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By Usanga, Samuel Udoffia

Obong University

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Abstract- The study investigated the relationship between psychological contract (PC) and organizational commitment (OC) in selected private universities in Nigeria. The study took four dimensions of psychological contract (transitional orientation, relational orientation, the perceived balance of obligations and stage of development of the contract with three measures of organizational commitment; affective, normative and continuance), whereby five private universities (Obong University, Arthur Javis University, Rhema University, Gregory university and Ritman University) were studied. The quasi-experimental design used for the study with a population of four hundred and seventy-seven (477); with a sample size of 218 was determined using the Taro Yamane's formula. A well-structured questionnaire was adopted as the tool for sampling in the field to obtain data using the simple random sampling method. In testing the hypothesis, the Spearman rank-order correlations coefficient (rho) was the statistical instrument used to test the relationship between dependent and independent variables. The tested suppositions showed a moderate to resilient significant positive relationship the dimensions and measures based on their rho values. The study concludes that the strong point of organizational commitment is bigoted by the degree to which the entity's wishes and anticipations round the organization that are harmonized by their involvement, through contract. Based on this, the study recommends that Owners of private universities in Nigeria should keep to their terms of the pact to achieve organizational commitment. The employee should also endeavour to meet the expectations of the employers, which tends towards a perceived balanced obligation for both parties in the contract and already revealed as having a strong relationship with organizational commitment.

Keywords: psychological contract (PC), organisational commitment (OC), private university, employees, and employers.

I. Introduction

a) Background to the Study

The psychological contract talks about a person's opinion of mutual obligations. As such, it does not depict proceeded affinity, which is in emphasis, instead of the responsive image an entity devises concerning his/her responsibilities adding up to the equivalents commitments in a precise connection (Rousseau 2001). These duties might whichever have been unambiguously detailed (on a paper contract or in deliberations), or have been engaged as responsibilities over other happenings.

In organizational psychology, the psychological agreement has been definite to be "an individual's belief in mutual obligations between that person and another party such as an employer" (Rousseau, 1990; Rousseau & Tijoriwala, 1998) plus thus over time remained used to elucidate the connection amid bosses with workforces (Conway & Briner, 2005).

According to Shore and Tetrik, (1994), the emotional agreement is labelled in copious means. One and most significantly is the essential sides that are the constituent of the contract, i.e., the precise assignment that the entity notices as applicable for the connection. Observing the makeup of psychological contract, the assurances an individual receives has been made in the affiliation by the involved parties. Nevertheless, the exact content is regularly distinctive, which depends on features like; yearnings of the entity, including the positions of the enterprise (Shore & Tetrik, 1994), and this certainly builds up a problem while building up a theory. As such to pass these hitches, considerable of the earlier study on the build-ups of emotional bonds has been fixated on evolving extents of the makeup.

The psychological agreement provides a structure for watching worker's behaviour with significances on those measurements that are revealed to stimulate performance. The psychological contract is now becoming an established facet of the rational plus lexicon of HR practitioners. A psychological treaty emerges at a point where a party considers guaranteeing of prospect return has been settled, a contribution has been made. Thus an obligation has been made to provide future benefits. This notion is not a secluded, disconnected one. It is opinionated by a complete array of dynamics – both specific plus organizational. The emotional contract itself likewise has its consequence on a range of attitudes with actions.

The psychological agreements, defined as joint responsibilities, outlooks, with assurances among boss and worker as renowned by the worker, have been studied mainly focusing on desired outcomes like job satisfaction or commitment or the penalties of breaking an agreement, mostly having to do with work behaviour by the workers in such circumstances. The antecedents

Author: OND, FED. POLY ADO-EKITI, HND, FED. POLY. ILARO; PGD, MBA, UNICAL, MSc, UNIPORT, Ph.D in View, Obong University, Obong Ntak, Etim Ekpo Lga, Akwa Ibom State, Nigeria.
e-mail: usanga.samuel@yahoo.com

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or the reasons responsible for the formation of the mental contracts have received somewhat petite attention.

Lövblad, Hyder, and Lönnstedt (2009), described three scopes of the mental contract of which in organizational psychology has joined to establish pertinence for accepting emotional, organizational commitment. The leading, which is likewise the utmost frequently utilized measurement, is the transactional vs. relational alignment of the treaty (Conway & Briner, 2005). The transactional psychological agreement is usually reasonably unambiguous plus has a petite span, monetary range (O'Donohue, Sheehan, Hecker and Holland, 2007). A relational alignment in dissimilar view is frequently additional multifaceted, long term engrossed on plus co-dependent (ibid). The other measurement of the psychological bond is the seeming balance of obligations in the association. Shore and Barksdale (1998) establishes in their academic work of MBA scholars that there occurred a relationship amid the equilibrium of duties with open commitment.

Generally, organizational commitment is an entity's emotional affection for the business. Organizational commitment envisages labour indices like turnover, social conscience behaviour, with occupational performance. Several factors, like role stress, enablement, work insecurity, plus employability, with the circulation of headship, have been revealed to be connected to an employee's intelligence of organizational obligation. Commitment helps for job actualization. This extreme keenness is extra authoritative than our best plans, resolution, or state of affairs. Short of assurance, the impact is marginal; barricades that cannot be bleached; plus, urge, influence, including prospects could be missing (Maxwell, 1999). The organizational pledge is the bond employees experience through their firm. Staffs who are devoted to their company generally feel a connection with their organization, perceive that they align in plus, feel they apprehend the wishes of the enterprise. The supplementary worth of such employees is that they incline to be extra determined in their duties, show relatively high productivity plus are additionally positive in offering their support. Organizational scientists have likewise established countless nuanced explanations of the firm's commitment, plus abundant measures to quantify them. Prototypical of this effort is Meyer and Allen's model of obligation, which was planned to incorporate diverse definition of commitment that had stood proliferated in collected works.

Standing by works of Meyer and Allen's (1991), they posited the three-component explanation of obligation, which was made to debate that commitment has three different mechanisms that tally with dissimilar emotional states. Meyer with Allen created this model for two motives: first "aid in the interpretation of existing research" and second "to serve as a framework for future research." Their investigation was anchored mainly around previous studies of organizational commitment. Meyer and Allen's studies showed that three "mind- sets," which can illustrate a worker's obligation to the organization. Mercurio (2015) extended this model by reviewing the realistic and hypothetical researches on commitment. Mercurio posits that emotional commitment is the crucial core of organizational obligation.

There are different magnitudes of organizational pledge since it is not a "yes or no" matter but more of a point of allegiance. Scientists have found three kinds of commitment in organizations: continuance (the worker needs to), normative (the wage-earner senses obligated), and affective. Affective commitment is the intensity of a person's aspiration to labour for an organization, for they regard it positively, and they agree with its mission and goals. This variety of committed workers actively endorses what the company is doing and stays employed there since they desire to. Affectively committed employees are more cost effective to the organization and create positive culture.

To this regard, this study intends to fill the gap by studying psychological contract looking at four dimensions as translational orientation, relational orientation, professed stability of obligation, stage of progress of the agreement plus organizational commitment looking at three measures as affective, normative plus continuance commitment. This study enumerated how perceived firm backing moderate amongst psychological contract with organizational commitment. To also fill the perceived gap, this study was carried out in non- government owned tertiary institutions (universities) in Nigeria.

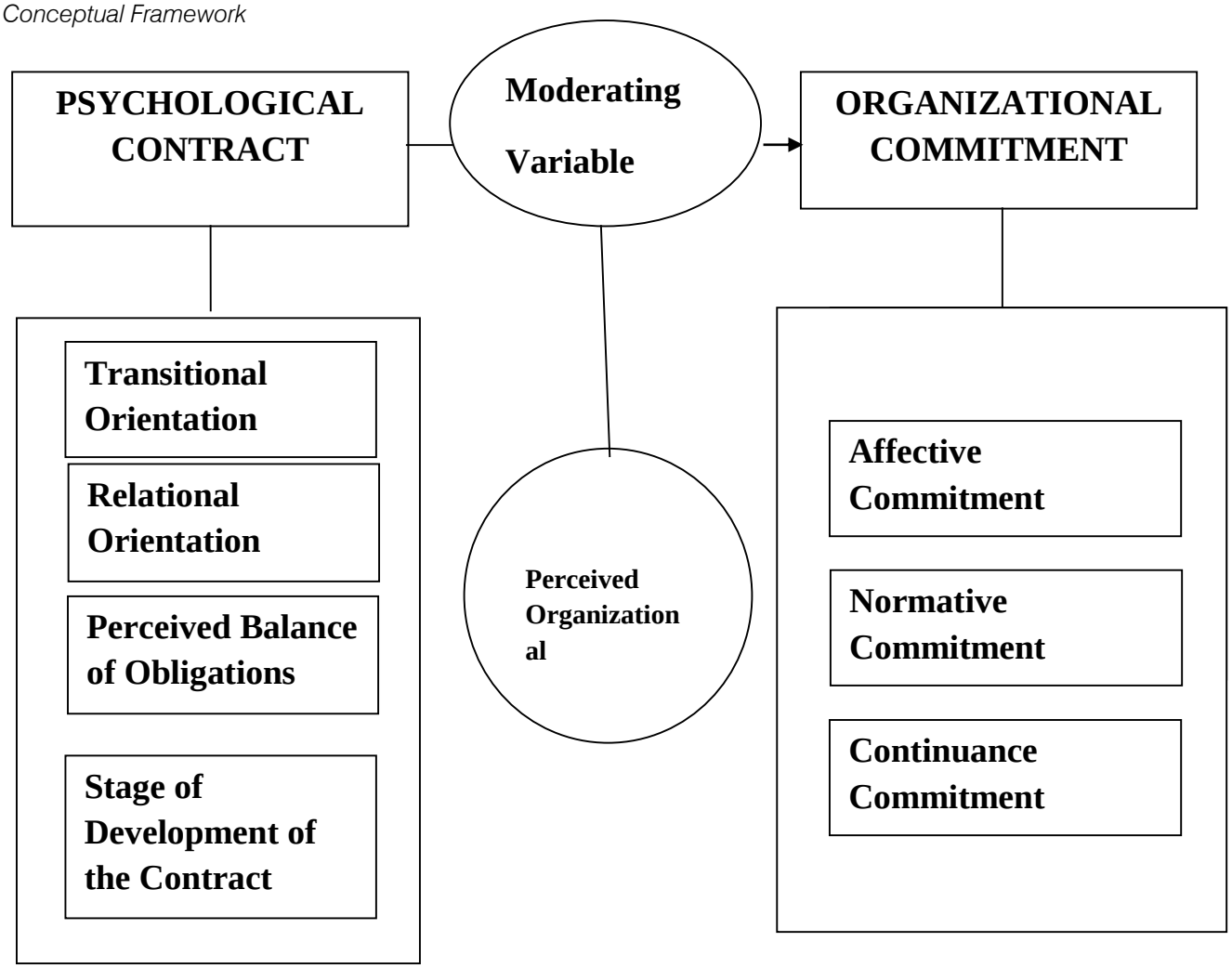
b) Statement of the Problem

Using psychological agreements for the inquiry of organizational obligation relationships is somewhat entirely new. These concepts have been more prevalent in the investigation of promotion relationship of which at most two realistic studies have been conducted being that the thought has been useful to these settings. The inception study was available in 2005 by Pavlou and Gefen plus give out with psychological agreement defilements in virtual marketplaces. In this investigation, the writers discovered that the purchasers in online markets are hardly sentimental of the clear lawful terms concerning the trades. So, the immersion of contract break will not be directed by understandable contracts, but by the emotional agreement in the conscience of the buyer. The next study, which explored the impression of mental treaties on reliance with commitment, was piloted by Kingshott in 2006. In this research of associations amongst suppliers with wholesalers on the Australian motorized automobile marketplace, a straight consequence of psychological contracts on association obligation plus trust that was established. This study

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intends to make known to the acuity of phases of the advancement of the agreement as a new dimension and as well define the magnitude of contract bridge in private Universities settings plus how this concept generally affects the commitment of Academic staff of those universities in Nigeria.

Conceptual Framework



Source: Adapted from Balachandran and Thomas (2007); Fenwick, Seville, and Brunsdan (2009)

Fig. 1.1: Conceptual framework Model showing the association amongst Psychological contract, organizational commitment with perceived Company support in selected Private Universities in Nigeria.

c) Objectives of the Study

The drive of this study is to scrutinize the linking between the Psychological contract with organizational commitment in private universities in Nigeria.

The explicit intentions to drive the study are to:

i. Examine the link concerning transitional orientation organizational commitment.
ii. Examine the association concerning relational orientation with organizational commitment.
iii. Examine the connection between perceived balances of obligations with organizational commitment.
iv. Examine the correlation amid the stage of development of the contract plus organizational commitment.
v. Determine whether perceived organizational support does moderate the association amid psychological contract with organizational commitment.

d) Research Questions

The objectives to guide the study are;

i. What is the affiliation concerning transitional orientation and organizational commitment?
ii. What is the link between relational orientations with organizational commitment?
iii. What is the relationship amid the perceived balance of obligation and organizational commitment?
iv. What is the link between the phases of the improvement of the contract with organizational commitment?

