

PSYCHOLOGICAL CONTRACT FULFILLMENT AND JOB PERFORMANCE OF CONTRACT STAFF OF DEPOSIT MONEY BANKS IN OSUN STATE, NIGERIA

ADENIYI Adijat Bola

bola.adeniyi@adelekeuniversity.edu.ng

Adeleke University, Ede, Osun state
Faculty of Business and Social Sciences
Department of Business Administration

OYEDEJI, Taofeek Oyefemi

taofeek.oyedeji@adelekeuniversity.edu.ng

Adeleke University, Ede, Osun state
Faculty of Business and Social Sciences
Department of Business Administration

ENYINNAYA, Gemson

enyinnaya.gemson@adelekeuniversity.edu.ng

Adeleke University, Ede, Osun state
Faculty of Business and Social Sciences
Department of Business Administration

ABSTRACT

The study investigated the level of job performance among contract staff of Deposit Money Banks in Osun State and ascertained the extent of psychological contract fulfillment among employees' and contract staff of deposit money banks in the study area. It also examined the influence of psychological contract fulfillment on job performance among contract staff in the study area. These were with the view to providing information on the extent to which psychological contract fulfillment influenced job performance among contract staff of Deposit Money Banks in Osun State, Nigeria. The study employed a descriptive survey research design. A total sample of 144 respondents (24 management staff and 120 contract staff) were selected from eight Deposit Money Banks within Osun State using simple random technique. A self-developed questionnaire was used to collect data from the respondents. Data collected were analyzed using mean, weighted mean and Pearson Product Moment Correlation (PPMC) statistics. It was revealed from the management perspective that there was a positive and non-significant relationship between psychological contract fulfillment and job performance among contract staff of Deposit money bank in Osun State ($N = 24$, $r = 0.124$, $p > 0.05$). The study concluded that psychological contract fulfillment did influence job performance among contract staff of deposit money banks in Osun-State, Nigeria.

Keywords: Psychological contract fulfilment, job performance, contract staff, deposit money banks

INTRODUCTION

An organization's employees are its most significant resource. The relationship between an

organization and its personnel determines its success. A contract between the employers and employees is necessary to establish this kind of connection. Beyond the formal contract, a Psychological Contract (PC) is considered a strong agreement that outlines the contributions, expectations, beliefs, promises, and obligations between an organization and its personnel. For this reason, it is essential to the building and advancement of not only individual careers but also those of the organization and society. To guarantee greater performance, organisations develop a good employee relations strategy that ensures employees are treated well. These expectations cover both material things, like salaries, benefits, training, and other entitlements, as well as socio-emotional purposes, being treated well, having a say in decision-making, effective communication, and additional responsibilities, these expectations must converge for a relationship to be healthy, although this is not always the case. Contrarily, meeting expectations leads to good feelings that result in commitment and employee satisfaction, which has a positive influence on performance. When employees feel that the balance is not maintained, it results in a feeling of breach, leading to counterproductive behaviors that have a negative impact on performance.

The practice of businesses hiring contract workers has become more prevalent as a result of the need to maximise profits in the face of globalisation (Cappelli & Keller, 2013). As a result, businesses embrace flexible work schedules that increase their profitability. However, it has been observed that some firms use contract employment as a way to avoid the expenses of permanent employment, while other firms use the contract staff to instill the employees with the organization's culture in preparation for permanent employment (Pedulla, 2013). Ongera and Juma (2015) noted that contract employment immune organisations from some tax liabilities, while at the same time providing a more flexible work schedule. Different attitudes are displayed by employees at work, in part because of the type of working circumstances they are in. A permanent employee is more likely to be satisfied than a contract employee. Permanent employees enjoy statutory benefits like pension, insurance, and leave bonus which result into a positive work outcome, commitment, and behaviour (Tinuke, 2012). This may not be the case for contract staffs, who might not be as motivated as full-time staff members. Some firms view contract staffs as extras, so they do not place as much emphasis on their training and other office emoluments.

