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**THE EFFECT OF PSYCHOLOGICAL CONTRACT,  
ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL  
SUPPORT ON PSYCHOLOGICAL CONTRACT BREACH:  
THE MEDIATING EFFECT OF TRUST**



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April 2019**

**THE EFFECT OF PSYCHOLOGICAL CONTRACT, ORGANIZATIONAL  
JUSTICE AND ORGANIZATIONAL SUPPORT ON PSYCHOLOGICAL  
CONTRACT BREACH: THE MEDIATING EFFECT OF TRUST**

**By**

**SHAKUR FARUK**



**Thesis Submitted to  
School of Business Management, Universiti Utara Malaysia  
In Fulfillment of the Requirement for the Degree of Doctor of Philosophy**

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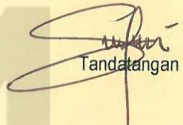
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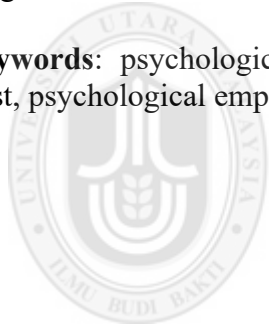
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## ABSTRACT

The purpose of this study is to examine the effect of psychological contract, organizational justice and organizational support on psychological employment contract breach in Nigeria public universities, with the mediating effect of trust. Stratified random sampling technique was used in data collection, with a sample size of 513. The retrieved data was analysed using statistical package of social science SPSS (version 24), and thus, executed factor analysis and multiple regression analysis in examining the significant effect between the study variables. Also, this study used both descriptive and inferential statistics in analysing data. This study revealed that, after factor analysis, the dimensions of independent variables namely; transactional contract, distributive justice and perceived organizational support have a significant effect on the dimensions of dependent variable which is unfulfilled promises and employees' frustration respectively. The multiple regression results found that trust partially mediated the effect between distributive justice and employees' frustration, trust also shows a partial mediation between perceived organizational support and employees' frustration. This study contributes to the literature on how trust serves as a mediating variable between psychological contract, organizational justice, perceived organizational support and psychological employment contract breach in Nigeria public universities. Lastly, study implications, limitations, conclusion as well as suggestion for future research were discussed.

**Keywords:** psychological contract, organizational justice, organizational support, trust, psychological employment contract breach

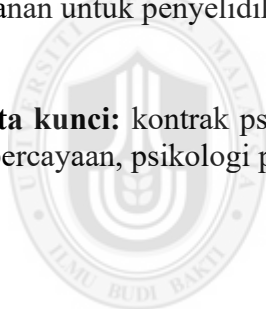


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## ABSTRAK

Kajian ini bertujuan untuk menyelidik kesan antara kontrak psikologi, keadilan organisasi, tanggapan sokongan organisasi terhadap psikologi pelanggaran kontrak pekerjaan di universiti awam di Nigeria, dengan kesan pemboleh ubah perantaraan iaitu kepercayaan. Teknik pensampelan rawak berstrata digunakan dalam pengumpulan data, dengan ukuran sampel sebanyak 513. Data yang diperolehi dianalisis dengan menggunakan pakej statistik sains sosial SPSS (versi 24), dan sehubungan itu, analisis faktor yang dilaksanakan dan analisis regresi berganda digunakan dalam mengkaji kesan signifikan antara pemboleh ubah kajian. Kajian ini turut menggunakan statistik deskriptif dan inferensi dalam menganalisis data. Kajian ini menunjukkan dimensi pemboleh ubah bebas iaitu kontrak psikologi transaksional, keadilan distributif dan tanggapan organisasi mempunyai kesan yang signifikan terhadap dimensi pemboleh ubah bersandar, iaitu janji yang tidak tercapai dan kekecewaan pekerja. Keputusan regresi berganda mendapati bahawa kepercayaan mempunyai kesan perantara separa untuk hubungan antara keadilan distributif dan kekecewaan pekerja. Kepercayaan juga menjadi pengantaraan separa di antara tanggapan sokongan organisasi dan kekecewaan pekerja. Kajian ini memberi sumbangan pengetahuan tentang bagaimana kepercayaan berfungsi sebagai perantara pemboleh ubah di antara kontrak psikologi, keadilan organisasi, tanggapan sokongan organisasi dan psikologi mungkir kontrak pekerjaan di universiti awam Nigeria. Akhir sekali, implikasi kajian, batasan, kesimpulan serta saranan untuk penyelidikan akan datang dibincangkan.

