

Breach Of Psychological Contracts And Discretionary Behaviours Among Academic Staff In Nigerian Universities

Aliyu, Mustapha Olanrewaju

Department of Industrial Relations and Personnel Management
Faculty of Management Sciences, University of Ilorin, Nigeria.

aliyu.om@unilorin.edu.ng

+2348032564817

Abstract

The study aimed at identifying those aspects of psychological contracts breach that contribute to determining employees' organizational citizenship behaviours and deviant workplace behaviours. Descriptive survey research method was employed and the study used multi-stage cluster sampling to randomly select two universities from each of the six geo-political zones resulted to twelve (12) universities. The population of the study stood at 7,881 of academic staff members and a proportional sample size of 5% of academics in each of the universities was selected giving a total of 392 an equivalent of 5% of the legitimate population. Both primary and secondary data were used, primary data were collected using a structured questionnaire while secondary data obtained from previous researches, analysis of scholars, government documents, newspaper, journal articles as well as internet search engine. Data obtained were analyzed and presented using both descriptive and inferential statistics. The study found that academic staff reacted to the perceived breach of psychological contracts when employer failed to complied with employee-employer relationship. However, the study concluded that psychological contract breach is positively and negatively related to both individual and institutional outcomes depending on how it being put to practice. Hence, a compliance level is very vital for organisations to continue to attract and retain employees' citizenship behaviour and distract deviant behaviour in the workplace.

Keywords:

Psychological Contract, Breach, Fulfillment, Discretionary Behaviour, Organisational Citizenship Behaviour; Deviant Workplace Behaviour.

Introduction

The demands for university education have grown enormously and this has necessitated the need to create new universities in Nigeria. Consequently, approval were giving for the establishments of the new universities. The need to meet the demands has necessitated the creation of new universities across the nation by the federal government, some state governments and several private organisations. Currently, Nigeria has 165 universities, consisting of 43 Federal universities, 47 State universities and 75 private universities (NUC, 2018). Despite the creation of additional universities to ensure adequate provision of university education, some bottlenecks still impede access to the provision of university education in the country. As noted by Salau (2017), most of the academic staff operate in non-conducive teaching and learning environments. There are shortages of offices as up to three academics share a small office. In addition, lecture rooms are grossly inadequate with many students standing or sitting on the floor while receiving lectures.

The researcher further noted that the above challenges may have been responsible for the production of half-baked graduates in the country. This was echoed in the work of Oke, Okunola, Oni and Adetoro (2010) who found that parents and the public had attributed the poor performances of university students to the poor motivations from the university academic staff. In agreement with this finding, DeYreh (2017) opined that when managerial activities are perceived unfair and unjust by the employees, they are more likely to express such through anger or reduced commitment to organisational goals.

Adekola (2019) corroborated the impact of late and poor remunerations of academics in Nigeria that many state governments have been negatively affected by the rising inflation and dwindling resources. This has resulted into late and shortfalls in the payments of salaries and allowances. For instance, many state governments have been owing salaries and even fail to release operational grants to their universities. In Federal universities, the vexed issue of non-payment of arrears of Earned Academic Allowances (EAA) has led to restiveness of the unions and has been one of the main reasons for the industrial actions frequently staged by the ASUU. The failure of the governments to release funds has made it difficult for the universities to make funds available to academics for T&D, such as attending workshops, presenting papers at conferences both home and abroad. These are critical to their core mandates, i.e. teaching, research and community services.

The failure to provide what the university academic staff deserve by the governments, either state or federal, may be regarded as a breach of psychological contracts, and this may seriously affect the commitment and performances of the academic staff. Existing scholarship on psychological contracts showed that if employees perceived that the organisation is unfair and unjust to them, the breach of psychological contracts could be said to have occurred (Ahmed, Kiyani & Hashmi, 2013; Fine, Horowitz, Weigler & Basis, 2014; Yagboubi, Salehi & Maloudi, 2011). When the breach of psychological contracts occurred, the performance of employees is more likely to be negatively affected (Aichinger & Barnes 2018; Kasekende, Munene, Ntayi & Ahiauzu, 2015). In addition, their job satisfaction, organisational commitment reduced dramatically, the rate of turnover increases (Aldag & Kuzuhara 2002; Akinyemi, 2012).

As noted by Aledeinat and Alrfou (2017), employees may respond to the breach of psychological contracts by displaying deviant behaviour such as absenteeism. Bennett and Robinson (2003) reported that employees' deviant behaviours reduce efficiency and impede the organisation from achieving its goals. The importance of psychological contract cannot be over-emphasised because it plays a critical role in shaping employees' behavioural and cognitive outcomes (Lawrence & Robbins, 2017). Psychological contracts were suggested as one of those variables that predict OCB and mitigate against DWB (Babcock-Roberson & Strickland, 2016).