Similarly, Psychological Contract Fulfilment (PCF) is defined by Karagonlar et al. (2016) as the extent to which an organisation meets its obligations to its employees while taking their welfare into account. Additionally, psychological contract fulfilment has been linked to a rise in stakeholder trust, a reduction in emotional exhaustion and stress, and an improvement in job satisfaction, staff well-being, and organizational commitment. Employee satisfaction has become a germane corporate objective in recent years. Motivated and committed staff can be a determining factor in the success of an organisation. Job satisfaction is known to be linked to how workers' expectations of work are in congruence with their actual outcomes. Organisations cannot achieve their goals and aims if the employees do not feel satisfied. Employee job satisfaction is the thoughts and feelings employees have towards their job/work which motivate them to put up the best in performing their duties. Stamolampros, et al. (2019), proposed in their work that, for an organisation to attain its goals, it needs to comprehend what staff expect and must pay attention to fulfilling their expectations to fulfil the organisation's side of the contract.

Over the past few decades, the psychological contract has gained a lot of acknowledgements in

Nigeria Industries, due to the pressure of profit maximization in the face of globalization, organisations now frequently hire people on a contract basis and implement flexible work hours that serve to maximize profitability Cappelli and Keller, (2013). It has been noted, however. Over the years, many researches have been conducted on psychological contract breach and employee satisfaction among “permanent staff”, to the best knowledge of the researcher, there is no research work that has been done in Nigeria and Osun-State on psychological contract fulfillment and job performance among “contract staff”. This establishes the empirical gap that this study filled. The purpose of this research therefore was to examine the effect of psychological contract fulfilment on job performance among contract staff in Osun State.

Objectives of the Study

The broad objective of this study was to investigate how psychological contract fulfilment had impacted employee’s performance among contract staff of deposit money banks in Osun State.

Specific Objectives of the study were:

- i. To ascertain the extent of psychological contract fulfilment among employers and contract staff of deposit money banks in the study area.
- ii. To investigate the level of job performance among contract staff of deposit money banks in Osun State, Nigeria.
- iii. To examined the influence of psychological contract fulfilment on job performance among contract staff of deposit money banks in the study area.

Hypotheses

H₀: There is no significant relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in the study area.

LITERATURE REVIEW

The study by Suleman, et al. (2019), *Evidence from Ghana*” investigated the connections between psychological contract fulfilment, employee satisfaction with their jobs, and business success among a sample of firms traded on the Ghana Stock Exchange (GSE). Data was gathered through the use of standardized questionnaires and a random sampling of high-achieving personnel from these businesses. Several strong positive correlations were found in the research. The findings highlight the significance of guaranteeing employee work satisfaction and developing positive psychological contracts with staff to boost organisational outcomes. Happiness demonstrates that workers are more content in their positions when they feel their psychological contracts are being honoured.

Nnaji-Ihedimma, et al (2020). *Psychological Contract and Employee Performance in the Construction Industry in South East Nigeria*” emphasized the significance of psychological contracts in elucidating employee mindsets and actions on the job. They pointed out that although legal contracts manage the written agreements between employer and employee, psychological contracts cover the unspoken obligations and expectations between employers and employees. Researchers in South East Nigeria used a survey approach to collect data from construction industry workers using self-structured questionnaires. The Pearson correlation

coefficient was used to examine the 220 valid responses. The results showed that there was no statistically significant link between psychological contract and productivity at work ($r = 0.031$). The results of this empirical research add to our knowledge of the psychological contract dynamics at play in the building sector. The lack of statistical significance between the two variables raises the possibility that other factors play a more substantial role in determining employee performance in this setting. There is a need for more investigation into the construction industry to unearth additional causes and potential treatments that could improve employee performance.

The significance of the psychological contract and trust in employee retention was investigated in a study titled *"Re-establishing the psychological contract as a precursor to employee retention"* by Dhanpat and Parumasur (2014). Employees' motivation to participate and intent to stay in the organisation decrease when trust is lost, as the authors stress in a breakdown of the psychological contract. The results stressed the need for open communication and meeting employee expectations. Based on the problems that were found to be associated with the psychological contract and trust, the study made suggestions for improving employee retention and decreasing turnover intentions. Putting these suggestions into action could increase job satisfaction and reduce turnover.

