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EFFECT OF PSYCHOLOGICAL CONTRACT ON JOB SATISFACTION OF CASUAL STAFF IN AHMADU BELLO UNIVERSITY, ZARIA, NIGERIA

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ABSTRACT

Psychological contract plays a crucial role in understanding employee-employer relationships, particularly in the context of casual staff in the Nigerian universities. This study investigates the effect of psychological contract fulfillment and breach on job satisfaction among casual staff in Ahmadu Bello University (ABU), Zaria. Quantitative cross-sectional design was adopted. Data were collected from 415 casual workers using structured questionnaires, with 385 valid responses analysed using descriptive statistics and multiple regression. Variables were operationalized using validated psychological contract and job satisfaction scales. Results reveal that psychological contract fulfillment significantly increases job satisfaction, while psychological contract breach significantly reduces job satisfaction. The study concludes that addressing fairness, communication, and consistency in employer obligations can enhance satisfaction among casual employees in Ahmadu Bello University, Zaria. Recommendations include strengthening remuneration practices, incorporating casual staff into institutional support systems, and reducing breach experiences through enhance job security, strengthening employee-employer transparent communication, fair treatment and recognition.

Keywords: *Psychological contract, job satisfaction, casual staff, employment relationship, university workforce.*

1.1 Introduction

The idea of reciprocal duties between an employer and employee is known as a psychological contract. It covers expectations for pay, benefits, equitable treatment, and chances for professional advancement. Understanding employee-employer interactions requires an understanding of the psychological contract. It stands for the shared, frequently unstated expectations between employers and employees. The phrase "psychological contract" suggests that both the individual and the organisation have different expectations of one another (Armstrong, 2014).

These expectations encompass the entire range of rights, advantages, and obligations between employees and organisations in addition to the amount of work that must be done for the amount of compensation. As a result, although these kinds of expectations are not codified in a formal contract between employers and employees, they have a significant influence on conduct (Gabriel & Jonathan, 2012 cited in Yusuf, 2021). According to Rousseau and Tijoriwala (1998), these beliefs are based on the idea that a promise has been made (of employment or career opportunities) and a consideration offered in exchange (accepting a position, forgoing other job offers), binding the parties to a set of reciprocal obligations.

The degree to which workers are happy in their positions and workplace is known as job satisfaction. It includes extrinsic elements like pay, job stability, and working conditions as well as inner elements like personal development and acknowledgement. These expectations must be met for job satisfaction, which is a critical component of employee performance (Yusuf, 2021).

In recent years, there has been a rise in casual employment in Nigerian tertiary institutions. This has given the institutions flexibility in managing their personnel, but it has also raised worries about job security and happiness, especially when it comes to casual workers. Casual employees frequently receive different treatment in Nigerian universities than permanent employees, which might affect their job satisfaction and general productivity. Low pay, little perks, and job insecurity have been the hallmarks of casual work at Nigerian institutions. Casual employees frequently feel left out of company rules that favour permanent employees, which has an impact on their degree of job satisfaction and general dedication to the company.

Research indicates that when an employee believes that the company has kept its commitments, they are more likely to respond with positive attitudes and behaviours, such as feeling more content, working harder, and feeling more dedicated to the company. Theoretically, an organisation is deemed capable of keeping its commitments. However, a psychological contract breach may occur when a company fails to fulfil what an employee feels was promised to them (Gakovic & Tetrick, 2003; Suazo, et al., 2005).

Employee perceptions of the organization's failure to fulfil one or more obligations related to perceived mutual promises are known as psychological contract breaches (Morrison & Robinson, 1997). These perceptions can have detrimental effects on both individuals and organisations, including decreased job satisfaction (Tekleab & Taylor, 2003), decreased organisational commitment (Restubog, et al.,

2006), lower performance (Suazo & Stone-Romero, 2011), increased burnout (Gakovic & Tetrick, 2003).

Essential institutional duties including cleaning, secretarial work, and security are increasingly being performed by casual employees in Nigerian colleges. However, temporary contracts, irregular pay, few benefits, job insecurity, and exclusion from institutional welfare systems are common characteristics of their work. These circumstances affect their job happiness and mould their psychological contracts.