From a brief analysis of the existing literature on psychological contracts, it is imperative to tease out some fundamental gaps that will define the present study. Firstly, previous studies did not exhaust test of psychological contracts and employees' discretionary behavior, specifically in the areas of OCB and DWB (Salau, 2017; Ume, Ibne, Iqbal, & Naintara, 2018; Yang & Chao, 2016). Previous studies had limited their focus to include solely traditional positive behaviours toward colleagues (OCB-I), or exclusively positive behaviours towards the organisation (OCB-O), and leaving out any possible third party (DWB-Students), since the student is a third and crucial party in higher institutions (Gakovic & Tetric, 2013; Mithilesh & ShriRam, 2014; Omar, Halim, Zayed, Farhadi, Nasir & Khairudin, 2016). Hence, this study aims at achieving that by testing the variables within the Nigerian academics context.

Secondly, to the best of the researcher's knowledge, literature revealed that no scientific and wide-ranging work had been done that collaborates all the facets of psychological contracts viz. transactional, relational, transitional and balanced contracts, most especially in academic environments about OCB as well as DWB. This study will be informed by the above gaps in knowledge. The study is aimed at identifying those aspects of psychological contracts that contribute to determining employees OCB and DWB since there is dearth or limited studies of such in Nigeria, importantly about academics, and hence, this study is considered necessary at this time. In pursuance of this study, the following research questions were generated to serve as a guide to the study:

- i. What is the level of organisational compliance with psychological contracts in the Nigerian Universities?
- ii. How do academic staff react to the perceived breach of psychological contracts in the Nigerian Universities?
- iii. What type of discretionary behaviours do academic staff frequently exhibit in the Nigerian Universities?
- iv. What are the consequences of the discretionary behaviours among the academic staff in the Nigerian Universities?
- v. How significant is the relationship between the breach of psychological contracts and discretionary behaviours among the academic staff in the Nigerian Universities

Literature Review

The psychological contract is an unwritten or informal understanding between an employee and his or her immediate superior about the expectations and contributions of each and is characterised by a reasonable balance between expectations of what one gets and contributions that one gives (Armstrong, 2006). There are four types of psychological contracts, transactional, relational, transitional and balanced psychological contracts (O'Donohue, Sheehan, Hecker, & Holland 2007; Liu, Cho & Seo, 2018). However, the usage of psychological

contracts in this study is the philosophy of academic staff on the terms of the exchange agreement between the academics and the university authority. Essential to this definition is that this philosophy is promissory and specific to the reciprocal exchange between the academics and their employer.

Transactional Contract: The transactional contract is present when the employment arrangement is of short-term or limited duration, primarily focusing on the exchange of work instead of money, with a specific and definite description of duties and responsibilities and limited involvement in the organisation (DeCampo, Rogers & Jacobson, 2010; Nadin & Williams, 2012). This indicates that the employee is required to perform only a fixed and defined set of duties and to do just what the employer asks for. The usage of transactional contracts lies on negotiated forms of exchange and defines work relationships that generally involve a highly specific exchange of resources, such as pay for performance or hours worked by the academic staff.

Relational Contract: Relational contract according to Nadin and Williams (2012) is either stability, i.e. the situation where the employee is obligated to remain with the firm and to do what is required to keep a job. The employer is committed to offering stable wages, and continuous employment or loyalty while the employee is obligated to keep the organisation's interests above all else and support the firm and be a good organisational citizen. The employer is committed to the wellbeing of its employees and their families. The relational contract in the context of this study is like reciprocal forms of exchange, which generally see work relationships that are broader, more unstructured, and are based on promises and agreements that are more subjectively understood by the exchange partners, i.e. job security in exchange for organisational commitment.

Balanced Contract: The balanced contract is external employability, internal advancement and dynamic performance (Nadin & Williams, 2012). External employability means the employee is obligated to develop marketable skills whereas the employer is committed for enhancing the employability of its employees for external as well as internal market. Internal advancement means career development within an internal labour market. On this note, an employee is obligated to develop skills valued by the current employer while the employer is committed to creating worker's career development opportunities within the firm (Avey, Avolio, Crossley & Luthans, 2009). Dynamic performance means that employee is obligated to perform new and more demanding goals, which can frequently vary in future to help the firm become and remain competitive. The employer is committed to promoting continuous learning and helping employees achieve these varying goals (Islam & Habib, 2018). The balanced contract in this study refers to a dynamic and open-ended employment arrangement pre-conditioned on the business success of the employer's organisation and the employee's opportunities to develop skills and opportunities for career growth based on skills and performances.