Aluko, et al. (2022), In the seminal paper *The Implications of Psychological Contract on Employee Job Performance in Education Service Delivery: A Study of Ebonyi State University*, The findings indicated that the state government of Ebonyi, as the employer, had broken the psychological contract with its employees, which hurt their productivity and morale on the job. The university suffered from decreased productivity, talent flight, and an inability to fulfil its mission and mandate as a result of the broken psychological contract. Humane workplaces with a positive organisational climate were highlighted as crucial in the study. Fair pay, opportunities for growth, sufficient training, and an environment that encourages teamwork, consensus, and employee input into decision-making are all part of this. The report urged the state government to address these concerns to boost employee performance on the job and the efficiency of the organisation as a whole.

Don-Baridam, (2021); Stamolampros, et al. (2019), opined that *"Psychological Contract Fulfilment and Employee Commitment: Implication of Leader-Member Exchange Relationship"* The study found that microfinance bank employees' commitment levels increased when their psychological contracts were met. Furthermore, the study discovered that the association between psychological contract fulfilment and employee commitment was significantly moderated by leader-member interchange. The study concludes that microfinance bank management should place a premium on honouring employees' "psychological contracts" by treating them with dignity and appreciation. High levels of leader-member interchange are also important because they allow leaders to recognise and respond to the challenges their teams confront. The hope is that by taking these steps, we can increase loyalty among our staff. Finally, the study emphasised the significance of psychological contract fulfilment and leader-member exchange in shaping employee commitment in the microfinance banking sector, offering useful insights for management practices and strategies to boost employee engagement and organisational outcomes.

Hammouri, et al. (2022), agreed in their paper, that is: *"Influence of Psychological Contract*

Fulfillment on Job Outcomes: A Case of the Academic Sphere in Jordan. Problems and Perspectives in Management” that the level of trust between an employer and their staff can be shaken by factors as diverse as economic and political shifts, new competitors, shifting client preferences, and even the weather. The results showed that the productivity and contentment of workers increased when their psychological contracts were met. Moreover, the findings indicated that psychological contract fulfilment is inversely related to employee turnover. The study's findings also have managerial ramifications by improving organisational citizenship behaviour, which in turn boosts productivity and pleasure in the workplace.

METHODOLOGY

This study employed a descriptive survey design. The population of the study comprised 640 employees of eight (8) deposit money banks in Osun State. The banks used for this study were Access Bank, Sterling Bank, Polaris Bank, United Bank for Africa (UBA), Guaranty Trust Bank (GTB), First Bank of Nigeria (FBN), Zenith Bank, and Stanbic IBTC Bank. These banks were selected because of the proximity of those banks of where the researcher resides and more so they have more than a branch in Osun State. The population of the study was divided into two categories: the contract staff of selected deposit money banks in Osun State and the management staff members of the same banks. A simple random sampling technique was adopted in the selection of the sample for the study. In each of the eight banks, three (3) management staff and 15 contract staff were randomly selected making a total of 24 management staff and 120 contract employees that constituted a sample size for the study. This study employed a primary source of data.

A self-developed instrument title ‘Psychological Contract Fulfillment and Job Performance among Contract Staff (PFJPCS) was used to elicit data from the respondents. Face and content validity checks was carried out to ensure that the questionnaires were adequate and would elicit the required result. And also, evaluation of content validity was conducted using Lawshe's (1975) Content Validity Ratio (CVR). According to Lawshe, a CVR of 0.49 is the very minimum that can be tolerated. With the expected minimal reliability of 0.68, the questionnaire was optimized to meet this requirement. Cronbach's alpha was used to examine the stability of the instrument's measurements. 120 copies of the questionnaire were used in a pilot study involving six (6) banks. The questionnaires were designed to give a reliability coefficient of 0.612. How well the instrument reliably and accurately measures the target idea is represented by this coefficient. Data collected were analyzed using mean weighted and Pearson Product Moment Correlation (PPMC) statistics.

