

Psychological Contract Fulfilment and Organizational Citizenship Behaviour of Public Universities in Rivers State, Nigeria.

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Abstract: This study critically examined the relationship between psychological contract fulfilment and organizational citizenship behaviour of public universities in Rivers state, Nigeria. The study adopted a cross-sectional survey - quasi experimental design. A total Population of 2454 employees from 3 public universities in Rivers state were covered in the study. A sample size of 344 were drawn from the population. The simplerandom sampling technique was used in the study. The primary data for the study was collected using copies of a well-structured questionnaire. The data was analyzed using the spearman rank order correlation coefficient. Based on the analysis, the result revealed that the dimensions of psychological contract fulfilment (transactional contract fulfilment and relational contract fulfilment) have a significant relationship with the measures of organizational citizenship behaviour (helping behaviour and loyal boosterism). It was thus concluded that organizational citizenship behaviour in terms of helping behaviour and loyal boosterism will increase among lecturers when there is both relational contract fulfilment and transactional contract fulfilment in the workplace. Hence, the study among others recommended that the management of the public universities should ensure prompt fulfilment of their obligation to their employees as such will enhance their loyal boosterism in the organization.

Key Words: Helping Behaviour, Loyal Boosterism, Organizational Citizenship Behaviour, Relational Contract Fulfilment, Transactional Contract Fulfilment.

I. Introduction

Developed nations as proved by research have well organised and high standard universities while the developing countries have poor standard and highly unorganised tertiary institutions. Hence, one may argue that the standard of educational institutions of a country impacts the growth and development of the nation. However, no institution or organization can succeed except the employees display positive attitude geared towards boosting the organization's performance. Organizations are social entities which depend mostly on its employees to operate maximally in an ever dynamic environment. Organizations are often goal oriented which strive on daily basis to ensure efficiency and effectiveness with the aim of achieving paramount or desired goals. However, organizations can not effectively operate in an imponderable environment without employees with positive behaviour in the firm. Employees' behaviours in organizations has become very essential because of its characteristics in driving the firm on the path of success despite various constrain. Organ (1997) maintained that a behaviour needed by firms to ensure efficiency, and high performance is citizenship behaviour of the employees. Organizational citizenship behaviour helps ensure that various problems encountered in the organization that could possibly jeopardise or mitigate the firm's success are eradicated. Idrus, Idris, Omar, Anuar and Ariffin (2019) posited that OCB is beneficial to the employees and also boost the success of the firm. Barsulai, Fwaya and Makopondo (2020) stated that OCB enhances extra role behaviour, increases effectiveness, facilitates problem solving and enhances overall wellbeing of employees and the firm. Pickford and Joy (2016) defined OCB as employee's discretionary actions that are not within their formal job description in the organisation. The authors contended that OCB propel workers to go extra mile to improve work morale, reduces need for supervision and enhances workers ability to survive in the unexpected circumstances in the organization.

Employee workplace behaviours play a vital role in predicting the future success or progress of the firm. In universities, the lecturers are the main asset because they possess the tacit knowledge and are responsible in ensuring that students properly acquainted with requisite knowledge which will thus boost the student's reputation, enhance the status of the university and ultimately lead to advancement of the country. Considering the paramount role of this category of staff in Nigeria universities, it is thus of high necessity to ensure that they display positive behaviour which is needed for optimum discharge of their responsibilities. Displaying citizenship behaviour is of high importance to university lecturers because it helps maintain a cordial

work environment which positively impact on their career success and it further enable them to feel sense of meaningfulness of their work. Similarly, lecturers' OCB is beneficial to the entire organizations because it boosts the firm's image and constructive ideas needed for organization's growth and development (Tabassum, 2016). The author remarked that in defining OCB, three distinct features must be noted which include; helping behaviour, it is discretionary in nature and it must boost the firm's effectiveness. Graham (1986) cited in Banahene, Ahudey and Asamoah (2017) gave four measures of OCB which include, interpersonal helping, individual initiative, personal industry and loyal boosterism. However, helping behaviour and loyal boosterism were adopted in this study as the measures of OCB.