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v. Does organizational culture moderate the connection amongst psychological contract with organizational commitment in private universities in Nigeria?

e) Research Hypotheses

The following hypotheses stated in null form for this study are:

i. *HO1:* There is no substantial relationship between transactional orientation and affective commitment.
ii. *HO2*: There is no significant connection between transactional orientation and normative commitment.
iii. *HO3:* There is no significant relationship between transactional orientation with continuance commitment.
iv. *HO4:* There is no significant relationship between relational orientation and affective commitment.
v. *HO5:* There is no significant relationship between relational orientation and normative commitment.
vi. *HO6:* There is no significant relationship between relational orientation and continuance commitment.
vii. *HO7:* There is no substantial affiliation between the perceived balance of obligations with affective commitment.
viii. *HO8:* There is no significant association amid perceived balance of obligations and normative commitment.
ix. *HO9:* There is no noteworthy association between the perceived balance of obligations and continuance commitment.
x. *HO10:* There is no substantial relationship between phases of development of the contract with affective commitment.
xi. *HO11:* There is no essential bond amongst the stage of progress of the contract plus normative commitment.
xii. *HO12:* There is no momentous association between the stage of advancement of the contract and continuance commitment.
xiii. *HO13:* Perceived Organizational Support does not expressively moderate the relationship between Psychological Contract and Organizational Commitment.

f) Significance of the Study

The prominence of the investigation was both to the firms (practically) and scholarly (body of knowledge).

To the group of knowledge, outcomes of the investigation contribute and serve as guide and literature to the rising body of facts in this expanse of research in management science.

Practically to Private Universities, this study offered insight to management on the worth of emotional contract, its effects on the member of staff commitment when bridged including how this can help promote obligation in the company that ultimately increases productivity.

g) Scope of the Study

The range of the study is discussed under the following subheadings:

Content scope: The content scope covers models and theories of psychological contracts plus organizational commitment with an emphasis on dimensions of psychological114 agreement with measures of organizational commitment. The study also cut across the thought of professed company support as a moderating variable amongst the dependent plus independent variables.

Geographical Scope: The geographic space of the study was restricted to fully registered, operational private universities in Nigeria.

Unit of analysis: The component of the study is organizational (Private Universities) and the respondents were academic staff at all classes across the institute.

h) Operational Definition of Terms

Affective Commitment: Affective commitment is said to have taken place where the worker has an emotional tie with the firm.

Continuance Commitment: Continuance commitment signifies the state where an individual feel that they could lose more by leaving than they will gain. In effect, persistence commitment is a fear of loss if they quite.

Normative Commitment: This is where a person feels they should stay for a selected reason. Usually, this is as of a notion of obligation to the organization.

Organizational Commitment: Organizational commitment simply defines a person's psychological affection to an organization.

Perceived Balance of Obligations: This is a vibrant and open-ended service engagement Pre- conditioned on industry achievement of the owner organization Employee has opportunities to develop skill sets plus prospects for occupation improvement anchored on skills and performance.

Perceived Organizational Support: Perceived organizational support (POS) is the amount to which workforces have faith in their organization standards, their inputs, and cautions about their well-being and fulfils socio-emotional needs.

Psychological Contract: This simply discusses the unrecorded set of anticipations of the hire rapport as

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dissimilar from the formal, codified employment contract. Taken together, the psychological contract plus the employment contract define the employer-employee association.

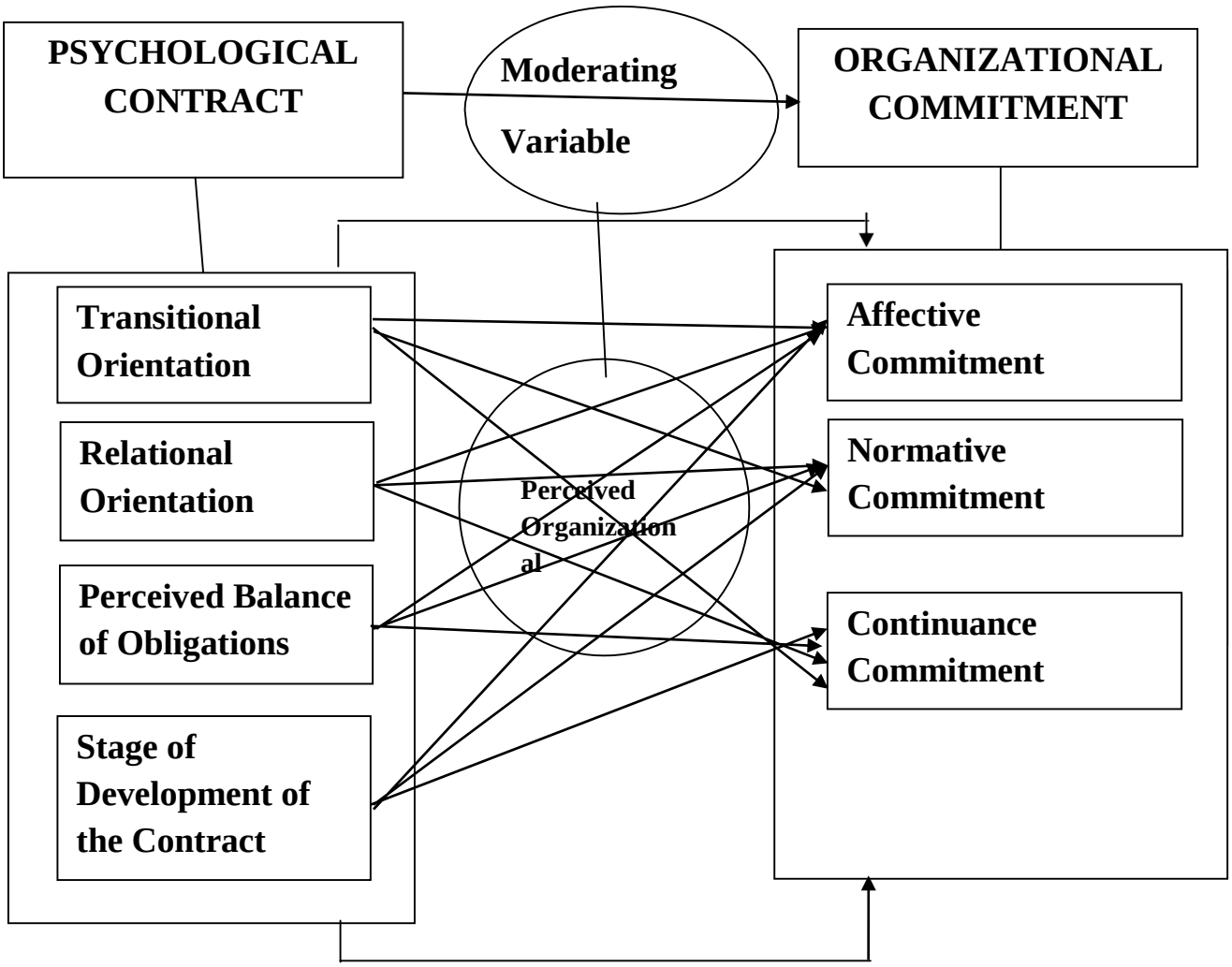
Relational Orientation: The relational contract results beginning from prolonged contract schedules established upon related trust plus loyalty. Progress in career and compensation comes basically from superiority; additional welfares and recompenses are solitary loosely interconnected to labour performance.

Stages of Development of the contract: This has to do with the processes tangled in the escalation of the indenture.

Transactional Orientation: The transactional contract defines a situation when hiring the agreement is of short duration or restricted length mainly engrossed on altercation of work in place of cash with a precise explanation of obligations and tasks and narrow participation in the organization.

II. Literature Review

a) Conceptual Framework



Source: Adapted from Balachandran and Thomas (2007); Fenwick, Seville, and Brunsdan (2009)

Fig. 2.1: Conceptual framework Model showing the association between Psychological contract, organizational commitment and professed Company support in selected Private Universities in Nigeria.

Concept of emotional contract (transitional, relational, professed steadiness of obligation and stages of progress of the contract) with the thought of organizational commitment (affective, normative plus continuance) with perceived organizational backing was exhaustively discussed in this subheading.

i. *Psychological Contract*

The psychological contract took its place right from the 1960s, but then the significance plus active requisite was known solitary in the late 1990's owing to financial slump. The emotional contract is fundamentally scaled from a worker viewpoint and yet Guest (1998)

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figured out that it is principally in the `finding of the beholder.' Perception of each party differs according to the individual's beliefs and values, and they are destined to assume a particular course of action as per their terms of understanding and interpretation. Therefore, employers have to know what employees expect from their work and vice-versa and this is where reciprocity and mutuality of either of the parties come into existence.

Despite the interest and wealth of works of literature about the psychological contract, there remains no one or accepted universal definition (Anderson and Schalk, 1998). The psychological contract has been defined based on unwritten reciprocal expectations, implicit contract, perceptions, and beliefs.

A set of unprinted mutual anticipations amongst an employee with the firm (Schein, 1978).` An inherent deal amid an individual with his firm, which postulates what each presumes to offer and collect from one another in their affiliation' (Kotter, 1973).

Emotional contracting is the course whereby views are attained at' (Herriot & Pemberton (1995).

Rousseau's expansion in the arena of the psychological contract shows a healthy role, the newest improvement completed in 1995, in her manuscript, describes the emotional pact as, "individual's beliefs, shaped by the organization, regarding terms of an exchange agreement between the individual and their organization." Philosophies at this phase are the abilities, duties, and prospects of the revelries to the agreement (Conway, 2005). The emotional contract makes available a milieu for observing worker behaviours and main concern on those measurements that were revealed to sway performance (CIPD, 2010). The methods of Argyris (1960), Levinson (1962) with Schein (1965; 1978) towards hypothesizing the psychological bond as a procedure of social exchange restored upon the necessity to appreciate the portion of biased and unstipulated connections amid two entities: owner plus employee. Anchored on this, the potentials of each side with the level of affinity and interchange desirable to be deliberated equally in direction to elucidate the foundations of the agreement, including discrepancy (Cullinane & Dundon, 2006).

Robinson and Rousseau (1994) tested the rate of agreement defilement plus the associations that occur amongst violations with office consequences. Perceptions of joint commitments sandwiched between employer plus worker were gauged through recruitment and after personnel were on the job for above one year. Robinson, with Rousseau, measured careerism, trust, gratification, plus plan to stay, in accumulation to contract defilement and fulfilment. Measures of contentment was evaluated through an unceasing measurement (e.g., one (1) signifies 'highly poorly fulfilled' and five (5) denotes 'very well satisfied), while violation was weighed utilizing both a dichotomous measure including qualitative responses (i.e., 'Please explain) to discourse on how workers experience violations. Upshots presented that violation is an ample frequent happening in organizations, where 54.8% of persons reported suffering abuse (Robinson & Rousseau, 1994). Outcomes likewise portrayed a negative link amid violations and trust, contentment plus intent to persist, with an affirmative connotation between violations and actual turnover (Robinson & Rousseau, 1994).

Psychological contracts are a person's dogmas concerning joint duties. Beliefs become pledged when the person contemplates that he or she be indebted to the employer some assistances (e.g., hard work, allegiance, sacrifices) in return for some stimuli (e.g. extraordinary pay, job safety) (Rousseau, 1990). Rousseau (1995) thus contends that the manner of the emotional contract is particular to view, which varies amongst personalities. Next, is the emotional contract that is vigorous, which explains the vagaries overtime all through the association amongst the owner and worker. Lastly, the agreement concerns shared responsibilities, grounded on particular assurances, in which both revelries participate in their connection with the anticipation of an affirmative result for them (Anderson & Schalk, 1998).

a. *Transactional Psychological Contract*

Transactional contracts are petite agreements that last solitary pending the settled era of settlement. In a transactional contract, an entity's distinctiveness is said to be resulting from their exceptional abilities and capabilities, those on which the interchange link itself is grounded.

For transactional oriented workers, the business is merely the dwelling where persons do their exertion plus devote miniature emotional connection or obligation to the organization. It is the point where they seek out instantaneous recompenses out of the engagement condition, like a pay with credentials (Millward & Hopkins, 1998). Miles and Snow (1980) quoted in their research that transactional agreements encompass explicit magnetisable contacts (e.g., pay for appearance) amongst participants over an exact period liken to the situation of a provisional engagement or employment by 'buy'-oriented firms (Rousseau, 1990). Usage of 'transactional psychological contracts' - somewhere personnel do not anticipate a long eternal 'relational' course using their firm grounded on allegiance and work security, reasonably distinguish their hire as a transaction in which long hours of work are offered in exchange for great reliant pay with training – looked to arrest the temperament of the day relating to labour market suppleness with the monetary reformation of the engagement association (Cullinane & Dundon, 2006). They commence assured features such as extremely economical income tariffs and the nonexistence of long-

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standing pledges (Rousseau, 1990). Arbitration of transactional bonds is probable to be clear and entail prescribed arrangements all involved. (Conway & Briner, 2005).

b. *Relational Psychological Contract*

Relational contracts are greater, further amorphous, unshielded, and intuitively agreed by the parties to the altercation. They are anxious with the interchange of peculiar, socio passionate, including significance grounded; with financial resources (Conway & Briner, 2005) plus, they occur more than the duration of time. Williamson (1979), in his investigation, stated that associations and relational matters such as duties show a progressively significant part in money matters with organizational behaviour (Rousseau, 1990).