RESULTS

Analysis of Demographic Data

Table 1: Demographic data of the management and contract staff of deposit money banks

MANAGEMENT			CONTRACT STAFF	
Characteristics	F	%	F	%
Gender				
Male	14	58.3	65	54.2
Female	10	41.7	55	45.8
Total	24	100.0	120	100.0
Age Range				
Less than 30yrs	3	12.5	51	42.5
30-40yrs	14	58.3	66	55.0
Above 40yrs	7	29.2	3	2.5
Total	24	100.0	120	100.0
Education Qualification				
O'Level	-	-	1	.8
NCE/OND	-	-	18	15.0
HND	9	37.5	44	36.7
BA/BSC	12	50.0	48	40.0
PGD	2	8.3	2	1.7
M.A/ MSC	1	4.2	7	5.8
Total	24	100.0	120	100.0
Length of Service				
Below 1 year	4	16.7	16	13.3
1-2yrs	3	12.5	26	21.7
3-4yrs	6	25.0	39	32.5
5yrs and above	11	45.8	39	32.5
Total	24	100.0	120	100.0

As shown in Table 4.2, 58.3% and 54.2% of the sampled management and contract staff are males while 41.7% and 45.8% are females. The age distribution showed that 12.5% and 54.2% of the sampled management and contract staff respectively are less than 30 years, 58.3% and 55.0% are in the age category of 30-40 years while 29.2% and 2.5% are above 40 years. Educational qualification of the respondents showed that none of the sampled management staff has O’level and NCE/OND whereas; 0.8% and 15.0% of the contract staff respectively have O’level and NCE/OND. However, while 37.5% and 36.7% of the management and contract staff has HND certificate, 50.0% and 40.0% of them has BA/BSC. Degree. It was also found that 8.3% and 1.7% of the management and contract staff has PGD while 4.2% and 5.8% have M.A/ MSC degree. In terms of length of service, 16.7% and 13.3% of the management and contract staff respectively have experience of less than a year, 12.5% and 21.7% of them have been on the

job for between 1-2 years, 25.0% and 32.5% respectively for between 3-4 years while 45.8% and 32.5% has experience of 5 years and above

Answering of Research Questions

Research question 1: What is the extent of psychological contract fulfilment among employers and contract staff of deposit money banks in Osun State?

To answer this research question, responses of contract staff and management to items measuring the extent of psychological contract fulfilment were subjected to a descriptive analysis and the results are presented in Tables 4.3.1 and 4.3.2

Table 2: Extent of Psychological Contract Fulfilment among Employers of Deposit Money Banks in Osun State

S/N	As an employee of this organization, to what extent do you enjoy the following benefits from your employer	M	SD	Rmrks
1.	Pay for performance.	2.8	0.9	EWP
2.	Fringe benefits.	3.0	0.6	EWP
3.	Payment for overtime work	2.6	0.8	EWP
4.	Bonus	3.0	0.7	EWP
5.	Annual leave	3.0	0.7	EWP
6.	Up-to-date training and development	2.9	0.8	EWP
7.	Participation in decision-making	2.9	0.9	EWP
8.	Safe work environment	3.1	0.7	EWP
9.	Freedom to do the job well	2.8	0.9	EWP
10.	Support to learn new skills	2.8	1.0	EWP
11.	Career support and mentoring	3.0	0.8	EWP
12.	Flexible working scheme	2.9	0.7	EWP
13.	Opportunity for promotion	2.6	0.9	EWP
14.	Working strictly within the defined working hours	2.8	0.9	EWP
15.	Fair treatment compared to other colleagues	3.0	0.9	EWP
16.	Feel part of a team in this organization	3.1	0.9	EWP
17.	Reasonable chance of promotion for hard work	2.7	0.9	EWP
18.	Chance to grow in the organization	2.5	1.0	EWP
	Weighted Mean	2.9		EWP

Key: 1.00-1.49= Much less than promised (MLTP), 1.50-2.49= Less than promised (LTP), 2.50-3.49=Exactly what is promised (EWP), 3.50-4.49= More than promised (MTP), 4.50-5.00= Much more than promised (MMTP)

Results in Table 2 showed the extent of psychological contract fulfilment among employers of deposit money banks in Osun State. Given the obtained overall weighted Mean of 2.9 that fell in the threshold of 'Exactly what is promised (EWP)', this implies that the employers of deposit money banks in Osun State do fulfil their psychological contract made with their contract staff.

Table 3: Extent of Psychological Contract Fulfilment among Contract Staff of Deposit Money Banks in Osun State?