However, employees in organization and specifically Universities in Nigeria are rational being whose decisions, attitude and behaviour is influence by various organizational factors. One factor that could affect the behaviour of employees is the psychological contract fulfilment in the organization. In alignment with the above assertion, Ahmad, Firman, Smith and Smith (2018) stated that psychological contract fulfilment enhances employee's motivation, increases OCB and reduces worker's intention of quitting the workplace. Psychological contract the relationship which exist between the employees and the organization whereby employees offers their duty to the organization within a specified terms and agreement of both parties (Rousseau, 1989). The dimensions of psychological contract fulfilment include transactional contract fulfilment and relational contract fulfilment (Liu, He, Jiang, Ji&Zhai, 2020). Ngugi (2017) looked into how OCB can be enhanced from the standpoint of working condition. The finding revealed that working condition does relate positively and significantly with OCB. Nwankwo, Agu, Onwukwe, Sydney-Agbor and Ebeh (2015) investigated if organizational climate and organizational support relates with OCB among lecturers in Nnamdi Azikiwe University. They observed that firm's climate and organizational support relates significantly with OCB. From extant literature, most of the above studies were carried out in a different work environment which differ from that obtainable in Nigeria. There is dearth of empirical work on how psychological contract fulfilment relates with OCB of public universities in Nigeria and specifically in Rivers State. This study thus tends to bridge this observed gap and thus proffer ways to enhance OCB of lecturers in public universities in Rivers State, Nigeria.

Statement of Problem

Nigerian public universities have experienced various setback and poor standard based on various factors which ranges from low funding by the government to the nonchalant and negative behaviour exhibited by many lecturers in discharging their duties. From experience, lecturers with positive behaviour are well committed to ensuring higher educational standard. Low citizenship behaviour among lecturers can negatively affect their style of teaching which will thus lead to low performance among students. OCB fosters cohesiveness among employees which thus boost quality work relationship and where there is low OCB, it negatively affects cohesion and quality work relationship among employees (Kidwell, Mossholder& Bennett, 1997). Furthermore, low OCB in university setting affects the performance of employees and the entire organization (Skarlicki& Latham, 2009). Etudor-Eyo and Atakpa (2017) noted that although OCB is an essential behaviour that lecturers should exhibit for proper functioning of universities, yet many lecturers have failed in exhibiting such behaviour and this has created several challenges to the institution and affects students' performance negatively. The university as an entity involve in knowledge creation as well as transmission of knowledge. Hence employees OCB will help ensure cohesion among workers with the aim of creating knowledge and transmitting same for the advancement of the university and nation at large. Notwithstanding, when the employees do not exhibit OCB, such attempt through cohesion in knowledge creation and transmission is thwarted. Furthermore, low level of OCB negatively affects firm's reputation, weakens cooperation among workers and could affect the survival and sustainability of any firm. Low level of OCB also affects free flow of academic activities in universities. The problem of low OCB among academicians still persist which may be as a result of violation of the psychological contract. It is on this premise that this study examined the relationship between psychological contract fulfilment in terms of transactional contract fulfilment and relational contract fulfilment with OCB of public universities in Rivers State, Nigeria.

Objectives of the Study

The objectives of the study is to examine the relationship between

- i. Transactional contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria.
- ii. Transactional contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria.
- iii. Relational contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria.
- iv. Relational contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria.

Research Questions

The following research questions served as a guide in this study;

What is the relationship between the following;

1. transactional contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria?

2. transactional contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria?
3. relational contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria?
4. relational contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria?

Research Hypotheses

The following null hypotheses served as a tentative answer to the research questions;

There is no significant relationship between:

HO₁: transactional contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria.

HO₂: transactional contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria.

HO₃: relational contract fulfilment and helping behaviour of public universities in Rivers State, Nigeria.

HO₄: relational contract fulfilment and loyal boosterism of public universities in Rivers State, Nigeria.

II. Review of related Literature

This study is underpinned on the Theory of Reasoned Action. The TRA is a commonly used and firmly accepted reasoning. Martin Fishbein and Icek Ajzen developed theory to identify components which predict behaviour. TRA proposes a causal model of the cognitive mechanisms that contribute to behavioral decisions. Reasoned Action Theory advocates that an individual’s behavior is governed by his/her intention to conduct the behavior, this intention is also, a function of his/ her behavioral attitude and subjective norm (Ajzen & Fishbein, 1980). Purpose is best predictor of behavior (Ajzen & Fishbein, 1980). The model predicts actions based on seven causal variables — behavioral intent, mood, subjective norm, intensity of conviction, assessment, normative belief, and enforcement motivation.

