



The Impact of Transactional Psychological Contract on the Output of Civil Servants in Enugu

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ABSTRACT

The study was to evaluate the effect of transactional psychological contract on output of civil servants in the states of South East geo-political zone of Nigeria. The specific objectives were to: examine the effect of employee responsibility for career development on productivity of the civil servants in states of South East geo-political zone of Nigeria, evaluate the effect of employer withdrawal from long-term employment contracts on the growth of civil servants in states of South East geo-political zone of Nigeria and determine the effect of employee change of jobs on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria. The area of study focused on 25 ministries of the public sector from South East, Nigeria. They also have high strength and operate on high ethical standards. The study covered period of (2009-2020). The study used the survey approach. The primary sources were personal interview and the administration of a questionnaire to the management and staff of the ministries. The population for the study was two hundred and thirty-five thousand, four hundred and forty staff (235,440) of the ministries. The study sample size, three hundred and eighty-four (385) respondents was chosen after applying the Freund and William's formula for the determination of adequate sample size. A total of three hundred and eighty-four (385) copies of the questionnaire were distributed to the respondents from which three hundred and forty-two (342) copies were returned while forty-two copies (42) were not returned. That gave 90 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.85 which was also good. Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria $Z(95, n = 342) = 5.498, p > 0.05$, Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria $Z(95, n = 342) = 5.172, p > 0.05$ and Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria $Z(95, n = 342) = 6.265, p > 0.05$. The study concluded that employee responsibility for career development, employer withdrawal from long-term employment contracts, and employee change of jobs has an effect on productivity, growth, and increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria. The study recommended that Long-term employment contracts should be encouraged to ensure openness to communication and participation in decision making.

Keywords: Transactional, Psychological contract, Growth, Employee responsibility, Career development, Employer withdraw, Employment contract

1. Introduction

The goal of every organization is to maximize productivity and output, be it in the private sector or in the public sector. The civil service is one of the bodies that the government uses in regulating and carrying out its administrative functions. The Collins Online Dictionary (2019) defines the civil service as government departments and all the people who work in them. In many countries, the departments concerned with military and legal affairs are not part of the Civil Service. Furthermore, civil servants refer to the individuals who work in these various government departments that constitute the civil service. Civil servants do not have any political allegiances to any particular government.

In attempts to increase the output level in any organization, most especially in the civil service, it is of utmost importance to keep a high level of motivation on the part of the workers. This is usually done through the transactional psychological contract. The psychological contract concept was introduced in contemporary research by organizational scholar Denise Rousseau. It represents the mutual beliefs, perceptions and informal obligations between an employer and an employee. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. It is distinguishable from the formal written contract of employment which, for the most part, only identifies mutual duties and responsibilities in a generalized form (Conway & Briner, 2005)

The various implicit expectations that employees and employers have of each other goes a long way in determining how effective they are at work. The transactional psychological contract in the civil service could come in the form of future training and development workshops from the government or a form of financial compensation. All these give more motivation to the civil servant and improves their productivity. Also, some expected levels of flexibility also go a long way in improving civil servants' output. Then again, another manifestation of the relationship between the transactional psychological contract and the output of civil servants is the known fact that in the civil service, the atmosphere of operation is not the same as obtainable in the private sector. For instance, in the banking sector, little mistakes are usually met by a sack letter. This is not usually the same with the civil service because job security is stronger in the civil service compared to the private service or sector.

Statement of the Problem

Every coin has two sides, the bad and the good side of it. In the Nigerian civil service, activities are usually met with a certain level of disdain and "I don't care" attitude. However, the ideal situation is one in which the government meets the growth and developmental needs of its workers. The civil services should provide the avenue for its workers to develop their career so as to enhance general organizational growth. Furthermore, the government as the employer of civil servants should not withdraw from long-term contracts to civil servants to improve their growth.

However, most times the ideal scenario is far from the reality. In the Nigerian civil service in the South Eastern part has provided no room for employee career development in the finances of the service. It is usually the responsibility of the civil servant to pursue promotions through career development programs such as furthering of educational level and various training programs. There is also a reluctance on the part of the employers to engage in long-term contract, rather leasing out the jobs to various independent agencies to carry out. Then there is also the problem of change of jobs on the part of civil servants. Various civil servants when they feel that their respective jobs does not grant them much freedom, often submit applications to swap jobs within the organization. Some servants neglect their jobs altogether since they are working for the government. These are some of the problems that could arise in the civil service as a result of the given transactional psychological contract.

