

**PSYCHOLOGICAL CONTRACT AND ORGANIZATIONAL HEALTH OF OIL AND GAS
MULTINATIONAL COMPANIES IN RIVERS STATE**

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ABSTRACT

The study examined transactional contract and organizational health of Oil and Gas Multinational Companies in Rivers State. The study was anchored on Expectancy Theory as its theoretical foundation. The study adopted explanatory cross-sectional survey research design. The accessible population of the study consisted of Twenty (20) registered and licensed Oil and Gas Companies presently operating in Rivers State. The above information was obtained from the Rivers State Yellow Page. The entire population was used without sampling. Thus, the study was a census research. In terms of respondents, five (5) knowledgeable managers were purposively selected to respond to the questionnaire on behalf of their company. Their selection was predicated on the assumption that these managers have indepth knowledge about how functional their companies are and variables under investigation. The managers selected for each of the Oil and Gas Companies includes Human Resource Managers (HRM), Public Relation Managers (PRM), Procurement/Contract Managers (PCM), Accounts Managers (AC), and Filed Operations Managers (FOM). Structured questionnaire was used as the main instrument for the collection of primary data. To establish the validity of the instrument, copies of the questionnaire was submitted to the supervisor and two other experts in Management. Their comments were used to validate the final copy of the instrument that was administered. Thus, Cronbach alpha via SPSS (Statistical Package for Social Sciences, Version 24.0) was used to ascertain the reliability of the instrument. A total of One Hundred (100) copies of the questionnaire were administered to respondents with the help of two research assistants. The researchers were able to retrieve ninety (90) copies of the questionnaire distributed representing 90% and were used for analysis. It was found that there is a significant positive relationship between transactional contract and organizational health of Oil and Gas Multinational Companies in Rivers State. It was concluded that well-structured transactional contracts can serve as a strategic lever for enhancing employee satisfaction, commitment, and engagement in oil and gas firms. Consequently, the study recommends that management of Oil and Gas Multinational Companies should prioritize the development of transparent, equitable, and well-communicated employment contracts.

Keywords: Transactional Contract, Organizational Health, Employee Satisfaction, Employee Commitment and Employee Engagement.

INTRODUCTION

In the contemporary oil and gas industry, the organizational health has emerged as a critical factor influencing their operational efficiency, customer satisfaction, and overall sustainability. Organizational health has been considered a multifaceted construct that encompasses an organization's ability to align, execute, and renew itself faster than its competitors to sustain exceptional performance over time (McKinsey & Company, 2018). It reflects the internal well-being of an organization and is characterized by effective leadership, strong internal communication, a compelling organizational vision, and a culture that supports employee growth and adaptability (Scott, 2015). The concept of organizational health has gained significant scholarly attention over the past two decades, with research consistently demonstrating its importance in enhancing performance, fostering innovation, and building resilience in dynamic business environments (Lencioni, 2012; Keller & Price, 2011).

Unlike traditional models that focus solely on financial or operational indicators of success, organizational health incorporates intangible yet vital elements such as trust, clarity, and morale, which contribute to a company's long-term viability (Cameron, *et al.*, 2011). As oil and gas companies contend with increasing complexity, rapid technological advancements, and evolving stakeholder expectations, the imperative to maintain a healthy organizational climate has become more pronounced (Deloitte, 2019). A healthy oil and gas company cultivates an environment where employees are motivated, supported, and empowered to achieve both individual and organizational goals. This is particularly essential in industries marked by volatility, complexity, and high operational risk, such as the oil and gas sector.

Within the broader framework of organizational health, employee-related outcomes such as employee satisfaction, employee commitment, and employee engagement are central components within oil and gas companies. Employee satisfaction refers to the extent to which individuals feel content and fulfilled in their roles, often influenced by job characteristics, organizational support, and interpersonal relationships (Locke, 1976; Weiss, 2002). Satisfied employees are more likely to exhibit positive attitudes, lower turnover intentions, and higher levels of productivity (Spector, 1997). In the context of the oil and gas industry where work is often physically demanding, remote, and potentially hazardous, ensuring employee satisfaction is a strategic imperative (Ahmed *et al.*, 2018).

Employee commitment, particularly affective and continuance commitment, plays a crucial role in shaping organizational outcomes. Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization, while continuance commitment is based on the perceived costs of leaving the organization (Meyer & Allen, 1991). High levels of commitment are associated with reduced absenteeism, enhanced job performance, and improved organizational citizenship behaviors (Meyer, *et al.*, 2002). In oil and gas firms, where operations are heavily dependent on teamwork, trust, and long-term workforce stability, fostering strong employee commitment is vital for operational continuity and safety compliance.

Closely tied to satisfaction and commitment is employee engagement, which refers to the degree of enthusiasm and connection employees feel toward their work and the organization (Kahn, 1990; Saks, 2006). Engaged employees are characterized by vigor, dedication, and absorption in their roles (Schaufeli *et al.*, 2002), and their engagement is positively correlated with organizational health indicators such as productivity, innovation, and customer satisfaction (Harter, *et al.*, 2002). Within oil and gas firms, where employee performance directly influences operational efficiency and risk mitigation, cultivating engagement is not merely desirable but essential.