Research Model

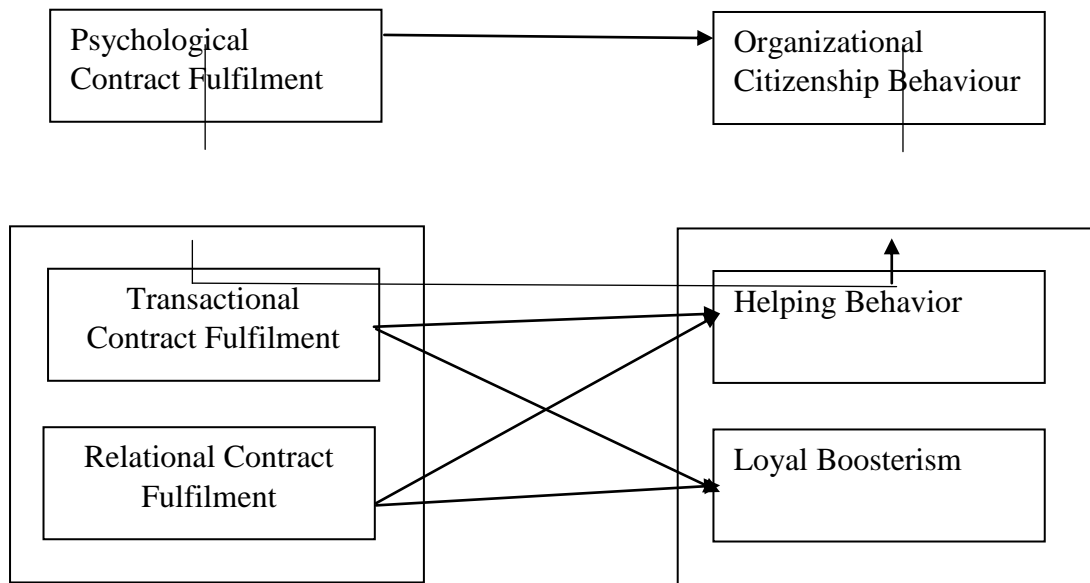


Fig. 1: Operational framework showing the link between Psychological Contract Fulfilment and Organizational Citizenship Behaviour.

Source: Adapted from Liu, He, Jiang and Zhai (2020) and Graham (1989).

Concept of Psychological Contract Fulfilment

Psychological contracts relate to people's expectations of the terms by which the person and the company have a mutual sharing relationship (Robinson, 1996). Rousseau (1989) described the psychological contract as expectations of an entity as to the terms of a mutual relationship between the principal individual and another group. Main concerns here include the assumption that a commitment has been rendered and a reward given in return for it, which links the parties to some collection of mutual responsibilities. Levinson et al. (1962) described psychological contracts as "a set of reciprocal obligations which may not be dimly understood by the parties to the partnership but which nevertheless regulate their partnership with each other" (Zhao, Wayne, Glibkowski & Bravo 2007). Transactional and contractual contracts is used as two major psychological relationship elements (Zagenczyk, et. al . 2011). Rousseau (1995) described four forms of psychological

contracts: contractual, equilibrated, transactional, and transformative. The emphasis of this analysis would be transactional contract and relational contract.

Transactional Contract Fulfilment

Zagenczyk, Gibney, Few and Scott (2011) and Rousseau (1995) described a transactional psychological contract as securing the organization's provision of sufficient monetary or economic rewards, working contracts and fair employment promises in return for the fulfilment by workers of their labour obligations. The psychological transactional relationship applies to a personal, political, or materialistic focus on the mutual trade contract between persons and their employers (Rousseau, 1990). Millward and Hopkins (1998) stressed that workers with a good psychological transactional contract mainly view their company as a source of profit. Transactional contracts retain their focus over short-term or limited timeframes on monetizable exchange. The concentrate is on salary sharing for unique, concentrated activities and the employee's minimal engagement with the organization. Narrow and Short-Term are subcategories under the form of Transactional contract. The Narrow subcategory applies to this form of contract, the minimal compensation structure. Employee responsibilities are to perform minimal or similar tasks, and are then paid for certain tasks. The responsibilities of employees are to have preparation and advancement only minimal or no. Of starters, workers are recruited with abilities they currently know and preparation is just for in-house learning programs and task-fulfilment procedures. The subcategory of short-term employment depends on how lengthy an individual's role is in the company. The employee in this subcategory of contract has no obligation to stay with the firm, as the agreement is typically for a limited or defined period. Similarly, the boss is not obligated to keep the employee with any long-term or potential partnership (Rousseau, 2000).