Furthermore, every problem has an accompanying consequence that results if it is not duly solved. In the civil service, if the problem of career development of civil servants is not solved by the government making provisions for such for every civil servant, it could hamper the level of productivity of the civil servants. This is because not every civil servant may have the opportunity to seek further career developments. The government should also create a conducive room for the civil servants of all cadres to work in order to reduce instances of change of jobs in the civil service. Failure to do this may result to increase in economic activities of civil servants. This could cause neglect of their duties. It is in this light that this study aims to evaluate the effect of the transactional psychological contract on the output of civil servants in states in South Eastern part of Nigeria.

Objectives of the Study

The main objective of the study was to evaluate the effect of transactional psychological contract on output of civil servants in the states of South East geo-political zone of Nigeria. The specific objectives were to;

1. Examine the effect of employee responsibility for career development on productivity of the civil servants in states of South East geo-political zone of Nigeria.
2. Evaluate the effect of employer withdrawal from long-term employment contracts on the growth of civil servants in states of South East geo-political zone of Nigeria.
3. Determine the effect of employee change of jobs on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria.

Research Questions

The following research questions guided the study;

1. What is the effect of employee responsibility for career development on productivity of the civil servants in states of South East geo-political zone of Nigeria?
2. What is the effect of employee withdrawal from long-term employment contracts on the growth of civil servants in states of South East geo-political zone of Nigeria?
3. What effect of employee change of jobs on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria?

Statement of Hypotheses

The following alternate hypotheses guided the study;

1. Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria.
2. Employee withdrawal from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria
3. Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria

Significance of the Study

The outcomes of the study would be of great significance to the public administrators. Also, the study would be beneficial to public administration as a field of study, government ministries and agencies, managers/employers of labour and employees in general. The findings would also benefit the government ministries and agencies since it would lead to policy statements towards improving the performances in civil service as well as proffering solution to the factors militating against its growth in terms of productivity. The study would also guide the ministries and agencies of government on how to maintain good psychological contracts when the need arises.

2. Review of Related Literature

Conceptual Framework

Psychological Contract

The world of work is a very complex one. This may be, due to the connectedness of employees and employers in a web called psychological contract. Organizational psychologist, Argyris first used the term "psychological work contract" (Argyris, 1960). The concept is mainly to express that there is still an unstated common expectation which we all know in enterprise relationship between employees and enterprises in addition to terms involved in formal

labour contract, which affects employee's work attitude and work behaviour. After that, Levinson, Price, Munden and Solley investigated an administrative institution, and stated that psychological contract is an intangible contract between employees and organization, which represents expectations of employees and enterprises.

Most research publications refer to the psychological contract as a mental model, or schema, which people use to interpret their world and generate appropriate behaviours (Rousseau, 1995). Simply stated, schemas develop through experience and they provide a basis for the interpretation of information, events, and actions (Gioia & Sims, 1978). Psychological contract is categorized into transactional, transitional, relational and balanced contracts, which differ in terms of strength as well as a generality. The transitional psychological contract is a short-lived period of the relationship between employer and employee without commitment about service in the future. In contrast, the relational psychological contract is an outcome of durable employment obligation supported by loyalty and reciprocal trust (Rousseau, 1989). The balanced psychological contract includes both relational psychological contract as well as a transactional psychological contract (Rousseau, 2000). In order to form a certain type of deal with psychological contract, the contents are significant to direct high or low positive outcomes such as job performance and job satisfaction (Conway & Briner, 2011).

Output

Output, according to Business Dictionary (2019) refers to the amount of energy, work, goods, or services produced by a machine, factory, company, or an individual in a period. It could also be referred to as the desired result from a project or contractor. The concept of an output is less straightforward in the case of services than in the case of physical goods. This is of particular relevance to the public sector because most publicly produced outputs are services rather than goods. In the case of services, there is no physical object which constitutes the output. The service provider acts directly upon a client or subject, with the objective of bringing about a change in that client/subject. This gives the client/subject a direct involvement in the production process which does not exist for goods. These distinctive characteristics of services have led to perennial difficulties in distinguishing outputs from outcomes, and outputs from activities (Robinson, 2003). Typically, outputs are in contemporary defined as "the products and services produced by a program or activity" (World Bank 1998).