Transitional Contract: Transitional contract is seen as mistrust, uncertainty and erosion (Nadin & Williams 2012; Islam & Habib, 2018). If the transitional contract is mistrust, i.e. employee thinks that he received inconsistent and mixed signals from the firm regarding its intentions; and mistrusts the firm. Employer withheld important information from employees because of mistrusts. For uncertainty, i.e. employee is uncertain regarding the nature of his or her obligations to the firm. Employer's measure assesses the extent that the employee is uncertain regarding the employer's future commitments to him or her. Erosion, i.e. employee expects to receive fewer returns from his or her contributions to the firm compared to the past; anticipates continuing declines in the future. The employer has instituted changes that reduce employee's wages and benefits, eroding quality of work life compared to previous years.

The transitional contract in this study is a cognitive state reflecting the consequences of organisational change and transitions that are at odds with previously established employment arrangement. This is essentially a transition period between two states of the psychological contract. An academic staff who has mistrusted the university's motives and is unsure of job security and career development, in more extreme cases, may result in actions such as petty theft, collection of bribes from students, engaging in sexual harassments, among others.

Psychological Contract Breach

Psychological Contract Breach (PCB) is a failure of the organisation or employee to fulfil one or more obligations of an individual/organisational's psychological contract. It accounts for mostly what the employee perceives as a promise that has been broken (Islam & Habib, 2018). However, sometimes the focus may be rational, mental calculation of what individuals has or has not received, and downplaying the emotional aspect of violation. Breaches to this contract can be just as serious as breaches of employment contracts. They can result in reduced employee's motivation and productivity, high staff turnover rates, and even in increased malicious acts (Kasekende, Munene, Ntayi & Ahiauzu, 2015).

For the purpose of this study, PCB referred to as employer's breach and perceived breach. Employer's breach is the actual abrogation of the exchange agreement by the employer. Perceived breach, on the other hand, is the cognitive assessment that a salient promise has not been fulfilled. Generally, there are two types of employer

breach or the breach occurrence caused by the employer. The first is withdrawal breach, which results from the employer's renegeing upon or withdrawing either transactional or relational resources from an existing exchange. The second is substitution breach in which transactional or relational resources are substituted for the promised resources in an existing exchange.

Discretionary Behaviours

Discretionary behaviours refer to informal tasks that constitute a function of employees' workplace attitude and behaviours (Rotundo & Sackett, 2002). Organisational citizenship behaviour and deviant workplace behaviours are forms of discretionary behaviours most commonly found in the literature (Dunlop & Lee, 2004). As a result, actions of academic staff behaviours at a workplace constitutes their workplace behaviours, either citizenship or deviant workplace behaviours. In this study, discretionary behaviours that are not part of the formal organisational reward system but either make or mar effective functioning of the organization include issues such as extra-role behaviours like helping coworkers, volunteering for extra tasks, orienting new employees or sabotaging the equipment of organisation, lying about hour worked, etc.

Organisational Citizenship Behaviour

OCB depicts a variety of employee behaviours such as attending to additional assignments, keeping up abreast with one's profession, voluntarily assisting people at work, promoting and protecting the organisation, keeping a positive attitude, and tolerating inconveniences at work (Anbarci & Lee, 2008). OCBs are, therefore, positive extra-role behaviours that are firmly rooted in employees' willingness and personal need to affect their organisation's goal attainment. In this study, OCB is seen as individual behaviour that is informal, not directly or explicitly recognized by the formal reward system, but promotes the effective functioning of the organization, using Organ's (1988) five-dimension taxonomy of OCB which proposed a two-dimensional OCB model. These dimensions are called behaviour directed toward individuals (OCB-I) and behaviour directed toward organisation (OCB-O).

Deviant Workplace Behaviour

DWB is defined as a voluntary behaviour that violates significant organisational norms, and which threatens the well-being of an organisation or its members (Bennett & Robinson, 2000; Fine, Horowitz, Weigler & Basis, 2014). Voluntary behaviour here means that the employee is not motivated to conform and is motivated to act against accepted organisational norms. It is directed against the organisation/employer, without any reference to dysfunctional behaviours directed against the organisation's employees (Robinson & Bennett, 1995). Whereas in this study, it means insiders perpetrate deviant behaviour, i.e. the employees to intentionally harm or potentially cause harm to individuals within the organisation or to the organisation itself i.e. the targets, thereby violating organisational or social norms. In addition, the harm can be aimed directly at the target or indirectly through a third party; it can be active i.e. inflicting harm or passive.

Theoretical Framework

For this study, Social Exchange Theory (SET) by Blau (1964) and Theory of Planned Behaviour (TPB) by Ajzen (1985) were employed. SET and TPB provide an understanding of the theoretical constructs and variables used in this study. Aside from the popularity of these theories among social and management researchers, the theories were timely in their arrival and have been beneficial to students and researchers alike.

