

SIGNIFICANCE OF PSYCHOLOGICAL CONTRACT AS A TOOL TO MOTIVATE
EMPLOYEE ENGAGEMENT AT NIGERIAN TRIBUNE PLC.

OMOLOLA O. JAYEOBA

Master of Art in Human Resource Management

Submitted to the National College of Ireland August 2019

ABSTRACT

A psychological contract is an important aspect of human resources management that human resource practitioners and students must have a good understanding of. The significance of human resources in improving corporate performance intertwined with a larger interest in competitions and prestige are increasing, which has made psychological contract relevant to researchers and managers of organizations. Therefore, this research examines the relationship between psychological contract and motivation and how they influence the level of employee's work engagement. Using a sample of 184 employees at the Nigerian Tribune, this study, therefore, suggests that the extent to which psychological contract is fulfilled is positively related to employees' willingness to perform better. Also, the results indicate that a positive relationship exists between psychological contract fulfillment and employee retention as psychological contract serves as a motivation for employees to remain committed to an organization. Lastly, this study further offers recommendations on how management should indulge themselves in the process of considering employees goal in relation to organizational goals.

DECLARATION
Submission of Thesis and Dissertation
National College of Ireland
Research Students Declaration Form
(Thesis/Author Declaration Form)

Name: _____

Student Number: _____

Degree for which thesis is submitted: _____

Material submitted for award

- (a) I declare that the work has been composed by myself.
- (b) I declare that all verbatim extracts contained in the thesis have been distinguished by quotation marks and the sources of information specifically acknowledged.
- (c) My thesis will be included in electronic format in the College Institutional Repository TRAP (thesis reports and projects)
- (d) Either *I declare that no material contained in the thesis has been used in any other submission for an academic award.

Or *I declare that the following material contained in the thesis formed part of a submission for the award of

(State the award and the awarding body and list the material below)

Signature of research student: _____

Date: _____

Submission of Thesis to Norma Smurfit Library, National College of Ireland

Student name: Omolola Jayeoba Student Number: 17160871

School: School of Business

Degree: MA in HRM

Degree to be awarded: MA in Human Resource Management

Title of thesis: Significance of Psychological Contract as A Tool to Motivate Employee
Engagement At Nigerian Tribune Plc.

One hard bound copy of your thesis will be lodged in the Norma Smurfit Library and will be available for consultation. The electronic copy will be accessible in TRAP (<http://trap.ncirl.ie/>), the National College of Ireland's Institutional Repository. In accordance with normal academic library practice all theses lodged in the National College of Ireland Institutional Repository (TRAP) are made available on open access.

I agree to a hard-bound copy of my thesis being available for consultation in the library. I also agree to an electronic copy of my thesis being made publicly available on the National College of Ireland's Institutional Repository TRAP.

Signature of Candidate: _____

For completion by the School: The aforementioned thesis was received
by _____ Date: _____

This signed form must be appended to all hard bound and electronic copies of your thesis submitted to your school.

Acknowledgment

I thank almighty God for his grace over my life, for his loving-kindness and the endurance he has graced me with, that kept me going through the smooth and challenging moments. I cannot emphasize my gratitude enough.

I appreciate my supervisor Dr. Kevin Ohara, thank you for your support and strict corrections in developing a standard report. I am sincerely grateful.

I deeply appreciate my Father, Mr. B.O Jayeoba and siblings Tolu, Lanre and Yinka Jayeoba. Your financial and loving support has been my source of motivation through the years; I love and cherish you all. Thank you all for all the helpful advice which had kept me going through the years.

From the depth of my heart, I also want to acknowledge my lecturers and my course mates, for imparting knowledge in me. I also appreciate my friends (Faith, Loretta, Timothy, Lekan, Salam, Aminat, Olamide, Tobi) for their positive contributions in my life and to the research, thank you for the support and the encouraging word.