Guest (2004) expresses the opinions that domicile of work have to turn out to be extra and more disjointed since first-hand with added flexible procedures of engagement. At the similar time, bosses have developed progressively bigoted of long and slow manners of compromise under conventional hire dealings systems. Inevitably, assurances and contracts which are completed in one day are speedily fragmented owing to a diversity of market necessities. With the deterioration in shared negotiating and the increase in so-called individualist morals between the labour force, easy-going schedules are becoming far more substantial in the workplace. As a result, the 'traditional' employment relations literature is debated to be out of rush with the varying context of the globe of work (Cullinane & Dundon, 2006). Relational contract institutes and conserves a connection involving both magnetisable with no magnetisable connections (e.g., hard work, devotion with safety) (Rousseau, 1990).

Agreeing to the investigation of Blau (1964), talk about in Millward & Hopkins, (1998) a transactional duty is connected with financial interchange, whereas interpersonal responsibilities are of communa183l exchange. In contrast, monetary exchange, societal exchange "comprises unstipulated responsibilities, the contentment of which hinge on trust for the cause that it cannot be obligatory in the nonexistence of a mandatory agreement. Rousseau (1990), Rousseau, and McLean Parks (1993), in their works, did contend that transactional plus relational contracts are observed as the exciting contrast of a particular variety underlying predetermined appointments. Additionally, the further relational the agreement turn out to be the less transactional and vice versa (Conway & Briner, 2005).

c. *Perceived Balance of Obligation*

A stable agreement encloses both transactional with relational measurements, which are vibrant and open-ended service appointments conditioned on the financial accomplishment of the firm with employee prospects to advance occupation gains. Both employee and firm add exceedingly to each other's learning plus expansion. Recompenses to workforces are grounded upon performance, including assistance to business's comparative benefits, principally in the aspect of varying hassles due to market stresses (Rousseau, 2000).

Composed agreements conglomerate obligations on the part of the boss to advance workers (inside the firm or somewhere else if necessary), even though expecting that employees might be stretchy and eager to bend if financial circumstances alter and such deals forestall renegotiation over time as financial situations and employee desires transformation. Balanced contracts involve communal risk amongst employees with business owners (Rousseau, 2004).

d. *Breach & Violation of contract*

The breach is a non-fulfilment of the undertaking; that is, once one or both units flop to uphold the tasks of the other. Responses to a shattered agreement can be unadorned and eventually cause an unfavourable place of work results. Breaches can bring birth violation, and emotional reaction. These regularly incorporate corrupt responsive conditions like an annoyance, dissatisfaction or disloyalty and can prime to degenerated job output, extraction and parting the firm ("The Emotional Agreement," and., "Breach plus Violation," para. 1).

Morrison and Robinson (1997) in, their article, have stated that emotional agreement break is an individual involvement built not solitary (or principally) on the boss's activities or inactions but slightly on an entity's acuity of those activities or inactions inside a specific social situation. Accordingly, the involvement of emotional agreement breach ought to rest on social and psychological features explicit to the service association in which it transpires.

Discernments of breach ascend from a composite and occasionally flawed sense creating procedure when alleged break denotes the thought that one's organization has unsuccessful to toe the line to meet one or supplementary responsibilities in one's mental treaty in a manner proportionate with one's involvement (Robinson, 1996; Atkinson, 2006; Morrison & Robinson, 1997). Defilements of the psychological agreement are distinct as unmet duties or potentials and contrast from un-achieved potentials. There is an allegation in the overall inquiry of the altering emotional contract that bond violation is on the upsurge (Guest, 1998). Desecration of a psychological agreement subjects the association amid employee with an employer to a method of ordeal where the dynamics that directed to the occurrence of an association, like trust and upright faith, are weakened (Rousseau, 1995).

Rousseau (1995) in his book deliberated three procedures of defilements,

i. Unintended violation arises once both parties are keen and capable to reserve the bargain. Still,

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divergent explanations completed on virtuous reliance top one party to act in a contradictory style at odds with the thoughtful and benefits of the other.

ii. Disturbance to the agreement happens when situations make it hard for one or mutually parties to achieve their part of the bargain; despite the feature, they are willing to do so.

iii. Go back on, or breach of deal occurs once one party, then proficient of ringing out the agreement, declines to do so. Contract defilement215 is greater than the disappointment of the firm to encounter prospects; replies are further penetrating since reverence plus codes of engagement are titled into an inquiry as fundamentally a "promise" has been fragmented, and it is extra custom-made (Rousseau, 1989). Psychological agreement defilement agreeing to Dean *et al*., (1998) & Pate et al., (2000) as quoted by Pate, Martin & McGoldrick, (2003) may well prime persons to turn into more cynical.

Worker cynicism has been distinct as a harmful attitude and comprises a certainty that their organization does not possess integrity, undesirable emotions in the course of the company and a predisposition for personnel on the road to the grave behaviour of their business. The goals of such pessimism are commonly high-ranking officials, the industry in general plus corporate policies.

ii. *Affective Commitment*

The inception element of organizational commitment in the model is an affective commitment that signifies the entity's passionate inclination to the firm. Conferring to Meyer and Allen (1997), affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organization." Organizational participants that are devoted to an organization on affective grounds carry on towards functioning for the company simply because they long for it (Meyer & Allen, 1991). Affiliates which are devoted to an emotional extent persist with the firm since they see their employment link as consistent to the aims and morals of the organization (Beck & Wilson, 2000).

Emotional commitment is an affiliated labour attitude with optimistic moods in the path of the company (Morrow, 1993). Sels, Jansenns, and Brande (2004) likewise uphold that this sort of attitude is "orientation towards the organization, which links or attaches the identity of the person to the organization." Affective commitment is the comparative force of an entity's identification with an engrossment in a precise organization (Monday et al. 1982).

The strong point of emotional, organizational commitment is the magnitude to which the entity's desires plus anticipate concerning the organizations which are harmonized by their concrete understanding (Storey, 1995). Tetrick (1995) likewise defines affective commitment as "value rationality-based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization."

The organizational commitment model put up by Meyer and Allen (1997) specifies that emotional commitment that is prejudiced by reasons of like job task, role clearness, and goal clarity.

a. *Organizational Commitment*

Organizational commitment is the workers' state of existence devoted to supporting in the achievement of the established goals of the company, also encompasses the members' heights of identification, participation, plus faithfulness (Caught & Shadur, 2000). It is a passionate response that can be evaluated through the individual's behaviours, views, plus attitudes that can range wherever from precisely low to exact by high. Meyer and Allen (1991) did identify three sorts of organizational commitment: affective, continuance, including normative. Notwithstanding what businesses do, various employees show greater firm commitment than the rest. Scholars did identify that assured characteristics, attitudes, plus affiliations may well play vital roles in environments with extraordinary stages of organizational obligation.

Personal characteristics are significant features in the progress of an entity's level of commitment to the firm. Mathieu and Zajac (1990) have recognized more than a few personal characteristics:

Age: Older workers incline to be extra devoted than fresher ones. Few researchers have accentuated deleterious motives for this judgment: older workers have rarer occupational substitutes and would risk their profits if they quit an organization. Others have concentrated on conclusions that former workers possess superior occupation fulfilment plus have better jobs.

Gender: Men be likely to somewhat less dedicated to organizations than females.

Education: More highly-educated staffs tend to be less committed. The explanation is that individuals may perhaps have grander expectations of the company which cannot always be achieved, i.e., goal strain, approachability by the executive, peer sticking together, fairness, isolation, feedback, partaking, with steadfastness.

Affective commitment progress comprises ascertaining and internalization (Beck & Wilson, 2000). Entities' sentimental affection to their firm is primarily identification with the wish to institute a gratifying association with an organization. Next, through internalization, corresponding goals are discussed including morals of persons and the organization. Encompassing, affective organizational commitment is

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anchored on the magnitude to which a person recognizes with the organization (Allen & Meyer, 1990).

b. *Continuance Commitment*

The next element of the tri-dimensional ideal of firm commitment is persistence commitment. Meyer and Allen (1997) describe it as "awareness of the costs associated with leaving the organization." It is cumulative in existence owing to the person's view or assessing of rates and dangers linked with parting the existing organization (Meyer & Allen, 1997). Meyer and Allen (1991) extra formulate that "employees whose primary link to the organization is the continual commitment because they need to do so." Continuance commitment designates the variance amid continuance with affective commitment. The latter involves that entities persist in the business venture since they desire to. This commitment type can be seen as an influential connection to the organization, where the entity's correspondence with the firm is well-known on a valuation of monetary gains (Beck & Wilson, 2000). Organizational fellows advance the obligation to an organization for the constructive extrinsic recompenses attained over the effort-bargain short of categorizing the organization's goals with values. The ability of persistence commitment, which indicates the necessity to stay, is strong- minded by the alleged price of parting the company (Cassar & Briner, 2011). Best (1994) shows that "continuance organizational commitment will, therefore, be the strongest when the availability of alternatives is few, and the number of investments is high." This dispute backs the opinion that at point offered better substitutions; workers may vacate the organization.

The requisite to remain is "profit" concomitant with unrelenting involvement, and cessation of duty is a "cost" associated with leaving. Tetrick (1995) agrees with the income conception by unfolding the perception continuance organizational obligation as "an exchange framework, whereby performance and loyalty are given in return for material benefits and rewards." Thus, to preserve workforces that are continuance devoted, the organization desires to provide additional thoughtfulness with acknowledgment to those features that increase the worker's drive to be effectively committed to their work.

c. *Normative Commitment*

The final element of the organizational commitment model is normative commitment. Meyer and Allen (1997) explain normative obligation as "a feeling of obligation to continue employment." Internalized normative philosophies of responsibility plus obligation brand persons obliged to endure participation in the organization (Allen & Meyer, 1990). According to Meyer and Allen (1991), "employees with normative commitment feel that they ought to remain with the organization." In standings of the normative measurement, the workers remain since they have to 266 do so since it is the correct thing to do.

Whitener (2001) designate normative obligation as "the work behaviour of individuals, guided by a sense of duty, obligation and loyalty towards the organization." Organizational participants are dedicated to their organization established on ethical reasons (Iverson & Buttigieg, 1999). The steadfast worker sees the morality to remain with a company, nonetheless of how much position augmentation or gratification the organization provides to the individual across time duration.

The strong point of normative organizational promise is established instructions about shared duty among the organization with its associates (Suliman & Iles, 2000). The returned responsibility is built on the social exchange theory, which advocates that an individual having benefit is subjected to a higher normative duty or law to reimburse the help in few manners (McDonald & Makin, 2000). Normative commitment advocates that people frequently feel accountable to repay the firm for spending time in them.

iii. *Stages of organizational commitment*

Organizational commitment progresses through stages, which are bordered by O'Reilly and Chatman (1989) as defiance, identification, plus internalization. These periods are classified as:

a. *Compliance stage*

The primary stage, known as compliance, consolidates about the member accommodating the inspiration of others basically to help them, over recompense or advancement (O'Reilly, 1989). This point, attitudes plus behaviours are embraced not as of mutual views rather merely to gain precise rewards. The state of organizational commitment in the agreement phase that is related to the extension dimension commitment, where the worker is calculative with the necessity to persist in the organization when appraising the recompenses (Beck & Wilson, 2000). Compliance stage indicates that at this point, personnel stays in the organization as of what they collect (Meyer & Allen, 1997).

b. *Identification stage*

The next stage is the identification that occurs once the workforces receive the stimulus to conserve a sustaining self-defining affiliation with the firm (O'Reilly, 1989). Workforces' sense delighted to be a fragment of the organization; they conceivably will guide the appeals they own in the organization as a ration of their self-identity (Best, 1994). The company's obligation is built on the normative measurement (Meyer & Allen, 1997). The distinct stays as he or she ought to and is directed by an intelligence of obligation and allegiance in the path of the organization.

c. *Internalization stage*

The final stage, known as internalization proceeds when the worker discovers the tenets of the firm to be inherently pleasing and consistent with his or

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her particular values (O'Reilly, 1989). Organizational obligation is founded on the emotional dimension (Meyer & Allen, 1997). The worker at this point progresses not solitary the intellect of fit in, but desire to fit into the organization therefore, the obligation is founded on a "dearth to stay" basis. The tenets of the discrete are consequently corresponding with persons of the cluster with the organization (Suliman & Iles, 2000).

iv. *Perceived Organizational Support*

Investigation on professed organizational backing started with the remark that if bosses are anxious with their workers‟ pledge to the organization, personnel would likewise have engrossed on the organization's obligation to them. Supposed organizational backing is a one- dimensional measure of the all-purpose belief held by an employee that the association is devoted to him or her, values his or her continued membership, and is commonly worried around the operative's well-being in the firm Celik and Findik (2012). Perceived Organizational Support (POS) may likewise connote employees‟ perception concerning the amount to which the businesses cherish their impact and also cares about their general well-being. POS has remained to establish to have imperative repercussions on worker performance plus well-being, Krishnan and Sheela (2012). Organizational support theory maintains that employees infer the magnitude to which organizations care concerning their welfare from meaningful company with social, industry values, norms, beliefs, practices, and structures that are operational at the workplace Gyekye & Salminen (2002).