**Kata kunci:** kontrak psikologi, keadilan organisasi, tanggapan sokongan organisasi, kepercayaan, psikologi pelanggaran kontrak pekerjaan



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## LIST OF ABBREVIATIONS

AMOS	Analysis of Moment Structure
ANOVA	Analysis of Variance
ASUU	Academic Staff Union of Universities
CONUASS	Consolidated University Academic Salary Structure
DV	Dependent Variable
FGN	Federal Government of Nigeria
H	Hypothesis
IV	Independent Variable
MBA	Master of Business Administration
MV	Mediating Variable
MSA	Measure of Sampling Adequacy
NSIWC	National Salaries Incomes and Wages Commission
MTSS	Medium Term Sector Strategy
NIC	National Industrial Court
NLC	Nigeria Labour Congress
NARD	National Association of Resident Doctors
NUT	Nigerian Union of Teachers
OYAGSB	Othman Yeop Abdullah Graduate School of Business
PC	Psychological Contract
PCB	Psychological Contract Breach
PJC	Procedural Justice Climate
PLS	Partial Least Square
POS	Perceived Organizational Support
SEM	Structural Equation Modelling
S.M.Es	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TUC	Trade Union Council
U.K	United Kingdom
UNESCO	United Nations Educational Scientific and Cultural Organization
USA	United State of America
VIF	Variance Inflation Factor

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Globally, universities are considered as the citadel of academic excellence, knowledge, source of intellectualism and above all, the suitable environment for the grooming future leaders (Philip & Adeshola, 2013; Ike, 1999). They are established to function as avenue of advancement in science and technology, development of skills in various field, turning out qualitative graduated with sound entrepreneurial skills and tactical research and development for national development (Abdulkareem & Oyeniran, 2011). University education serves as means of producing individuals with academic excellence because intellectual, mental and professional life of any nation rely on sound higher education (Cricelli, Grimaldi & Llanes Dueñas, 2018; Vidrascu, 2016; Subair, 2014), while the national policy on education, stated that the objective of university education is centred around contributing to national development through inculcating proper value and community service; training and development, acquiring physical and intellectual skills, promoting and encouraging scholarship; strengthening and forging national development; ensuring proper interaction in both national and international environment.

According to Ipinyomi (2013), developing countries especially in Africa, putting their hope in educational system to campaign for its development. He stated that “education is the only area we think Nigeria can advance her course in the community of nations” because it enhances proper development of workforce and citizens in general. It is pertinent to note that one of the utmost factor to achieving the aims and objectives of

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Appendix



**SCHOOL OF BUSINESS MANAGEMENT  
UNIVERSITI UTARA MALAYSIA,  
06010 SINTOK, KEDAH MALAYSIA**

**Dear Esteem Respondents,**

Thank you for agreeing to participate in this research titled:

**The mediating effect of trust on the relationship between psychological contract, organizational justice and perceived organizational support on psychological employment contract breach in Nigeria public Universities**

I am a postgraduate student of Universiti Utara Malaysia, and currently carrying out a survey for my Ph.D. thesis with emphasis on lecturers in public Universities. This survey is part of the requirement for the award of Ph.D. as the information you provide will influence the accuracy and success of this research.

I am soliciting your kind assistance in completing the questionnaire as responses would be treated with utmost confidentiality and purely for academic purpose. If you have any questions regarding this research, you may address them to me through contact details below.

Thanking you for your cooperation.

**Yours Faithfully,**

**Shakur Faruk**

**Othman Yeop Abdullah Graduate School of Business**

**Universiti Utara Malaysia**

**Email: [Shakuraja01@yahoo.com](mailto:Shakuraja01@yahoo.com)**

**Phone No: +2348036275367**

**Section A:**  
**Lecturers Background Information**

Please Kindly, tick [ ✓ ] in the appropriate answer.