Table of Contents

ABSTRACT	ii
DECLARATION	ii
ACKNOWLEDGMENT	v
LIST OF TABLES.....	ix
LIST OF FIGURES.....	Error! Bookmark not defined.
LIST OF ABBREVIATIONS	xi
1.0 INTRODUCTION	1
1.1 Background of the Nigerian Newspaper industry.....	5
1.2 Statement of Problem.....	6
1.3 Aim and Objectives.....	6
1.4 Research Questions	7
Chapter Two.....	8
Literature Review	8
2.0 Introduction.....	8
2.1 Employee Engagement	8
2.2 The concept of psychological contract.....	9
2.2.1 Contract Breach or Fulfilment	11
2.3 Theoretical Framework.....	12
2.3.1 Social Exchange Theory	12
2.3.2 Rousseau 's Theory	13
2.4 Motivation.....	13
2.5 Intrinsic and Extrinsic Rewards and their impact on Motivation	14
2.6 Maslow Hierarchy of Needs Theory.....	14
2.7 Generation Y	16
2.8 Employing Generation Y.....	16
2.8.1 WORK LIFE BALANCE.....	17
2.8.2 TRAINING AND DEVELOPMENT	18
2.9 Retention.....	19
2.10 HOFSTEDE CULTURAL DIMENSION FOR NIGERIA.....	20
CHAPTER THREE.....	22
METHODOLOGY	22
3.0 Introduction.....	22
3.1 Research Philosophy	22
3.2 Research Approach	23

3.3 Research Strategy.....	24
3.3.1 Case Study.....	24
3.3.2 Rationale for selecting case study research.....	25
3.4 Method of Data Collection.....	26
3.4.1 Qualitative and Quantitative Data.....	26
3.4.2 Primary and Secondary Data.....	27
3.4.3 Primary Data.....	27
3.4.4 Secondary Data.....	28
3.5 Data Collection Instrument.....	28
3.5.1 Interview.....	28
3.5.2 Questionnaire.....	29
3.5.3 Triangulation.....	30
3.6 Research Population.....	30
3.7 Sampling Technique.....	31
3.8 Data Findings and Presentation.....	32
3.9 Ethical Consideration.....	33
3.10 Research Limitation.....	33
CHAPTER FOUR.....	34
PRESENTATION OF RESULTS AND DATA FINDINGS.....	34
4.1. INTRODUCTION.....	34
4.2. Demography of Respondents.....	34
4.3. Quantitative Findings.....	35
4.3.1. Research question One.....	38
4.3.2 Research Question two.....	40
4.3.3 Research Question three.....	42
4.4. Qualitative findings.....	44
4.4.1 Research Question four.....	44
4.5. Conclusion.....	45
CHAPTER 5.....	47
DISCUSSION AND ANALYSIS OF FINDINGS.....	47
5.0 INTRODUCTION.....	47
5.1 IMPACTS OF PSYCHOLOGICAL CONTRACT ON EMPLOYEE RETENTION AND ENGAGEMENT.....	48
5.2. PSYCHOLOGICAL CONTRACT ON THE ENHANCEMENT OF EMPLOYEE DEVELOPMENT, FUTURE EMPLOYABILITY AND CAREER DEVELOPMENT....	49

5.3 BREACH IN THE PSYCHOLOGICAL CONTRACT CONTRIBUTE TO REDUCED ENGAGEMENT LEVEL OF EMPLOYEES	51
5.4. PROCESSES NIGERIAN TRIBUNE TAKE TO MAKE THEIR EMPLOYEES MORE ENGAGED.....	52
CHAPTER SIX	54
CONCLUSION, RECOMMENDATION AND SUGGESTION FOR FURTHER STUDY	54
6.1. INTRODUCTION	Error! Bookmark not defined.
6.2 CONCLUSION	54
6.3. RECOMMENDATION.....	55
6.4. SUGGESTION FOR FURTHER STUDY	56
PERSONAL LEARNING STATEMENT.....	57
Appendix I.....	58
Appendix II	62
INTERVIEW QUESTIONS	62
TRANSCRIBED INTERVIEW	64
MANAGER 1	64
MANAGER 2	66
REFERENCES	70