Civil Servants

A civil servant or public servant is a person so employed in the public sector employed for a government department or agency. Civil (or public) servants work for government departments, and answer to the government, not a political party (OECD, 2005). The extent of civil servants of a state as part of the "civil service" varies from country to country. In the United Kingdom, for instance, only Crown (national government) employees are referred to as civil servants whereas country or city employees are not.

An international civil servant or international staff member is a civilian employee who is employed by an intergovernmental organization. These international civil servants do not resort under any national legislation (from which they have immunity of jurisdiction) but are governed by internal staff regulations. All disputes related to international civil service are brought before special tribunals created by these international organizations such as, for instance, the Administrative Tribunal of the ILO.

Employee Responsibility for Career Development

An individual focus upon the development of his career throughout his life, it is considered to be the management of progression in learning and work. The quality of one's career, one's learning and work determines the quality of one's life; through one's career, it is known what kind of a person an individual will become, the sense of purpose they have, their attitudes, beliefs, norms and values and the source of income.

Career development entails the management of a person's growth and progress in his or her career. Braer, Flexer, Luft, and Simmons (2008) contend that an individual's career development is a lifetime process that encompasses the growth and change process of childhood, the formal career education at school, and the maturational processes that continue throughout a person's working adulthood and into retirement. Schreuder and Coetzee (2006) are of the view that a career consists of different stages and the individual is faced with different issues during each of these stages. It will therefore be accurate to assume that different individuals have different issues that confront

them as they move on in their work lives and it may be possible for this to generate different views about career development and progression in different individuals.

Productivity in the Civil Service

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance (Krugman, 1992). Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input. It is a measure of total efficiency of a production process and as such the objective to be maximized in production process (Yadav and Marwah, 2015). The civil service, like any other organization aims at maximizing their productivity. All forms of increase in productivity in the civil service are usually made possible through efficient and effective utilization of resources.

Civil Service Growth

Civil service refers to the body of government officials who are employed in civil occupations that are neither political nor judicial. In most countries, the term refers to employees selected and promoted on the basis of a merit and seniority system, which may include examinations (Edward, Champman & Bridges, 2019). The Merriam-Webster Dictionary (2016) defines civil service as the administrative service of a government or international agency exclusive of the armed forces especially one in which appointments are determined by competitive examination.

Furthermore, The Oxford Advanced Dictionary defines growth as the act or process, or a manner of growing; development; gradual increase or the development from a simpler to a complex stage. Therefore, going by the definitions advanced above, and based on the context of this paper, it, therefore, shows that civil service growth refers to the gradual increase in the size and structure of the civil service.

Economic Activity

Economic activity is the activity of making, providing, purchasing or selling goods or services. Any action that involves producing, distributing, or consuming products or services is an economic activity. Economic activities exist at all levels within a society. Additionally, any activities involving money or the exchange of products or services are economic activities.

Employees working in a factory and receiving wages, for example, are performing economic activities. Their employers are also economically active because they pay the workers and make and sell goods. The term contrasts with non-economic activities. When somebody goes to a temple to pray or meditate, for example, they are performing a non-economic activity. So is helping a friend study if you receive no money for that help.

Employee Change of Jobs

In the civil service, change of job could come in a horizontal manner or in a vertical manner. A horizontal manner refers to a situation where an employee is transferred to another department of the civil service, maybe from the ministry of works to the ministry of sports, still on the same grade level. However, a vertical change of job or vertical mobility is when individual moves on the ladder of organizational command, say from a clerk to a secretary, still within the same organization (DiPrete, 2015). In the Nigerian civil service, it is not uncommon for employees to move or get transferred from one job to the other within the same department or in a new one, hence the concept of job mobility within the civil service.

Theoretical Framework

Expectancy Theory

Vroom (1964) drew a correlation between employees' emotions and outcomes, suggesting that a desire for the outcome will drive an employee's motivation to work toward a goal (Getz & Page, 2016). Vroom's valence-instrumentality-expectancy model (VIE) measured how outcomes were viewed on their own and in conjunction with

other outcomes, along with correlations between efforts and outcomes. Actions are deemed to be triggered by “valence (anticipated satisfaction), instrumentality (the belief that performance will lead to rewards), and expectancy” (Locke & Latham, 2002).