With reverence to the upsurge of POS, investigation partakes revealed that numerous sorts of pasts are interrelated to POS, comprising (1) discernments of the business, like fairness with legislation Cropanzano, Howes, Grandey & Toth (1997); Moorman, Blakely & Niehoff (2001), (2) occupation circumstances Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades (2001), (3) overseer backing Jabeen, Beherym and Elanain (2015); (4) personality (Eslami & Gharakhani, 2012), and (5) human resource (HR) practices Wayne, Shore and Liden (1997). The research piloted by Wayne, Shore, and Liden (1997) concentrates on HR applies that designate the association standards and cares around personnel. Precisely, HR practices that propose speculation in staffs and display gratitude of worker donations (for instance, appreciating worker contribution, Eisenberger *et al*., (2001) show that the association is helpful of the member of staff and is in search of to launch or carry on a social exchange connection with employees. Insights that one's organization bids these practices should thus be positively associated with POS Shore & Barksdale (1998). Fascinatingly, managerial HR have expected augmented thoughtfulness of late for their consequences on organizational turnover degrees Huselid (1995). Conversely, petite elucidation has been given for by what means these practices impact discrete turnover resolutions. To the level that HR practices directly influence POS, POS might help explain such relationships. Thus, there is a proposal and testing a model directed at explanation of relationships among Human Resource practices, Perceived Support, plus revenue, including the part of POS in the income procedure Allen *et al*., (2002). The notion of supposed organizational support (POS) originates from theory backing it Eisenberger *et al*. (1986) plus it defines the appraisal that a worker makes regarding the level to which their employer appreciates their input and upkeeps about their welfare Rhoades and Eisenberger. (2002).

b) Theoretical Framework

The following theories underpin this study.

i. *Psychological Contract Theory*

Agreeing to psychological contract theory (PCT), the emotional contract is a person's reasoning arrangements that replicate how individuals contemplate concerning their exchange associations. More precisely, a psychological contract is an entity's structures of opinions concerning the responsibilities that occur among themselves and interchange associates. Such duties inspire recent ruling plus behaviour over expectation of the altercations yet to come. Psychological contracts are central to administration scholars with specialists since they stimulus how folks contemplate, feel, plus perform in administrations, thus given that the root for trend and partnership amongst employees, executives, managers, and occupational owners. This admission initiates with a narrative of the ultimate doctrines of PCT. It is straggled by a dialogue of the ancient roots and future noteworthy assistances which transcends to present- day understanding.

Usually, a psychological contract signifies whichever exchange association in which more than one party's trade items of value. Numerous theoretical realms impact PCT, plus intellectual, communal, and organizational psychology, law, with economics. In research, PCT is one of the broad theories like social exchange with social facts handling and further separate theorizing concerning hypotheses such as professed organizational support (company owner input) plus organizational commitment (workers' contribution).

ii. *Content and Dynamics of Psychological Contract Theory*

Employees incline to take part in organizations with fixed concepts about their duties (e.g., faithfulness, function in the utmost interest of the company) plus their manager's commitments in return (e.g., talent progress opportunities, competitive earnings). Supposed boss promises from recruiters plus others influence the primary arrangement of the emotional contract. Though, neither employee nor employer can figure out all the

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facts of what could be an unspecified hire plan. As a product, emotional contracts lean towards adjustment over time as a task of salient truths. Enlisting practices ensures fewer impacts on workers' psychological contracts than do their post-dentary familiarities. Due to this, wage earner emotional contract beliefs might be swayed by different bases over the sequence of hire, including recruiters, administrators, official strategy, human supply practices, plus colleague skills inside the organization. Whatsoever the basis, vital to PCT, is that psychological contract principles mirror perceived give-and-take duties between the employee with the organization. In turn, these alleged responsibilities distress the parties' emotional state, attitudes, with behaviours on the way to each other. Varieties of psychological contract duties can divulge significantly transversely workers, firms, plus even philosophies. They can be narrow to solely financial standings as in a transactional psychological contract or be as multifaceted and extensive as individual support and speculation as in an interpersonal mental agreement (e.g., distinctive of high-involvement effort by investigation and growth scientists).

Ordinarily, emotional contracts comprise the basics of each. Irrespective of gratified kind, preferably, the emotional contract ought to be professed as abundant in empathy (the parties grasp shared principles concerning bond duties), mutuality (the parties report equal responsibilities), and arrangement (the emotional agreement reproduces composed mutuality amongst worker and employer duties). These features are linked with encouraging assessments of emotional agreement in contentment and optimistic worker answers. They can be refined or overexposed communication and faith among the events and by confirming that contract- relevant indications are reliable. Fashioning and supporting such psychological contracts residues a lasting organizational encounter.

iii. *The Side-Bet Approach (Becker, 1960)*

Conferring to Becker's theory, the connection amongst a worker plus the association is predicated on behaviours constrained by a "contract" of commercial advances. Workers are devoted to the firms as they have some concealed investments or side-bets. These side-bets are appreciated by the specific for the increase of convinced charges that solidify disconnection tough. Becker's philosophy categorizes a firm's commitment as a chief forecaster of charitable turnover. Though the side-bet principle was unrestrained as a top advocate of organizational commitment notion, nevertheless, the effect of this method is evident in Meyer and Allen's Scale (1991), improved recognized as persistence commitment.

iv. *The Porter's Affective Dependence Theory*

During Middle Affective Dependence time, the emphasis moved from concrete side- bets to emotional linking established on the way to the business. This school of belief endeavoured to designate pledge as an amalgamation of attitude and curiosity in monetary achievements from correlating with the company. Worker preservation was ascribed not merely to financial gains, but extra so to emotional impact. Porter and his fans hence describe obligation as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers and Porter 1979).

Organizational Commitment, thus, encompasses three constituents, viz., Robust Reception, Involvement with Loyalty. It was anticipated that a pledge was occasionally a better substitute hypothesis to foresee turnover targets as contrasting to job pleasure. It is categorized by credence and durable receipt of the establishment's standards, rules plus goals, the disposition to utilize considerable effort for the sound being and success of the organization, and a strong ambition to oblige the business with dependability and commitment (Mowday et al., 1979).

v. *Meyer and Allen's multi-dimension theory*

This method is the progression from the solitary-dimension age of organizational obligation. The key advocates of the multi-dimension approach are Meyer and Allen (1984) including O"Reilley and Chatman (1986). Multi-dimension theory has stayed as the leading method of organizational commitment for greater than 20 years. The misconceptions and shortcomings ensuing from the inappropriate implementation of Becker's Side-bet theory fashioned the foundation for Meyer and Allen's (1984) study in this area. It was argued that the gauges established by Becker's supporters (Alutto, Hrebiniak, and Alonso., 1973; Ritzer and Trice, 1969) dignified attitudinal obligation slightly than side-bets. They opposed that the preeminent approach to scale side-bets was to employment pointers that can examine the views concerning the amount and degree of side-bets an individual has made. After equating the interrelationship concerning the shared measures gauging organizational commitment, two procedures were established, one determining Affective commitment while the other Continuance commitment.

Affective commitment measure established a substantial development over the OCQ and was capable of evaluate commitment, which was illustrated by optimistic feelings of recognizing with the labour organization. It was premeditated to appraise the grade to which a member grants the wish to continue as a part of an organization going by emotional attachment to, including participation with that organization. Meyer and Allen likewise disputed that the Persistence commitment measure thus put forth would be competent to augment the exemplification of Becker's side-bet approach. This measure was deliberated considering the amount to

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which the worker yearnings persist as an associate of the association since the consciousness about the costs allied with parting it. Afterward, during 1990, Meyer & Allen suggested the third dimension of, known as, Normative Commitment. This commitment stanches from the wish to persist a member of the cluster due to a sensation of duty, which comprises a sense of obligation owed to a higher person, co-worker, or the firm in general. The gauges suggested by Meyer & Allen have been verified on several occasions so that they can do with them as tools for evaluating organizational commitment.

vi. *O"Reilley and Chatman Theory*

Because the past methodologies to OC were futile to differentiate amid the two procedures of commitment, i.e., originator and penalties of obligation on each part plus the origin reason of connection to business on the other. O"Reilley and Chatman (1986) trailed investigation to this extent, which would ease these glitches. They acknowledged commitment as a psychological attachment a person senses on the way to the organization revealed by the level to which an individual is competent to agree and acclimatize to the characteristics and perspectives of the organization. An employee's emotional affinity can be foretold by their alignment to the firms working standards in place of extrinsic benefits, immersion centred on a wish for attachment, and internalization conditional on the equivalence among the entity with organizational standards. O"Reilley and Chatman were efficaciously capable to discriminating between the two stages- a narrow extent of commitment stemming from the passivity standpoint ascending out of an interchange development with a supplementary deep embedded one ascending out of psychological suggestions. Two scopes of psychological affection – identification plus internalization, were also acknowledged.

O"Reilley & Chatman"s theory stood likewise lacking its disparagers and critiques. Vandenberg, Self, and Sep (1994) vied that the gauge for the „identification" measurement apprehended the matching facts as an OCQ. Supplementary, others (Bennett & Durkin, 2000) keen on the view that the proportions of „identification" and „internalization" are capable of tapping facets that are related to an environment with the submission measurement that did not rightly replicate and responsive to connotation with the organization. For these causes and hitches confronted in executing this theory, investigators have chosen to trail the Meyer & Allen's (1991) method to supplementary studies in the realm of organizational commitment.

c) *Empirical Review*

In an endeavour to amalgamate the organizational commitment investigation Allen with Meyer (1990) and Meyer and Allen (1991) analysed 390 a wide-ranging sum of commitment literature. In both analyzed they describe administrative commitment as an emotional state which typifies the relationship that the worker possesses with the organization, a relationship that impacts the output of the member to stand firm in or depart the organization. Likewise, articles they hypothesize three discernible constituents of obligation. Principal component, *affective* commitment takes three subcomponents:

1) The passionate connection to the organization,
2) The identification with the organization, and
3) The involvement in the organization. Employees that have strong affective commitment tries to remain employed in the organization.

The next component was *persistence* commitment that talks about perceived costs when the operative would vacate the company. Workers with this sort of commitment stay employed in the organization since their requirements. The final component, *normative* commitment fixated on a supposed responsibility to remain with the firm. Employees who possess solid normative commitment, continue in the organization owing to their belief. Hackett, Bycio, and Hausdorf (1994), and Allen and Meyer (1996) contended that there was sufficient substantiation about the hypothesis rationality of the three mechanisms of firms' commitment. In 2002 a meta-analysis of empirical studies from Meyer, Stanley, Herscovitch, and Topolnytsky publicized that the constituents of commitment are allied yet divergent from each another.

However, hopes in the PC collected works have commonly been implicit in places of equal interchange- that is, the member of staff forestalls getting esteemed possessions (e.g., promotion, career opportunities) from the organization for the operative offers resources esteemed by the organization; Levinson, Price, Munden, Mandl, & Solley, 1962; Schein, 1965; Sutton & Griffin, 2004). Empirical backing for worker anticipations as inducing worker responses to the employment bond stems from early research (Kotter, 1973; Levinson et al., 1962). Kotter's (1973) research of new hires scrutinized the part of prospects in the creation of the PC of new hires. The fallouts signposted significant correlations amid prospects with job gratification, yield extent, including turnover. Supplementary, qualitative schoolwork of more than 800 personnel establish that workers' work-related hopes and the opinions that these prospects will be satisfied in the imminent by the organization afford worker motivation for persistent employment association (Levinson et al., 1962).

Morrison & Robinson (2004) studied emotional contract plus employee obligation, Study 1 outcomes disclose that workers whose prospects are actually addressed by the organization possess greater attachment to and bestowed in the organization. Consequently, Study 2 findings revealed promises to be

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sturdier forecasters of operative turnover than anticipations. Take together; these outputs advocate that workforces take a fine-grained method to sense-making concerning the employment affiliation. The broad implication of the outcomes to the discussion as regards capacities versus prospects as the heart of PCT is that the subject is not whether the academics focus on only promises or expectations.

Reasonably, our investigation highlights the necessity to concentrate on the worker views, which entails the extent of mutual connections established on the organization's promises with workers' expectations.

Since the seventies, OC has become a widespread topic of examination (Brown, 1996). Mowday, Porter, and Steers (1979) advocated that the methods linked to OC have essential consequences for employees, organizations, plus the general public as a whole. The implication of this construct has increased together with the recognition of its effect on worker attitudes and behaviours.

Mathieu and Zajac (1990), in their meta-analysis, pointed out the utmost common organizational Commitment links: as an antecedent (personal characteristics, role states, job features, administrative features plus team/leader relations); as correlated (inspiration, job participation, job fulfilment, stress with work-related commitment); as a result (job performance, purpose to vacate, lateness, and turnover).

More recent studies highlight the optimistic association amid OC and Organizational Citizenship Behaviour (Meyer, Stanley, Herscovitch & Topolnytsky, 2002), willingness to share knowledge and engagement in extra-role behaviour (Storey & Quintas, 2001; McKenzie, Truch & Winkelen, 2001).

Agreeing to Mathieu and Zajac (1990), there was a proliferation of foci, types, explanations, plus processes. Among different OC definitions, these authors identified the hint of a bond or association amongst the specific with the organization. O'Reilly and Chatman (1986) distinct OC as a mental link sensed by the individual to his organization, which replicates the level in which organizational values and objectives are practiced.

Quijano *et al.* (2000) defend the presence of only one behavioural manner of obligation with four progressive levels of bonding with the firm: need, exchange, affective and value-based commitment. They integrated these levels into two general categories or kinds of guarantee: instrumental (or calculative) plus peculiar. The tangential obligation is associated with individual dependence on organizational rewards. This type has two kinds of bonds: exchange commitment, an association founded on extrinsic rewards, and need commitment, the necessity to keep the job. Personal commitment includes, to some degree, the individual internalization of the company's values with objectives.