Relational Contract Fulfilment

Zagenczyk, Gibney, Few and Scott (2011) shared their view that the relational psychological contract requires preparation, career growth, fair care and employment protection for the organisation. Long-term, wide-ranging relational contract contracts include mental, feelings, reciprocal confidence and commitment, for example, long-term work stability and career growth. (Morrison & Robinson, 1997; Rousseau & CoLean Parks, 1993). Relational contract forms linked to long-term jobs, personnel growth and commitment may build secure, trustworthy and coordinated employees (Robinson, Kraatz & Rousseau, 1994). Long-term or open-ended jobs with focus on trust and commitment is subject to contract contracts with respect to length. They relate loosely to performance and are based on overall membership and participation in the organization in terms of performance reward contingencies. Stability and commitment are the subscales for the mutual contract form. Stability refers to employees' the responsibility to stay with and fulfil their work requirements. Employer duties shall be pay salaries to retain long-term workers. Loyalty relates to the duties of the workers to help their employer and to be a good corporate citizen to demonstrate loyalty, dedication to the business. Employers' duties are to support employees and their families' well-being and interests. (Switzerland, 2000).

Concept of Organizational Citizenship Behaviour (OCB)

The OCB Creator, Dennis Organ, described OCB as a voluntary, not expressly or specifically acknowledged individual activity by an official incentive program, which encourages the productive and successful operation of an institution as a whole. OCB is often referred to as a prosocial behaviour described as random and unrepresented and may rely on the environment, an internalized standard, the period and the healthy variations between individuals. The formal recompense system of the employing organization is not directly or explicitly recognized. The leadership's assistance is the greatest precursor to the important OCB of subalterns, LePine, Erez and Johnson (2002). Because OCB is usually classified as a good trait, those who have OCB will become more socially accepted as friends or spouses.

Van Dyne, Vandewalle, Kostova, Latham and Cummings (2000) find OCB a co-operative activity which, while not required or formally compensated, has positive impacts upon the organization. The spontaneous pro-social behavior Falvo, Hichy, Capozza and De Carlo (2002) relates to actions of teamwork and altruism in relation to peers and subordinates that go outside the defined position of the person and are thus identified as conduct that is beyond the rank of a person. Organ (1988) acknowledged the motivating elements of corporate citizenship are self-recognition as an essential feature in corporate collectivism. This described OCBs as covert actions, promoting the productivity of the company even if the contract does not enforce them, unless the mechanism of structured rewards is specifically recognised.

Helping Behaviour

Several scholars who have been interested in the area have defined helping behavior as one of the aspects of OCB (Podsakoff, MacKenzie, Paine & Bachrach 2000). OCB is seen to be helping (forms of financial, moral or functional support). Help may represent essential attributes such as altruism, conciliation and even courtesy. Assistance reinforces the relations between workers. Help fosters a readiness to reciprocate, helps in the learning of ropes and frees juggling the activities, allowing management to concentrate on creating objectives, etc. Conduct allows another individual to have assistance or profit. Whoever the incentive of the worker, even the receiver can be supported. It varies from the more general word prosocial behavior, which would encompass

either polite or cooperative behavior. This is often distinguished from the more common word altruistic action, which allows the desire to support someone to be solely for the well-being or sometimes at the impairment of oneself.