Widely studied, VIE has generated many conflicting interpretations since its formation and the model was deemed to have greater legitimacy in its individual components than in the entire model (Van Eerde & Thierry, 1996). Understanding the dynamics of employee motivation will continue to be paramount for companies, with managers valuing the relationship between motivation and obligations and recognizing the importance of employee motivation for remaining at the forefront of competition (Heshmati & Jed, 2015).

Social Exchange Theory (SET)

Homans (1958), Blau (1964), and Emerson (1976) were the ground-breaking early researchers in SET and shared a widely accepted and still evolving framework that summarized relational behaviours (Chadwick-Jones, 1976). The social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchange between parties. It holds that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison alternatives (Social Exchange theory, 2016).

This theory believes that every interaction or relationship between parties, must involve a norm of reciprocity where one party is expected to play its role for the benefit of other parties and vice versa. And failure of one party to fulfil its obligation may lead to disappointment, mistrust, conflict and violation of expectations or contract which will make one party to respond unfavourably or adjust its behaviour or contributions. Social exchange theory holds that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. And that the relationship evolves over time into trusting, loyal and mutual commitments as long as the parties abide by certain rules of exchange (Ugwu & Ogwuche, 2013). This means that even though obligations make up a relationship of exchange, the norm of reciprocity is the main mechanism that binds parties to some sets of reciprocal obligations (Cheung & Chiu, 2001). An imbalance always emerges between the contributions of two parties if one party does not reciprocate (Bakewell, 2012).

Blau viewed social exchange as the reward activity related to others’ reactions. Implied was a “two-sided, mutually contingent, and mutually rewarding process involving ‘transactions’ or simply ‘exchange’” (Emerson, 1976). Social exchange involves the idea that reciprocal favours are done with an assumption that later returns will occur (Aryee, Budhwar, & Chen, 2002). Specificity relative to the return may not be articulated, because social exchange rests on a more discretionary expectation. The motivation for the exchange is also paramount, and the actors must view the exchange as charitable rather than based on self-interest (Karagonlar, Eisenberger & Aselage, 2016).

The Social Exchange theory is based on certain assumptions. This includes the assumptions based on human nature (individuals) and assumptions based on exchange relationships. Assumptions based on human nature (individuals) are:

1. Individual seeks to gain rewards and avoid punishment.
2. Individuals are rational being that seeks to minimize cost and maximize profits while interacting with others. And this guides their behaviours through their expectations for rewards and costs.
3. The standards that individuals (human) use to evaluate rewards and costs differ from person to person and can vary over time (West & Turner, 2007 as cited in Social Exchange Theory, 2016).

In applying this theory to this study, it indicated that the presence of lack of commitment, low motivation, job dissatisfaction, counter-productive/ negative work behaviour of Nigerian Civil Servants can be associated with the failure of the management/ government to play their role towards fulfilling the expectations of Nigeria workers. And this non-fulfilment of expectations has generated a lot of conflict between the labour and government/ management. The relevance of this theory is to enable us explain the consequences of violation of psychological contract of workers and the relevance for fulfilment of psychological contract in Nigerian Civil Service.

Kotter (1973) Model of Psychological Contract

Kotter (1973) modelled the psychological contract as comprising matches and mismatches between four sets of expectations – what the individual and the organisation each expected to give and receive from each other. Kotter's (1973) model reflected a view of the psychological contract as a dyadic exchange relationship between employee and employer, in which each party understood their own expectations and that understanding was shared by the other party. The greater the degree to which the individual and the organisation had clearly thought out their own expectations, and the greater the degree to which each understood the other's expectations, were fundamental to the matching process on which a mutually beneficial psychological contract was based. Kotter's (1973) approach to the psychological contract recognised that it may have 'literally thousands of items which could be either material or non-material in nature, ranging from salary to a sense of meaning and purpose in the job.

Essentially, the early theorists saw the psychological contract as an outcome of a process of interaction that reflected interdependence between two identifiable parties in an exchange relationship, an interdependence that could only be fully understood by examining the dialectical nature of the beliefs of both parties (Taylor & Tekleab, 2004). A particular point of interest relevant to this study is the recognition that inducements for the individual to contribute could include not only personal material gain, but also non-material benefits such as rewarding experiences arising from an individual's desire to further humanitarian ideals or spiritual values (Barnard, 1938; Blau, 1964; Kotter, 1973; Schein, 1965).