III. Research Methodology

a) Research Design

Every research necessitates a working template typified as a study design. Research designs hence a detailed framework of exactly how a study thus occurs. The intention of this is to afford a direction of accomplishment to obtain accurate, objective, unswerving, including useful information.

There exist two categories of research design the experimental and quasi-experimental types. The quasi-experimental research design constitutes ancient with descriptive research like case study with survey research, etc. This research adopted the Quasi-Experiment research design often denoted as a survey in which circumstance the cross-sectional survey was engaged due to the situation that the investigator has no control over variables.

b) Population of the study

To obtain the population, the target population, which is employed in management research, was adopted. The objective population of this investigation comprises of private universities in Nigeria. According to the Nigeria University Commission, there are seventy-five (75) registered operational private tertiary institutions in Nigeria (campusbiz.com.ng).

The accessible population comprises of Five (5) selected private universities across South-South and South-East Geo-political region in Nigeria. These universities were adopted for convenience and ease of accessibility.

Table 3.1: Table showing the list of selected registered functional private universities used for the study.

S/N	Names of selected Private Universities used for the Study	The population of Academic Staff
1	Obong University, Obong Ntak	105
2	Arthur Javis University, Akpabuyo, Calabar.	92
3	Rhema University, Obeama437-Asa- Rivers State	87
4	Gregory University, Uturu, Abia State.	91
5	Ritman University, Ikot Ekpene, Akwa Ibom State.	102
	Total	477

Source: Field Survey 2018

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c) Sampling Technique/ Sample size determination

The simple random sampling method was embraced for this work since the procedure is devoid of bias. To obtain the sample size, Taro Yamane (1967) formula was used, at 95% confidence level, 0.05 degree of variability, with 9% level of precision.

The Taro Yamane formula is given as: N

$$n = \frac{N}{1 + N\,(e)^2}$$

Where

n= Sample size N= Population

e= error limit with exponential value 2 I= constant

Applying this formula to the population, we have; N= 477

$$n = \frac{477}{1 + (477)\,(0.05)^2}$$

$$n = \frac{477}{1 + 477\,(0.0025)}$$

$$n = \frac{477}{1 + 1.193}$$

$$n = \frac{477}{2.193}$$

$$= 218 \text{ Respondents.}$$

Therefore, the sample size made do with for this research, is two hundred and eighteen (218). Furthermore, Bowley's (1964) formula for the determination of sample size was adopted to define the sample size for each University.

The equation is shown below as:

$$nh = \frac{n(Nh)}{N}$$

Where nh = the number of units allocated each company,

n = total sample size

Nh = entire sum of workers in each company

N = the population size

Table 3.2: A sample size of individual Private Universities

S/N	Names of selected Private Universities used for the study	The population of Academic Staff	Individual Sample Size (n)
1	Obong University, Obong Ntak	105	47
2	Arthur Javis University, Akpabuyo, Calabar.	95	43
3	Rhema University, Obeama-Asa-Rivers State.	87	40
4	Gregory University, Uturu, Abia State.	91	42
5	Richman University, Ikot Ekpene, Akwa Ibom State.	102	46
	Total	477	218

Source: Field Survey Data, 2018.

d) Nature/Sources of Data

We use both primary and secondary data in investigation. Primary data was sourced using a questionnaire during the survey.

Secondary data was sourced from books, past works, journals, magazines, newspaper including the internet.

e) Data collection techniques

Data for analysis will be obtained first hand in the field using a well-structured questionnaire. The respondents will be assured of the privacy of the information in other to make them feel free to respond without bias.

f) Validity and Reliability of Instrument

i. *Test of Validity*

The validity was obtained by carrying out a pilot study and also making an available copy of the questionnaire for the supervisor's scrutiny and inputs. The researcher distributed the questionnaires to the respondents to view the questions and make inputs for questions that need to be corrected for accuracy.

ii. *Test of Reliability*

According to Baridam (2000), a reliability test simply denotes the consistency or precision to which a measuring instrument attains with regards to the intended measure.

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The reliability of the work was checked by carrying out a Cronbach's alpha test. For this study, only items with Cronbach's alpha values of 0.7 above were considered reliable and put to use. The outcome of the Cronbach's alpha test is stated in the format offered in the tables below:

Table 3.3: The internal consistency (Cronbach's Alpha) for Psychological Contract

S/N	Variables	No. of Items	Cronbach (a)
1.	Transitional Orientation	4	.877
2.	Relational Orientation	4	.878
3.	Perceived Balance of Obligations	4	.873
4.	Stages of development of the contract	4	.894
Total	Psychological Contract	16	.898

Sources: Survey Data 2018

Table 3.4: The internal consistency (Cronbach Alpha) for Organizational Commitment

No.	Variables	No. of Items	Cronbach
1.	Affective Commitment	4	.977
2.	Normative Commitment	4	.979
3.	Continuance Commitment	4	.937
Total	Organizational Commitment	*12*	*.982*

Sources: Survey Data, 2018

Table 3.5: The Internal Consistency (Cronbach Alpha) for Perceived organizational support

S/N	Variable	No. of Item	Cronbach (9)
1.	Perceived Organizational Support	4	.876
Total		4	.876

Operational measures of the Variables

The current research was on three variables, i.e., the dependent, independent, and moderating variables. The dependent variable is the Psychological contract, while the independent variable, which is herein considered as the organizational commitment, for testing with a moderating variable perceived as organizational or company support.

Psychological Contract (PC): Four item statements each will raised for the dimensions as operationalized by Balachandran and Thomas (2007). The questions were valued by adopting a five-point Likert scale.

Measures of Organisational Commitment (OC): Three item statements each were raised for the measurement as operationalized by Fenwick, Seville, and Brunsdon (2009).

Perceived Organizational Support (POS): This aided as the moderating variable which was tested by Multivariate Analysis.

g) Data Analysis technique

The data was analysed utilizing Spearman's Rank Order Correlation Coefficient at 0.05 level of significance. The Spearman rank-order is most appropriate for this research since the study aim at determining the relationship amongst variables. The outcome of the analysis is stated in proportions, frequency, and cumulative frequency tables.

The formula for the spearman rank coefficient (Rho) techniques is stated below:

$$Rho = 1\ \frac{-6\Sigma d^2}{n(n^2-1)}$$

Where n is the sum of respondents and

Σd^2 = summation of the square of the difference between the means of the two variables.

N= number of subjects ranked.

Also, expressive statistics like mean, percentages, cumulative percentage and plots are used in the presentation.

IV. Results and Discussion

a) Data Presentation

Eight questionnaires were incorrectly filled as a result of double ticking by respondents, which were wasted giving us a balance of Two hundred and ten (210) properly filled questionnaires as per Table 4.1.

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Table 4.1: Table showing the total number of instrument shared, valid questionnaires and Invalid questionnaires for the study

Questionnaire	Frequency	Percentage (%)
Administered Numbers of Questionnaire	218	100
Useable Copies of Questionnaire Retrieved	210	93.3
Invalid Numbers of Questionnaire not recovered	8	6.7

Source: Field Survey Data, 2019

b) *Demographic Distribution of Sample to Respondent*

The result of the demographic attributes is stated in tables of frequency, percentage, and cumulative frequencies. Also, the charts we plotted to display this information, which results are presented below;

Table 4.2 a: Descriptive Statistic table showing Universities Studied

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
UNIVERSITY NAME	210	1.00	5.00	2.9571	1.46182
Valid N (listwise)	210				

Table 4.2 b: Frequencies table showing Universities Studies

University Name

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OBONG UNIVERSITY	47	22.4	22.4	22.4
	ARTHUR JAVIS UNIVERSITY	43	20.5	20.5	42.9
	RHEMA UNIVERSITY	36	17.1	17.1	60.0
	GREGORY UNIVERSITY	40	19.0	19.0	79.0
	RITMAN UNIVERSITY	44	21.0	21.0	100.0
	Total	210	100.0	100.0	

Table 4.3 a: Descriptive Statistic table showing Position of respondents in the Universities

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
POSITION HELD	210	1.00	7.00	3.2524	1.84524
Valid N (listwise)	210				

Table 4.3 b: Frequencies table showing the Position of respondents in the Universities

Position Held

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PROFESSOR	59	28.1	28.1	28.1
	READER	17	8.1	8.1	36.2
	SENIOR LECTURER	41	19.5	19.5	55.7
	LECTURER 1	32	15.2	15.2	71.0
	LECTURER 2	40	19.0	19.0	90.0
	ASSISTANT LECTURER	8	3.8	3.8	93.8
	GRADUATE ASSISTANT	13	6.2	6.2	100.0
	Total	210	100.0	100.0	

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Table 4.4 a: Descriptive Statistic table showing Gender

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER	210	1.00	2.00	1.2000	.40096
Valid N (listwise)	210				

Table 4.4 b: Frequencies table showing Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	168	80.0	80.0	80.0
	FEMALE	42	20.0	20.0	100.0
	Total	210	100.0	100.0	

Table 4.5 a: Descriptive Statistic table showing Age Range

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AGE RANGE	210	1.00	3.00	2.1333	.48056
Valid N (listwise)	210				

Table 4.5 b: Frequencies table showing Age Range

Age Range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 YRS	12	5.7	5.7	5.7
	26-40 YRS	158	75.2	75.2	81.0
	41-60 YRS	40	19.0	19.0	100.0
	Total	210	100.0	100.0	

Table 4.6 a: Descriptive Statistic table showing Marital Status

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
MARITAL STATUS	210	1.00	3.00	1.9524	.23481
Valid N (listwise)	210				

Table 4.6 b: Frequencies table showing Marital Status

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	11	5.2	5.2	5.2
	MARRIED	198	94.3	94.3	99.5
	WIDOWED	1	.5	.5	100.0
	Total	210	100.0	100.0	

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Table 4.7a: Descriptive Statistic table showing Educational Level

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EDUCATIONAL LEVEL	210	1.00	3.00	2.8381	.51063
Valid N (listwise)	210				

Table 4.7 b: Frequencies table showing Educational Level

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	B.SC	13	6.2	6.2	6.2
	M.SC	8	3.8	3.8	10.0
	PhD	189	90.0	90.0	100.0
	Total	210	100.0	100.0	

Table 4.8 a: Descriptive Statistic table showing the number of years in service

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
YEARS IN SERVICE	210	1.00	4.00	3.1048	.84064
Valid N (listwise)	210				

Table 4.8 b: Frequencies table showing the number of years in service

Years In Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 YRS	10	4.8	4.8	4.8
	6-10 YRS	34	16.2	16.2	21.0
	11-15 YRS	90	42.9	42.9	63.8
	16 YRS ABOVE	76	36.2	36.2	100.0
	Total	210	100.0	100.0	

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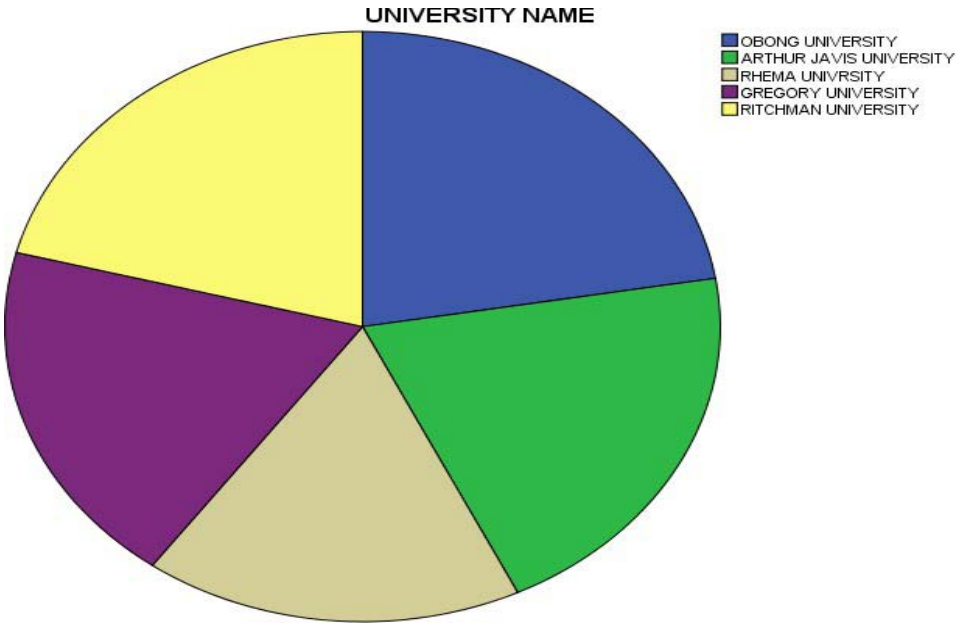


Figure 4.1: Pie Chart plot showing numbers and distribution of University studied