Loyal Boosterism

Loyalty relates to the duties of the workers to help their employer and to be a good corporate citizen to demonstrate loyalty, dedication to the business. Employers' duties are to support employees and their families' well-being and interests. (Switzerland, 2000). Graham (1989) defines loyal boosterism as being workers who support the reputation of an institution to others and devote themselves to organizations even under difficult circumstances. Loyal boosterism is regarding organizational security and the declaration of good will, encouragement and promotion of organizational interests (Podsakoff et al., 2000). An employee who demonstrates this type of OCB takes productive time for the good of the organization, values the company's resources and adheres diligently to guidelines and process/es (Organ & Ryan, 1995). Person action is defined as a work function operation well beyond the extent it is deemed voluntary to be minimally needed or planned. This aspect is defined by creativity, excitement and additional duties which go beyond the call for tasks (Podsakoff et al., 2000).

Empirical Review

Liu, He, Jiang, Ji and Zhai (2020) suggested a method for investigating the impact of the execution of psychological contracts on the function of gig employees in order to mediate the definition of company and the length of the operation. Taxi drivers have hired a minimum of 223 samples from Didi (Chinese ride hailing company). The findings indicate that the output of the role of gig workers directly and indirectly influenced by the fulfillment of both transactional and related psychological contracts through organizational recognition. If attention is paid to the service cycle of the present business, completion of transactional contracts as a validation of the performance of the client is better with the corporate identity than people who have served with the business for a longer duration for less than a year. The results do not show any difference in the relationship between the relationship psychological contracts and organisation. The psychological transactional contract success has the same important impact on the performance of contractor staff in both categories. At the other side the execution of comparatively psychological contracts has a stronger impact at long-duty Didi drivers than on the group leaders during the year. These findings create some theoretical and practical implications for the management of gig jobs in the shared economy.

The impact of pay packages on the success and retention of workers at a preferred private university in Ogun, Southwest Nigeria has been investigated by the Osibanjo, Adeniji, Falola and Heirmsmac University (2014). A sample of a hundred 11 appropriate university academic and non-academic workers questionnaires was developed and evaluated. In order to check assumptions and relations between the variables in question, data gathered is closely analyzed using a clear percentage backed by the structural equation modeling. The findings revealed a close correlation between pay programs and the success and retention of employees. The overview of the results reveals that the contingent and independent variables (payroll, compensation, rewards, expenses, and fringing benefits) are highly associated. Nevertheless, management and policy leaders will aim to evaluate pay arrangements at different rates in order to win employees' loyalty and avoidance of high workplace dissatisfaction within the representatives of workers.

The effect of human or organizational influences on the psychological transactional contract of the employee was defined by Aggarwal and Bhargava (2010). The research further examines the impact on creative job actions and personal control of social contracts. The study contained 307 staff from four Indian organizations. The findings indicate that while creditors' philosophy predicted connection-psychological arrangements, organizational assistance was used as an indicator of the transaction and connection relationship. With the effects of psychological contracts as a significant psychological indicator and creative working conduct, whereas transactional psychological contracts appeared as a significant predictor, partnership psychological contracts have been an effective predictor for psychological ownership only.

The analysis of the events and the effects of psychological relationship breaches between the career management alumni (N = 128) was carried out by Robinson and Rousseau (1994). The plurality (54.8%) of respondents reported breaches by their employers by psychological arrangements, mutual work agreements established before and after recruiting. Infringements are measured for both quantitative and qualitative evidence. Incidents of infringements have positively correlated to productivity and to trust, happiness and intentions.

The goal of Hammad, Temerak and Kortam's (2019) was to consider the predictors of interpersonal customer service in Egypt. Two types of variables impacting mutual assistance have been used to establish the current philosophical structure. This was then empirically tested by way of auto-administered questionnaires obtained from undergraduate students at different universities (public and private) in Greater Cairo in Egypt using a non-probability measurement sampling methodology. In the structural equation modeling (SEM) on LISREL, data collected from the 441 relevant questionnaires are analyzed. Findings show that the extraversion

of consumers has the greatest effect on emotional care and on the consistency of the interaction between students and the school at which they work. The third position is social identity. Consumer views of distributive and interactional fairness have also been shown to have little major impact on interpersonal assistance. The research offers politicians valuable perspectives into how the conduct of students is successfully handled to improve the education cycle.

