



A proposed model on the effect of psychological contract on employee job satisfaction in the Nigeria police force

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Abstract

This study presents a proposed model aimed at investigating the effect of psychological contract on employee job satisfaction in the Nigeria police force. The type of research is quantitative and primary source of data would be used in the data analysis. Based on review of past literatures, most of the studies carried out was conducted in western world and very few in African, and specifically in Nigeria. Reviewing the previous literature revealed mixed results concerning the relationship that exist amid the psychological employment contract and job satisfaction. The proposed method for analyzing this study would be multiple regression analysis through the use of SPSS version 24 with the aim of finding the affiliation that occur between psychological contract and job satisfaction of employees.

Keywords: Psychological Contract, Job satisfaction, Police Force.

Introduction

Employee job satisfaction is a critical concern, as it can significantly affect organizational effectiveness, employee well-being, and overall performance (Darmawan, 2024). Workers' insights of their organisational investment in them above short-term basis may yield positive behavioural and attitudinal results, which in turn, leads to performance associated results (Paré & Tremblay, 2007). It is on this note that findings revealed that this practice of investment, drawing from

theoretical reasoning is perceived as an approach of managing the most valued organisational employees (Armstrong, 2006; Mostafa, 2016).

Furthermore, employee job satisfaction is the state of pleasurable emotion ensuing from the insight of employees job as fulfilling, as well as allowing the fulfilment of employees virtues, so long as these virtues are harmonious with employee's needs; as such, all these factors forms an important determining factor of employee jobs

satisfaction (Bertham & Pervut, 2002; Louis et al., 2024). More so, employee job satisfaction plays a central role in several models and theories of individual behaviours and attitudes (Bashir & Gani, 2019). Employee's job satisfaction is prejudiced by several factors and every employee's job satisfaction is completely dissimilar from one another. Thus, some of the elements that effect behaviour and job satisfaction in the midst of employees in organization are the chance of promotions, working environment, increment of salaries, management and co-workers. It is on this note that Ogbaji, (2020) emphasized that job satisfaction tendencies can affect labour market performance and work productivity, because it is considered as a solid forecaster of employees intentions to quit a job or improve performance, as well as a paramount predictor for overall individual/employees wellbeing.

Analysing employee job satisfaction requires understanding the broader African context. Comparing experiences across African countries, such as Ghana, Guinea, and South Africa, reveals commonalities and distinctions in how organizational politics influence employee well-being. Several critical issues related to this study have been identified in Ghanaian organizations, significantly impacting employee job satisfaction. According to Takyi-Asiedu et al. (2019), promotion decisions are often swayed by personal connections and favouritism rather than merit-based criteria, resulting in less qualified individuals with political affiliations being promoted over more deserving candidates. This creates frustration and demotivation among other employees.

In any organization, performance is very significant to define the improvement of an organization in knowing if the organization is succeeding or deteriorating or targeting at accomplishing the organizational goals. It is a known fact that organizations may achieve high level of job performance if only knowledge of psychological contract leading to jobs satisfaction of their employees is put into attentions. Individual employees have great anticipation at the place of work from their employer, as always want to progress, as well as seek opportunities in realizing their respective abilities. But if organizations or place of work did not provide conducive environment for these abilities to flourish, or provides what was initially promised to employees, it automatically leads to frustration thus, employees tend to get dissatisfied due to poor psychological contract. This is because Employee's job performance is often pronounced as a function of their motivation, psychological fulfilment, mental ability as well as role of clarity. Nevertheless, generally, it has been established that psychological contract exert great impact on satisfaction of officers of the police force. However, the Nigerian Police Force is an essential organisation with precious functions nationwide which harbours competitive employees (Adindu, 2023), but its employees perform below expectation due to some factors which includes; lack of or poor productive and social amenities in the society, incongruous strategies of policing, inadequacy in gathering of intelligence, analysis, facilities, as well as organizational politics among others.

Problem Statement

All over the world, the problem of job satisfaction has affected the effective and efficient functioning of organizations. For example, In Ghanaian organizations, several key issues related to organizational politics have been identified, all of which have a significant impact on employee job satisfaction. According to Takyi-Asiedu et al (2019), promotion decisions are often swayed by personal connections and favoritism rather than merit-based criteria, resulting in instances where less qualified individuals with political affiliations are promoted over more deserving candidates. This creates frustration and demotivation among other employees.

Coming down to Guinea, the influence of organizational politics on employee's job satisfaction and motivation are salient in several key aspects. Soumah and Toure (2021) observed that decision-making processes within Guinean companies can be obscured by hidden political agendas and alliances, leading to employees feeling unheard and decisions being made for personal gain rather than the organization's benefit, thereby eroding job satisfaction and motivation. These issues collectively highlight the significant repercussions of organizational politics on employee well-being in Guinea's workplace. Booyse & Nkomo (2020) opined that employees from marginalized groups may feel excluded or discriminated against, impacting their overall job satisfaction.