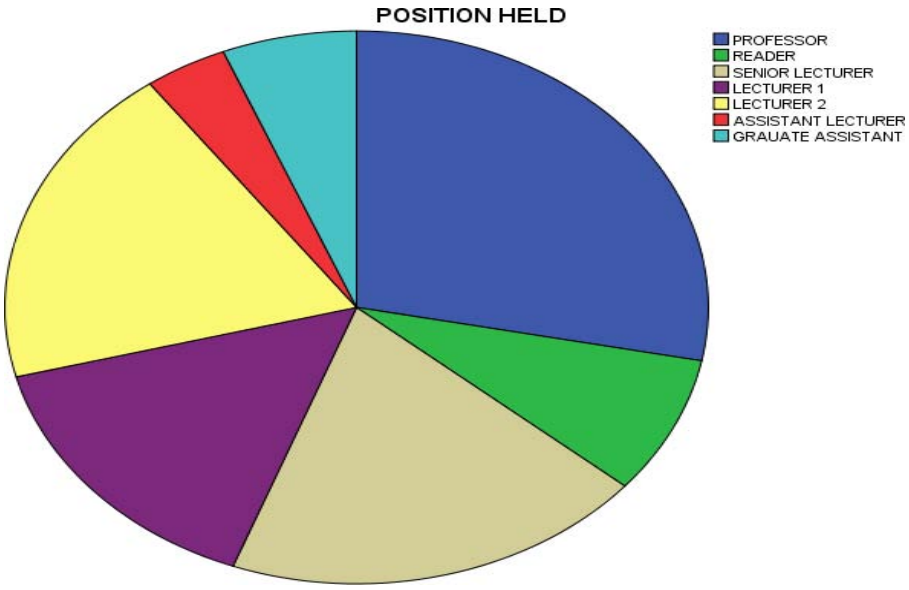


Figure 4.2: Pie Chart plot showing positions of Academic Staff in the various Universities studied

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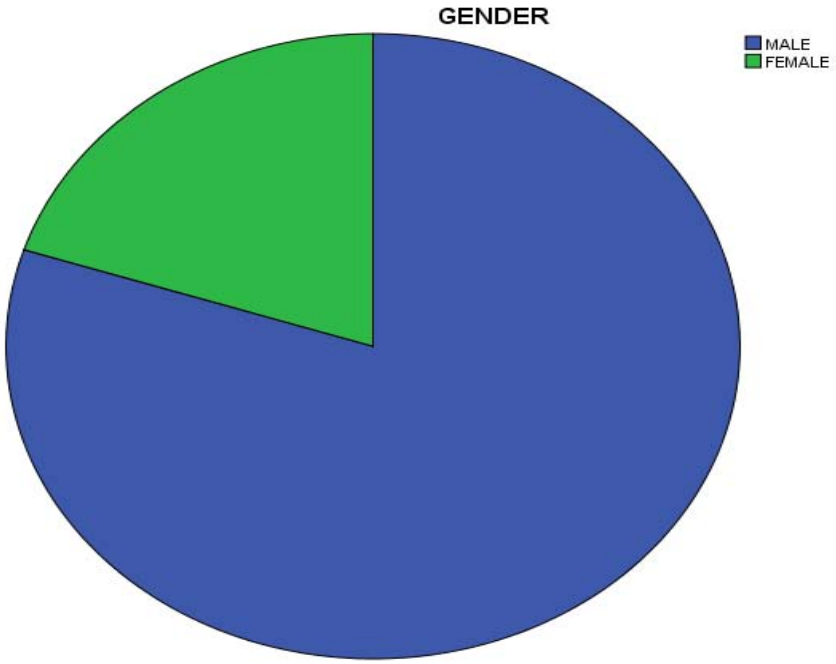


Figure 4.3: Pie Chart plot showing the gender of respondents

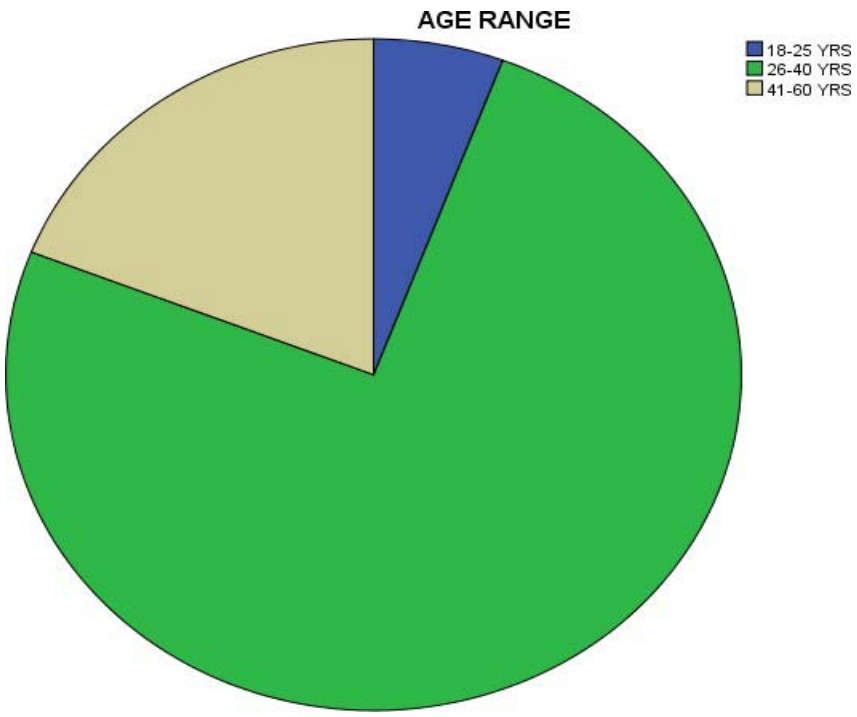


Figure 4.4: Pie Chart plot showing the age range of respondents

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Figure 4.5: Pie Chart plot showing the Marital Status of respondents

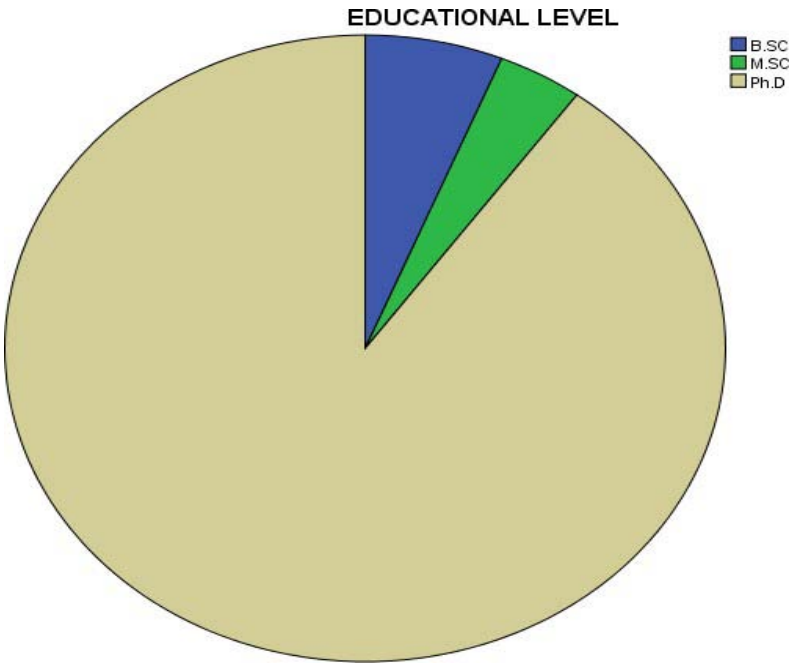


Figure 4.6: Pie Chart plot showing the educational level of respondents

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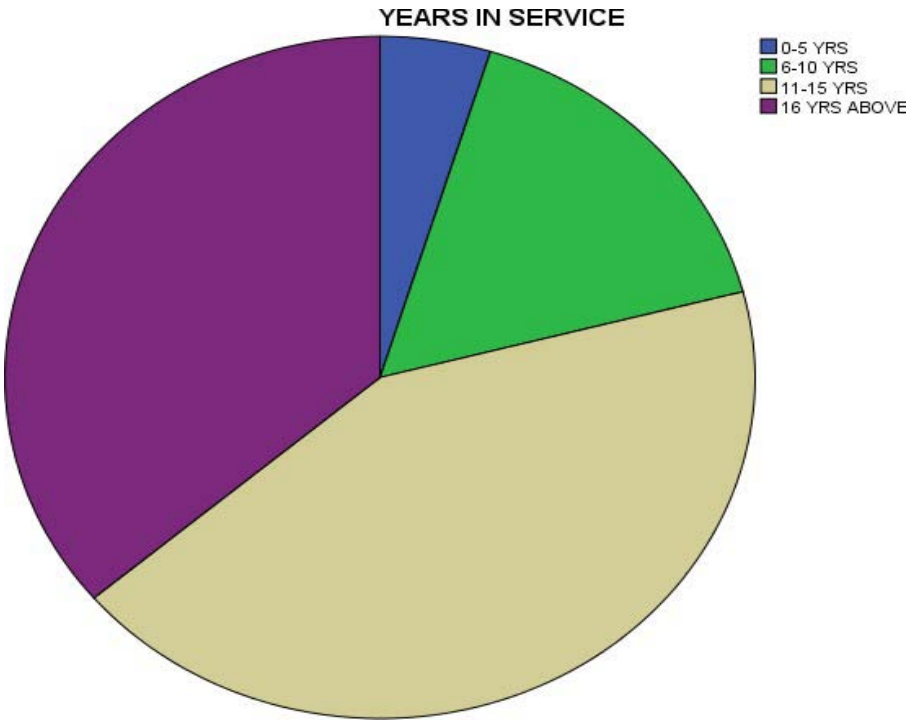


Figure 4.7: Pie Chart plot showing the number of years in service of respondents

i. Demographic Interpretation of results

The outcome of the analysed result showed five selected universities for the study (Table 4.2 a,b; figure 4.1). The names of the universities used for the study include' Obong University, Arthur Javis University, Rhema University, Gregory University, and Ritman University. The highest number of respondents came from Obong University. The positions held by respondents in the universities cut across Professor, reader, Lecturer 1, Lecturer 2, Assistant Lecturer and Graduate assistant. The bulk of the academic staff in these universities are senior lecturers and lecturer 2 (Table 4.3b; figure 4.2). In terms of gender, distribution across these universities revealed that the males are 168 (80%), and 42 (20%) females; with an age array of 26-40 years (Table 4.4a, b; 4.5a,b; figure 4.3 &4.4). The age range include 1-25 years, 26-40 years and 41-60 years Based on marital status, it was known504 that most of the respondents are married with frequency 198 (94.3%), and the majority are Ph.D. holders with the frequency of 189 (90%) (Table 4.6, 4.7; figure 4.5 & 4.6). Most of these respondents have stayed in service with these universities for about 11-16 years (Table 4.8; figure 4.7).

ii. *Hypotheses Testing*

HO1: Spearman rank result for hypothesis one: there is no substantial association amid transactional orientation plus affective commitment.

Correlations

		TRANS ORIEN	AFFEC COMMI
Spearman's rho	TRANS ORIEN Correlation Coefficient	1.000	.881**
	TRANS ORIEN Sig. (2-tailed)	.	.000
	TRANS ORIEN N	210	210
	AFFEC COMMI Correlation Coefficient	.881**	1.000
	AFFEC COMMI Sig. (2-tailed)	.000	.
	AFFEC COMMI N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

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HO2: Spearman rank result for hypothesis two: there is no substantial affiliation between transactional orientations with normative commitment.

Correlations

		TRANS ORIEN	NORM COMMI
Spearman's rho — TRANS ORIEN	Correlation Coefficient	1.000	.978**
	Sig. (2-tailed)	.	.000
	N	210	210
Spearman's rho — NORM COMMI	Correlation Coefficient	.978**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO3: Spearman rank result for hypothesis three: there is no substantial association between transactional orientation and continuance commitment

Correlations

		TRANS ORIEN	CONT COMMI
Spearman's rho — TRANS ORIEN	Correlation Coefficient	1.000	.893**
	Sig. (2-tailed)	.	.000
	N	210	210
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2_tailed).*

HO4: Spearman rank result for hypothesis four: There is no significant connection between relational orientations with affective commitment

Correlations

		REL ORIEN	AFFEC COMMI
Spearman's rho — REL ORIEN	Correlation Coefficient	1.000	.645**
	Sig. (2-tailed)	.	.000
	N	210	210
Spearman's rho — AFFEC COMMI	Correlation Coefficient	.645**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

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HO5: Spearman rank result for hypothesis five: there is no substantial relationship between relational orientation with normative commitment.

Correlations

		REL ORIEN	NORM COMMI
Spearman's rho — REL ORIEN	Correlation Coefficient	1.000	.821**
	Sig. (2-tailed)	.	.000
	N	210	210
Spearman's rho — NORM COMMI	Correlation Coefficient	.821**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO6: Spearman rank result for hypothesis six: there is no outstanding relationship between relational orientations with continuance commitment.

Correlations

		REL ORIEN	CONT COMMI
Spearman's rho — REL ORIEN	Correlation Coefficient	1.000	.877**
	Sig. (2-tailed)	.	.000
	N	210	210
Spearman's rho — CONT COMMI	Correlation Coefficient	.877**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO7: Spearman rank result for hypothesis seven: there is no significant relationship between the perceived balance of obligations and affective commitment.

Correlations

		PER BAL OBL	AFFEC COMMI
Spearman's rho — PER BAL OBL	Correlation Coefficient	1.000	.988**
	Sig. (2-tailed)	.	.000
	N	210	210
Spearman's rho — AFFEC COMMI	Correlation Coefficient	.988**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

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HO8: Spearman rank result for hypothesis eight: there is no significant correlation amongst perceived balance of obligations and normative commitment.