The SET is based on the idea that when individuals receive favour, they may experience a state of discomfort due to a sense of indebtedness and, thus, force them to reciprocate the received benefit to restore the equilibrium of the interpersonal relationship. The rationale for using SET is to enable the exchange relations between employer-employees and actors themselves to be studied by providing insights into both individual decision-making as well as the influence of societal rules and norms. While the TPB predicts an individual's intention to engage in a behaviour at a specific time and place, it posits that an individual's behaviour is driven by behaviour intentions, where behaviour intentions are a function of three determinants: an individual's attitude toward behaviour, subjective norms, and perceived behavioural control (Ajzen, 2015).

3.0 Methodology

The research design adopted for the study was descriptive research design according to Zikmund, Babin, Carr & Griffin (2010), the design attempts to provide an accurate description or a picture of a particular situation or a phenomenon at one point in time. The study was limited to federal universities in Nigeria in the six geo-political zones and only academic staff members who were faculty based and teach were included in the study. The legitimate population of this study is all academic staff working in all federal universities in Nigeria. As at 2016 when this study commenced, there were forty-three (43) federal universities spread across the six geo-political zones of Nigerian federation (NUC, 2017). The six geo-political zones are: North Central, North East, North

West, South East, South West and South-South. Federal universities were chosen for the study because they are the largest government funded tertiary institutions in Nigeria and so it is assumed that information resources are more likely to be available at these universities. The distribution of the population and sample of the study are presented in Table 3.1 below

Table Selection of a Proportional Sample from Population of the Study

Zones	No. of Federal Universities	No. of Universities Selected	Universities	Population	% of Population	Sample (5% proportion)
North Central	7	2	University of Ilorin	1018	13%	51
			Federal University, Lokoja	118	2%	6
North East	7	2	University of Maiduguri	886	11%	44
			Federal University Gashua	125	2%	6
North West	9	2	Bayero University, Kano	834	10%	42
			Federal University, Birnin Kebbi	208	3%	10
South East	6	2	University of Nigeria, Nsukka	1511	19%	75
			Federal University, Ndifu-Alike	189	2%	9
South South	6	2	University of Port-Harcourt	1098	14%	55
			Federal University, Otuoke	187	2%	9
South West	8	2	University of Lagos, Akoka	1504	19%	75
			Federal University, Oye-Ekiti	203	3%	10
	43	12		7881	100%	392

Sources: Compiled from:
National Bureau of Statistic (NBS), 2016
Author's Computation, 2017

A multi-stage cluster sampling technique was employed in this study. This is because it involves two or steps that combine some of the probability techniques (Sekaran & Bougie, 2010; Zikmund *et al.* 2010). The cluster sample technique does not require sample frame and it provides convenience for understanding a dispersed study sample (Sekaran & Bougie, 2010). Firstly, the universities were grouped into the existing six geo-political zones in Nigeria. Secondly, two universities (one from old conventional and one from recently established universities) were randomly selected from each of the six geo-political zones. The selection resulted in twelve (12) universities. The population of the study stood at 7,881 of only academic staff members. Third, a sample size of 5% of academics in each of the universities was selected giving a total of 392 an equivalent of 5% of the legitimate population. Determination of sample size for this study is made by referring to the work of Krejcie and Morgan (1970). In their generalized scientific guideline for sample size decisions, Krejcie and Morgan state that the sample size of 392 is appropriate for study population of up to 2,000 elements. The determined sample of this study is also appropriate going by the Roscoe's (1975) rule of thumb. Roscoe states that for most research, a sample bigger than 30 and less than 500 is appropriate. Therefore, the sample size of 392 is appropriate based on the rule of thumb. In line with the views of Dillman (2000) and Hill, Brierley and McDougall (2003) reported that a sample size of 100 and above is sufficient to represent good research findings. Finally, covering all the clusters is undoubtedly going to be very costly and time demanding. Hence, the choice of simple random sampling technique

becomes a good option because of the difficulty to obtain sample frame for administering the study's instrument to select each of the respondents from the quota allotted to each of the faculties in the selected universities. Both primary and secondary data were employed. A structured questionnaire consisting of 34 closed ended multiple choice-questions were employed for the survey. The instrument comprises of 30 questions related to the three constructs of this study and 4 questions related to socio-demographical variables. The Likert-type scale was used and is considered more appropriate and reliable for measuring the respondents' perception and attitudes (Alreck & Settle, 1995; Miller, 1991). The researcher with the assistance of research assistants and Google Doc. Form, distributed copies of the questionnaire to sample elements in various tertiary institutions within Nigeria. Follow-ups using personal contact, telephone and email were done to ensure timely completion and collection of distributed copies of the questionnaire. Secondary data were obtained from relevant authorities such as National Bureau of Statistics, internet search engines, Google Scholar, Academia.edu, Research Gate, Sage, EBSCO, Encyclopedia Britannica, among others. Upon completion of data collection, a combination of both descriptive and inferential statistics were employed as methods of data analysis. Linear regression were employed to analyze relationships among construct variables through the use of SPSS v20.