LIST OF TABLES

Table 1 Gender of respondents	34
Table 2 Age-range and Employment status of respondents.....	34
Table 3 Number of years being employed in the organization	35
Table 4 Summary of the statements on questionnaire	37
Table 5 Summary of responses regarding PC on employee retention and.....	38
Table 6 Summary of responses regarding PC on employee development.....	40
Table 7 Summary of responses regarding PC on employee reduced engagement level.....	42

Figure 1 Powershift from Job Owners to Job Applicants (Gervasini, 2015).....	2
Figure 2 Dimension of Employee Engagement. Source: (Kumar, 2019)	9
Figure 3 Guest’s Psychological Contract Model (Guest & David, 1998)	10
Figure 4 Comparison between old and new contract Armstrong 2006.....	11
Figure 5 Maslow Hierarchy of Needs Theory Maslow 1943.....	15
Figure 6 inductive approach to research.	23
Figure 7 Deductive approach to research.....	24
Figure 8 Bar Chart showing the trends of responses regarding Research Question 1 (Source from SPSS v.21).....	39
Figure 9 Trends of responses regarding Research Question 2.....	41
Figure 10 Summary of all response to Research Question 2	41
Figure 11 Summary of all response to Research Question 3	43

LIST OF ABBREVIATIONS

PC..... Psychological Contract

E.E..... Employee Engagement

CHAPTER ONE

1.0 INTRODUCTION

In the business environment, employment contracts stand as an agreement between the job owner and the employees. The behavior of both parties is dependent on the written contract that exists between them. In some cases, certain obligations are expected from both parties that are not explicitly stated in the written contract. For example, an employee will naturally expect some form of reward for an extraordinary contribution to the organization. Although the employee and the employer signed a contract that states their mutual responsibilities, this written contract does not state all that is expected to be achieved, the unwritten agreements are expectations that are pertinent for the growth of both the organization and the individuals that work for the organization (Carlson, 2018). This unwritten agreement between both parties is called psychological contract. Both parties need to understand the importance of this contract because it exists as a psychological connection between the employee and the employer which consequently impacts employees' engagement, turnover, organization's commitment, job satisfaction, and the organization's overall performance.

The study of motivation in the workplace is essential to understand the overall conduct of employees and why employees act the way they do. Previous studies have revealed that employees are driven by a challenging workplace and when there are goals to be achieved. In this manner, it can be said that motivated employees are the major keys to the prosperity of an organization (Armstrong, 2017). Employees' performance is now a very crucial issue in most organizations in Nigeria, and this has been linked to the nature of the work environment that requires more productivity to retain clients while serving them with the best services. Studies by recruitment organization J. Kent staffing indicates how the power in the labor market is moving from the business owners to the applicants (Gervasini, 2015). The figure below demonstrates how the power balance shifted from 2011. Therefore, it is pertinent, that employers value the time employees spend in the organization, as it is a means of motivating employees to be more engaged at their place of work (Argyris, 1960).

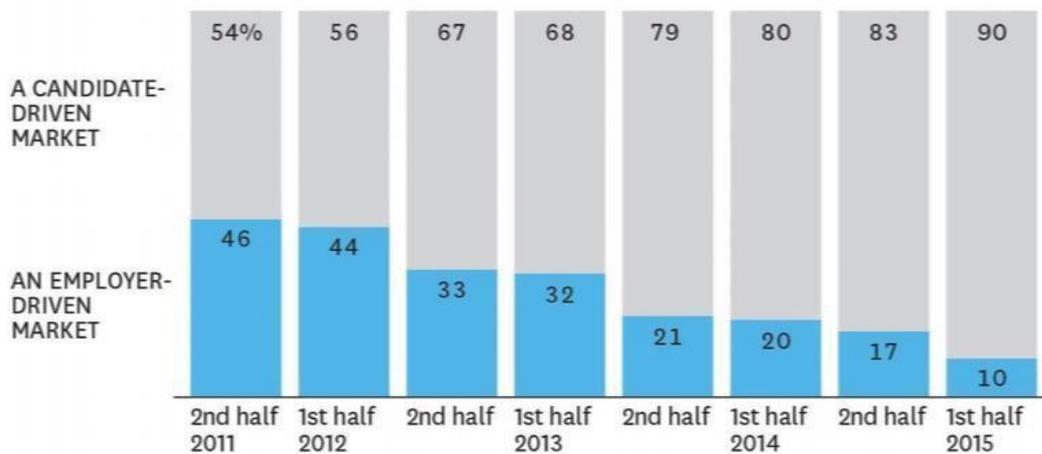


Figure 1 Powershift from Job Owners to Job Applicants (Gervasini, 2015)

This study aims to discover the significance of psychological contract in motivating the engagement of employees at Nigerian Tribune Newspaper.