Correlations

		PER BAL OBL	NORM COMMI
PER BAL OBL	Correlation Coefficient	1.000	.873**
	Sig. (2-tailed)	.	.000
Spearman's rho	N	210	210
	Correlation Coefficient	.873**	1.000
NORM COMMI			
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO9: Spearman rank result for hypothesis nine: there is no significant relationship amid the perceived balance of obligations with continuance commitment.

Correlations

		PER BAL OBL	CONT COMMI
PER BAL OBL	Correlation Coefficient	1.000	.843**
	Sig. (2-tailed)	.	.000
Spearman's rho	N	210	210
	Correlation Coefficient	.843**	1.000
CONT COMMI			
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO10: Spearman rank result for hypothesis ten: there is no significant relationship between the stage of advancement of the contract with affective commitment.

Correlations

		STAG DEV CON	AFFEC COMMI
STAG DEV CON	Correlation Coefficient	1.000	.913**
	Sig. (2-tailed)	.	.000
Spearman's rho	N	210	210
	Correlation Coefficient	.913**	1.000
AFFEC COMMI			
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

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HO11: Spearman rank result for hypothesis eleven: there is no important association amongst the stage of development of the contract with normative commitment.

Correlations

		STAG DEV CON	NORM COMMI
Spearman's rho — STAG DEV CON	Correlation Coefficient	1.000	.963**
	Sig. (2-tailed)	.	.000
	N	210	210
NORM COMMI	Correlation Coefficient	.963**	1.000
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO12: Spearman rank result for hypothesis twelve: there is no significant relationship between the stage of development of the contract and continuance commitment.

Correlations

		STAG DEV CON	CONT COMMI
Spearman's rho — STAG DEV CON	Correlation Coefficient	1.000	.841**
	Sig. (2-tailed)	.	.000
	N	210	210
	Sig. (2-tailed)	.000	.
	N	210	210

***. Correlation is significant at the 0.01 level (2-tailed).*

HO13: Spearman rank result for hypothesis thirteen: Perceived Organizational Support does not significantly moderate the association concerning Psychological Contract and Organizational Commitment.

Correlation

Control Variables			REL ORIEN	TRANS ORIEN	PER BAL OBL	STAG DEV CON	COMM IT AFFEC	NORM COMMI	CON T COMMI
PER ORG SUPP	REL ORIEN	Correlation	1.000	.647	.769	.558	.584	.377	.376
		Significance (2- tailed)	.	.000	.000	.000	.000	.000	.000
		Df	0	207	207	207	207	207	207
	TRANS ORIEN	Correlation	.647	1.000	.866	.879	.906	.523	.514
		Significance (2- tailed)	.000	.	.000	.000	.000	.000	.000
		Df	207	0	207	207	207	207	207
	PER BAL OBL	Correlation	.769	.866	1.000	.753	.779	.376	.371
		Significance (2- tailed)	.000	.000	.	.000	.000	.000	.000
		Df	207	207	0	207	207	207	207
	STAG DEV CON	Correlation	.558	.879	.753	1.000	.932	.647	.635
		Significance (2- tailed)	.000	.000	.000	.	.000	.000	.000
		Df	207	207	207	0	207	207	207
		Correlation	.584	.906	.779	.932	1.000	.647	.646

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AFFEC COMMIT	Significance (2- tailed)	.000	.000	.000	.000	.	.000	.000
	Df	207	207	207	207	0	207	207
	Correlation	.377	.523	.376	.647	.647	1.000	.979
NORM COMMI	Significance (2- tailed)	.000	.000	.000	.000	.000	.	.000
	Df	207	207	207	207	207	0	207
	Correlation	.376	.514	.371	.635	.646	.979	1.000
CONT COMMI	Significance (2- tailed)	.000	.000	.000	.000	.000	.000	.
	Df	207	207	207	207	207	207	0

c) *Discussion of Findings*

This study looked upon the relationships that exist between the dimension of psychological contract and measures of organizational commitment. The outcome is explained under the subheadings;

i. *Relationship between Transactional Orientation and Organizational Commitment*

The result of the tested hypotheses shows rho value of .881** for hypothesis one; .978** for hypothesis two and .893** for hypothesis three. This shows a very strong substantial rapport between transactional orientations with organizational commitment in selected private universities in Nigeria.

The present study aligns with the theory of psychological contract which explains that an emotional agreement is a persons' methods of beliefs concerning the responsibilities that exist amid themselves plus exchange partners. This study also supports studies by Miles and Snow (1980) which cited that transactional contracts consist of precise magnetisable exchanges (e.g. pay for attendance) amongst parties over a precise time as in the case of short-term employment or recruitment by 'buy'-oriented firms (Rousseau, 1990). Also, affective commitment is a labour interconnected attitude with constructive feelings in the direction of the organisation (Morrow, 1993). Sels, Jansenns and Brande (2004) also uphold that this kind of attitude is "orientation towards the organisation, which links or attaches the identity of the person to the organisation".

ii. *Relationship between Relational Orientation and Organizational Commitment*

The hypothesis test showed result for rho values as .845** hypothesis four; .821** hypothesis five and .877** hypothesis six. This shows a very robust association between variables as such we say that there occurs a very sturdy substantial relationship amongst relational orientation plus organizational commitment in these selected private Universities in Nigeria.

This study comes in line with works by Williamson (1979) which puts forward that affiliations and relational subjects such as obligation plays a more and more imperative part in economics and firm commitment. Also, the outcome of this study supports past work by Rousseau and McLean (1993) which argued that relational agreements are superlatively observed as the exciting reverse of a solitary continuum fundamental pledged activities. Similarly, the greater relational the deal becomes, the fewer transactional and vice versa and this increases the level of commitment.

iii. *Relationship between Perceived Balance of Obligation and Organizational Commitment*

This study based on the perceived balance of obligation and organizational commitment shows rho value of .988** for hypothesis seven; .873** for hypothesis eight .843** and for hypothesis nine. This study supports a study by Rousseau (2000) which puts forward that a sensible contract comprises equally transactional plus relational proportions which are energetic and flexible hire arrangements habituated on the economic accomplishment of companies with worker prospects to advance career benefits. Also, balanced obligation or contracts entails shared risk between works and employers and this ultimately promotes pledge of workers to the organization.

iv. *Relationship between Stages of Development of Contract and Organizational Commitment*

Spearman rho values of .913** were obtained for hypothesis ten; .963** hypothesis eleven and .841** hypothesis twelve. This outcome shows a very strong significant relationship between stages of development of contract plus organizational commitment.

v. *Moderating role of Perceived Organizational Support with Psychological Contract and Organizational Commitment*

The partial correlation analysis on the controlling role of perceived organizational support including psychological contract plus organizational commitment shows a positive substantial link. This is evident from the r-values being positive. The result shows rho values of .647, .769, .558, .584, .377 and .376. this shows a very weak to moderate connection stuck between perceived organizational support including the psychological contract with firms commitment in selected private universities in Nigeria.

The outcome is reinforced by organizational support theory which maintains that employees infer the magnitude to which organizations care about their well-being from meaningful organizational and social

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organizational values, norms, beliefs, practices and structures that are operational at the workplace Gyekye & Salminen (2002).

V. Summary of Findings, Conclusion and Recommendations

a) Summary

The psychological contract covers the fundamental aspect which is the constituent of the agreement i.e. the precise responsibilities that the person observes as suitable for the link. This likewise affords a ground for which employers monitor worker's behaviours. It also helps in defining joint responsibilities, prospects, and potentials amid owner and worker as professed by the worker. Organizational commitment hinges on a great magnitude on the agreement amongst the employer with worker and haw such contract are sustained.

This research was conceded out to establish the association amongst psychological contract and organizational commitment in selected private universities in Nigeria. The study was built up upon four dimensions of emotional contract (transactional orientation, relational orientation, professed balance of responsibilities and stage of the advance of the contract) with measures of organizational pledge (affective, normative with continuance commitment) and this was anchored on a moderating variable of perceived organizational support.

The research was well-thought-out in five different chapters. Five objectives plus research inquiries were raised including thirteen research hypothesis. The investigation embraced a quasi-experimental research design. A population of four hundred and seventy- seven (477) was taken on and used to determine the sample size using the Taro Yamane formula.

The primary and secondary set of data was put to use. Primary data was sourced using an instrument (questionnaire). This was scaled on a five-point Likert scale. Cronbach Alpha reliability test was utilized to check for the consistency of the instruments. The demographic outcomes were portrayed in tables of frequency, percentages and cumulative frequency. The assumptions were analysed via the spearman ranks order correlation coefficient.

The hypotheses results showed rho value of .881, .978, .893, .645, .821, .877, .988, .873, .843, .913, .963 and .841. this result depicts a very strong important association amongst psychological contract with organizational commitment.

Conferring to psychological theory, workers incline to link firms with preconceived ideas concerning their duties (e.g., loyalty, operate in the best interest of the company) plus their employer's duties in return (e.g., skill development opportunities, a competitive wage). Also, Porter affective dependence theory opined that organizational Commitment, thus, encompasses three constituents, specifically, Sturdy Reception, Involvement and Allegiance which is dependent on the employer/employee agreement (contract).

Hackett, Bycio and Hausdorf (1994) and Allen and Meyer (1996) contended that in attendance was adequate evidence concerning the construct legitimacy of the three constituents of organizational commitment. Employees that are tough normative committed stay in the organization for the reason that they believe they should. The current study is in line by way of this past study.

Morrison & Robinson, (2004) studied psychological agreement with employee commitment; Study 1 outcomes disclose that workers whose anticipations are being addressed by the firm feel extra committed to and bestowed in the organization. On the other hand, Study 2 findings displayed promises to be tougher predictors of employee turnover against expectations. The prevailing research also supports the result of the study conceded out by Morrison & Robinson (2004).

b) Conclusion

Based on the outcomes of the investigation, the research settles that there exists a substantial optimistic association amongst psychological contract and organizational commitment. Also, perceived organizational support does moderate amid psychological contract with organizational commitment.

The implication for this research is that once a contract has been reached between a business owner and worker, there ought to be no breach and the compliance stages involved in organizational commitment should be abiding by to. Emotional commitment is "the worker's emotional connection to, identification with, and immersion in the business and this can be attained through a contract supposed to be favourable to the employee.

The strong point of organizational commitment is prejudiced by the degree to which the entity's wishes and anticipations round the organization are harmonized by their tangible involvement which is obtained through contract.

c) Recommendations

The following recommendations were made from the study outcome;

i. Owners of private universities in Nigeria should keep to their terms of the contract to achieve organizational commitment. The employee should also endeavour to meet the expectations of the employers, which tends towards perceived balanced obligation for both parties in the contract and already revealed as having a strong relationship with organizational commitment.

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ii. A balanced contract promotes the commitment of employees to the organization, so, employee's expectations should be addressed by the firm; promises made should be kept. This is as valid from works of Robinson (2004) which explained that employee who has their expectations meet are being addressed by the organization feel a greater attachment to and vested in the organization.

iii. More research ought to be carried out to cut across other private universities in other regions to help draw a more encompassing conclusion.

d) Contribution to Knowledge

This study has added to the pool of facts by showing the connection amid psychological contract and organizational commitment with regards to private universities academic staff. The research likewise brought in the perception of the perceived balance of obligation including stages in the development of the contract as dimensions.

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Questionnaire

Section One

.SECTION A: DEMOGRAPHIC DATA

Instruction: *Please tick (√) or fill in the appropriate answers where necessary.*

1. Name of University . . . . . .……
2. Position in the University . . . . . .
3. Gender: (a). Male ☐ (b). Female ☐
4. Age: (a). 18-25 ☐ (b) 26-40 ☐ (c) 41-60 ☐
5. Marital status (a) Single ☐ (b) Married ☐ (c) Widowed ☐ (d) Divorced ☐
6. Educational Level (a) B.Sc ☐ (b) M.Sc ☐ (c) P.hD ☐
7. Number of years in service

(a) 0-5 Years ☐ (b) 6-10 Years ☐ (c) 11-15 Years ☐ (d) 16 and Above ☐

Section Two: Psychological Contract

Instruction: Please tick in the appropriate place according to the scale given. Note: Strongly Agree SA = 5, Agree A=4, Neutral N=3, Disagree D=2, Strongly Disagree SD =1.

S/N	Relational Orientation	SA	A	N	D	SD
1	I am uncertain of the duration of years I am willing to spend in this organization due to employers commitment.					
2	Wages and benefits are not stable with ranks.					
3	Growing through the ranks is not determined by the duration of employment but commitment to work.					
4	The employee expects to be recognized for a long stay with proven relational records.					

S/N	Transactional Orientation	SA	A	N	D	SD
1	The job I do is strictly for the money					
2	Working hours are well defined and strict					
3	I expect to grow in rank as fast as possible in this university					
4	My job is such that I only need to do what is necessary to get the job done					

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S/N	Perceived Balance of Obligations	SA	A	N	D	SD
1	Members of Staff are motivated to contribute 100% to the organization in return for future employment benefits.					
2	The organization work hard to keep her obligation such that member of staff are ready to work for a very long time and or indefinitely.					
3	This organization has a good way of reciprocating efforts put in by its employees					
4	The scale of payment is justified when compared to the duties assigned.					

S/N	Stages of Development of the Contract	SA	A	N	D	SD
1	My attitudes and behaviours were influenced by others					
2	My attitude and behaviours are based on learning and experience					
3	My values are in congruence with the organizational values					
4	I am proud to be part of the organization					

Section Three: Organizational Commitment

Instruction: Please tick in the appropriate place according to the scale given. Note: Strongly Agree SA = 5, Agree A=4, Neutral N=3, Disagree D=2, Strongly Disagree SD =1.