**1. Gender**

1. Male [   ]
2. Female [   ]

**2. Highest Educational Qualification**

1. Doctorate Degree [   ]
2. Master's Degree [   ]
3. First Degree [   ]

**3. Marital Status**

1. Married [   ]
2. Single [   ]

**5. Position**

1. Prof [   ]
2. Associate Prof [   ]
3. Senior Lecturer [   ]
4. Lecturer 1 [   ]
5. Lecturer 11 [   ]
6. Assistant Lecturer [   ]
7. Graduate Assistant [   ]

**6. Number of years in the institution**

1. Less than 3 years [   ]
2. 3 – 6 years [   ]
3. 7 – 9 years [   ]
4. 10 – 12 years [   ]
5. 13 years or more [   ]

### Section B

In this section, the following describes statements on psychological employment contract breach in your institution. Kindly read the following statements and tick the most appropriate that reflects your opinion on each statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

		1	2	3	4	5
PCB1	My employer have not kept almost all the promises made to me during recruitment					
PCB2	I perceived that my employer have not done a perfect job in fulfilling the promises made to me when I was employed					
PCB3	So far my employer has not done an excellent job in fulfilling its promises to me					
PCB4	I have not received everything promised to me in exchange for my contributions					
PCB5	My employer has broken many of its promises to me even though I've upheld my side of the deal					
PCB6	I feel a great deal of anger toward my employer					
PCB7	I felt betrayed by my employer					
PCB8	I feel that my employer has violated the collective agreement between us					
PCB9	I feel extremely frustrated by how I have been treated by my employer					

### Section C

In this section, the following describes statements on perceived organizational support in your institution. Kindly read the following statements and tick the most appropriate that reflects your opinion on each statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

		1	2	3	4	5
POS1	My employer attach value to my contribution of its well-being					
POS2	If my employer has the opportunity of hiring another employee to replace me at lesser salary, it would do so					
POS3	My employer fails to appreciate any extra effort from me					
POS4	My values and goals is highly considered by my employer					
POS5	My long absence from work as a result of illness would be understood by my employer					
POS6	Any complain from me would be ignored by my employer					
POS7	My best interests is not put into consideration by my employer when making decisions that affects me					
POS8	My employer is ready to help me whenever am into problem					
POS9	My employer greatly shows concern regarding my well-being					
POS10	My employer is willing to extend itself so as to assist me discharge my duty to the best of my ability					
POS11	My absence as a result of personal problems will not be understood by my employer					
POS12	I would be replaced if my employer found a better efficient way in executing my job					
POS13	My sincere mistake would be forgiven by my employer					
POS14	My employer would replace me because of little decrease in my performance					
POS15	My employer perceive that there is little to be benefited by retaining me for the rest of my job					

POS16	Little opportunity is provided by my employer for me to move up the ranks					
POS17	Even if I put in my possible best in the job, my employer would fail to notice it					
POS18	My employer would provide a reasonable appeal for a change in my working conditions					
POS19	My employer would prefer hiring new employer rather than taking me back if I were laid off					
POS20	My employer is willing to assist me when I need a special favour					
POS21	My overall satisfaction at work place is being cared for by my employer					
POS22	My employer would take advantage of me if given the opportunity					
POS23	My employer shows very little concern for me					
POS24	My employer would try in persuading me to stay if I intend quitting the job					
POS25	My employer cares about my opinions					
POS26	My employer perceives that employing me was certainly a mistake					
POS27	My employer takes pride in my accomplishments at work					
POS28	My employer is more concern about profit making than about me					
POS29	My employer would understand about my inability to accomplish a task on time					
POS30	My employer would consider the increment of my salary and allowances, if greater profit is realised					
POS31	My employer feels that anyone could perform my job as well as I do					
POS32	My employer is not concerned about paying me what I actually deserve					

POS33	My employer aspires to give me the best possible work for which I am suitable for					
POS34	If my job were eliminated, my employer would prefer to lay me off rather than transfer me to a new job					
POS35	My employer always tries its possible best in making my job more interesting					
POS36	My employer is proud of me being part of this institution					