Employee engagement (EE) is a common subject in many organizations, and it has been discussed within Human Resource Management (HRM) over the years as it has advantages that directly affect the quality, profitability, and productivity of an organization (Bhatla, 2011). Nevertheless, achieving a high level of employee engagement in any organization is not an easy task, as many practitioners of people management are not well equipped and adequately trained to improve employee engagement (CIPD, 2014). Kahn explained an engaged employee to be an enthusiastic individual, who is fully committed to work, attracted, and inspired to do better every day. An engaged employee goes the extra mile for the company, invest in and deliver discretionary effort to make sure the objectives of the organization is achieved (Kahn, 2017)

Therefore, employee engagement can be termed as the mental and emotional strength employees attach to their place of work (Mahmood, Monowar; Fan, Luo; Uddin and Aftab Md, 2019). The Chartered Institute of Personnel and Development (CIPD), in their work with the Kingston Employee Engagement Consortium, define employee engagement as the ability of employees to willingly contribute their intellectual effort, positive emotions, and strength to everything that is connected to their work (Anitha, 2014). When an employee is engaged, he or she is physically and mentally conscious of what the business entails and is willing to work

with other members of staffs to achieve the organization's goals and improve performances for the benefit of the organization (CIPD, 2015).

In every organization, at the beginning of a job role, employees are given some documents to fill and sign, which consist of the job role, job expectation, salary, amongst others. This practice is normal and rampant in every organization, which helps to bring the employee and the organization together (Chungyalpa and Karishma, 2018). At the same time, there is another type of contract that was not written, and neither was it signed, this contract is known as a psychological contract. Psychological contract (PC) is a set of unwritten agreement between employees and their employers (Hendry and Jenkins, 1997). Rousseau (2007) believes it is called psychological contract because it exists in the minds of both parties. Although a formal contract was signed by an employee at the beginning of his or her job in an organization, and this contract provides responsibilities for the employee in exchange for what the organization will give in return, but, this contract still cannot spell all that is expected out. Therefore, understanding only these mutual written responsibilities between the employer and employee is not enough (Chungyalpa and Karishma, 2018). The inner content of the contract in the heart of the employee is also to be understood, which is the psychological contract and this contract in one way or the other affects the job satisfaction, job performance, turnover and engagement of an employee, ultimately it affects the organization's aims to achieve effective results as the employees are the key to the success of any organization (Humphrey, 2012).

There are numerous benefits attached to having motivated employees. The work of Tampu (2015) indicated that when employees are motivated, their level of performance gets increased. However, the performance of an employee is not only affected when they are not motivated, but low motivation can also affect the entire organization's performance (Tampu, 2015). When the productivity level of an employee is high, such employee is known to be motivated (Gunnigle, Heraty, and Michael, 2017). Bryne and MacDonaugh (2017) stated that the profit margin of an organization increases when the workforce is productive. Similarly, Hauser (2014) when there is a productive workforce, there is an improvement in the profit generation of the company (Byrne and MacDonagh, 2017). Hauser (2014) made it clear that the major focus of every business is profitability. Therefore, most employers focus on having their employees motivated. (Hauser, 2014) Further went on to research how employees can remain motivated in their job role. Also, engagements like rewarding and recognition of employees and the creation of flexible working hours have shown to improve the motivation of employees

(Guest, 2014).