Although psychological contracts among permanent employees have been extensively studied in the past (e.g., Conway & Briner, 2005; Tekleab & Taylor, 2003), there is little empirical data on casual employees in Nigerian universities, a vulnerable group whose expectations and perceptions may vary greatly. In order to close this gap, this study looks at how psychological contract fulfilment and violation affect casual employees' job satisfaction at Ahmadu Bello University, Zaria.

1.1.1 Statement of Research problem

Casual employment has been characterized by low wages, limited benefits, and job insecurity. Casual workers often feel excluded from organizational policies that benefit permanent staff, affecting their level of job satisfaction. Due to the federal government's deregulation and monetisation policies, Nigerian universities have been depending more and more on casual workers to perform a variety of tasks, including security, office/health assistants, sanitation, and clerical duties. These workers are vital to the operation of Nigerian universities, especially Ahmadu Bello University Zaria. Despite their significance, their jobs are characterised by temporary, flexible, and frequently precarious employment conditions. They frequently experience low job security, unclear career pathways, irregular and delayed monthly wage payments, occasionally no salary payments at all, and little organisational support. These working conditions make the psychological contract between employees and their employers even more important, which inevitably affects how satisfied they are with their jobs.

Existing literature emphasizes that the fulfillment or breach of the psychological contract profoundly influences employee attitudes, especially job satisfaction. However, while extensive studies have examined psychological contracts in formal, permanent employment settings, relatively little empirical attention has been paid to how these dynamics unfold among casual staff, particularly within the unique context of ABU, Zaria. In environments where formal guarantees are minimal, the reliance

on psychological contracts may be even more pronounced, shaping casual staff members' perceptions of fairness, inclusion, and organizational commitment.

Despite the importance of casual employees to university operations, little is known about how their job satisfaction levels are impacted by perceived psychological contract fulfilment or breach. This disparity is crucial because low job satisfaction can result in poor performance, subpar service delivery, absenteeism, and high turnover, all of which have a detrimental impact on the efficacy, cleanliness, security, and teaching and learning outcomes of universities.

In ABU, Zaria, casual employees deal with issues like uneven pay, job insecurity, unclear career paths, and perceived unequal treatment in comparison to permanent employees. These circumstances make psychological contracts more important in determining job satisfaction. Unfulfilled expectations or broken promises can lead to poor performance, absenteeism, and discontent, all of which have an impact on university operations. Therefore, it is crucial to comprehend how psychological contract dynamics affect casual employees' job satisfaction.

Therefore, it is imperative to look into how psychological contract fulfilment and breach affect casual employees' job satisfaction at Ahmadu Bello University in Zaria. By addressing this issue, the institution will be able to improve its human resource policies, especially with regard to temporary or casual employees, create a more positive work environment, and increase the stability and productivity of its personnel.

1.1.2 Research Questions

i. How does psychological contract fulfillment affect job satisfaction among casual staff in ABU, Zaria?

ii. To what extent does psychological contract breach affect job satisfaction among casual staff in ABU, Zaria?

1.1.3 Objectives of the Study

i. To examine the effect of psychological contract fulfillment on job satisfaction among casual staff in ABU, Zaria.
ii. To assess the effect of psychological contract breach on job satisfaction among casual staff in ABU, Zaria.

1.1.4 Hypotheses

H_1: Psychological contract fulfillment has no significant effect on job satisfaction among casual staff in ABU, Zaria.
H_2: Psychological contract breach has no significant effect on job satisfaction among casual staff in ABU, Zaria.

1.2 Literature review and theoretical framework:

1.2.1 Concept of Psychological Contract

Researchers have defined the phrase "psychological contract" in a variety of ways, but there is no a single, accepted meaning (Burgess and Mani, 2018). This anomaly could be explained by the fact that the term was created by researchers and has therefore been defined in each researcher's own context. Historically, each researcher or writer has defined the psychological contract construct in a way that they believe is appropriate or has adopted one of the existing definitions, with little to no explicit consideration of opposing viewpoints on the construct.