Chahar (2019) explored the relation to the actions of corporate citizenship and the psychological contracts. Statistics from 221 workers in Uttarakhand was used for evaluating hypotheses. The study of confirmatory variables was conducted using SPSS tools to classify social contract influences and workplace corporate citizenship behavior. In order to examine the correlation of psyche contract dimensions with the actions of corporate citizenship, Structural Equation Modeling (SEM) was carried out. Research reveals that the interpersonal bond is correlated to an employee's conduct as an corporate person. Our methodological studies suggest that through psychological contractual elements have an impact on the actions of corporate citizenship. The result is also consistent with several other psychological contract investigations and their relationship to OCB. The research provides managers with valuable insights into the psychological dimension of employees' psychology, and how these factors influence the employees' organizational citizenship behaviour.

At the World Vision Somaliland workers Tube (2015) explored the alleged connection of psychological contract to the OCB. The study took the two cross-sectional descriptive designs; data was collected at a time because data was collected from the entire team, so a vacillating comparison and concrete conclusions were reached. The data were obtained by utilizing the drop-and-select form administered questionnaire. However, emails were applied to the system for the workers who worked or were on leave in the fields. The data has been sorted and coded to allow more appropriate review. The results are evaluated by way of SPSS procedures. The data form was concise and subjective. To order to produce significance to relation to the study goal, concise statistical details such as average, standard deviations, percentages and frequency distributions were used. The research has pointed out that Somaliland, an organization of the World Vision, is concerned about workers' long-term well-being; WV also encouraged them to build their marketable capabilities; just jobs that the employer needs; Somaliland's corporate mission will not pledge to retain workers in the future and staff should rely on compensation. The study concluded that the fairness of bosses contributes to citizenship as a social interaction between the workers and their supervisors is created. The analysis has showed that psychology contracts give workers a sense of autonomy and protection in relation to employers while presenting employers with a means of managing and controlling employee actions without significant oversight. The study of regression has shown that PC is optimistic with OCB. This corresponds to Mac-Neil, (1985), who affirms that PC creates organizational harmony when properly implemented, which in turn will improve the behaviour of corporate citizenry. The report suggests that World Vision Somaliland concentrate on the long-term well-being of the workforce by having them build the marketable skills needed by the employer. The report further proposes that WV Somaliland give fair preparation and growth incentives to workers for their improved autonomy and self-enhancement, ensuring that staff are willing to meet the priorities of the company. This study recommends that workers hold to trends in WV Somaliland and will take account of the essence of their work commitments in good time in forecasts, revenue estimates, expense reports, etc.

Karagonlar, Eisenberger and Aselage (2016) studied whether in an organizational context the psychological contract kind will benefit the OCB's participants. Statistics were gathered from working adults by MTurk to evaluate the type of psychological contracts, efficiency, OCB and job arrangement satisfaction. The forms of relational arrangements studied involve the transactional and transformative process. OCBs included the areas of altruism, obedience, courtesy, activity, general and public morality. Multiple regression outcomes suggested that the variability in the OCB was contributed by each type of psychological contract, although only the type of relationship contract was used by all five OCB categories. Furthermore, the fulfillment of psychological contract terms by both employers and employees contribute to OCB variability, with employee compliance items being a better predictor for OCB. Workplace productivity did not lead to the volatility of OCB. In addition, the contract structure did not contribute in their work arrangement to the volatility in employee satisfaction.

III. Methodology

The cross section survey which is a form of the quasi experimental research design was used in this study. The accessible population are academic staff of 3 higher public universities in Rivers state. The Yamane (1968) formula was used to determine the sample size of 344. Thus, a total of 344 questionnaires were distributed to academic staff in the 3 public universities. The simple random sampling technique was used in this study. This technique was used because it gives a true representative of the entire population and reduces the tendency for researcher bias in selecting the sample case. The independent variable (psychological contract fulfilment) was measured in terms of transactional contract fulfilment and relational contract fulfilment 4 items were used in measuring transactional contract fulfilment (e. g. I remain in this organization as long as the

employer needs me) and 5 items were used to measure relational contract fulfilment (e. g. My organization show concern for my personal welfare). On the other hand, the independent variable (organizational citizenship behaviour) was measured in terms of helping behaviour and loyal boosterism. 5 items were used in measuring helping behaviour (e.g. I willingly help others who have work related problems) and 5 items were used in measuring loyal boosterism (e.g. always promote the image of my organization to outsiders). Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. The spearman rank order correlation coefficient statistical analysis was used in analyzing the bivariate hypotheses and the partial correlation was used to test the relationship between the two variables through the help of Statistical Package for Social Sciences (SPSS).