Despite the critical importance of these employee outcomes, oil and gas firms often rely on transactional employment contracts, characterized by clearly defined roles, compensation-based incentives, and limited long-term relational exchanges (Rousseau, 1995). These contracts can lead to short-term thinking and limit the development of trust and emotional investment between employees and employers. While transactional contracts may offer clarity and flexibility, they may also undermine organizational health by weakening the social and psychological bonds necessary for sustained employee satisfaction, commitment, and engagement (Conway & Briner, 2005; Robinson, *et al.*, 1994).

Statement of the Problem

The poor organizational health of oil and gas producing companies seems to be an issue, undermining their competitiveness. This problem is characterized by several interrelated challenges, including low level of employee satisfaction, poor commitment and engagement. In oil and gas industry characterized by high capital investments, volatile markets, and stringent regulatory pressures, poor organizational health not only threaten short-term performance but also compromise the ability of companies to adapt to evolving market conditions and emerging energy trends (Sharma, 2019; Omunakwe, *et al.*, 2018; Singh, 2020). Through personal interaction with staff of oil and gas firms in Rivers State, it appears that poor job satisfaction often arises from

factors such as demanding work conditions, lack of career development opportunities, and insufficient recognition or reward systems. As a result, employees feel disengaged and undervalued, leading to reduced morale and motivation (Jurgita, 2023).

Furthermore, low commitment exacerbates the issue, as employees are less likely to feel a sense of loyalty or obligation towards the organization. This lack of commitment can manifest in high turnover rates, absenteeism, and a general decline in work quality, posing a threat to operational efficiency in an industry that relies heavily on precision and safety (Hunjra, *et al.*, 2020). Additionally, inadequate job engagement is another issue, where employees show little interest or initiative in their roles, further weakens the organizational culture, limiting innovation, collaboration, and problem-solving within teams. A significant yet underexplored contributor to these issues is the low adoption of fair and balanced transactional contracts in the oil and gas industry. Transactional contracts, which are based on clearly defined, short-term, and economically driven exchanges, dominate employment relationships in many firms within the sector (Rousseau, 1995). However, when these contracts are not perceived as fair due to lack of transparency, inequitable pay structures, or one-sided obligations, they erode trust and psychological security among employees (Robinson *et al.*, 1994; Conway & Briner, 2005).

Another issue that necessitated this study appears to be dearth of empirical on transactional contract and organizational health specifically in oil and gas multinational companies in Rivers State. Although, there has been several research efforts spur to address their impacts within and outside Nigeria (Retno, *et al.*, 2021; Henry, *et al.*, 2022; Nnaji-Ihedimah, *et al.*, 2020; Jacob *et al.*, 2019). Despite the findings of these studies, there is none with empirical evidence on how transactional contract interacts with organizational health of oil and gas multinational companies in Rivers State in terms of employee satisfaction, employee commitment, and employee engagement. Even few of the studies that shared the same measures, are not equally presented as used in this study. Therefore, there is need to close this gap.

Conceptual Framework

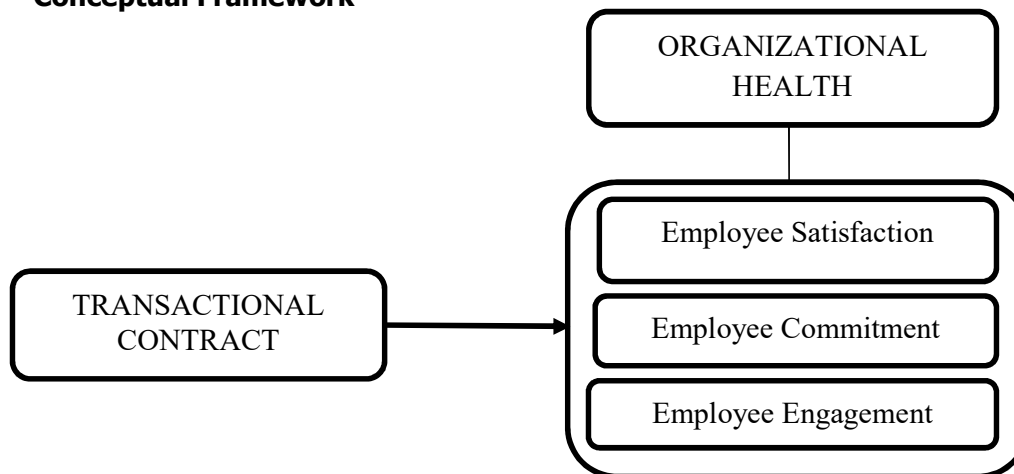


Fig. 1: Conceptual Framework.

Source: Aluko *et al.* (2022); Meyer and Allen (1997); and Ijaya (2017).

Aim/Objectives of the Study

The aim of the study was to examine the relationship between transactional contract and organizational health of Oil and Gas Multinational Companies in Rivers State. Specifically, the study sought to:

1. examine the relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State.

2. assess the relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State.
3. determine the relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State.

Research Questions

The following research questions were posed:

1. What is the relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State?
2. What is the relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State?
3. What is the relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State?