The phrase generally refers to unspoken expectations that affect how managers and employees behave, and researchers have used it to understand workplace relationships. Researchers started concentrating on how employees' perceptions of the company, the employer's commitments, and their duties are subjective and unique (Burgess & Mani, 2018). The term "psychological work contract" was first used by Argyris (1960), who described it as an implicit relationship between employees and their supervisor. It is noteworthy that the early authors' concept of the psychological contract still relies heavily on the assumption of reciprocity between the two parties in the trade interaction (Purvis & Cropley, 2003).

The term "unwritten set of expectations operating at all times between every member of an organisation and the various managers and others in that organisation" was subsequently established by social psychologist Schein (1965). In addition to the implicit, subtle expectations that an employee will improve the organization's reputation, be loyal, maintain organisational secrets, and perform to the best of their abilities, each employee has expectations regarding things like salary or pay rate, working hours, benefits, and privileges associated with a job. The organisation, managers, and employees are among the possible parties mentioned here. Schein thought that even though it was unwritten, the psychological contract had a significant influence on how individuals behaved in

organisations. From the foregoing, it is clear that psychological contracts exist on two levels: individual and organisational (Yusuf, 2021)

It is evident from the aforementioned submissions that a psychological contract is formed when an individual believes that their contributions require the organisation to reciprocate (or vice versa). The contract is made up of the individual's unilateral belief in the obligation of reciprocity (Rousseau, 1989). The psychological contract's inherent mutuality may be peculiar and distinct for each individual who accepts it. As a result, operationalising the psychological contract emphasises the subjective (cognitive-perceptual) experience of the individual.

Studies produced a thorough comprehension of the psychological contract's content from both the employer organisation and the employee. Adequate induction and training, fairness in organisational procedures, the ability to meet personal or family needs, consultation and communication with employees, discretion in job performance, humanity towards employees, acknowledgement of employee contributions, a safe and friendly work environment, justice in the application of organisational procedures, compensation, benefits, and security are all expected of employer organisations. On the other hand, the employee must work the agreed-upon hours, perform well in terms of both quantity and quality of labour, be loyal and honest, and take good care of the organization's property, dressing and behaving correctly with customers and colleagues, and flexibility.

Five content areas are common in the operationalisation of the psychological contract's content, according to a review of the literature mentioned above. First, opportunities for advancement and growth within the company or industry are referred to as career development. Second, the provision of demanding, diverse, and engaging work is referred to as job content. Third, the provision of suitable rewards is referred to as financial rewards. Fourth, the provision of a comfortable and collaborative work environment is referred to as the social atmosphere. Fifth, the employer's regard and comprehension of the employee's private circumstances is referred to as respect for private life. Both employers and employees may feel that promises have been communicated to varying degrees for each of these characteristics.

Based on the dimensions of "time frame" and "tangibility," Rousseau (1995) theoretically distinguishes four types of psychological contracts: transactional, relational, balanced or team player, and transitional.

A fair day's labour for a fair day's pay is an example of transactional contract terms, which emphasise short-term and monetizable transactions, according to Rousseau (1995). In transactional contracts, employees typically work relatively few hours and/or have little emotional engagement, with compensation serving as the main motivator. Transactional contracts are limited to seasonal employment or, at most, two to three years in a certain position. The contract must be renegotiated for any changes to the clearly defined work duties and working circumstances. Because transactional contracts typically call for the use of pre-existing abilities, the employer is not required to provide substantial training.

According to Herriot and Pemberton (1996) and Hallier and James (1997), a transactional contract indicates a completely instrumental exchange connection between employees and employers, i.e., services in exchange for remuneration. Transactional contracts are concrete, self-serving, founded on balanced reciprocity principles, and frequently closely watched by both parties. In return for the employee's performance of specific, limited role tasks, the organisation offers fair salary, a secure workplace, and reasonable short-term employment guarantees (Thompson & Bunderson, 2003).

A long-term work relationship (long-term time frame) with unclear (low tangibility) reciprocal duties that cannot be clearly defined is what defines a relational contract. As an illustration, consider a family business where stability, strong member commitment, high affective commitment, and high integration and identification are expected.