IV. Results

A total of 344 questionnaires was distributed to respondent, 278 (81%) copies were returned. however, only 270 (78%) copies were well completed and used. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1 Transactional Contract Fulfilment and Helping Behaviour

Correlations			TRANSACTIONAL CONTRACT FULFILMENT	HELPING BEHAVIOUR
Spearman's rho	TRANSACTIONAL CONTRACT FULFILMENT	Correlation Coefficient	1.000	.415
		Sig. (2-tailed)	.	.006
		N	270	270
	HELPING BEHAVIOUR	Correlation Coefficient	.415	1.000
		Sig. (2-tailed)	.006	.
		N	270	270

Source: SPSS Output, 2020 - SPSS version 21 output extracts

Data in table 1 presents a significant relationship between Transactional Contract Fulfilment and Helping Behaviour ($p = .006$ and $\rho = 0.415$). Hence we find that Transactional Contract Fulfilment is associated with Helping Behaviour and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the first null hypothesis and restate that *there is a significant relationship between Transactional Contract Fulfilment and Helping Behaviour.*

Table 2 Transactional Contract Fulfilment and Loyal Boosterism

Correlations			TRANSACTIONAL CONTRACT FULFILMENT	LOYAL BOOSTERISM
Spearman's rho	TRANSACTIONAL CONTRACT FULFILMENT	Correlation Coefficient	1.000	.336
		Sig. (2-tailed)	.	.000
		N	270	270
	LOYAL BOOSTERISM	Correlation Coefficient	.336	1.000
		Sig. (2-tailed)	.000	.
		N	270	270

Source: SPSS Output, 2020 - SPSS version 21 output extracts

Data in table 2 reveals a significant relationship between Transactional Contract Fulfilment and Loyal Boosterism ($p = .000$ and $\rho = 0.336$) hence we find that Transactional Contract Fulfilment is associated with Loyal Boosterism and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the second null hypothesis and restate that *there is a significant relationship between Transactional Contract Fulfilment and Loyal Boosterism.*

Table 3 Relational Contract Fulfilment and Helping Behaviour Correlations

			RELATIONAL CONTRACT FULFILMENT	HELPING BEHAVIOUR
Spearman's rho	RELATIONAL CONTRACT FULFILMENT	Correlation Coefficient	1.000	.303
		Sig. (2-tailed)	.	.000
		N	270	270
	HELPING BEHAVIOUR	Correlation Coefficient	.303	1.000
		Sig. (2-tailed)	.000	.
		N	270	270

Source: SPSS Output, 2020 - SPSS version 21 output extracts

Data in table 3 shows a significant relationship between Relational Contract Fulfilment and Helping Behaviour ($p = .000$ and $\rho = 0.303$) hence we find that Relational Contract Fulfilment is associated with Helping Behaviour and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the third null hypothesis and restate that *there is a significant relationship between Relational Contract Fulfilment and Helping Behaviour.*

Table 4 Relational Contract Fulfilment and Loyal Boosterism Correlations

			RELATIONAL CONTRACT FULFILMENT	LOYAL BOOSTERISM
Spearman's rho	RELATIONAL CONTRACT FULFILMENT	Correlation Coefficient	1.000	.470
		Sig. (2-tailed)	.	.004
		N	270	270
	LOYAL BOOSTERISM	Correlation Coefficient	.470	1.000
		Sig. (2-tailed)	.004	.
		N	270	270

Source: SPSS Output, 2020 - SPSS version 21 output extracts

Data in table 4 reveals a significant relationship between Relational Contract Fulfilment and Loyal Boosterism ($p = .004$ and $\rho = 0.470$) hence we find that Relational Contract Fulfilment is associated with Loyal Boosterism and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the fourth null hypothesis and restate that *there is a significant relationship between Relational Contract Fulfilment and Loyal Boosterism.*

V. Discussion of Findings

The outcome of the hypothesis revealed that there is a significant relationship between the dimensions of psychological contract fulfilment and organizational citizenship behaviour.