Hypotheses

In line with the objectives, the following null hypotheses were formulated:

- Ho₁: There is no significant relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State.
- Ho₂: There is no significant relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State.
- Ho₃: There is no significant relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State.

Conceptual Review

Concept of Psychological Contract

Psychological contract is a concept that has gained interest as a construct relevant for understanding and managing contemporary employment relationship in organizations (De-Vos, 2016). The concept of psychological contract was conceived by Argyris in 1960, but not until the mid-1980s and 1990s following the advent of corporate downsizing, mergers, and takeovers that the concept was explored as a theory in explaining its impact on employee behaviour in the workplace (Cyril, 2013). Employees keep their promises according to the behaviour of the "good employer", or the "history" of the organization in keeping its promises to employees (Purcell & Hutchinson, 2017). Specifically, in the context of the employment exchange relationship employees keep their promises if employers also keep their promises (Coyle-Shapiro & Kessler, 2013). However, reciprocity constitutes a core component in the psychological contract, meaning that employees positively respond to favourable behaviour from their employers. In cases where employees believe that employers have broken their given promises, this will have a negative effect on employee promises fulfilment. The fulfilment of the employer promises will be reciprocated by employee satisfaction, commitment and motivation (Coyle-Shapiro & Kessler, 2020).

Thus, Guest (2017) asserts that psychological contract is concerned with the perception of both parties to the employment relationship: organization and individual, of the reciprocal promises and obligations implied in that relationship. Armstrong (2012) explained that psychological contract is a system of beliefs that encompasses the actions employees believe are expected in return from the employer, and, reciprocally, the actions employers believe are expected of them and what response they expect in return from their employees. In the views of Knights and Kennedy (2015), psychological contract is a set of individual beliefs regarding reciprocal obligations between the employee and the organization. Psychological contract is defined by Mueller (2009) as an implicit agreement between the employee and employer about how each expects to be treated based on the culture, language or behaviour used in the workplace. She noted that it is these expectations that guide behaviour and how events are interpreted. These expectations arise from the perception of promises made by the employer to the employee (Freese & Schalk, 2018).

Operationally, psychological contract is the unwritten reciprocal expectations, implicit contract, perceptions and beliefs that an individual has with his or her organization. Armstrong (2012) pointed out the employment relationship aspects that are covered by psychological contract. From the perspective of the employee these are how they are treated in terms of fairness, equity and consistency, security of employment, scope to demonstrate competence, career expectations and the opportunity to develop skills, involvement and influence and trust in the management of the organization to keep their promises. From the employer's point of view, the psychological contract covers such aspects of employment relationship as competence, effort, compliance, commitment and loyalty. According to Conway and Briner (2015), psychological contract is based on beliefs or perceptions. It follows that different individuals (even in the same organization) will have potentially different conceptions of what the psychological contract actually entails. Psychological contract is implicit rather than explicit. It is thought to be inferred from the promises made or implied by the organization or the employee. According to Nwokocha (2015), psychological contract can be described as the relationship between the development of enterprise and staff, although no contract, enterprises and employees can find decisions of their respective focus.

Concept of Transactional Contract

Transactional contracts play a crucial role in the operational efficiency of oil and gas firms, particularly in managing short-term, high-volume activities (Perkins, *et al.*, 2022). These contracts are essential for acquiring goods and services such as drilling fluids, transportation, catering, and equipment rentals, which are not core to the firm's strategic operations but necessary for daily activities. The clear, rigid structure of transactional contracts ensures that suppliers deliver specified outputs within strict timeframes and budgets, minimizing operational delays. According to Crocker and Reynolds (1993), transactional contracts are favored in environments where the scope of work is well-defined and outcomes are easily measurable, making them ideal for the structured procurement processes typical in oil and gas supply chains.

According to Wong (2021), transactional contract in oil and gas firms is a legally binding agreement that governs one-off or short-term exchanges of goods, services, or resources such as equipment rental, supply of consumables, or transport where the primary concern is price, delivery, and performance, with limited focus on long-term partnership or flexibility. Moreover, transactional contracts reduce legal and financial risks by clearly specifying the responsibilities and liabilities of each party. This clarity is vital in the oil and gas sector, where project delays or supply chain disruptions can lead to significant financial losses or environmental risks. These contracts often include detailed clauses on penalties for non-compliance, dispute resolution, and force majeure events, allowing firms to maintain operational control and accountability (Williamson, 1985).

Transactional contract refers to a type of agreement that is typically short-term, specific in scope, and focused on the exchange of goods or services with clearly defined terms. These contracts are often used for routine, standardized activities with minimal relationship-building or long-term collaboration involved. Transactional contracts support the competitive sourcing strategies employed by oil and gas firms to enhance cost efficiency (Dipankar, 2013). By allowing firms to engage multiple suppliers and switch between them easily, transactional contracts prevent dependency on a single vendor and stimulate price competitiveness. This aligns with the transactional cost economics (TCE) theory, which suggests that market-based transactions are most efficient when the required input is standardized and substitutable (Rindfleisch & Heide, 1997). As a result, oil and gas companies use transactional contracts to manage routine procurements while preserving flexibility and ensuring supplier accountability without the need for long-term commitments. Transactional contract could be indicated through salary and bonuses.