Empirical Review

Bonilla (2018) study, evaluated perceptions of a healthcare system's employees to discern whether the impact of employees' psychological contract fulfilment affects business outcomes. Using social exchange theory and evaluating employees' attitudes toward their employer based on the tenets of psychological contract theory, the data analysis was completed using linear regression and a hierarchical multiple linear regression. The study showed that employees claiming PCF impacted employee engagement, and those with the strongest fulfilment tended to have the highest level of engagement (in terms of performance). Engaged, fulfilled employees were less inclined to claim turnover intention. The study provided industry insight into employee perceptions about their employer relationship, and related business outcomes during a time of intense competition for talent, rising compensation and benefits costs for employers, and the need to meet the insatiable expectations of today's disloyal workforce.

Che, Tsui, Chen, Lee and Chen (2018) empirically examined the relationship between job satisfaction and job performance of employees through the mediating effect of psychological contract and organizational commitment in the context of hospitality. Specifically, the study applied regression and Sobel test technique to identify these effects. The results of the analysis confirmed the relationships between our proposed variables. This result suggests that job satisfaction is a key factor in our explanatory model of job performance, in which job satisfaction generates positive effect and passes it onto job performance directly and indirectly. Psychological contract and organizational commitment are important mediators in the relationships between job performance and job satisfaction.

Oyelakin and Agu (2017) on their side examined the effect of workplace spirituality (meaningful work, inner life and community) on employee turnover intention in Nigeria banks mediated by relational psychological contract. Data were collected from a sample of 357 employees in 21 Deposit Money Banks located in Kaduna State. Structural Equation Model was used to explore the effect. Findings revealed that meaningful work has positive, significant effect on employee turnover intention while inner life and community were found to have insignificant effect on employee turnover intention. Relational psychological contract was found to have fully mediating effect between workplace spirituality (inner life, meaningful work and community) and employee turnover intention. The most explanatory variable of the study is the relationship that exists between meaningful work and relational psychological contract.

Furthermore, Hussain, Gul, Usman and Islam (2016) in their own study examined the effects of breach of psychological contract on task performance, workplace deviance in higher educational institutions of Khyber Pakhtunkhwa, Pakistan. A conceptual framework has been developed based on previous findings examining the effect of breach of psychology contract on interpersonal and workplace deviance and ultimately on task performance. Survey data was collected from 225 Faculty members of private sector Universities in Khyber

Pakhtunkhwa. It was found that there was a negative relationship between psychological contract breach and task performance. Further, organizational deviance has partially and interpersonal deviance has fully mediated the relationship between psychological contract breach and task performance. Findings, as usual have supported our expectations, but more so for interpersonal deviance and less so for organizational deviance. The present study was unique in many ways. On the basis of empirical analysis, the study suggested that breach of psychological contract leads to low task performance.

Also, Chaubey and Bist (2016) in their study, maintained that in the present economic environment, managing the psychological contract has become very important and is considered as the company's most valuable resource. The psychological contract includes solid agreements between company and its employees, beyond the written contract, specifying their contributions, expectations, beliefs, promises, and obligations between both parties. The purpose of their study was to examine the relationship between the psychological contract and job satisfaction. The descriptive research design is used for the present work. A convenient sampling has been used to collect the data. The participants in the survey are 156 employees engaged in service organization. The tool used for job satisfaction and psychological contract are two self-formulated questionnaires. After the analysis, we conclude that job satisfaction is affected by psychological contract.

In the study of Umar and Ringim (2015) they examined the relationship between psychological contract factors operationalized in terms of transactional, rational and balance psychological contracts and employee turnover intention in private sector organization in Nigeria. A structured questionnaire adapted and validated for this study was used to ascertain the responses of the respondents. A survey and cross-sectional research design were used and self-administered questionnaire with help of research assistant were used to collect the data from 280 samples. The analysis was conducted using SPSS, the major findings of the study indicated that transactional psychological contract has a strong positive significant relationship with turnover intention of employee in private organization in Nigeria. Also, the relational and balance psychological contracts dimensions were significantly related to turnover intention to leave a private organization.