4.0 Analysis and Discussion of Findings

Information gathered from the result are collected from the questionnaire, which statistical results obtained to answer various research questions raised for this study, and to test the formulated hypotheses for the study. The purpose of testing is to examine the reasonableness of the stated hypothesis. The hypothesis are either accepted or rejected. The hypotheses were carried out using 5% level of significance. Out of 392 copies of questionnaire distributed, only 274 were returned and fit for the study. However, linear regression analysis was used objective one (1) and (2).

4.2 Test of Hypotheses

The hypotheses earlier formulated were tested using regression statistical tools in order to achieve the objectives of the study.

4.2.1 Hypothesis one:

H₁: Compliance level of psychological contract and its effect on citizenship behaviour of academic staff in Nigerian Universities

Table 4.2.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743 ^a	.552	.548	.724

a. Predictors: (Constant), Due to all the pressures at work, when I get home from work I am often too exhausted to participate in family or social activities/responsibilities

Source: Field survey, 2017

The model summary as indicated in the table 4.2.1 shows that the coefficient of multiple determination (R square) is 0.552; this implies that 55.2% of variation in the compliance level was explained by the identified citizenship behaviour while the remaining 44.8% is due to other variable that are not include in the model. This mean that the model formulated is useful for making predictions since the value of R is close to 100%. Therefore the level of compliance have significant impact on organizational citizenship behaviour.

Table 4.2.2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	156.967	1	78.484	149.533	.000 ^b
	Residual	127.541	243	.525		
	Total	284.508	245			

a. Dependent Variable: I volunteer to help new employees settle into the job and co-workers with work related problems

b. Predictors: (Constant), Due to all the pressures at work, when I get home from work I am often too exhausted to participate in family or social activities/responsibilities

Source: Field survey, 2017

Table 4.2.2 above shows the result of analysis variance between dependent variable and independent variable. It gives the test of significance of the fitted model through the ANOVA table to be .000 which is less than .05 (i.e

$p < 0.05$). This indicates that there is an effect of level of compliance on organizational citizenship behaviour. Therefore, the null hypothesis which states that level of organizational compliance does not have significant effect on organizational citizenship behaviour was rejected.

Table 4.2.3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.069	.096		31.966	.000
Due to all the pressures at work, when I get home from work I am often too exhausted to participate in family or social activities/responsibilities	.604	.115	.451	5.268	.000

a. Dependent Variable: I volunteer to help new employees settle into the job and co-workers with work related problems

Source: Field survey, 2017

Table 4.2.3 revealed that, organizational compliance level have significant effect on citizenship behaviour. This was shown by $R = 0.743$ i.e 74.3% and the R-square which shows the variation gives 0.552, i.e employees' work-life can explained about 55.2 % of citizenship behaviour while the remaining 0.448 (44.8%) is due to other variables not imputed in the computation. The F- statistic gives 149.533 with P-value of 0.000 which is less than 0.05. The null hypothesis was rejected while alternative hypothesis should be accepted. The coefficient table show a significant value ($p < 0.05$). This implies that the level of organizational compliance have significant effect on organizational citizenship behaviour.

4.3 Discussion of findings

In this study, University of Nigeria, Nsukka, and University of Lagos have the highest number of respondents (75) when compared with other universities in the study. University of Port-Harcourt had the second highest number of respondents (55) and University of Ilorin with (51) number of respondents. Federal University, Lokoja and Federal University Gashua have the lowest number of respondents (6). The study revealed that male respondents were higher than female respondents. The overall result shows that male respondents were 70.07% compared to 29.93% female respondents. The findings of this study revealed in hypothesis one that, employees' work-life balance have significant effect on citizenship behaviour. This was shown in table 4.2.1 as $R = 0.743$ i.e 74.3% and the R-square which shows the variation gives 0.552, i.e employees' work-life balance can be explained about 55.2 % of citizenship behaviour while the remaining 0.448 (44.8%) is due to other variables not imputed in the computation. The F- statistic gives 149.533 with P-value of 0.000 which is less than 0.05. This implies that most of academic staff are able to achieve balance between work and outside the work responsibilities, this will attract citizenship behaviour (e.g. voluntarily helping less skilled or new employees, assisting co-workers who are overloaded or absent and sharing work strategies; attending meetings/functions that are not required but are helpful for the organization; working long days, voluntarily doing things besides duties, following the organisation's rules and never wasting time) which believed to usually lead to organizational effectiveness (Bambale and Shamsudin, 2015).