Items				
S/N	Most of the employees in my Unit.....	M	SD	Rmks
1	Work hard and are efficient	4.5	0.5	VHE
2	Cooperate well with colleagues	4.5	0.5	VHE
3	Assist colleagues	4.8	0.4	VHE
4	Deliver quality in their work	4.3	0.5	HE
5	Share information with colleagues	4.5	0.5	VHE
6	Get along well with colleagues	4.3	0.5	HE
7	Work extra hours if necessary	4.1	1.3	HE
8	Volunteer tasks that are not part of their job.	4.1	0.5	HE
9	Work unpaid hours to finish a task	3.4	1.4	ME
10	Accept a transfer to another project/department	4.2	1.1	HE
11	Look for better ways of doing the job	4.3	0.9	HE
12	Look for ways to save costs	4.4	0.5	HE
13	Adapt to changes in the way the work is done	4.1	0.3	HE
14	Look for ways to save costs.	4.4	0.5	HE
Weighted Mean		4.3		HE

Key: 1.00-1.49= Very Low Extent (VLE), 1.50-2.49=Low Extent (LE), 2.50-3.49=Moderate Extent (ME), 3.50-4.49= High Extent (HE), 4.50-5.00=Very High Extent (VHE)

The result in Table 4.2.2 showed the extent of psychological contract fulfilment among contract staff of deposit money banks in Osun. Given the obtained overall weighted Mean of 4.5 that fell in the threshold of High Extent (HE), this implies that the contract staff of deposit money banks in Osun fulfilled their psychological contract to a high extent. Though, in terms of working hard and being efficient, cooperating well with colleagues, assisting colleagues, and sharing information with colleagues, it was found that the contract staff fulfilled these psychological contracts to a very high extent (VHE), about working unpaid hours to finish a task, the contract staff fulfilled this aspect to a moderate extent (ME).

The summary of the result of research question 1 is presented in Table 4.

Table 4: Summary Result of the Extent of Psychological Contract Fulfilment among Employers and Contract Staff of Deposit Money Banks in Osun State

Employers			Contract Staff		
Extent of PCF	F	%	Extent of PCF	F	%
Very Low	-	-	Much less than promised	-	-
Low	-	-	Less than promised	12	10.0
Moderate	-	-	Exactly what is promised	99	82.5
High	20	83.3	More than promised	8	6.7
Very High	4	16.7	Much more than promised	1	.8
Total	24	100.0	Total	120	100.0

PCF= Psychological Contract Fulfilment

The result in Table 4 showed the summary result of the extent of psychological contract fulfilment among employers and contract staff of deposit money banks in Osun State. As shown in the result, 83.3% of the employers adjudged the extent of psychological contract fulfilment among the contract staff as high while 82.5% of the contract staff asserted that their employers fulfilled exactly what was promised.

In terms of fulfilment of psychological contract, 83.3% of the employers adjudged the extent of psychological contract fulfilment among the contract staff as high while 82.5% of the contract staff asserted that their employers fulfilled exactly what was promised. Aluko, H. A. et al. (2022), believed that, for an organisation to achieve its goals, it needs to understand what employees expect and must pay attention to fulfilling their expectations to fulfil the organisation’s side of the contract. Moreover, the finding revealed that there is a significant relationship between the extent of psychological contract fulfilment and job performance. This implies that contract staff would only be happy to carry out their duties if their employers fulfil their part of the psychological contract. For instance, Moore (2014) affirmed that psychological contract fulfilment is related to an increase in employee engagement. In support of the above assertion, Dogru et al, (2019), expressed that job performance is subjective to a series of factors and these factors include the type of work, income improvement opportunities, management, psychological contract, workgroup, and work conditions.

Research question 2: What is the level of job performance among contract staff of deposit money banks in Osun State?