Also, Manxhari (2015) in his study identified the connection between 'breaches' of the psychological contract and employment relations as reflected in three dependent variables: organizational commitment, work satisfaction and the propensity of the employee to leave. For that purpose, a study was conducted of 145 employees in the Albanian banking sector, with particular emphasis given to banks in Tirana. The distributed questionnaire considers two types of the psychological contract – transactional and relational. The study attempted to identify breaches in the psychological contracts that affecting employees' attitude and behaviour. Demographic indicators such as age, educational level, and study background and work position are key factors influencing perception of breaches of psychological contracts. Age and study background are positively related to organization commitment and work satisfaction, while educational level indicates a negative relation. Organizational commitment has a positive relation to work satisfaction and negative relation toward "intention to leave". Increases in satisfaction are associated with a lower aim of leaving. Breach of the transactional contract reflects a very high-level propensity (0.722) to resign. Finally, results showed that the relational contract provides an organizational commitment around 4 times higher than transactional contract.

Nevertheless, Moore (2014) study empirically examined the relationship between psychological contract fulfillment and employee engagement. The study used archived secondary data of a major U.S. retail chain where the employees rated themselves on various items including psychological contract fulfillment items and employee engagement items. Two hypotheses were developed and tested while controlling for employee tenure, supervisory status and gender. Hierarchical regression was used to determine the extent of the relationship between psychological contract fulfillments in predicting employee engagement and to assess whether millennial generational affiliation moderated the relationship. The results suggest that psychological contract fulfillment does relate to employee engagement and can predict 4.9% of the variances in employees' engagement. Results also suggested that, millennial generational affiliation, when compared with other generational cohorts, does not in a statistically significant amount, moderate the relationship between psychological contract fulfillment and employee engagement in order words performance.

3. Methodology

The study based on the effect of transactional psychological contracts on output of civil servants in states of the south east geo-political zone of Nigeria. The area of study focused on 25 ministries of the public sector from South East, Nigeria. They also have high strength and operate on high ethical standards. They study covered period of (2009-2019). The study used the survey approach. The primary sources were personal interview and the administration of questionnaire to the management and staff of the ministries. The population for the study was two hundred and thirty-five thousand, four hundred and forty staff (235,440) of the ministries. The study sample size, three hundred and eighty-four (385) respondents was chosen after applying the Freund and William's formula for the determination of adequate sample size. A total of three hundred and eighty-four (385) copies of the questionnaire were distributed to the respondents from which three hundred and forty-two (342) copies were returned while forty-two copies (42) were not returned. That gave 90 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.85 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-statistic tool with the aid of Statistical Package for Social Science (SPSS) version 20.

4. Data Presentation Analysis

Likert Scale Analyses

Research Question One

What is the effect of employee responsibility for career development on productivity of the civil servants in states of South East geo-political zone of Nigeria?

Table 4.1: Responses to Research Question One

		5 VGE	4 GE	3 NE	2 LE	1 VLE	ΣFX	- X	SD	Decision
1	The employee mind sets are divided and lose of concentration on the job.	770 154 45.0	416 104 30.4	162 54 15.8	12 6 1.8	24 24 7.0	1384 342 100%	4.05	1.145	Agree
2	The job suffers serious commitment on the employee who spent time training his /herself.	560 112 32.7	696 174 50.9	150 50 14.6	4 2 .6	4 4 1.2	1414 342 100%	4.13	.765	Agree
3	The absence of the employee while on training hampers the organisational activities	900 180 52.6	280 70 20.5	234 78 22.8	20 10 2.9	4 4 1.2	1438 342 100%	4.20	.968	Agree
4	The employees like to meet their needs and belong to a group that appreciates their members.	550 110 32.2	696 174 50.9	90 30 8.8	32 16 4.7	12 12 3.5	1380 342 100%	4.04	.956	Agree
5	There is room for goal-setting and feedback in assessment system	330 66 19.3	784 196 57.3	162 54 15.8	20 10 2.9	16 16 4.7	1312 342 100%	3.84	.930	Agree
	Total grand mean and standard deviation							4.052	0.953	

Source: Field Survey, 2020

From table 4.1, it was agreed that the employee mind sets are divided and lose of concentration on the job with mean score of 4.05 and standard deviation of 1.145. The job suffers serious commitment on the employee who spent

time training his /herself with mean score of 4.13 and standard deviation of .765. The absence of the employee while on training hampers the organizational activities with mean score of 4.20 and standard deviation of .968. The employees like to meet their needs and belong to a group that appreciates their members with mean score of 4.04 and standard deviation of .956. There is room for goal-setting and feedback in assessment system with a mean score of 3.84 and standard deviation of .930.