5.0 Conclusion and Recommendations

The study found that work-life balance practices to be positively and negatively related to both individual and institutional outcomes. For instance, voluntarily helping less skilled or new employees, assisting co-workers who are overloaded or absent, working long days, voluntarily doing things besides duties, following the organisation's rules and never wasting time, personal and family relationships shown to be a key factors to OCB. In addition, taking excessive breaks, sabotaging equipment, gossiping about co-workers, sexual harassment which were shown to be a key factors to deviant workplace behaviour. Henceforth, a good quality level of work-life is vital for organisations to continue to attract and retain their employees' organizational citizenship behaviour and distract deviant behaviour in the workplace. The study therefore recommends that, relaxation techniques should introduce to help academic staff in attaining a state of increased calmness and therefore reduce levels of stress. Flexible-

work arrangement and social support system are necessary which in turn lessen the thoughts of the employees from usual work and personal life conflicts.

Future research should represent this study with a focus larger sample and specifically on non-teaching staff in Universities or private sector in Nigeria.

References

- Abdulkareem, A. Y. (2003). *Nigerian Universities and the development of human resources*. Accessed online on November 7, 2017, from https://www.unilorin.edu.ng/nigerian_universities.pdf
- Adekola, B. (2019). *Professional university administration in Nigeria and the realities of political and economic challenges*. Being a distinguished lecture delivered to mark 60th Birthday Anniversary of Dr Omojola Awosusi, Ekiti State University, Ado-Ekiti, January 14th 2019.
- Adeoti, M. O. (2017). Workload, work pressure and interpersonal deviance in academia: The mediating role of neutralization. *International Journal of Human Resource Studies*, 7(4), 1-22.
- Ajzen, I. (1985). The theory of planned behaviour. *Organisational Behaviour and Human Decision Processes*, 50(1), 179-211.
- Ajzen, I. (2002). Residual effects of past on later behaviour: Habituation and reasoned action perspectives. *Personality and Social Psychology Review*, 6, 107-122.
- Ajzen, I. (2015). Consumer attitudes and behaviour: The theory of planned behaviour applied to food consumption decisions. *Rivista di Economia Agraria*, 70(2), 121-138.
- Ajzen, I., & Fishbein, M. (2005). Attitude behaviour relations: A theoretical analysis and review of empirical research. *Psychological Bulletin*, 84(1), 888-918.
- Anbarci, N. & Lee, J. (2008). Discretionary behaviour and racial bias in issuing traffic tickets: Theory and evidence. *Journal of Organisational Behaviour*, 4(1), 1-39.
- Anderson, N. & Schalk, R. (1998). The psychological contract in retrospect and prospect. *Journal of Organisational Behaviour*, 19(1), 637-647.
- Anyim A.P. (2012). *Challenges and prospects in Nigeria's University education*. Retrieved on June 30, 2018, from <http://blueprintng.com/2012/11/challenges-and-prospects-in-nigerias-university>
- Anzam, M. (2016). Perceptions and impact of psychological contract breach among bank employees in Bangladesh. *Responsibilities and Rights Journal*, 2(2), 121-139.
- Appelbaum, S. H., Iaconi, G. D. & Matousek, A. (2007). Positive and negative deviant workplace behaviours: Causes, impacts, and solutions. *The International Journal of Business in Society*, 7(5), 586-598.
- Argyris, C. (1960). *Understanding organisational behaviour*. Homewood, Illinois: Dorsey Press
- Armstrong, M. (2006). *A handbook of human resource management practice*. (10th edition). London: Kogan Page Limited.
- Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement and relation to work outcomes. *Journal of Organisational Behaviour*, 30, 173-191.
- Balogun, S. K., Oluyinka, O. & Owoade, O. A. (2011). Influence of perceived organisational justice on performance of organisational citizenship behaviour among employees of a Nigerian organisation. *International Review of Business and Social Sciences*, 1(2), 1-16.
- Bennett, R. J. & Robinson, S. L. (2003). The past, present and future of workplace deviance research, in Greenberg, J. (Ed.), *Organisational Behaviour: The state of the science*, (2nd ed.), Erlbaum, Mahwah, New Jersey: Pearson Education Ltd.
- Bennett, R. & Stamper, C. L. (2001). Corporate citizenship and deviancy: A study of discretionary work behaviour, in Craig S. Galbraith (ed.) *strategies and organisations in transition International Research in the Business Disciplines*, 3(2), 265 – 284
- Blackman, D. A. & Benson, A. M. (2012). The role of the psychological contract in managing research volunteer tourism. *Journal of Travel & Tourism Marketing*, 27(1), 221-235.
- Blau, P. M. (1964) *Exchange and power in social life*. New York: Wiley & Sons Inc.
- Bolino, M. & Turnley, W. (2003). Going the extra mile: Cultivating and managing employee citizenship behaviour. *Academy of Management Executive*, 17(3), 60-71
- Chen, C. C., Chen, M. Y., & Liu, Y. C. (2013). Negative affectivity and workplace deviance: The moderating role of ethical climate. *International Journal of Human Resource Management*, 24(15), 2894-2910.
- Chen, S. H., Yu, H. Y., Hsu, H. Y., Lin, F. C., & Lou, J. H. (2013). Organisational support, organisational identification and organisational citizenship behaviour among male nurses. *Journal of Nursing Management*, 21(8), 1072
- Chowdhury, D. (2015). Deviant citizenship behaviour: A comprehensive framework towards behavioural excellence in organisations. *The East Asian Journal of Business Management*, 5(1), 13-26.
- Coyle-Shapiro, J. & Parzefall, M. (2008). *Psychological contracts*. London, UK: Sage Publications
- Coyle-Shapiro, J. (2002). A psychological contract perspective on organisational citizenship behaviour. *Journal of Organisational Behaviour*, 23(1), 927-946.