To answer this research question, responses of contract staff and management to items measuring job performance were subjected to a descriptive analysis and the results are presented in Tables 5

Table 5: Level of Job Performance as Assessed by the Contract Staff

S/N	Indicate your level of job performance in your organization	M	SD	Rmrks
1	Your level of innovation	4.2	1.0	H
2	Willingness to do overtime work	3.3	0.9	L
3	Use of initiative and judgement to solve a work problem	4.1	0.8	H
4.	Work under less supervision	4.0	1.0	H
5.	I avoid procrastination when carrying out my duty	4.4	0.7	H
6.	I avoid lateness at work	4.4	0.9	H
7	I compete favourably with my colleagues	3.9	1.1	H
8	Participation in decision-making in my organization	3.7	1.0	H
9	Customer relations	4.3	0.9	H
10	Work with minimum error in my organization	3.9	0.8	H
11	Complete the assignment within the stipulated time	4.1	0.7	H
12	Accurate in a job delivering	4.1	1.0	H
	Weighted Mean	4.0		H

Key: 1.00-1.49= Very Low (VL), 1.50-2.49=Low (L), 2.50-3.49=Moderate (M), 3.50-4.49= High (H), 4.50-5.00=Very High (VH)

The result in Table 4.2.4 showed the level of job performance among contract staff of deposit

money banks in Osun State as assessed by the contract staff themselves. Given the obtained overall weighted Mean of 4.0 that fell in the threshold of High (H), this implies that the level of job performance among the contract staff of deposit money banks in Osun State is high. The assessment of all the banking tasks in the instrument fell in the threshold of the high level of job performance except for ‘willingness to do overtime work’ which fell in the threshold of a low level of job performance. Considering the outcome of this result, it is therefore shown that the level of job performance among contract staff of deposit money banks in Osun State is high.

Table 6: Level of Job Performance as Assessed by the Bank Management Staff

Employees’ job performance		M	SD	Rmrks
S/N	Most of the employees in this organization usually...			
1	fulfil most of the responsibilities specified in their job description	4.3	0.4	EE
2	consistently meet the formal performance requirements of their jobs	4.1	0.8	EE
3	carefully perform tasks that are expected of them	4.4	0.5	EE
4	adequately complete all of their assigned duties	4.2	0.4	EE
5	fail to perform essential duties of their jobs	3.7	1.3	EE
6	neglect aspects of the jobs that they are obligated to perform.	2.6	0.7	ME
7	take undeserved or extended work breaks.	4.0	1.0	EE
8	adhere to informal organisational rules devised to maintain order.	3.8	1.1	EE
9	give advance notice when they are unable to come to work.	4.3	0.5	EE
10	spend a lot of time in personal phone conversations	4.1	1.1	EE
11	are regular in their working place.	4.3	0.9	EE
12	complain about insignificant or minor things at work.	3.2	1.3	EE
13	assist others who are absent to do their work	4.1	0.7	EE
14	help others who have much workload	4.1	0.3	EE
15	assist to guide the new staff	4.5	0.5	O
16	take time to listen to co-workers’ problems and worries	4.3	0.4	EE
Weighted Mean		4.0		EE

Key: 1.00-1.49= Far Below Expectation (FBE), 1.50-2.49= Less Below Expectation (BE), 2.50-3.49=Meet Expectation (ME), 3.50-4.49= Exceed Expectation (EE), 4.50-5.00= Outstanding (O)

Results in Table 4.2.5 showed the level of job performance among contract staff of deposit money banks in Osun State as assessed by the bank management staff. Given the obtained overall weighted Mean of 4.0 that fell in the threshold of exceed expectation (EE), this implies that the bank management rated the level of job performance among the contract staff of deposit money banks in Osun State as exceeding expectation. However, about contract staff neglecting aspects of the jobs that they are obligated to perform, the bank management rated them as ‘meeting expectation’ while the task of assisting to guide the new staff; was rated as ‘outstanding. Considering the outcome of this result, it is therefore shown that the bank management staff adjudged that contract staff of deposit money banks in Osun State exceed expectations as far as the level of their job performance is concerned.

The summary of the result of the research question 1 is presented in Table 4.2.5

Table 7: Summary result of the level of job performance among contract staff of deposit money banks in Osun state

Contract Staff			Management		
Level of Job Performance	F	%	Level of Job Performance	F	%
Very Low	-	-	Far Below Expectation	-	-
Low	1	.8	Less Below Expectation	-	-
Moderate	19	15.8	Meet Expectation	2	8.3
High	67	55.8	Exceed Expectation	21	87.5
Very High	33	27.5	Outstanding	1	4.2
Total	120	100.0	Total	24	100.0

The result in Table 4.2.6 shows the summary result of the level of job performance among contract staff of deposit money banks in Osun State. As shown in the result, 55.8% of the contract staff described their job performance level as high while 87.5% of the management staff assessed the job performance level of the contract staff as exceeding expectations.