Research Question Two

What is the effect of employer withdrawn from long-term employment contracts on the growth of civil servants in the states of South East geo-political zone of Nigeria?

Table 4.2: Responses to Research Question Two

		5 VGE	4 GE	3 NE	2 LE	1 VLE	ΣFX	- X	SD	Decision
1	Withdraw from long-term employment contracts by the employer affects participation in decision making.	770 154 45.0	416 104 30.4	162 54 15.8	12 6 1.8	24 24 7.0	1384 342 100%	4.05	1.145	Agree
2	There is no openness to communication in the civil service	770 154 45.0	416 104 30.4	162 54 15.8	12 6 1.8	24 24 7.0	1384 342 100%	4.05	1.145	Agree
3	Employee loyalty in return is likely less found.	560 112 32.8	696 174 50.9	150 50 14.6	4 2 .6	4 4 1.2	1414 342 100%	4.13	.765	Agree
4	There is less realization of everyday jobs in line with the stated procedure and timeline of the organisation.	900 180 52.6	280 70 20.5	234 78 22.8	20 10 2.9	4 4 1.2	1438 342 100%	4.20	.968	Agree
5	The expected revenue generation is realised.	550 110 32.2	696 174 50.9	90 30 8.8	32 16 4.7	12 12 3.5	1380 342 100%	4.04	.956	Agree
	Total grand mean and standard deviation							4.096	0.996	

Source: Field Survey, 2020

From table 4.2, it was agreed that Withdraw from long-term employment contracts by the employer affects with mean score of 4.05 and standard deviation of 1.145. There is no openness to communication in the civil service with mean score of 4.05 and standard deviation of 1.145. Employee loyalty in return is likely less found with mean score of 4.13 and standard deviation of .765. There is less realization of everyday jobs in line with the stated procedure and timeline of the organisation mean score of 4.20 and standard deviation of .968. The expected revenue generation is realised with a mean score of 4.04 and standard deviation of .956.

Research Question Three

What is the effect of employee change of jobs on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria?

Table 4.3: Responses to Research Question Three

		5 VGE	4 GE	3 NE	2 LE	1 VLE	ΣFX	- X	SD	Decision
1	The employee change of jobs hampers work standard	390 78 22.8	848 212 62.0	126 42 12.3	12 6 1.8	4 4 1.2	1380 342 100%	4.04	.726	Agree

2	The quality of work output is reduced	320 64 18.7	896 224 66.5	120 40 11.7	24 12 3.5	2 2 .6	1362 342 100%	3.98	.706	Agree
3	The interpersonal behaviour or actions that benefit the civil service are met.	240 48 14.0	904 226 66.1	102 34 9.9	64 32 9.4	2 2 .6	1312 342 100%	3.84	.801	Agree
4	Helping and teaming with others are observed in the civil service	330 66 19.3	824 206 60.2	114 38 11.1	60 30 8.8	2 2 .6	1330 336 100%	3.89	.835	Agree
5	Working with extra effort to achieve the goal of the organisation is realized.	530 106 31.0	640 160 46.8	150 50 14.6	36 18 5.3	8 8 2.3	1364 342 100%	3.99	.938	Agree
Total grand mean and standard deviation								3.948	0.801	

Source: Field Survey, 2020

From table 4.3, it was agreed that The employee change of jobs hampers work standard with mean score of 4.04 and standard deviation of .726. The quality of work output is reduced with mean score of 3.98 and standard deviation of .706. The interpersonal behaviour or actions that benefit the civil service are met with mean score of 3.84 and standard deviation of .801. Helping and teaming with others are observed in the civil service mean score of 3.89 and standard deviation of .835. Working with extra effort to achieve the goal of the organisation is realized with a mean score of 3.99 and standard deviation of .938.