Salary. Salary is a fixed, regular payment made by an employer to an employee for performing a job or providing services. According to Armstrong and Taylor (2014), salary is one of the fundamental components of a reward system that affects employee satisfaction and well-being. A well-structured salary system helps employees plan their finances, reducing stress and increasing

their sense of stability and commitment to the organization. The International Labour Organization (ILO, 2020) emphasizes that adequate wages are essential to achieving decent work and promoting inclusive economic growth. Thus, salary is not only a matter of individual reward but also a pillar of sustainable and ethical employment practices.

Bonuses: Bonuses are additional financial rewards given to employees on top of their regular salary or wages. They are typically awarded based on performance, company profits, achievement of specific goals, or special occasions. Bonuses are used as incentives to motivate employees, recognize achievements, and align individual performance with organizational success. According to Milkovich, *et al.* (2014), bonuses function as a key element of variable pay systems, allowing firms to link compensation directly to performance outcomes. This pay-for-performance approach not only motivates individuals but also promotes a performance-oriented culture within organizations.

Concept of Organizational Health

The consideration of organizational health as a variable worthy of management research attention is predicated on the assumption that it takes a healthy organization to perform. Organizational health is an organization's ability to function effectively, to cope adequately, to change appropriately, and to grow from within (Organizational Health Diagnostic and Development Corporation, 2011). A healthy organization can also be seen as a firm where the combination and co-ordination of people and practices are optimal to the point that they can produce exceptional performance (Daniel, 2017). Healthy organizations consistently outperform their unhealthy counterparts. Companies with strong organizational health deliver three times the total shareholder returns (TSR) compared to those that are less healthy. This performance advantage becomes even more pronounced during periods of uncertainty or crisis, where healthy organizations demonstrate greater resilience and adaptability. According to Altun (2011), organizational health as the capabilities possessed by an organization to adapt to its environment successfully, create cooperation between its members and achieve its targets. In today's rapidly evolving business environment, the ability to adapt is crucial for survival. Healthy organizations are better equipped to cope with changes be it technological advancements, market shifts, or economic fluctuations. Healthy organizations encourage innovation by creating an environment where employees feel safe to share ideas and experiment without fear of failure. This leads to both incremental improvements in processes as well as breakthrough innovations (Singh, 2020). According to Polatc (2017), organizational health is the ability of a firm to achieve employee welfare and organizational health concurrently. A healthy firm is crucial for maintaining stability within an economy. When firms are sound, they can effectively manage risks associated with lending and investing, which in turn fosters consumer confidence. Healthy firms play a significant role in facilitating economic growth by providing loans to individuals and businesses (Karagüzel, 2019). To this end, employee satisfaction, employee commitment and employee engagement are used here as measures of organizational health.

Measures of Organizational Health

Employee Satisfaction

Employee job satisfaction is a measure of quality in terms working condition, work-life balance and interpersonal relationship that determines how happy workers are with their job and working environment (Bhatti & Qureshi, 2021). It plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of good and services. Employee satisfaction impacts quality at industry, to achieve quality and profitability at organization as it is fundamental and without it, organization cannot think of being successful (Bhatti & Qureshi, 2021). Lawler (2011) averred importance of job satisfaction for the organization as it enhance employee retention, increase productivity, increase customer satisfaction, reduce turnover, recruiting, and training costs, enhance customer satisfaction and loyalty, more energetic employees, improve teamwork and higher quality products and/or services due to more competent, energized employees.

The assertions of Ndulue and Ekechukwu (2016) revealed that satisfaction refers to the level of fulfillment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and what he gets. Employee satisfaction is a measure of how happy workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction. Effective organizations should have a culture that encourages the employee job satisfaction (Bhatti & Qureshi, 2021). There is no limit for the employees to reach the full job satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviors in order to execute their duties more effectively to gain greater job satisfaction (Jurgita, 2023).

Employee Commitment

Employee commitment can be defined as the degree to which a worker feels devoted in identifying, accepting and pursuing their organizational goals as a result of reciprocity, cost of leaving the organization and no investment made (Akintayo, 2021). Employee job commitment plays a vital role in organizational stability and better customer service hence increases organizational performance. This is because, high employee job commitment towards organization increases the job satisfaction among employees, job performance, overall productivity, sales and as such, decreases employee turnover, intention to leave and absenteeism. Employee of oil and gas companies who are committed to their jobs exhibit positive attitudes, and are ready to contribute ideas, are innovative and ready to go an extra mile in their contribution to the organizations' goals achievement. Furthermore, Meyer and Allen in Torrington (2019) postulates that employee commitment is more concerned with the relative strength of an individual's identification with and involvement in a particular organization characterized by strong acceptance or a belief in an organization's goals and values; willingness to exert effort on behalf of the organization; and a strong desire to maintain membership of the organization (Akintayo, 2021). Employees who are committed to their job generally feel a connection with their organization that they fit in and equally feel they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support (Zeb-Obipi & Agada, 2018).