### Section D

In this section, the following describes statements on perceived organizational justice in your institution. Kindly read the following statements and tick the most appropriate that reflects your opinion on each statement regarding how your institution have been just to you.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

		1	2	3	4	5
DJ1	The reward by your employer reflect the effort you put into the institution					
DJ2	You are rewarded appropriately in accordance to the work you have completed					
DJ3	Your reward reflects what you have contributed to the institution					
DJ4	You are receiving a justifiable reward based on your performance					
PJ1	You have been able to express Your feelings and concern regarding the procedures used for rewarding you by your employer					
PJ2	You have influence over the reward you received by those procedures					
PJ3	Your employer consistently applied these procedures					

PJ4	The procedures used are free of bias					
PJ5	The procedures being used by your employer are based on accurate information					
PJ6	You have been able to appeal for your reward through those procedures					
PJ7	The procedures upheld ethical and moral standards					
IJ1	Your employer/superior have been treating you politely					
IJ2	Your employer/superior have been treating you with dignity					
IJ3	Your employer have been treating you with respect					
IJ4	Your superior or employer refrained from improper comments or remarks					
INF1	Your employer/superior have been candid in communicating you always					
INF2	Your employer clearly explained the procedures to you					
INF3	Your employer/superior explanations regarding the procedures are reasonable					
INF4	Your employer/superior always communicate you on time					
INF5	Your superior seemed tailor his or her communication to individual specific need					

### Section E

In this section, the following describes statements on perceived psychological contract in your institution. Kindly read the following statements and tick the most appropriate that reflects your opinion on each statement.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5



		1	2	3	4	5
PCT1	I am doing job just for money					
PCT2	I prefer to work strictly according to working hours					
PCT3	I do not identify with the institutional goals					
PCT4	It is important not to get too involved in my present job					
PCT5	I expect to be paid for any excess workload I execute					
PCT6	I come to the office just to get job done					
PCT7	I intend to remain on this job for a long period of time					
PCT8	My long-time future does not lie with this institution					
PCT9	Specifically, my loyalty to the institution is based on contract alone					
PCT10	I only perform what is necessary to get my job done					
PCT11	I am satisfied the moment I reach the target of my job specification					
PCT12	I work strictly according to working hours set out by contract and no more					
PCT13	I prefer not to get too attached to my institution					
PCT14	I work to achieve the purely short-term goals of my job					
PCT15	My commitment to this institution is defined by my contract					
PCT16	My long –term future lies within my present institution					
PCT17	I will work for this institution indefinitely					
PCT18	My present job means more to me than just a means of paying bills					
PCT19	I don't mind to be dynamic and working at irregular hours for my institution if need be					
PCT20	I am highly involved in my institution					
PCR21	My present job is stepping stone in my career development					
PCR22	I hope to develop my skills through training with this institution					
PCR23	I hope to get promoted in this institution with length of service and effort to achieve goals					

PCR24	I hope to grow in this institution					
PCR25	To me working for this institution is like being a family member					
PCR26	I feel part of a team in this institution					
PCR27	I go out of my way for colleagues who I will call on at a later date to return the favour					
PCR28	My job means more to me than just a means of paying the bills					
PCR29	I feel this institution reciprocates the effort put in by its employees					
PCR30	My institution develops/rewards those of us that work hard and exert ourselves					
PCR31	I am motivated to contribute 100% to my present institution in return for future employment benefit					
PCR32	I have reasonable chance of promotion if I work hard					
PCR33	My career part in this institution is clearly mapped out					

### Section F

In this section, the following describes statements on how you trust in your employer in the institution. Kindly read the following statements and tick the most appropriate that reflects your opinion on each statement.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

		1	2	3	4	5
TR1	I am not sure I fully trust my employer					
TR2	My employer is very open and transparent with me					
TR3	I have the confidence that my employer has high level of integrity					

TR4	Generally, I have the perception that my employer has good intention and motives					
TR5	My employer is not always honest and truthful					
TR6	I don't think my employer treats me fairly					
TR7	I can expect my employer to treat me in a predictable and consistent fashion					

Thank you for your participation and your time in answering the survey. All response will be treated with the utmost confidence and for academic purpose only.