One of the findings in the study was that most of the contract staff of Deposit Money Banks in the study area indicated that management of the Banks performed their responsibilities to their staff in career support, mentoring, fringe benefits and freedom to do the job well. Results from the findings revealed that the employers of contract staff in the deposit money banks are successful in carrying out most of their psychological contract responsibilities. Also, the findings showed the extent of psychological contract fulfilment among employers of deposit money banks in Osun State. Given the obtained overall weighted Mean of 2.9 that fell in the threshold of ‘Exactly what is promised (EWP), this implies that the employers of deposit money banks in Osun State do fulfil their psychological contract made with their contract staff. 55.8% of the contract staff described their job performance level as high while 87.5% of the management staff assessed the job performance level of the contract staff as exceeding expectations.

Besides, Suleman, et al. (2019), affirmed that the extent to which employees work effectively and remain committed to the organisation depends on the degree to which their expectations of what the organisation will provide them and what they owe the organisation in return match that organisation’s expectations of what it will give and get in return. Again, the finding showed that very few contract staff carried out their psychological contract.

Testing of Research Hypothesis

HO₁: There is no significant relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in the study area.

To test this hypothesis, psychological contract fulfilment and job performance scores for both the deposit money bank contract staff and management were subjected to a Pearson Product Moment Correlation. The results are presented in Tables 4.2.7 and 4.2.8.

Table 8: Relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks

Variables	Mean	SD	1	2
1 Psychological contract fulfilment	2.85	.50	-	-.133
2 Job performance	4.04	.56		-

$p = .149 (p > .05), N=120$

Table 4.3.7 shows the result of the relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in Osun State. As shown in Table 4.7, the correlation coefficient (r) between psychological contract fulfilment and job performance among contract staff of deposit money banks is -.133. This value is found not significant at a 0.05 probability level. This suggests that there is an inverse and non-significant relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in Osun State (N = 120, r = -.133 p > 0.05).

Table 9: Relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks (Management)

Variables	Mean	SD	1	2
1 Psychological contract fulfilment	4.28	.23	-	.124
2 Job performance	3.98	.28		-

$p = .564 (p > .05), N=24$

Table 4.3.8 shows the result of the relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in Osun State. As shown in Table 4.3.8, the correlation coefficient (r) between psychological contract fulfilment and job performance among contract staff of deposit money banks is .124. This value is found not significant at a 0.05 probability level. This suggests that there is a positive and non-significant relationship between psychological contract fulfilment and job performance among contract staff of deposit money banks in Osun State (N = 24, r = .124 p > 0.05).

DISCUSSION OF FINDINGS

The result of the hypothesis revealed that there is a positive and non-significant relationship between psychological contract fulfilment and employees' job performance among contract staff of deposit money banks in Osun State (N=24, r=.124 p> 0.05). The finding above contradicted Bandula, (2016) and Stamolampros, et al. (2019), who found a positive relationship between employees' job performance among contract staff of deposit money banks. According to the duo, the extent to which an employee sees his or her personal goals aligning with that of the organisation will go a long way to influencing his or her decision to stay with the organisation.

CONCLUSION

The study concluded that contract staff of deposit money banks in Osun state adjudged their level of job performance as moderate whereas; the bank management rated the level of job performance among the contract staff of deposit money banks in Osun state as exceed expectation. Secondly, On psychological contract fulfillment the contract staff of deposit money banks in osun state established that their employers fulfilled exactly what was promised while the employers attested that the contract staff fulfilled their psychological contract to a high extent and Lastly, the study concluded that there was significant relationship between psychological contract fulfillment and job performance among contract staff of deposit money banks in Osun state.