Employee Engagement

This work defined employee engagement as the degree to which an employee is engaged, committed, and personally invested in their work and the organization they work for. In the context of oil and gas companies, job involvement can be particularly significant due to the unique challenges and high-stakes nature of the industry. In the oil and gas industry, safety is paramount due to the hazardous nature of operations. High levels of job involvement lead to increased awareness among employees regarding safety protocols. Engaged workers are more likely to adhere strictly to safety guidelines, report unsafe conditions, and participate in safety training programs (Paluku, 2016). The oil and gas sector is continuously evolving due to technological advancements and changing market demands. Employees who are actively involved in their jobs contribute valuable insights that can drive innovation within the company. Their familiarity with day-to-day operations allows them to identify inefficiencies or areas for improvement that management may overlook.

Paluku (2016) posited that employee engagement refers to the degree to which employees identify with their work, are committed to their roles, and actively participate in the tasks associated with their jobs. Employee engagement directly correlates with productivity levels within oil and gas companies. When employees feel involved in their roles, they tend to be more motivated and dedicated, leading to higher output quality and efficiency. Engaged employees are proactive problem solvers who take ownership of their tasks, which can result in innovative solutions that enhance operational processes (Rich, *et al.*, 2010).

Theoretical Review

Expectancy Theory was propounded by Vroom's in 1964. It is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. This implies that employees will be motivated if they believe that their commitment and dedication to their attaining the organizational goals will lead to good performance.

Assumptions:

Motivation or propensity to start and maintain behavior is the product of expectancy, valence and instrumentality; Worker's effort will lead to successful performance or that a particular course of action will lead to a high positive outcome. By implication, employees feel that their efforts will be appreciated by management and his motivation will be high; Instrumentality is the belief that a given performance is essential for attaining a good reward. It is the perceived correlation between doing a good job and receiving rewards. Employees will be more committed to deliver jobs and making sure that customers are satisfied if he/she knows that his efforts will be commensurately rewarded through prompt payment of salaries and other welfare packages; and Valence: the degree of attractiveness that an individual attaches to a reward. It has underscored the emotional attachment the employee gives to his jobs and what he expected from being a worker.

Implications of Expectancy Theory to the Present Study

Vroom's expectancy theory is suitable for this study since it examines relationship between transactional contract and organizational health. The general assumption is that if employees are assured that their job performance will lead to the achievement of their personal goals (valence) through motivation and expectation from the management (work salary, bonuses and allowances); they will tend to be highly committed/motivated and if they feel that optimal performance will not even attract corresponding rewards, they will be de-motivated.

Empirical Review

Retno, *et al.* (2021) studied the effect of psychological contracts: Transactional, relational, balance on organizational citizenship behaviors of university staff in Indonesia and Malaysia. The purpose of this study was to determine the effect of the transactional contract, relational contract, and balance contract on organizational citizenship behavior. The sample in this study was 313 university staff in Indonesia and universities in Malaysia. Data collection used a psychological contract scale and a scale of organizational citizenship behavior. The measurement scale contains four elements, namely altruism, organizational compliance, sportsmanship, and loyalty. Subjects responded to all items based on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). In this study, the psychological contract scale has a reliability of 0.796, and the OCB scale has a reliability of 0.952. The result of this study is that there is a significant influence between the relational contract and balance contract on organizational citizenship behavior. Meanwhile, there is no effect of the transactional contract on organizational citizenship behavior. It was concluded that the relational contract and balance contract have an influence on organizational citizenship behavior. Meanwhile, transactional contracts have no effect on organizational citizenship behavior. The study of Retno, *et al.* (2021) shared the same dimensions with the incumbent study, but with different indicators. Thus, the finding of the current study will buttress what was found in the study above.

Henry, *et al.* (2022) examined the implications of psychological contract breach on employee job performance in education service delivery: A study of Ebonyi State University. The broad objective of this study was to examine the far-reaching implications of psychological contract breach and employees' perception of their organizational climate on workforce performance in Ebonyi State

University. This paper adopted descriptive research that is based on the survey analytical approach and is conducted from a positivist perspective. The information was gathered through the administration of questionnaire using the convenience sample technique. The research was based on primary and secondary empirical data investigation to deal concretely with the effects of psychological contracts on employee work performance in education service delivery, with a specific focus on Ebonyi State University. The population of this study consists of all the staff of Ebonyi State University Abakaliki with a population of 2668 personnel disaggregated into senior and junior non-academic staff. To determine the sample size for the study, the Taro Yamani sample size determination technique was adopted. It was found that university workers' perception of their existence in the organization (i.e., sensitivity of whether their organizational climate favors them or not) affect their performance EBSU. It was also found that that breach of psychological contract has significant impact on workers commitment to enhanced performance in EBSU. The study concludes that the efficient and effective performance of Ebonyi State University employees has been inhibited by breach of psychological contract particularly on the part of the employer. The study recommends that the University should uphold organizational culture that promotes good management/governance, transparency, equity and fairness in dealing with employees.