Hypothesis one

Data in table 1 reveal that there is a significant relationship between Transactional Contract Fulfilment and Helping Behaviour ($p = .006$ and $\rho = 0.415$). This thus reveal that there is a significant relationship between Transactional Contract Fulfilment and Helping Behaviour. Thus, enhancing Transactional Contract Fulfilment will help enhance Helping Behaviour. Thus, the first objectives of the study which sought to examine if Transactional Contract Fulfilment relates with Helping Behaviour was achieved. These findings concur with that of Robinson & Morrison (1995) Transactional Contract Fulfilment that played a positive role in motivating employees to help.

Hypothesis two

Data in table 2 reveal that there is a significant relationship between Transactional Contract Fulfilment and Loyal Boosterism ($p = .000$ and $\rho = 0.336$). The higher Transactional Contract Fulfilment, Loyal Boosterism will also increase and vice versa. This study is in alignment with that of Karagonlar, Eisenberger and Aselage (2016) who felt that the establishment of a good work environment is a prerequisite for any organisation's success. Employers ought to learn if the pay they receive for essential jobs is comparable with pay for equivalent roles in the sieved industry at other companies (Gering & Conner, 2002).

Hypothesis three

Data in table 3 reveal that there is a significant relationship between Relational Contract Fulfilment and Helping Behaviour ($p = .000$ and $\rho = 0.303$). This implies that there is a significant relationship between Relational Contract Fulfilment and Helping Behaviour. This means that a positive significant relationship exists between Relational Contract Fulfilment and Helping Behaviour. Voluntary help is a long-term, organized and non-obligatory type of assistance: unlike supports of families or acquaintances or neighbours or personal associates, volunteering takes place within a structured, corporate framework (Penner, 2002). Interpersonal help is a support to people who support their co-workers in carrying out organizational duties (Groth, 2005). These findings concur with that of Aggarwal and Bhargava (2010) who opined that relational-psychological contract impacts helping relationship in an organisation.

Hypothesis four

Data in table 4 reveal that there is a significant relationship between Relational Contract Fulfilment and Loyal Boosterism ($p = .004$ and $\rho = 0.470$). This implies that for every unit increase or change in Relational Contract Fulfilment, Loyal Boosterism is influenced in a way. This means that Loyal Boosterism changes as Relational Contract Fulfilment changes. Relational contract forms linked to long-term jobs, personnel growth and commitment may build secure, trustworthy and coordinated employees (Robinson, Kraatz & Rousseau, 1994). These findings agree with the findings of Hammad, Temerak and Kortam's (2019) that people who are fulfilled in Relational Contract show high loyalty to the organisation.

VI. Conclusion and Recommendation

From the result of the study, it is seen that the organisational citizenship behaviours of lecturers are vital in achieving the psychological contract fulfilment in public Universities in Rivers state because it enhances the effectiveness among employees and it increases the firm's success prospect. The psychological contract fulfilment of employees impacts the workers state of wellbeing which thus propel them to exhibit positive behaviours necessary in enhancing the total effectiveness of firms. Relational contract fulfilment among employees boost the helping behaviours among employees. Thus, helping behaviour may likely reduce when there is an absence of relational contract fulfilment. Furthermore, transactional contract fulfilment has a linear positive link with helping behaviour to a significant level. Conclusively, OCB in terms of helping behaviour, loyal boosterism and sportsmanship will increase among lecturers when there is both relational contract fulfilment and transactional contract fulfilment in the workplace.

Based on the conclusion of the study, the following recommendations are hereby proffered;

- i. The management of the public universities should ensure prompt fulfilment of their obligation to their employees as such will enhance their loyal boosterism in the organization.
- ii. The management of the public universities in Rivers state, should ensure that the lecturers pay are competitive with that of people working in other firms as such will impact their psychological state and inspire them to carry out helping behaviour in the organization.
- iii. The management of the public universities should ensure relational contract fulfilment by making decisions that are of the best interest of the workers as such will increase the citizenship behaviour among employees.
- iv. Employees relational contract fulfilment in the organization should be treated with utmost seriousness so as to improve the workers helping behaviour and loyal boosterism.
- v. The management of the public universities should be treated me fairly and impartially so as to sustain the relationship contract fulfilment and thus enhance the citizenship behaviour of the workers.

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