REFERENCES

- Aluko, H. A., Aluko, A., & Ogunjimi, F. (2022). The implication of psychological contract on employee job performance in education service delivery: a study of Ebonyi State University. *Open Journal of Business and Management*, 10(2), 978-999
- Baridam, D. M., & Don-Baridam, L. Q. (2021). Effect of Colleague Context and Faculty Size on Scientific Productivity. *European Journal of Business and Management*, 13(27), 123-135.
- Cappelli P, Keller J. 2013a. A study of the extent and potential causes of alternative employment arrangements. *Ind. Labor Relat. Rev.* 6(4):874–901
- Cappelli P, Keller J. 2013b. Classifying work in the new economy. *Acad. Manag. Rev.* 38(4):1–22
- Dhanpat, N., & Parumasur, S. B. (2014). Re-establishing the psychological contract as a precursor to employee retention.
- Dogru, T., McGinley, S., Line, N., & Szende, P. (2019). Employee earnings growth in the leisure and hospitality industry. *Tourism Management*, 74, 1-11. <https://doi.org/10.1016/j.tourman.2019.02.008>.
- Gurd, B. & Helliar, C. (2017). Looking for Leader: ‘Balancing ’ innovation, risk and management control systems. *The British Accounting Review*, 46(1),91-102. <http://doi.org/10.1016/j.bar.2016.10.008>.
- Hammouri, Q., Altaher, A., Al-Gasawneh, J., Rabaai, A., Aloqool, A., & Khataybeh, H. (2022). Understanding the determinants of digital shopping features: The role of promo code on custom-er behavioral intention. *International Journal of Data and Network Science*, 6(3), 641-650.
- Karagonlar, Gökhan & Eisenberger, Robert & Aselage, Justin. (2014). Reciprocation Wary Employees Discount Psychological Contract Fulfilment. *Academy of Management Proceedings*. 2014. 12396-12396. 10.5465/AMBPP.2014.12396abstract.
- Karagonlar, Gökhan & Eisenberger, Robert & Aselage, Justin. (2016). Reciprocation Wary Employees Discount Psychological Contract Fulfilment. *Journal of Organisational Behaviour*,37, 23-40. <http://doi.org/10.1002/job.2016>
- Lawshe, C. H. (1975). A Quantitative Approach to Content. *Personnel Psychology, Inc* (pp. 563-575). Ohio: Bowling Green State University.
- Moore, T. (2014, 8 3). The Impact of Psychological Contract Fulfillment on Employee Engagement in the Millennial Generation. Atlanta, Georgia State, United States of America.

- Nnaji-Ihedinmah, N., Osisioma, H., & Ugwu, K. (2020). Psychological Contract and Employee Performance in the Construction Industry in South-East Nigeria. *The International Journal of Business & Management*, 8(2), 259-265
- Ntisa, A. A., Dhurup, M., & Joubert, P. A. (2016). The contract of employment status and its influence on the job satisfaction of academics within South African Universities of Technology. *International Journal of Social Sciences and Humanity Studies*, 8(2), 180-195.
- Ongera, R. M., & Juma, D. (2015). Influence of temporary employment on employee performance: A case study of Safaricom Limited. *International Journal of Business and Commerce*, 4(4), 1-37.
- Pedulla, D. S. (2013). The hidden costs of contingency: Employers' use of contingent workers and standard employees' outcomes. *Social forces*, 92(2), 691-722.
- Stamolampros, Korfiatis, Chalvatzis, and Buhalis (2019), and Bandula, (2019). psychological contract and employee commitment breach as the mediator. *UTCC International Journal of Business and Economics (UTCC)*, 11(2), 3-23.
- Suleman, Z. B., Xiuli, Z., & Ali, S. (2019). Effect of Psychological Contract Fulfillment, Employee's Job Satisfaction on Organizational Performance: Evidence from Ghana. *International Journal of Business and Management*, 14(12).
- Suleman, Zeliat, Xiuli, Zhao & Ali, Shaibu (2019). Effect of Psychological Contract Fulfilment, employee's Job satisfaction on organisational Performance: Evidence from Ghana. *International Journal of Business and Management*. <https://doi.org/10.5539/ijbm.v14n12p32>. *IEEE Transition on Bio-medical Engineering*, 51(6), pp. 1034-1041.
- Tinuke, M. (2012). Employment casualization and degradation of work in Nigeria. *International Journal of Business and Social Science*, 3(9), 42-59.