Nnaji-Ihedinmah, *et al.* (2020) examined the relationship between psychological contract and employee performance in the construction industry in South East Nigeria. The aim of the study was to investigate the relationship between psychological contract (relational psychological contract) and employee performance (organizational citizen behaviour and socioemotional factors) in the construction industry in South East Nigeria. The study adopted a survey method using self-structured questionnaire. A total of 274 copies of questionnaire were distributed to employees of the construction companies studied and 220 were validly completed and returned. The validity of the survey instrument was done and reliability conducted using Cronbach alpha. The data collected were analyzed using Pearson correlation coefficient. It was found that there is no significant relationship between relational psychological contract and employee performance (organizational citizen behaviour and socioemotional factors) in the construction industry in South East Nigeria. The study concluded that understanding the components and ensuring that the psychological contract of employee is maintained may not be that useful in getting employee of the construction industry to be more committed and exhibit extraordinary behaviour that will ensure that their organization achieves its goals.

Jacob *et al.* (2019) examined the relationship between psychological contract and employees' commitment. The study adopted the survey research design. The study focused on employees of aluminium manufacturing companies in Port Harcourt, Rivers State, Nigeria. Sample size of 140 employees was drawn from the population through a convenience sampling technique. The instrument was validated by two organizational behavioural and business consultancy experts. The reliability of the instrument was ascertained at 0.82 using Crombach Alpha. Spearman Ranking Order Correlation (r) was used for the test of hypotheses through a bivariate analysis (test of hypothesis) using SPSS Version 22 at 0.05 level of significance. Out of 140 questionnaires administered, 120 copies were retrieved. It was found that psychological contract (transactional contract and relational contract) has a significant relationship on employees' commitment (loyalty and intention to stay). The study concluded that the undoubted connect between psychological contract (transactional and relational contracts) and employees' commitment (loyalty and intention to stay) calls for management's proactivity towards the accomplishment of psychological contract as to enhance competitive advantage edge while being in business.

METHODOLOGY

The study adopted explanatory cross-sectional survey research design. The accessible population of the study consisted of Twenty (20) registered and licensed Oil and Gas Companies presently

operating in Rivers State. The above information was obtained from the Rivers State Yellow Page as presented in Appendix C. The entire population was used without sampling. Thus, the study was a census research. In terms of respondents, five (5) knowledgeable managers were purposively selected to respond to the questionnaire on behalf of their company. Their selection was predicated on the assumption that these managers have indepth knowledge about how functional their companies are and variables under investigation. The managers selected for each of the Oil and Gas Companies includes Human Resource Managers (HRM), Public Relation Managers (PRM), Procurement/Contract Managers (PCM), Accounts Managers (AC), and Filed Operations Managers (FOM). Structured questionnaire was used as the main instrument for the collection of primary data. To establish the validity of the instrument, copies of the questionnaire was submitted to the supervisor and two other experts in Management. Their comments were used to validate the final copy of the instrument that was administered. Thus, Cronbach alpha via SPSS (Statistical Package for Social Sciences, Version 24.0) was used to ascertain the reliability of the instrument. A total of One Hundred (100) copies of the questionnaire were administered to respondents with the help of two research assistants. The researchers were able to retrieve ninety (90) copies of the questionnaire distributed representing 90% and were used for analysis. The Spearman Rank Order (Rho) with the aid of Statistical Package for Social Sciences (SPSS) Version 24.0 was used for the analysis. The formula is presented below:

$$r_s = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

n = number of pairs of data

d = difference between the ranking in each set of data.

Σ = Summation.

Analyses and Result

Univariate Analysis

Table 1: Descriptive Statistics on Transactional Contract

S/ N	Items	Response Options				Total	Mean	Std.	Min.	Max.
		SA	A	D	SD					
1.	My salary match with my routine task assigned in our company.	50	25	9	6	90	3.02	1.49	1.00	4.00
2.	There is usually a meaningful recognition for work accomplished in our company.	47	27	13	3	90	3.02	1.48	1.00	4.00
3.	My company provides transportation facilities and allowance for easy movement.	48	27	10	5	90	3.02	1.48	1.00	4.00
4.	All forms of compensation are clearly stated in the employment agreement of our company.	37	30	15	8	90	3.04	1.44	1.00	4.00

Grand Mean = 3.16

Source: Data Survey, 2025.

Table 4.1 above reveals mean scores of 3.02 minimum with grand means of 3.16. Item 1 with a mean score 3.02 implies that the respondents agreed that their salary match with their routine task assigned in their company. Item 2 with a mean score of 3.02 implies that the respondents are of the view that there is usually a meaningful recognition for work accomplished in their company. Item 3 with a mean score of 3.02 indicates that the respondents affirmed that their company provides transportation facilities and allowance for easy movement. Item 4 with the mean score of 3.04 indicates that all forms of compensation are clearly stated in the employment agreement of their company. The closeness in the standard deviation shows that the respondents are homogenous in their view.