On the opposite end of the spectrum from the transactional contract is the relational contract. The relational contract emphasises connections that are open-ended and require significant expenditures from both employers and employees. Employers make significant expenditures in their employees' long-term career development and the acquisition of organization-specific skills. It is possible to view these investments as having significant exit obstacles and mutual reliance.

In addition to financial transaction, relational contracts usually contain emotional investment. Relational contract holders identify personally with their organisation. In terms of development and progress, they are interested in the participation of the full person. In terms of deadlines, the commitment to the organisation is flexible. The contract has both written and unwritten terms, some of which have evolved over time. Relational contracts are flexible and may alter over time. The disorders are widespread and have an impact on family and personal life. A third party may find it challenging to comprehend many of the implicit and subjective terms of a relational contract.

The balanced or cooperative psychological contract is a third form that Rousseau identified. This kind of agreement combines the long-term duration of a relational psychological contract with the high tangibility of a transactional psychological contract. According to Van den Brande, Janssens, Sels, and Overlaet (2009), a high-involvement team with high member commitment, high integration/identification, continuous development, mutual support, and dynamic character is likely to have it.

Conditioned on the employer's financial success and marked by external employability, internal advancement, and dynamic performance, balanced contracts are open agreements in which both sides contribute to each other's learning and growth. According to Rousseau (2000), external employability is defined as career development in the external labour market where the company has committed to improving the worker's long-term employability both inside and outside the organisation, and the employee has an obligation to develop marketable skills. Career growth within an internal labour market is referred to as internal advancement. The employer has promised to provide career development chances for employees, and the employee is required to acquire abilities that the current employer values.

On the other hand, dynamic performance entails an employee's responsibility to effectively accomplish new and more challenging goals that may alter repeatedly in the future to assist the company become and stay competitive. At the same time, the company is dedicated to encouraging lifelong learning and assisting staff in meeting challenging performance standards.

The transitory psychological contract is a fourth kind. Low tangibility and a short time range are characteristics of this kind of contract. Such a psychological contract is characterised by a high degree of ambiguity and uncertainty, high turnover/termination, and instability. A more transactional or even relational psychological contract will naturally emerge from such a psychological contract, which is typically only temporary and found in businesses going through significant organisational upheaval like a merger.

1.2.2 Psychological Contract Breach

According to Rousseau (1989), a psychological contract breach is a subjective experience based on a person's belief that another has not sufficiently fulfilled the stipulated obligations of the psychological contract. Employees' psychological contracts frequently include training as a key component.

Additional topics include pay, advancement, the type of work, job stability, feedback, handling change, accountability, coworkers, and perks.

A few research have attempted to measure the degree of breach. According to Robinson and Rousseau (1994), roughly 55% of workers thought that their employer had violated or broken their psychological contract in the previous two years. According to Coyle-Shapiro and Kessler (1998), 78–89% of UK public sector workers had varied degrees of contract violations. In a survey involving more than 800 managers, Turnley and Feldman (2000) discovered that 52% of participants had some sort of psychological contract violation. Eighty-one percent of participants in the same research said they received far less than what they had been promised. In actuality, breaches happen frequently and are a part of working in a business. Even highly skilled new hires experience a breach of the psychological contract (Turnley & Feldman, 1999). According to research by Lo and Aryee (2003), Chinese workers in Hong Kong believed their employers had violated their psychological contracts to varied degrees.

It is crucial to bear in mind still, that the degree of contract violations seems to be somewhat influenced by the type of psychological contract (relational or transactional) and the work status (permanent or temporary). Only 36.6% of non-permanent employees reported a contract violation, compared to 81.6% of permanent employees in a study of 797 customer service representatives (Turnley & Feldman, 1999). It has also been observed that because relational contracts are inherently ambiguous and lead to varying interpretations of promissory obligations, they are the most readily and frequently breached.

Psychological contract breaches and violations result in five main types of consequences, according to Robinson and Morrison (1995) and Robinson and Rousseau (1994). These include: emotional reactions from employees who believe their contract has been violated; potential changes to the nature of the psychological contract (e.g., from relational to transactional); changes in work attitudes; changes in work behaviour; and effects on the organisation.

