it is the emerging norm for efficient human resource management. Psychological contract management should also be integrated into our organizational manpower development initiatives. Policy makers in our public and private sector organizations must accommodate human resource practices that build trust and fairness, rather than entrench systemic breaches of psychological contract with employees.

Furthermore, considering the theoretical and empirical evidence of the impact of spirituality, good communication practices and the relevant collectivist aspects of our culture on psychological contract; Human Resource practitioners should also embrace and reinforce these variables within our organizations and in the context of manpower development initiatives.

### **Limitations and Future Research**

The cross-sectional nature of this study makes it impossible to draw inferences of causality or rule out the possibility of reciprocal causality. Secondly, the generalizability of the results might be limited because the research was conducted in the banking sector. Banks are only a fragment of private sector organizations, and only Umuahia branches of these banks were sampled.

Several lines of further research suggest themselves. First, longitudinal studies are needed to draw causality inferences from the relationships examined in this study. Second, a study analyzing the relationships between demographic factors, perceptions regarding commitment to employee development, psychological contract breach and other work attitudes, and behaviors would be of interest. Third, since investment in manpower development may differ

according to industry, replicating the study in different public and private sector organizations would give better clarity on the subject.

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### **Conflict of Interest**

The authors declare that they have no financial or personal relationships which may have inappropriately influenced them in writing this article.

### **Author Contribution**

ID and NCN contributed equally to the design, research and writing up of this article

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Annex 1: Summary of the Secondary Data

S/N	Year	Author/s	Title	Methods	Findings
1	2007	Adebayo DO, Akamode JA and Udege JB.	The importance of Spirituality in the Relationship between Psychological Contract Violation and Cynicism in the Nigeria Police	Cross-sectional review	Psychological contract violation increased cynicism; however, among the females study participants, this relationship was significantly moderated by spirituality ( $p < 0.05$ ). Thus they posited that spirituality has significant implications for Psychological Contract violation management and for employee training and development.
2	2008	Oluwafemi OI and Balogun SK.	Predicting Commitment forms from Psychological Contract Breach and Violation among Survivors of Merged Banks in Nigeria	Cross-sectional study	Psychological contract breach and psychological contract violation resulting from mergers and acquisition affected various employee commitment forms, affective, continuance and normative ( $R^2 = .25 = F(8, 272) = 11.37, p < .001$ ) commitment. The high incident of job switch across banks by employees is borne out of negative affective reaction to changes in their psychological contract occasioned by dissatisfaction with outcomes of mergers and acquisitions.
3	2011	Dan-Asabe, D	Psychological Contract perspective on commitment and retention: the case of Nigeria and UK construction and project managers.	2-stage Delphi study (Qualitative)	This study established that the perception of line managers' communication practices affected employee commitment and retention among construction workers. The study then made a theoretical postulation on psychological contract as the medium <i>inter alia</i> and also posited that communication practices influences psychological contract.
4	2012	Gabriel J.M.O and Jonathan, E	Psychological Contract in Nigeria: A Conceptual Explication and Mutuality Debate.	Theoretical review	This study interrogated the perceived mutuality contradiction inherent in the contract, but surmised that psychological contract is a <i>sine qua non</i> in the pursuit of healthy employer-employee relationship, while unfulfilled psychological contract is a slow killer of organizational processes.
5	2013	Ugwu FO and Ogwuche CH	The Cost of Unfulfilled Promise: Perceived Psychological Contract Breach, Organizational Support and Employee Work Engagement in a Mismatched Economy.	Cross-sectional study.	Psychological contract breach did not have significant influence on work engagement (it accounted for a 6.4% variance, which was not statistically significant i.e. $p > 0.05$ ). They highlighted the role of context and the valence of culture on the impact of Psychological contract breach.
6	2013	Ugwu OI and Ojiti	Psychological Contract Breach, Work-Family Conflict and Self-Efficacy as predictors of Pro-Social Behaviour among a Sample of Nigerian Bank Employees	Cross-sectional study	Psychological contract breach was not a significant predictor of pro-social behaviour ( $\beta = .001, ns$ ). This result showed that psychological contract breach is not a factor that influences whether employee will embark on helping behaviour in the world of work or not. They highlighted the role of contexts and culture on the impact of Psychological contract breach.
7	2014	Bankole BT and Aiyegun OV	Psychological Contract and Organizational Based Self Esteem as antecedents of Organizational Commitment among Government Workers in Ekiti State, Nigeria	Cross-sectional study	Psychological contract obligation has an impact on organizational commitment and all its dimensions ( $p < 0.05$ ), except normative commitment. Psychological contract fulfillment predicted normative commitment and organizational commitment as a whole, but not affective and continuance commitment.
8	2014	Ikechukwu-Ikudu V and Myers J.	Surviving downsizing in the financial service industry: exploring impacts on Employee Engagement and Psychological Contracts	Theoretical review	Psychological contract is rooted in the social exchange theory. Employee engagement and Organizational citizenship behaviour are byproducts of psychological contract. They also opined that trust and fairness are at the heart of the reciprocity norm, and fairness is an epiphenomenon of trust.
9	2014	Onyishi IH and Onunkwo CB	Counterproductive Work Behaviour among School Teachers: The contributions of Psychological Contract Breach and Job Stress	Cross-sectional study	Psychological contract breach increased Counterproductive Work Behaviour among the School Teachers.
10	2015	Nwokocha, I.	Linkage between Psychological Contract and employee retention, performance and productivity in organizations in Nigeria.	Theoretical review	Psychological contract breach hinders employees' performance and ignites employees' propensity to quit the organization. This, to a considerable extent, affects organizational output.
11	2015	Uchenna C.O	Psychological Contract experience of Survivor First-line Managers during Organizational Downsizing: The Mediating Influence of Culture in Nigeria.	Qualitative study	The study explored Psychological contract breach among survivor first line managers. It identified the valence of spirituality and culture on the causal sequence antecedents of their Psychological contract experience.
12	2015	Umar S and Ringam K.J	Psychological Contract and Employee Turnover Intention among Nigerian Employees in Private Organizations.	Cross-sectional study	Psychological contract had a significant impact on turnover intention among their study participants ( $p < 0.05$ ).

Source: Data analysis, 2016