Table 2: Descriptive Statistics on Employee Satisfaction

S/ N	Items	Response Options				Total	Mean	Std.	Min.	Max.
		SA	A	D	SD					
1.	Sometimes, I am allowed to make decision about their work-related issue and this has boasting my intrinsic satisfaction.	55	24	7	4	90	3.04	1.54	1.00	4.00
2.	My company makes work easy as they allow us to practice flexible work schedule as a way of supporting our wellbeing.	36	27	18	9	90	3.01	1.36	1.00	4.00
3.	We receive positive feedback from our customers to show that they are satisfied due to our product and service quality.	44	30	10	6	90	3.02	1.45	1.00	4.00
4.	Our clients are sure of their security in terms of having quality products and services from our company as we adhere to specification.	40	36	15	9	90	3.01	1.43	1.00	4.00

Grand Mean = 3.15

Source: Data Survey, 2025.

Table 4.2 above reveals mean scores of 3.01 minimum with grand means of 3.15. Item 1 with a mean score 3.04 implies that the respondents agreed that sometimes, they are allowed to make decision about their work-related issue and this has boasting their intrinsic satisfaction. Item 2 with a mean score of 3.01 implies that the respondents are of the view that their company makes work easy as they allow them to practice flexible work schedule as a way of supporting their wellbeing. Item 3 with a mean score of 3.02 indicates that the respondents affirmed that they receive positive feedback from their customers to show that they are satisfied due to their product and service quality. Item 4 with the mean score of 3.01 indicates that their clients are sure of their security in

terms of having quality products and services from their company as we adhere to specification. The closeness in the standard deviation shows that the respondents are homogenous in their view.

Table 3: Descriptive Statistics on Employee Commitment

S/ N	Items	Response Options				Total	Mean	Std.	Min.	Max.
		SA	A	D	SD					
1.	I am ready to identify with any goal and policy of my company.	46	29	9	6	90	3.2	1.14	1.00	4.00
2.	I have remained in this company because I cannot afford to lose the time and energy I have invested.	48	26	13	3	90	3.2	1.41	1.00	4.00
3.	Considering the things I have benefitted from this company, I feel compelled to remain in this organization.	50	20	11	8	90	3.2	1.43	1.00	4.00
4.	I have passion for any work I am asked to do in this company.	42	28	13	7	90	3.1	1.42	1.00	4.00

Grand Mean = 3.17

Source: Data Survey, 2025.

Table 3 above reveals mean scores of 3.1 minimum with grand means of 3.17. Item 1 with a mean score 3.2 implies that the respondents agreed that they are ready to identify with any goal and policy of their company. Item 2 with a mean score of 3.2 implies that the respondents are of the view that they have remained in this company because they cannot afford to lose the time and energy they have invested. Item 3 with a mean score of 3.2 indicates that the respondents affirmed that considering the things they have benefitted from this company, they feel compelled to remain in this organization. Item 4 with the mean score of 3.1 indicates that they have passion for any work they are asked to do in this company. The closeness in the standard deviation shows that the respondents are homogenous in their view.

Table 4: Descriptive Statistics on Employee Engagement

S/ N	Items	Response Options				Total	Mean	Std.	Min.	Max.
		SA	A	D	SD					
1.	I have been able to know what my employer need in my organization.	41	26	15	8	90	3.11	1.41	1.00	4.00
2.	I have exhibited positive attitude towards achieving my organizational goal.	34	28	20	8	90	2.97	1.35	1.00	4.00
3.	We are encouraged to share our feelings among ourselves and the employer in my company.	38	30	16	6	90	3.11	1.41	1.00	4.00

I invest a lot of energy in doing my job at the company's level.	39	31	15	5	90	3.15	1.50	1.00	4.00
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Grand Mean = 3.08

Source: Data Survey, 2025.

Table 4 above reveals mean scores of 2.97 minimum with grand means of 3.08. Item 1 with a mean score 3.11 implies that the respondents agreed that they have been able to know what their employer need in their organization. Item 2 with a mean score of 2.97 implies that the respondents are of the view that they have exhibited positive attitude towards achieving their organizational goal. Item 3 with a mean score of 3.11 indicates that the respondents affirmed that they are encouraged to share their feelings among themselves and the employer in their company. Item 4 with the mean score of 3.15 indicates that they invest a lot of energy in doing their job at the company's level. The closeness in the standard deviation shows that the respondents are homogenous in their view.

Bivariate Analysis

Ho₁: There is no significant relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State.

Table 5: Correlations between Transactional Contract and Employee Satisfaction

			Transactional Contract	Employee Satisfaction
Spearman's rho	Transactional Contract	Correlation Coefficient	1.000	.962**
		Sig. (2-tailed)	.	.000
	Employee Satisfaction	Correlation Coefficient	.962**	1.000
		Sig. (2-tailed)	.000	.
		N	90	90

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

Table 5 above reveals r value of 0.962 at a P=0.00<0.05 for the hypothesis relating transactional contract and employee satisfaction. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State was rejected and the alternate (Ha₁) was accepted. This implies that there is a very strong positive relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State.

Ho₂: There is no significant relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State.