According to Restubog et al. (2008) and Suazo & Stone-Romero (2011), a breach can cause negative emotional reactions such disappointment, anger, and betrayal, which can result in poorer job satisfaction, disengagement, absenteeism, and intents to leave. Because their employment terms are uncertain, casual workers are more likely to violate preconceptions. Among casual workers, unfulfilled expectations about compensation, equity, and recognition are powerful indicators of discontent.

1.2.3 The Concept of Job Satisfaction:

One of the most extensively researched and quantified concepts in organisational behaviour and human resource management is job satisfaction. The relationship between job satisfaction and other significant organisational outcomes, including as performance, commitment, turnover, and absenteeism, is the source of interest. As a result, it's critical to comprehend how to maintain employees' psychological well-being, productivity, and commitment at work. This necessitates researching work satisfaction.

Locke (1976) defined job satisfaction as a positive emotional condition brought on by an evaluation of one's work or work experience. Employees' judgement of how well their jobs deliver those items that are deemed significant determines their level of job satisfaction.

According to Porter and Lawler (1968), job satisfaction is a one-dimensional concept in which an individual is either usually satisfied or dissatisfied with their work. Hulin and Smith (1967), however, believed that job satisfaction was multifaceted. They contended that a person may be more or less content with some parts of their employment, such as their supervisor, compensation, work environment, and so forth. Additionally, Armstrong (2014) defines job satisfaction as people's attitudes and sentiments regarding their work. Job satisfaction is shown by positive and favourable views towards the workplace. Job discontent is indicated by negative and undesirable attitudes towards the workplace. It can be differentiated from morale, which is a group variable rather than an individual one and relates to the extent to which group members are drawn to and wish to stay in the group.

As we can see from the above, the concept of job satisfaction encompasses the worker's cognitive, emotive, and evaluative aspects in relation to his employment. Cognitive refers to the feelings and emotions that employees have about their jobs, which are not visible but can be deduced. It is therefore an emotional reaction to a work-related circumstance. Second, the degree to which results fulfil or surpass expectations frequently determines job happiness. Third, a number of linked attitudes are involved in the emotional, or job satisfaction. This is based on five job dimensions the task itself, compensation, prospects for advancement, supervision, and coworkers that constitute the most significant aspects of a job about which people have affective responses.

A number of factors, such as compensation and benefits (fair wages, prompt payment, and any additional incentives like allowances), can be used to understand job satisfaction among casual

employees at Nigerian colleges. Job security is the sense of stability and the possibility of contract renewal or chances for long-term work. The physical and social aspects of the job, including contacts with coworkers and supervisors, are referred to as the work environment. Respect and Recognition: Employers and coworkers should treat employees with respect and acknowledge their accomplishments. Opportunities for Career Development (training, skill-building courses, and career advancement routes). The capacity to strike a balance between duties in one's personal and professional lives.

According to Armstrong (2012), success or failure, the quality of supervision, and intrinsic motivational reasons all have an impact on job satisfaction or dissatisfaction levels. The five elements of job satisfaction skill diversity, task identity, task significance, autonomy, and feedback (the job characteristics model), that Hackman and Oldham (1974) defined are particularly relevant to the intrinsic motivational factors associated with job content. The level of oversight: The Hawthorne investigations led to the conclusion that the most significant factor influencing employee attitudes is supervision. Scholars have generally agreed that one of the greatest, if not the strongest, human traits is a man's constant need to collaborate with his peers.

From an empirical perspective, research on job satisfaction and the psychological contract was done in a variety of industries. However, the majority of these researches focused on the permanent employees of different organisations, while the current study concentrated on the casual employees, as there aren't many recent studies in that area. For example, Mande (2015) investigated secondary school teachers' job satisfaction and perceived psychological contract in Gem District, Kenya. The study's goal was to ascertain how secondary school teachers in Kenya's Gem District felt about their jobs and their psychological contract. According to the study, job satisfaction would rise in direct proportion to both the teacher's and the school's total fulfilment of duties and commitments (psychological contract). Additionally, the study found that teachers generally believe they fulfil their obligations to the school to a large degree, while the school fulfils its obligations to teachers to a small degree. This indicates a breach of the psychological contract, which leads to job dissatisfaction. According to the report, the government and school administration should update its hiring practices, prioritise equitable job opportunities, and work to keep their commitments.