Test of Hypotheses

Hypotheses 1, 2 and 3 were tested with Z- test statistic tool using Statistical Package for Social Sciences (SPSS, version 20). The details and results are shown as follows:

Hypothesis One: Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria.

Table 4.4: Descriptive statistics on Hypothesis One

N	Mean	Std. Deviation	Minimum	Maximum
342	4.052	.953	1	5

Table 4.5: Z – test on Hypothesis One

		Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria
N		342
Normal Parameters	Mean	4.052
	Std Deviation	.953
Most Extreme	Absolute	.298
Most Extreme	Positive	.216
Differences	Negative	-.298
Kolmogorov-Smirnon Z		5.498
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternate hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 5.498 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table was normally distributed. This affirms that the assertion of the most of the respondents that Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 5.498 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternate hypothesis was accepted which stated that Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria.

Test of the Hypothesis Two: Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria.

Table 4.6: Descriptive statistic on Hypothesis Two

N	Mean	Std. Deviation	Minimum	Maximum
342	4.094	.996	1	5

Table 4.7: Z – test on Hypothesis Two

		Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria.
N		342
Normal Parameters	Mean	4.094
	Std Deviation	.996
Most Extreme	Absolute	.280
Most Extreme	Positive	.209
Differences	Negative	-.280
Kolmogorov-Smirnon Z		5.172
Asymp. Sig.(2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternate hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 5.172 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table was normally distributed. This affirms that the assertion of the most of the respondents that Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 5.172 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which stated that Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of Nigeria.

Test of the Hypothesis Three: Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria.

Table 4.8: Descriptive statistic on Hypothesis Three

N	Mean	Std. Deviation	Minimum	Maximum
342	3.948	.801	1	5

Table 4.9: Z – test on Hypothesis Three

		Employee change of jobs has positive effect on increase in economic activity of the civil servants in Enugu State
N		342
Normal Parameters	Mean	3.948
	Std Deviation	.801
Most Extreme	Absolute	.339
Most Extreme	Positive	.262
Differences	Negative	-.339
Kolmogorov-Smirnon Z		6.265
Asymp. Sig.(2-tailed)		.000

- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternate hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 6.265 and on Asymp. Significance of 0.000, the responses from the respondents as displayed in the table was normally distributed. This affirms that the assertion of the most of the respondents that Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 6.265 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which stated that Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria.

Discussion of Findings

From the result of hypothesis one, the calculated Z- value of 5.498 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which states that Employee responsibility for career development has positive effect on productivity of the civil servants in states of South East geo-political zone of Nigeria. In support of the above result in the literature review, Umar and Ringim (2015) indicated that transactional psychological contract has a strong positive significant relationship with turnover intention of employee in private organization in Nigeria. From the result of hypothesis two, the calculated Z- value of 5.172 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that Employer withdraw from long-term employment contracts has positive effect on the growth of civil servants in states of South East geo-political zone of

Nigeria. In support of the above result in the literature review, Moore (2014) suggest that psychological contract fulfillment does relate to employee engagement and can predict 4.9% of the variances in employees' engagement. From the result of hypothesis three, the calculated Z- value of 6.265 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis was rejected. Thus, the alternative hypothesis was accepted which states that Employee change of jobs has positive effect on increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria. In support of the above result in the literature review, Che, Tsui, Chen, Lee and Chen (2018), state that Psychological contract and organizational commitment are important mediators in the relationships between job performance and job satisfaction.

5. Conclusions

The study concluded that employee responsibility for career development, employer withdrawal from long-term employment contracts, and employee change of jobs has an effect on productivity, growth, and increase in economic activity of the civil servants in states of South East geo-political zone of Nigeria. The transactional psychological contract in the civil service could come in the form of future training and development workshops from the government or a form of financial compensation. Psychological contract is categorized into transactional, transitional, relational and balanced contracts, which differ in terms of strength as well as generality. An international civil servant or international staff member is a civilian employee who is employed by an intergovernmental organization. These international civil servants do not resort under any national legislation (from which they have immunity of jurisdiction) but are governed by internal staff regulations.

6. Recommendations

Based on the findings, the following recommendations are proffered:

1. Long-term employment contracts should be encouraged to ensure openness to communication and participation in decision making
2. Employee change of job should be controlled to maintain work standard and output.
3. There should be a periodic assessment system to assess employees' responsibility for career development and concentrations on their job.

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