However, after independence, the Nigeria Police Force faced challenges such as poor training, political interference and inadequate resources, as the aforementioned reasons has negative impact on the police officer self-esteem, resulting to the decay in motivational

attributes as well as increase in corruption (Danbaba, Tegbe & Ojo, 2025; Ramoni, 2018; Salami, 2016). This has greatly affected the officers psychological contract because they feel that their employer do not leave up to expectations and this led to decreased performance by officers of the Police Force in Nigeria. It is on this note that the study by Igun (2008) put forward extrinsic issues of salaries and promotions that weren't prioritized, thereby affecting officer's performance.

Also, Okuta et al. (2015) highpoint the multifaceted interchange of risk, prospects of career as well as internal hierarchies in the Nigeria police force, inducing police performance. Furthermore, lack of employee job satisfaction has repercussions for the NPF's organizational performance, potentially resulting in reduced productivity, increased absenteeism, and compromised obligation to the organizational goals and objectives, undermining overall performance and public trust. The present study consequently evaluate the effect of psychological contract on job satisfaction in the Nigeria Police Force.

Review of Literature

Psychological Contract

It is important to understand psychological contract and the implications of not fulfilling the contract. Cable (2008), maintained that the two main reasons why understanding the implication of not fulfilling psychological contract is of paramount importance is because organizations are properly placed to manage the expectations employees. He also stated that organizations will understand the

importance of implementing management practices that will mitigate the negative effect of not fulfilling psychological contract. According to Scaduto et al (2008), Employees that did not receive job satisfaction tend not perceive psychological maturity, and it will lead to frustration, decreased morale, boredom and fatigue, anger and unstable emotions, as well as performing activities that are contrary to the job schedule. Freese (2007), defined psychological contract as the employee's belief regarding their labour input and their anticipated remuneration from the employer or organisation. Categorically, psychological contract enlightened the condition and terms of employment contract agreement among the employees and their employers or administration considering the fact that it subsists in the mind-set of the employees. This is because it goes above written contractual terms, as it relates to the employee belief (Herriot et al., 1997).

As far as psychological contract is concerned, Rousseau (1990; 1995) emphasised that workers or employees are always ready to receive the official contract regarding their obligations with the management, and having it at the back of their mind that the employer will leave up to expectations by fulfilling the promises. It is on this note that Rousseau (1990), stated that psychological contract is describes an employee's feelings or views rather than proofs as it may occasionally be unfair. For instance, workers or employees always have it at the back of their mind that greater pay, constant promotion, as well as decent working atmosphere will lead to hard working, dedication and obedience accordingly (Zeeb, & Albonia, 2024;

Rousseau, 1990). Hence, it encompasses the notion that an individual employee has regarding his or her responsibilities and his anticipations from the employer in return accordingly. All these anticipations leads to an employee's insight of organizational insolence from the initial promise (Zhao, Wayne, et al., 2007; Robinson & Rousseau, 1994). All these assertions is in accordance with past studies on breach of the psychological contract which revealed that organizational promises, commitments and promises that are violated has negative influence on the employees' job satisfaction, actions and attitudes (Johnson & O'Leary-Kelly, 2003; Robinson & Rousseau, 1994; Conway, et al 2002; Bukhari, Saeed & Nisar, 2011). Also, the research by Delcampo, Rogers and Jacobson (2010) found that non fulfilment of psychological contract by the government or employer leads to perceived discrimination in the organization or workplace by employee.

Job Satisfaction

Generally, the concept of "Job satisfaction" is regarded as one of the utmost significant labour perception and has connection across several studies of breach of psychological contract (Mohamed et al., 2024; Zhao et al., 2007). It is on this note that Blomme, Van Rheede and Tromp (2009), emphasized that the concept of job satisfaction is well-thought-out to reflect an assessment of an employee's job situation. The main work behaviours of employee turnover intentions and job satisfaction have made known of a greater association to psychological contract breach as well as violation (Zhao et al., 2007; de Jong, Schalk, & De Cuyper, 2009).

Specifically, previous findings from twenty eight studies proposes and found a robust undesirable association amongst job satisfaction and psychological contract breach (Gazi, Masud, Kaium, Amin, Mahmud, Senathirajah, & Abdullah, 2025; Zhao et al., 2007). Employees always expects their employers to act in accordance to the initial psychological contract binding their employment contract, and when this is abide by strictly, it improves employees job satisfaction. This brings about employees job satisfaction as they will always want to put in their best to reciprocate the perceived king gestures from their employers, but reverse will be the case if psychological contract is breached.