In contrast to the current study, which examines the impact of the psychological contract on employee job satisfaction of casual workers at Ahmadu Bello University in Zaria, Nigeria, it could be argued

that the aforementioned study was carried out to determine the relationship between psychological contract and job satisfaction among secondary school teachers in Kenya. Thus, the goal of this kind of research is to close the gap in our context.

Based on the aforementioned, empirical research regularly demonstrates a positive correlation between job satisfaction and psychological contract fulfilment (e.g., Mande, 2015). Trust, dedication, and motivation are all improved by fulfilment. Because of their increased vulnerability, workers' satisfaction in informal employment arrangements can be greatly impacted by the fulfilment of even basic expectations, such timely wages.

1.2.5 Theoretical Framework

Rousseau's Psychological Contract Theory serves as the theoretical cornerstone of this investigation (1989). The implicit and unwritten set of reciprocal expectations that exist between employers and employees can be understood via the lens of this idea. Psychological contracts are subjective views on the duties each party owes the other, in contrast to formal, legally binding employment contracts. The attitudes, actions, and general workplace experiences of employees are greatly influenced by these ideas.

Psychological contracts can be broadly classified as either transactional or relational, according to Rousseau (1995). Transactional contracts are defined by little emotional connection and short-term, targeted, and financially motivated exchanges. Relational contracts, on the other hand, are based on long-term socio-emotional obligations that include demands for job stability, loyalty, career advancement, and acknowledgement. Casual employees in Nigerian universities may be more sensitive to relational aspects of the psychological contract, such as fair treatment, inclusion, and respect, because they frequently lack official employment arrangements.

The ideas of contract fulfilment and contract breach are fundamental to psychological contract theory. Positive effects including improved organisational commitment, improved performance, and higher job satisfaction result when workers believe their managers have kept their implicit pledges (Conway & Briner, 2005). On the other hand, employees may experience sentiments of betrayal, diminished trust, decreased satisfaction, emotional disengagement, and plans to leave the company if they believe that pledged commitments have been violated (Morrison & Robinson, 1997).

The fulfilment of psychological contract expectations becomes a crucial factor in determining job happiness for casual employees in Nigerian universities, who frequently work in unstable environments without long-term job security. Their opinions of organisational fairness and support are likely to be significantly influenced by factors like equitable treatment, opportunity for professional development, fair compensation, and acknowledgement of efforts. On the other hand, serious discontent and disengagement may result from perceived violations such irregular remuneration, lack of acknowledgement, or exclusion from decision-making.

According to this study, casual employees' job satisfaction levels are directly and quantifiably impacted by how much they believe the psychological contract has been met or violated. Through the application of Psychological Contract Theory, the study aims to shed light on the subtle but significant ways that casual employees at Ahmadu Bello University's attitudes and behaviours are influenced by perceived employer obligations. It also seeks to identify potential strategies for enhancing their work experiences and institutional loyalty.

Therefore, the study's hypotheses are supported by Psychological Contract Theory, which also directs the interpretation of the dynamic relationship between casual staff employment practices and job satisfaction outcomes in the Nigerian university system. Improving employee relations and productivity within the Nigerian university system requires an understanding of these dynamics.

1.3 Methodology

This study adopts a cross-sectional quantitative approach. The Source of data for the study was from primary and secondary sources. The primary data were obtained from casual workers in the university from two key departments responsible for overseeing the affairs of the casual staff i.e. University Health Service Unit and Student Affairs Department generated through administration of questionnaire. The secondary source made use of reports obtained from committees, payment vouchers and other relevant sources. The population comprises 1,997 casual staff in ABU, Zaria (Committee Report, 2024). Using Krejcie and Morgan (1970), a sample of 377 was determined and increased to 415 to account for non-response. A total of 385 questionnaires were usable. Simple random sampling technique was adopted in selecting the sample respondents. A structured questionnaire was used for the purpose of gathering information for this study to recognize the degree of intensity in the respondents' feelings and perceptions (Yusuf, 2009). Variables were measured using