Table 6: Correlations between Transactional Contract and Employee Commitment

			Transactional Contract	Employee Commitment
Spearman's rho	Transactional Contract	Correlation Coefficient	1.000	.982**
		Sig. (2-tailed)	.	.000
	Employee Commitment	Correlation Coefficient	.982**	1.000
		Sig. (2-tailed)	.000	.
		N	90	90

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

Table 6 above reveals r value of 0.982 at a $P=0.00<0.05$ for the hypothesis relating transactional contract and employee commitment. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{02}) which states that there is no significant relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State was rejected and the alternate (H_{a2}) was accepted. This implies that there is a very strong positive relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State.

H_{03} : There is no significant relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State.

Table 7: Correlations between Transactional Contract and Employee Engagement

		Transactional Contract	Employee Engagement
Spearman's rho	Transactional Contract	Correlation Coefficient	1.000
		Sig. (2-tailed)	.944**
		N	.000
	Employee Engagement	Correlation Coefficient	.944**
		Sig. (2-tailed)	1.000
		N	.000
		90	90

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2025

Table 7 above reveals r value of 0.944 at a $P=0.00<0.05$ for the hypothesis relating transactional contract and employee engagement. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State was rejected and the alternate (H_{a3}) was accepted. This implies that there is a strong positive relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State.

Discussion of Findings

The findings of this study are discussed below:

The test of hypotheses one, two and three revealed that there is a very strong positive relationship between transactional contract and employee satisfaction of Oil and Gas Multinational Companies in Rivers State; there is a very strong positive relationship between transactional contract and employee commitment of Oil and Gas Multinational Companies in Rivers State; and there is a very strong positive relationship between transactional contract and employee engagement of Oil and Gas Multinational Companies in Rivers State. This implies that when transactional contracts are perceived as fair, clearly defined, and mutually beneficial, they can significantly enhance employee-related outcomes within this sector.

First, the observed strong positive relationship between transactional contracts and employee satisfaction aligns with earlier findings in organizational behavior literature, which suggest that clearly defined terms of employment such as roles, remuneration, benefits, and performance expectations are critical drivers of job satisfaction, particularly in industries characterized by high-risk operations (Spector, 1997; Weiss, 2002). In the context of oil and gas multinational companies in Rivers State, where employees often face harsh environmental conditions and complex operational demands, well-structured transactional contracts provide a sense of security, predictability, and value. These contracts appear to reduce ambiguity and reinforce the perception that employees are being adequately compensated for their contributions, leading to higher levels of satisfaction (Ahmed *et al.*, 2018).

Second, the study found a very strong positive relationship between transactional contracts and employee commitment. This finding is consistent with Meyer and Allen's (1991) three-component model of organizational commitment, particularly in relation to continuance commitment, which is influenced by the perceived cost of leaving the organization. When transactional terms are perceived as favorable such as competitive salaries, benefits, and job stability employees are more likely to remain with the organization. Furthermore, fair transactional arrangements may also foster affective commitment, as employees interpret these contracts as a sign of organizational support and fairness (Rousseau, 1995; Meyer et al., 2002). In the high-turnover environment of the oil and gas industry, particularly in Rivers State where competition for skilled labor is intense, the presence of robust transactional contracts may be a strategic tool for workforce retention.

Third, the very strong positive relationship between transactional contracts and employee engagement underscores the motivational role of transactional elements in driving employee involvement and enthusiasm. Engagement, conceptualized by Kahn (1990) and expanded by Schaufeli *et al.* (2002), is influenced by both psychological safety and perceived return on investment in one's role. In oil and gas multinationals, employees may feel more energized and absorbed in their work when contractual expectations are clearly articulated and consistently fulfilled. Saks (2006) argues that when employees perceive fairness and reciprocity in the employment relationship, they are more likely to reciprocate with higher levels of engagement. This is particularly important in the Rivers State oil and gas sector, where job roles often involve complex projects, teamwork, and strict safety protocols requiring sustained cognitive and emotional investment. Moreover, the findings challenge earlier assumptions that transactional contracts are inherently superficial or inadequate in fostering deeper psychological connections between employees and organizations (Robinson *et al.*, 1994; Conway & Briner, 2005). Instead, in the context of oil and gas multinationals in Rivers State, transactional contracts appear not only to fulfill economic expectations but also to serve as a foundation for trust, motivation, and organizational citizenship. This may be due in part to the sector's high-risk and performance-oriented nature, where clarity, fairness, and performance-based incentives are deeply valued by employees.

CONCLUSION

Base on the findings, the study concluded that there is a significant positive relationship between transactional contract and organizational health of Oil and Gas Multinational Companies in Rivers State. Well-structured transactional contracts can serve as a strategic lever for enhancing employee satisfaction, commitment, and engagement in oil and gas firms. As such, oil and gas multinationals in Rivers State should prioritize transparent, fair, and well-communicated transactional agreements as part of their broader human resource and organizational development strategies.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Oil and Gas Multinational Companies should prioritize the development of transparent, equitable, and well-communicated employment contracts.
2. Management of Oil and Gas Multinational Companies should institute periodic reviews and updates of contract terms to align them with evolving industry standards, employee feedback, and inflationary realities.
3. Management of Oil and Gas Multinational Companies should integrate performance-based bonuses, allowances, and recognition programs into the transactional framework to enhance employee motivation and engagement.

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