Furthermore, it is a known fact that level of job satisfaction affects employee's performance because it determines the likelihood of an optimum impact on the organisation (Susanti et al., 2019; Gazi, Masud, Kaium, Amin, Mahmud, Senathirajah & Abdullah, 2025). Also, they maintained that employee job satisfaction refers to a positive feelings in a work or job, which emanates from the result of assessing several aspects of the job. They maintained that employee job satisfaction the behaviour of an employee to his or her duties in the organization. More so, Haerani et. al. (2020) reiterated that an additional facets of the locus subsequent to the employee's wishes and the adopted value system, the greater the level of satisfaction that they obtained accordingly. Bell & Sheridan (2020) maintained that job satisfaction is an influencing factor for improving the performance employee, and when this occurs, it will lead to overall improvement in organizational performance.

Empirical Review

Bahadır, et.al (2024), carried out a research on the association among psychological contract and employee job satisfaction. The paper used reciprocation theory and social exchange theory. The methodology used was adopted literature-based survey and primary source as collected data from a sample size of two hundred and sixteen (216) bank staffs in the Republic of Northern Cyprus, Turkish. The use of the partial least squares structural equation modelling (PLS-SEM) technique was utilized for analysing data. Findings of the research revealed the relational psychological contract has significant and positive effect on the employee job satisfaction.

Sandra et al (2018) conducted a research on the influence of psychological contract breach on employee job satisfaction in Serbia. A case study method was used in this research and for the purpose of testing hypothesis, linear regression and ANOVA test was used. The findings of the study indicates that breach of psychological contract shows negative influence on employee job satisfaction.

Chaubey & Bisht (2016), examined the analysis of psychological contract and the relationship it has on employee job satisfaction. This researcher used descriptive research design and the application of a convenient sampling was employed in the data collection as questionnaires were also distributed for gathering data. The respondents in the survey comprises of 156 employees who are engaged in the service organization. Upon the completion of the analysis, it was revealed that that employee job satisfaction is influenced by psychological

contract as suggestions were also made on way forward.

Lindsay et.al, (2006), investigated the effect of psychological contract on employee job satisfaction on a group of casual workers experiences. Quantitative research and qualitative data was explored and used as it found problems with the psychological contract leads to low employee job satisfaction. Though respondents believed that the relational dimension of contract remained frequently unfulfilled, while the transactional dimension of psychological contract was satisfied. Thus, it suggested that the management or employer should give more priority to the relational requirements of their overall employees in the organization.

Braganza, (2021), conducted a research on the influence of adoption of AI on psychological contracts, job engagement/satisfaction and trust of employee using 232 survey results of United Nations. An online survey questionnaire was used to collect data in this research as it was dispersed to persons in West London, UK, which has huge enterprises including Canon Inc., Sharp Corporation, Heathrow, GlaxoSmithKline, Marks and Spencer as well as many medium -and- small -sized employers. The study reveals that had a positive and significant effect on job satisfaction/ engagement as well as on trust.

Proposed methodology

Previous empirical researches have employed survey type of research design and the unit of analysis is the individual employees of concerned organization who answered the administered questionnaire accordingly. Questionnaires are utilised as an instrument

for the collection of data and it is on this note that the present study intend using questionnaire as well as survey design (Ogula, 2005). Additionally, Orodho (2003) defines a survey research design as a technique of gathering data by interviewing or giving out a questionnaire to a sample of respondents or individuals. The foremost nitty-gritty of survey research design is geared towards describing precise characteristics of a gigantic group of respondents/persons, objects, or organisations via questionnaires (Siedlecki, 2020; Jaeger, 1988). This method was chosen for its descriptive nature, which assists the researcher in gathering data from members of the sample so as to estimate the parameters of the population appropriately.

The questionnaire will be distributed to police officers in Kano state police command based on the sample size of the research. Therefore, Creswell (2014), maintained that a sample is a subgroup of the specific target population that the researcher intends to study for the purpose of making broader generalizations about that target population. The total number of police officers in Kano State is approximately 10,300. Based on Krejcie and Morgan's method, a sample size of 385 officers would be selected to represent this population. This method is well-regarded for its ability to provide a sample size that is sufficiently large to ensure statistical validity while being manageable in terms of data collection as well as analysis.

Conclusion

The present study proposed model that shows the association among psychological contract and employee job satisfaction in the Nigeria police force. Based on the review of previous

literatures, there have been different researches with divergent findings on the association among psychological contract and employee job satisfaction. Some of findings of the studies revealed positive, significant, weak, and insignificant or no relationship between the independent and dependent variables. More so, studies have been conducted on different sector but none in Nigeria police academy using the above variables. Additionally, greatest number of past studies on psychological employment contract are carried out in the western world, knowing fully well that the results of the findings cannot be generalised and it is on this note that this studies tend to conduct a research on the above subject matter with the objective of proffering solutions accordingly.

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