One of the pressing challenges employers are facing today is retaining employees, and this is because of the high rate at which employees leave an organization, especially at the Nigerian Tribune Newspaper (Babalola, 2019). This has made them keep struggling in looking for ways and strategies to suppress turnover (Hytter, 2007). Retaining employees these days can be said to be more challenging than employing them, as this is a result of the direct or indirect influence the turnover of employees has on the organization (Chitra, 2013). It is believed by Harvey, Stoner, Hochwarter, and Kacmar (2007, p 264-280) that employees now leave their employers and not their jobs and this is because of the type of work relationship that exists between the employers and employees. To reduce the rate of employee turnover, the psychological contract has become one of the tools that employers are to consider for employee retention (Asrar-ul-Haq & Kuchinke, 2016).

Organizations are to come up with enticing approaches to catch the attention of candidates to make them employees. However, Asrar-ul-Haq and Kuchinke (2016, p 5464) said that even these talented employees end up leaving the organization and holding onto them these days is still difficult. Another reason an employer may find it difficult to retain employees is because of the changes in today's workforce, as the Millennials and Generation Z have much flexibility towards work, which can be said that they do not have long term loyalty towards an employer (Jiang, Jingjing 2018).

The desire for flexibility at work that gives people the chance to pick when and where they want to work has brought forth what is called a 'gig economy' (Deloitte, 2018). New research showed that 4% of UK working adults between the age of 18 and 70 are working in the 'gig economy,' and about 63% of them believes the Government ought to give them basic employment rights. This means that almost 1.3 million people in the UK are into gig work. (CIPD, 2018). According to GEM SURVEY 2018, it was shown that 86% Nigerians between the age of 18-64 believe they have the skills and knowledge that is necessary to start their own business, while 82% of them believe they can have their career, which is more flexible and have more opportunities than working under an organization. This belief has helped with the rise of freelancing in the Nigeria community (GEM, 2013).

1.1 Background of the Nigerian Newspaper industry

Amongst all the major private sector in Nigeria, the newspaper industry ranks as one of the top creators of employment opportunities. According to Ekong, Olusegun and Mukaila (2013, p 7993) the International Oil Companies (IOC), financial institutions also create the best employment opportunities in Nigeria and are often regarded to as the employer of desire by most of the employees which is evident by the large amount of job application received by these companies (Ekong, et al., 2013). It is also important to note that the Nigerian newspaper industry has experienced many reforms with intent to improve the industry, but all these actions have been futile and consequently hurt the industry.

From 1986 to 2005 the newspaper has experienced reforms that disrupted them from reporting the incidents of the government, there has been a rise in other forms of mass communication in the country which has not only affected the newspaper industry growth but also the employees. Consequently, it has led to the reduction of staffs in the industry up to over 4,000 staffs through forceful retrenchment and this led to an introduction to new and modified leadership styles to adapt to these changes (Inyang, B J; Enough, R O; Ekpenyong, O E., 2014). Because of the large reduction in staffs due to revenue reasons the industry has encouraged and is currently experiencing an increase in voluntary employee's turnover (Ekong et al., 2013). Moreover, the recent reforms have resulted in top staffs leaving the company without any better opportunity available at their exit or even resignation to stay unemployed. Inyang et al., (2014, p 82-90) affirmed that the huge resignation of staffs in the newspaper industry could be linked to poor leadership style. It should not be omitted that the growth of new media, like social media and government policies are causes of large turnover of employees but all these could have been adequately curbed by a good management and leadership style and improve the organization's performance and confidence (Inyang et al., 2014).

Recently a new law has been passed against the Nigerian journalist in the house of assembly, that the report of government proceedings should stop, and if any journalist has anything to report, they should be a member of the Nigerian Journalist Union (NUJ) also they have distributed over 40,000 copies and about 5,000 online visits daily and with prove of over two years of covering the the National assembly, these rules we confirmed and announced in the house on the 11th of June, 2019 (QueenEsther Iroanusi 2019).