S/N	Affective Commitment	SA	A	N	D	SD
1	I feel fulfilled working for this organization					
2	I do feel a strong sense of belonging to my organization					
3	We carry the organization problem as though it is ours					
4	I feel very pleased to and enjoy discussing my organization with people outside it					

S/N	Normative Commitment	SA	A	N	D	SD
1	Things were better in the days when people stayed with one organization for most of their careers					
2	There is less susceptibility towards leaving this organization even though there is a better offer					
3	My staying back with this organization is because I believe loyalty is important and as such feel a sense of moral obligation to remain					
4	The trend these days is such that people move too often from one organization to another					

S/N	Continuance Commitment	SA	A	N	D	SD
1	Leaving my organization right now will disrupt so much in my life and career path					
2	It would be very difficult to leave my present employer now, even if I wish to					
3	Right now, staying with my organization is a matter of necessity					
4	My continuance commitment is attached to the fact that leaving would require considerable personal sacrifice and another organization may not match theoverall benefits present in this organization					

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Section Four: Moderating Variable

Instruction: Please tick in the appropriate place according to the scale given. Note: A=4, Neutral N=3, Disagree D=2, Strongly Disagree SD =1.

S/N	Perceived Organizational Support	SA	A	N	D	SD
1	The organization is willing to meet my social needs					
2	The organization values my contribution to its well-being					
3	The organization feels that hiring me was not a mistake					
4	My superior always gives me the necessary support to function acceptably					

Strongly Agree SA = 5, Agree

Appendix II

Statistics

		REL ORIEN 1	REL ORIEN 2	REL ORIEN 3	REL ORIEN 4
N	Valid	210	210	210	210
	Missing	0	0	0	0

REL ORIEN 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	76	36.2	36.2	36.2
	DISAGREED	80	38.1	38.1	74.3
	NEUTRAL	3	1.4	1.4	75.7
	AGREED	24	11.4	11.4	87.1
	STRONGLY AGREED	27	12.9	12.9	100.0
	Total	210	100.0	100.0	

REL ORIEN 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	91	43.3	43.3	43.3
	DISAGREED	100	47.6	47.6	91.0
	NEUTRAL	2	1.0	1.0	91.9
	AGREED	10	4.8	4.8	96.7
	STRONGLY AGREED	7	3.3	3.3	100.0
	Total	210	100.0	100.0	

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REL ORIEN 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	20	9.5	9.5	9.5
	DISAGREED	8	3.8	3.8	13.3
	NEUTRAL	4	1.9	1.9	15.2
	AGREED	63	30.0	30.0	45.2
	STRONGLY AGREED	115	54.8	54.8	100.0
	Total	210	100.0	100.0	

REL ORIEN 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	4	1.9	1.9	1.9
	DISAGREED	4	1.9	1.9	3.8
	NEUTRAL	2	1.0	1.0	4.8
	AGREED	121	57.6	57.6	62.4
	STRONGLY AGREED	79	37.6	37.6	100.0
	Total	210	100.0	100.0	

Statistics

		TRANS ORIEN1	TRANS ORIEN2	TRANS ORIEN3	TRANS ORIEN4
N	Valid	210	210	210	210
	Missing	0	0	0	0

TRANS ORIEN1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY AGREED	73	34.8	34.8	34.8
	DISAGREED	116	55.2	55.2	90.0
	NEUTRAL	2	1.0	1.0	91.0
	AGREED	7	3.3	3.3	94.3
	STRONGLY AGREED	12	5.7	5.7	100.0
	Total	210	100.0	100.0	

TRANS ORIEN2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	34	16.2	16.2	16.2
	DISAGREED	51	24.3	24.3	40.5
	NEUTRAL	1	.5	.5	41.0
	AGREED	71	33.8	33.8	74.8
	STRONGLY AGREED	53	25.2	25.2	100.0
	Total	210	100.0	100.0	

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TRANS ORIEN3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	10	4.8	4.8	4.8
	DISAGREED	7	3.3	3.3	8.1
	NEUTRAL	1	.5	.5	8.6
	AGREED	75	35.7	35.7	44.3
	STRONGLY AGREED	117	55.7	55.7	100.0
	Total	210	100.0	100.0	

TRANS ORIEN4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	5	2.4	2.4	2.4
	DISAGREED	16	7.6	7.6	10.0
	NEUTRAL	1	.5	.5	10.5
	AGREED	67	31.9	31.9	42.4
	STRONGLY AGREED	121	57.6	57.6	100.0
	Total	210	100.0	100.0	

Statistics

		PER BAL OBL1	PER BAL OBL2	PER BAL OBL3	PER BAL OBL4
N	Valid	210	210	210	210
	Missing	0	0	0	0

PER BAL OBL1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	6	2.9	2.9	2.9
	DISAGREED	2	1.0	1.0	3.8
	AGREED	71	33.8	33.8	37.6
	STRONGLY AGREED	131	62.4	62.4	100.0
	Total	210	100.0	100.0	

PER BAL OBL2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	8	3.8	3.8	3.8
	DISAGREED	3	1.4	1.4	5.2
	NEUTRAL	1	.5	.5	5.7
	AGREED	87	41.4	41.4	47.1
	STRONGLY AGREED	111	52.9	52.9	100.0
	Total	210	100.0	100.0	

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PER BAL OBL3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	9	4.3	4.3	4.3
	DISAGREED	7	3.3	3.3	7.6
	NEUTRAL	1	.5	.5	8.1
	AGREED	20	9.5	9.5	17.6
	STRONGLY AGREED	173	82.4	82.4	100.0
	Total	210	100.0	100.0	

PER BAL OBL4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	40	19.0	19.0	19.0
	DISAGREED	82	39.0	39.0	58.1
	NEUTRAL	2	1.0	1.0	59.0
	AGREED	33	15.7	15.7	74.8
	STRONGLY AGREED	53	25.2	25.2	100.0
	Total	210	100.0	100.0	

Statistics

		STAG DEV CON1	STAG DEV CON2	STAG DEV CON3	STAG DEV CON4
N	Valid	210	210	210	210
	Missing	0	0	0	0

STAG DEV CON1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	98	46.7	46.7	46.7
	DISAGREED	79	37.6	37.6	84.3
	NEUTRAL	3	1.4	1.4	85.7
	AGREED	18	8.6	8.6	94.3
	STRONGLY AGREED	12	5.7	5.7	100.0
	Total	210	100.0	100.0	

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STAG DEV CON2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	10	4.8	4.8	4.8
	DISAGREED	15	7.1	7.1	11.9
	NEUTRAL	1	.5	.5	12.4
	AGREED	63	30.0	30.0	42.4
	STRONGLY AGREED	121	57.6	57.6	100.0
	Total	210	100.0	100.0	

STAG DEV CON3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	20	9.5	9.5	9.5
	DISAGREED	5	2.4	2.4	11.9
	NEUTRAL	1	.5	.5	12.4
	AGREED	53	25.2	25.2	37.6
	STRONGLY AGREED	131	62.4	62.4	100.0
	Total	210	100.0	100.0	

STAG DEV CON4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	10	4.8	4.8	4.8
	DISAGREED	7	3.3	3.3	8.1
	NEUTRAL	3	1.4	1.4	9.5
	AGREED	63	30.0	30.0	39.5
	STRONGLY AGREED	127	60.5	60.5	100.0
	Total	210	100.0	100.0	

Statistics

		AFFEC COMMIT 1	AFFEC COMMI 2	AFFEC COMMI 3	AFFEC COMMI 4
N	Valid	210	210	210	210
	Missing	0	0	0	0

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AFFEC COMMIT 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	10	4.8	4.8	4.8
	DISAGREED	10	4.8	4.8	9.5
	NEUTRAL	3	1.4	1.4	11.0
	AGREED	54	25.7	25.7	36.7
	STRONGLY AGREED	133	63.3	63.3	100.0
	Total	210	100.0	100.0	

AFFEC COMMI 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	8	3.8	3.8	3.8
	DISAGREED	12	5.7	5.7	9.5
	NEUTRAL	1	.5	.5	10.0
	AGREED	56	26.7	26.7	36.7
	STRONGLY AGREED	133	63.3	63.3	100.0
	Total	210	100.0	100.0	

AFFEC COMMI 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	7	3.3	3.3	3.3
	DISAGREED	7	3.3	3.3	6.7
	NEUTRAL	3	1.4	1.4	8.1
	AGREED	43	20.5	20.5	28.6
	STRONGLY AGREED	150	71.4	71.4	100.0
	Total	210	100.0	100.0	

AFFEC COMMI 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	10	4.8	4.8	4.8
	DISAGREED	7	3.3	3.3	8.1
	NEUTRAL	3	1.4	1.4	9.5
	AGREED	79	37.6	37.6	47.1
	STRONGLY AGREED	111	52.9	52.9	100.0
	Total	210	100.0	100.0	

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Statistics

		NORM COMMI 1	NORM COMMI 2	NORM COMMI 3	NORM COMMI 4
N	Valid	210	210	210	210
	Missing	0	0	0	0

NORM COMMI 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	19	9.0	9.0	9.0
	DISAGREED	43	20.5	20.5	29.5
	NEUTRAL	2	1.0	1.0	30.5
	AGREED	29	13.8	13.8	44.3
	STRONGLY AGREED	117	55.7	55.7	100.0
	Total	210	100.0	100.0	

NORM COMMI 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	51	24.3	24.3	24.3
	DISAGREED	54	25.7	25.7	50.0
	NEUTRAL	2	1.0	1.0	51.0
	AGREED	54	25.7	25.7	76.7
	STRONGLY AGREED	49	23.3	23.3	100.0
	Total	210	100.0	100.0	

NORM COMMI 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	37	17.6	17.6	17.6
	DISAGREED	43	20.5	20.5	38.1
	NEUTRAL	7	3.3	3.3	41.4
	AGREED	69	32.9	32.9	74.3
	STRONGLY AGREED	54	25.7	25.7	100.0
	Total	210	100.0	100.0	

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NORM COMMI 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	3	1.4	1.4	1.4
	DISAGREED	7	3.3	3.3	4.8
	NEUTRAL	3	1.4	1.4	6.2
	AGREED	84	40.0	40.0	46.2
	STRONGLY AGREED	113	53.8	53.8	100.0
	Total	210	100.0	100.0	

Statistics

		CONT COMMI 1	CONT COMMI 2	CONT COMMI 3	CONT COMMI 4
N	Valid	210	210	210	210
	Missing	0	0	0	0

CONT COMMI 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	43	20.5	20.5	20.5
	DISAGREED	39	18.6	18.6	39.0
	NEUTRAL	10	4.8	4.8	43.8
	AGREED	49	23.3	23.3	67.1
	STRONGLY AGREED	69	32.9	32.9	100.0
	Total	210	100.0	100.0	

CONT COMMI 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	37	17.6	17.6	17.6
	DISAGREED	44	21.0	21.0	38.6
	NEUTRAL	3	1.4	1.4	40.0
	AGREED	70	33.3	33.3	73.3
	STRONGLY AGREED	56	26.7	26.7	100.0
	Total	210	100.0	100.0	

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CONT COMMI 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	35	16.7	16.7	16.7
	DISAGREED	28	13.3	13.3	30.0
	NEUTRAL	3	1.4	1.4	31.4
	AGREED	69	32.9	32.9	64.3
	STRONGLY AGREED	75	35.7	35.7	100.0
	Total	210	100.0	100.0	

CONT COMMI 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	8	3.8	3.8	3.8
	DISAGREED	21	10.0	10.0	13.8
	NEUTRAL	2	1.0	1.0	14.8
	AGREED	49	23.3	23.3	38.1
	STRONGLY AGREED	130	61.9	61.9	100.0
	Total	210	100.0	100.0	

Statistics

		PER ORG SUPP 1	PER ORG SUPP 2	PER ORG SUPP 3	PER ORG SUPP 4
N	Valid	210	210	210	210
	Missing	0	0	0	0

PER ORG SUPP 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	22	10.5	10.5	10.5
	DISAGREED	30	14.3	14.3	24.8
	NEUTRAL	3	1.4	1.4	26.2
	AGREED	96	45.7	45.7	71.9
	STRONGLY AGREED	59	28.1	28.1	100.0
	Total	210	100.0	100.0	

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PER ORG SUPP 2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	STRONGLY DISAGREED	13	6.2	6.2	6.2
	DISAGREED	14	6.7	6.7	12.9
	NEUTRAL	4	1.9	1.9	14.8
	AGREED	96	45.7	45.7	60.5
	STRONGLY AGREED	83	39.5	39.5	100.0
	Total	210	100.0	100.0	

PER ORG SUPP 3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREED	103	49.0	49.0	49.0
	STRONGLY AGREED	107	51.0	51.0	100.0
	Total	210	100.0	100.0	

PER ORG SUPP 4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	AGREED	73	34.8	34.8	34.8
	STRONGLY AGREED	137	65.2	65.2	100.0
	Total	210	100.0	100.0	

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.849	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

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Reliability Statistics

Cronbach's Alpha	N of Items
.898	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.861	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.905	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.984	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

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Reliability Statistics

Cronbach's Alpha	N of Items
.939	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.967	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.860	4

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.972	16

Case Processing Summary

		N	%
Cases	Valid	210	100.0
	Excluded	0	.0
	Total	210	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.980	12

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