5-point Likert scales. Dependent Variable: Job Satisfaction was measured using items adapted from Spector (1997), including satisfaction with pay, conditions, supervision, recognition, and overall job experience. Independent Variable 1: Psychological Contract Fulfillment (PCF) was measured through: Fair and timely wages, Respect and fair treatment, and Job-related support/resources. Independent Variable 2: Psychological Contract Breach (PCB) Measured through broken promises, unmet expectations, unfair treatment and reduced employer commitment. Data were analyzed using descriptive statistics tools of mean and standard deviation via SPSS. A parametric statistical regression analysis was used to measure the degree of effects of independent variable (IV) on the dependent variable (DV). This was based on the fact that the study was able to predict the degree of effects of the predictor variable on the criterion variable.

1.4 Results and Discussion

The analysis of data gathered from the field is covered in this section. Regression modelling was utilised to assess our developed hypotheses using data obtained from the questionnaire. 390 of the 415 questionnaires that were distributed were returned, of which 385 were successfully completed and returned. This is a 92% rate of return, which is higher than the 70% criteria that some social science scholars have chosen and served as the foundation for our analysis. SPSS was used to do multiple regression analysis and descriptive statistics. The results of the assumption checks (linearity, normality, multicollinearity, and independence) were adequate.

1.4.1 Test of Hypotheses

Test of Hypothesis 1

Hypothesis states that, psychological contract fulfillment has no significant effect on job satisfaction among casual staff in ABU, Zaria. To test this hypothesis, a multiple regression model was performed. Model summary, ANOVA and of coefficient results were presented and interpreted below:

Table 1: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	

1	.447[a]	.200	.193	.449	.200	31.691	3	381	.000	.204

a. Predictors: (Constant), I receive the necessary resources and support to perform my job effectively, my employer provides fair and timely wages as expected, my employer treats me with respect and fairness in the workplace

b. Dependent Variable: job satisfaction of casual workers in ABU, Zaria

Table 1 provides the R and R2 values. The R value represents the simple correlation and is 0.447 or 44.7% which indicates a degree of correlation. the R2 value indicates how much total variation in the dependent variable could be explained by the independent variables and in this case 0.200 or 20.0%. which is statistically significant. the adjusted R2 =0.193 indicates the likely hood of 19.3% of IVs to cause change in the DV.

Table 2 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.127	3	6.376	31.691	.000[b]
	Residual	76.650	381	.201		
	Total	95.777	384			

a. Dependent Variable: job satisfaction of casual workers in ABU, Zaria

b. Predictors: (Constant), I receive the necessary resources and support to perform my job effectively, my employer provides fair and timely wages as expected, my employer treats me with respect and fairness in the workplace

The ANOVA table shows the overall significance of the model from a statistical Perspective. The P-value is less < 0.05 i.e., 0.000 which implies that the model fits the data. This confirms that the independent variables have a significant impact on the dependent variable. The F =31.691, shows that, the test is statistically significant indicating that, there is linear relationship between the variables, in other words the IVs is a significant predictor in our model.

Table 3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.507	.109		23.082	.000	2.293	2.720		
	My employer provides fair and timely wages as expected	-.119	.022	-.255	-5.538	.000	-.162	-.077	.991	1.009
	My employer treats me with respect and fairness in the workplace	-.042	.019	-.101	-2.191	.029	-.080	-.004	.988	1.012
	I receive the necessary resources and support to perform my job effectively	-.121	.016	-.339	-7.337	.000	-.153	-.088	.982	1.018

a. Dependent Variable: job satisfaction of casual workers in ABU, Zaria

Table 3 provides the results of multiple regression which provides the individual contribution of the predictor variables (timely and fair wages, respect and fair treatment, and availability of resources required to perform a job) to the dependent variable (job satisfaction). Negative signs reflect reverse-coded items; meaning fulfillment increases job satisfaction. Therefore, hypothesis one is rejected.

Test of Hypothesis 2

Hypothesis two (2) states that, psychological contract breach has no significant effect on job satisfaction among casual staff in ABU, Zaria. To test this hypothesis, a multiple regression model was performed. Model summary, ANOVA and of coefficient results were presented and interpreted.