1.2 Statement of Problem

Employees must be taken care of if an organization wants to succeed. Employee engagement is an important factor that must be considered. Some organizations introduced workplace incentives to motivate existing employees and attract new ones while encouraging loyalty and high productivity. Employee's performance is an essential part of any working environment. A worker's performance is specifically connected to key execution measures, including non-attendance, turnover, worker fulfillment, and profitability (Argyris, 1960). Similarly, the way staffs are expected to connect with their clients to meet up with the client's expectations, this same way, are the bosses expected to engage with their staffs to yield good working relationship and improve performances for them to be able to achieve their objectives. Turnover results in the lost efficiency related to preparing and adjusting new workers to a position. Employers not only expect certain behavior from their employees, but employees also expect particular behavior from their places of employment. These expectations represent a psychological contract between the employer and the employee. The contract exists even when there is no formal or written contract between employer and employee. Therefore, this can be a similar issue with the employees at Nigerian Tribune with concerns about the existing psychological contract between them and their employers, which might not be motivating them to perform at their best to yield maximum productivity. This study will explore the role of the psychological contract as a tool for motivating employees' engagement at the Nigerian Tribune.

1.3 Aim and Objectives

The main aim of this study is to explore the role of the psychological contract as a tool for employees' engagement. (a case study of Nigeria Tribune Newspaper).

1. To investigate the major factors that influence employee engagement.
2. To determine the relationship between psychological contract and employee engagement and employee retention
3. To assess the role of psychological contract in enhancing career development

1.4 Research Questions

1. What are the impacts of psychological contract at the Nigerian Tribune, specifically in terms of employee retention and engagement?
2. Does psychological contract have a role in the enhancement of employee development, future employability, and career development?
3. Does a breach in the psychological contract contribute to the reduced engagement level of employees at Nigerian Tribune?
4. What process can Nigerian Tribune take to make their employees more engaged?

Chapter Two

Literature Review

2.0 Introduction

Employees' engagement will be considered holistically in this section, and this will include the definition of employee engagement, the factors involved in the engagement, and how these factors are inter-related. Some of these factors are informal obligations between an employer and employee, motivation, and retention. This study will also identify who the millennials are, their wants, desire, and anticipations.

2.1 Employee Engagement

According to Kahn (2017, p. 692-724), employee engagement is the harnesses of employees to their work roles. Other researchers have stated that employee engagement is recognized as the level of an employee's commitment to an organization and the company's values and the willingness to assist other people they work with, which goes way beyond motivation or job satisfaction (CIPD, 2019)

Tanaka, Chalermjirapas, Theingi, Mayuree, and Aryupo (2019, p.125-140) portrayed an engaged worker as someone energetic and completely associated with his or her work, and is attracted, propelled and focused on what he or she is doing each day. Also, Gutierrez, Candela, and Carver (2012 p. 1601 - 1614) research showed that engaged employees express their passion for the job and carry out their duties with great commitment to the company.

The Chartered Institute of Personnel and Development (CIPD), in their work with the Kingston Employee Engagement Consortium, define employee engagement as: 'being positively present during the performance of work by willingly contributing intellectual effort, expressing positive emotions and meaningful connections to others' (Goh and Marimuthu, 2016). Kahn (2017, p. 692-724) defines employee engagement as "the seriousness employees attach to their work role. However it is recognized and acknowledged that EE is a multi-faceted concept, as recently proposed by Kahn (1960, p. 692-724), the commitment of an employee to work is different from when an employee is being engaged, and it refers to an individual's disposition and connection towards their organization, while it could be argued that engagement isn't only a frame of mind, but how much an employee is focused on their work and engrossed in performing their responsibilities in the workplace (Porath and Pearson, 2013) It is important

that employers develop EE in their organization as disengagement is a crucial issue to workers' lack of engagement (Briner, 2014).

An overall report conducted by Deloitte (2018) from 2016 to 2018 showed that majority of the employees in Western Europe are disengaged, where only 10% are engaged in their work. In contrast to this, the United States of America, 30% rate of engagement was recorded amongst the employees, which nevertheless still costs the economy about \$370 billion every year because of the low rate of engagement. Employees engagement can be reduced as a result of the organization's failure to adjust to the new technologies and social advancement in the business world (Gallup, 2017).