- DeCampo, R. G., Rogers, K. M. & Jacobson, K. L. (2010). Psychological contract breach, perceived discrimination, and ethnic identification in Hispanic business professional. *Journal of Managerial Issues*, 22(2), 220-238.
- DeVos, A., Buyens, D. & Schalk, R. (2002). Psychological contract development during organisational socialization: Adaptation to reality and the role of reciprocity. *Journal of Organisational Behaviour*, 24(2), 537-559.
- DeYreh, M. (2017). The endogeneity of executive compensation and its impact on management discretionary behaviour over financial reporting. *Corporate Ownership & Control*, 11(1), 850-869
- Fine, S., Horowitz, I., Weigler, H. & Basis, L. (2014). Is good character good enough? The effects of situational variables on the relationship between integrity and counterproductive work behaviours. *Human Resource Management Review*, 20(2), 73-84.
- Gakovic, A. & Tetrick, L.E. (2013). Psychological contract breach as a source of strain for employees. *Journal of Business and Psychology*, 18(2), 235-246
- Hairunnisa, M., Norhidayah, M. R., Nur'ain, A. & Nurul, A. Z. (2014). Understanding employee psychological contract and job satisfaction. *Global Journal of Business and Social Science Review*, 2(4), 112 – 118.
- Hussain, A. (2017). *Effect of breach of psychological contract on workplace deviant behaviour*. Accessed online on 01/07/2018, retrieved from: <http://ssrn.com/abstract=2208642>
- Islam, N. & Habib, W. (2018). The Relationship between psychological contract of telecom executives and the working environment: A case of Citycell and Teletalk companies in Bangladesh. *Sri Lankan Journal of Management*, 15(2,3&4), 115-127.
- IWG, S. (2017). Commitment and competency as an organisational citizenship behaviour predictor and its effect on the performance. *International Journal of Economics, Commerce and Management*, 3(1), 1-13.
- Kabanoff, B., Jimmieson, N. L., & Lewis M. J. (2000). Psychological contracts in Australia: A fair go or a not-so-happy transition? in Rousseau, D. M. & Schalk R. (Eds.) *Psychological contracts in employment: Cross cultural perspectives*. NY: Sage Beverly Hills
- Kasekende, F. Munene, J. C., Ntayi, J. M. & Ahiauzu, M. (2015). The interaction effect of social exchanges on the relationship between organisational climate and psychological contract. *Leadership & Organisation Development Journal*, 36(7), 833-848
- Katou, A. A. (2013). The link between HR practices, psychological contract fulfillment, and organisational performance in Greece: An economic crisis perspective. *Journal of Industrial Engineering and Management*, 33(3), 447-462.
- LePine, J., Erez, A. & Johnson, D. (2002). The nature and dimensionality of organisational citizenship behaviour: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
- Lia, J., Wong, K. A. & Kim, W. G. (2016). Effects of psychological contract breach on attitudes and performance: The moderating role of competitive climate. *International Journal of Hospitality Management*, 5(1), 1-10
- Liu, J., Cho, S. & Seo, W. (2018). Investigating the impact of psychological contract and perceived supervisor support in the hospitality industry in South Korea. *Asian Journal of Industrial Psychology*, 4(1), 16-28.
- Mithilesh, M. & ShriRam, P. (2014). A theoretical model on the determinants of workplace deviance among employees in the public service organisations of India. *International Journal of Business Behaviour*, 2(3), 1321-1337.
- Nadin, S. J. & Williams, C. C. (2012). Psychological contract violation beyond an employees' perspective: The perspective of employers. *Employee Relations Review*, 34(2), 110-125.
- Norman, M. S., Avey, J. B., Nimmicht, J. L. & Pigeon, N. G. (2010). The interactive effects of psychological capital and organisational identity on employee organisational citizenship and deviance behaviours. *Organisational Studies*, 17(4), 380 –391.
- O'Donohue, W., Sheehan, C., Hecker, R. & Holland, K. (2007). The psychological contract of knowledge workers. *Journal of Knowledge Management*, 11(2), 73-82.
- Oke, G. G., Okunola, P. O., Oni, A. A. & Adetoro, J. A. (2010). The relationship between Vice-Chancellors' leadership behaviour and the work behaviour of lecturers in Nigerian Universities: Implication for leadership training for Vice-Chancellors. *JHEA/RESA*, 8(1), 123-139.
- Omar, F., Halim, F. W., Zayed, A. Z., Farhadi, H, Nasir R. & Khairudin, R. (2016). Stress and job satisfaction as antecedents of workplace deviant behaviours. *Worlds Applied Sciences Journal*, 12(2), 46-51
- Organ, D. W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. (1997). *Behaviour in organisations*. (2nd Ed.). New Jersey: Pearson Education Inc.
- Oyeyemi, O. O. (2013). *The 21st century university administrator: Quest for cultural rebirth*. Keynote address to the proceedings of the In-house Training on Higher Education Administration. The changing role of registry in a new era, University of Ilorin, Ilorin, 2013.
- Oziengbe, S. A., & Obhiosa, O. B. (2014). An empirical investigation of the functionality of Nigeria's tertiary education system. *Journal of Research in National Development*, 12(1), 16-34.