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.582[a]	.339	.332	.469	.339	48.615	4	380	.000	.167

a. Predictors: (Constant), The way my employer fulfills their obligations makes me more committed to my job, I experience unfair treatment compared to permanent staff, Promises made to me regarding work conditions and benefits are often broken, I feel disappointed when my employer does not meet my expectations

b. Dependent Variable: I feel motivated due to the recognition I receive for my work

Table 4 provides the R and R2 values and adjusted R. The R value represents the simple correlation and is 0.582 or 58.2% which indicates a degree of correlation. the R2 value of 0.339 indicates how much total variation in the dependent variable could be explained by the independent variables and in this case 0.339 or 33.9.0%. which is statistically significant. the adjusted R2 =0.332 indicates the likely hood of 33.2% of IVs to cause change in the DV.

Table 5: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.823	4	10.706	48.615	.000[b]
	Residual	83.681	380	.220		
	Total	126.504	384			

a. Dependent Variable: I feel motivated due to the recognition I receive for my work

b. Predictors: (Constant), The way my employer fulfills their obligations makes me more committed to my job, I experience unfair treatment compared to permanent staff, Promises made to me regarding work conditions and benefits are often broken, I feel disappointed when my employer does not meet my expectations

The table 5 above is ANOVA table showing the overall significance of the model from a statistical Perspective. The P-value is less < 0.05 i.e., 0.000 which implies that the model fits the data. This confirms that the independent variables have a significant impact on the dependent variable.

Table 6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	2.329	.187		12.452	.000	1.961	2.696		
	I feel disappointed when my employer does not meet my expectations	.288	.028	.703	10.223	.000	.233	.343	.368	2.714
	Promises made to me regarding work conditions and benefits are often broken	-.118	.028	-.264	-4.280	.000	-.172	-.064	.457	2.187

I experience unfair treatment compared to permanent staff	.081	.021	.182	3.963	.000	.041	.122	.826	1.211
The way my employer fulfills their obligations makes me more committed to my job	.617	.067	.500	9.142	.000	.484	.749	.583	1.715

a. Dependent Variable: I feel motivated due to the recognition I receive for my work

Table 6 present the results of multiple regression which provides the individual contribution of the predictor variables (disappointments received when the employer failed to meet expectations. Broken promises, unfair treatment compared to permanent staff, and fulfilment of obligations by employer,) to the dependent variable (recognition received). Higher breach scores indicate stronger breach perception which leads to lower job satisfaction. Therefore, hypothesis two is rejected.

1.5 Discussion

Results demonstrate that psychological contract fulfillment significantly enhances job satisfaction. This aligns with prior evidence that fulfillment strengthens trust and positive attitudes (Guest, 2004). For casual staff, fulfillment of basic expectations such as fair wages and respectful treatment has a pronounced effect due to their vulnerability.

Psychological contract breach significantly reduces job satisfaction. The strongest predictors of dissatisfaction were unmet expectations and reduced employer commitment. Consistent with Morrison and Robinson (1997), breach generates emotional distress and withdrawal behaviours. Given the precarious nature of casual work, breach perceptions are intensified. Understanding these dynamics is essential to enhancing employee relations and productivity within the Ahmadu Bello University system. Psychological Contract Theory not only supports the study's hypotheses but also directs the

interpretation of the dynamic relationship between casual staff employment practices and job satisfaction outcomes.

1.6 Conclusion

Psychological contract dynamics significantly predict job satisfaction among casual staff in ABU, Zaria. Fulfillment strengthens positive experiences, while breach triggers dissatisfaction. Addressing compensation fairness, respect, communication, and support is essential for improving job satisfaction and overall institutional efficiency.

1.7 Recommendations

i. Ensure timely and adequate remuneration.

ii. Promote respectful and fair treatment for casual staff.

iii. Strengthen communication regarding expectations and obligations of casual workers.

iv. Provide adequate job resources and support.

v. Implement career development pathways for casual workers.

vi. Incorporate casual staff into institutional welfare programmes.

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