- Piercy, N. F., Cravens, D. W., Lane, N. & Vorhies, D. W. (2006). Driving organisational citizenship behaviours and salesperson in-role behaviour performance: The role of management control & perceived organisational support. *Journal of the Academy of Marketing Science*, 34(2), 244-262.
- Rotundo, M., & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology*, 87(2), 66-80.
- Rousseau, D. M. & McLean, J. M. (1993). The contracts of individuals and organisations in Cummings L.L. & Staw B. M. (Eds) *Research in Organisational Behaviour*. Greenwich: JAI Press.
- Rousseau, D. M. & Tijoriwala, S. (1998). *Assessing psychological contracts: Issues, alternatives and measures*. *Journal of Organisational Behaviour*, 19(1), 679-695.
- Rousseau, D. M. (2001). Schema, promise and mutuality: the building blocks of the psychological contract. *Journal of Occupational and Organisational Psychology*, 74(1), 511 - 41.
- Rousseau, D. M. (2003). Extending the psychology of the psychological contract: A reply to putting psychology back into psychological contracts. *Journal of Management Inquiry*, 12(2), 229-238.
- Rurkkhum, S. & Bartlett, K. R. (2012). The relationship between employee engagement and organisational citizenship behaviour in Thailand. *Human Resource Development International*, 15(2), 157-174.
- Salau, O. P. (2017). *Work environments and retention outcomes of state Universities in Southern Nigeria*. Being a Ph.D Thesis, Department of Industrial Relations and Human Resource Management, Covenant University, Ogun, Nigeria.
- Schnake, M. E., & Dumler, M. P. (2003). Levels of measurement and analysis issues in organisational citizenship behaviour research. *Journal of Occupational and Organisational Psychology*, 76(2), 283-301.
- Sharma, N. & Garg, P. (2017). Psychological contract and psychological empowerment as employee engagement drivers in Indian IT sector. *Internl Journal of Applied Business and Economic Research*, 15(1), 279-287.
- Sturges, J., Conway, N., Guest, D., & Liefoghe, A. (2005). Managing the career deal: The psychological contract as a framework for understanding career management, organisational commitment and work behaviour. *Journal of Organisational Behaviour*, 26(7), 812-838.
- Tsai, Y., & Wu, S. W. (2010). The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. *Journal of Clinical Nursing*, 19(23), 3564-3574.
- Tsordia, C. & Papadimitriou, D. (2017). The role of theory of planned behaviour on entrepreneurial intention of Greek business student. *International Journal of Synergy and Research*, 4(1), 23-37.
- Ume, H., Ibne, H., Iqbal, M.S. & Naintara, T. (2018). Household behaviour in practicing mental budgeting based on the theory of planned behaviour. *Springer-Asian Journal of Ethics*, 4(28), 1-14.
- Yang, Q. W. (2018). The impact of ethical leadership on organisational citizenship behaviour: The moderating role of workplace ostracism. *Leadership & Organisation Development Journal*, 39(1), 100-113.
- Yang, W. & Chao, L. (2016). How psychological contract breach influences organisational identification and organisational citizenship behaviour: The mediating role of psychological capital. *American Journal of Industrial and Business Management*, 6(2), 922-930.
- Yoon, C. (2009). The effects of organisational citizenship behaviours on ERP system success. *Computers in Human Behaviour*, 25(2), 421-428.

Biography

ALIYU Mustapha Olanrewaju, a lecturer, Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Nigeria and Ph.D candidate, Department of Employment Relations and Human Resource Management, University of Lagos, Nigeria. He earned B.Sc. in Business Administration from Bayero University Kano, Nigeria and M.Sc. Business Administration from University of Ilorin, Nigeria. He has published journal and conference papers. His research interests include, industrial psychology, organizational and human behavior and human resource management