Figure 2 Dimension of Employee Engagement. Source: (Kumar, 2019)

2.2 The concept of psychological contract

It was around the middle of the year 1960 that the people in the management field got to know about what psychological contract means. It is known to be the relationship between job owners and their employees (Conway and Briner, 2005). However, Guest and Conway (2004) recommend that the PC is a metaphor acquired to help in comprehending our experiences; it

enables us to understand our employment relationship. Furthermore, it very well may be classed as the view that a worker holds concerning the implicit terms of an employment agreement between them and the organization (Rousseau, 2007). Figure 3 shows Guest and David's (1998) Psychological Contract Model, where they consider both sides of the agreement, from the perspective of the employee and the organization, while demonstrating possible consequences that may occur for both parties.

Guest's Psychological Contract Model

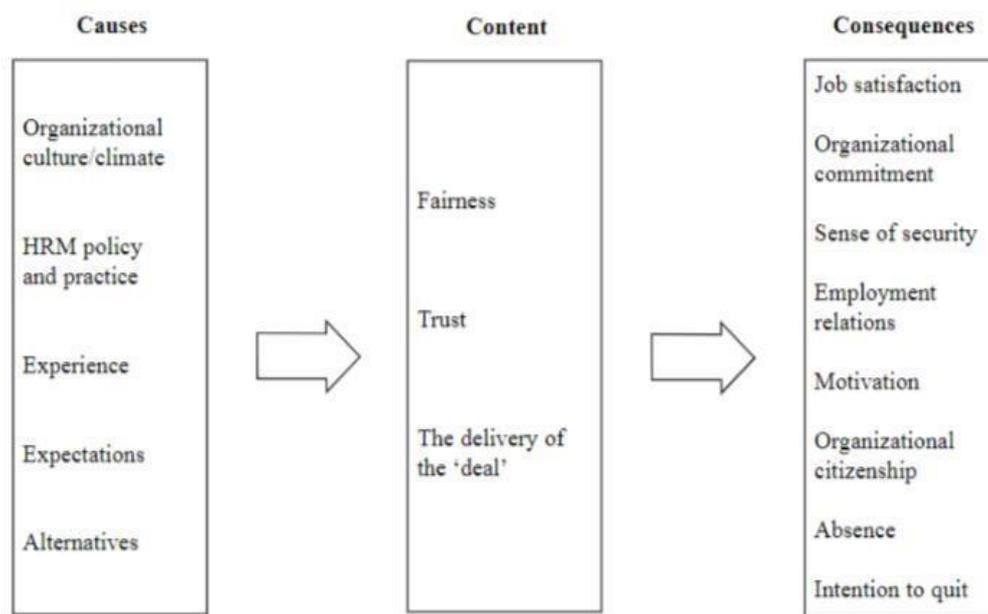


Figure 3 Guest's Psychological Contract Model (Guest & David, 1998)

Guest and David (1998, p. 676-677) advised that organizations should ensure that they fulfill their promises to their employees and vice versa. In this model, they pointed out the significance of having a PC in organizations. The main function of the PC is to help boost the productivity of employees and keeps them engaged when necessary. PC helps to spell out unwritten agreements between both parties (Tekleab and Taylor, 2003). Also, PC helps to in the development processes of the employees as they partake in organizing events, and this gives them a sense of belongingness (Tekleab and Taylor, 2003).

In the table below, a comparison between new and the old contracts were outlined by Kissler in 1994 and cited by (Armstrong, 2006)

Old Employment Contract	New Employment Contract
Relationship is predetermined and imposed.	Relationship is mutual and negotiated.
You are who you work for and what you do.	You are defined by multiple roles, many external to the organisation.
Loyalty is defined by performance.	Loyalty is defined by output and quality.
Leaving is treason.	People and skills only needed when required.
Employees who do what they are told will work until retirement	Long-term employment is unlikely; expect and prepare for multiple relationships.

(Armstrong, 2006, p232)

Figure 4 Comparison between old and new contract Armstrong 2006

Psychological contracts are said to be very personal (Van, Den Heuvel; Sjoerd; Rene and Schalk 2015). However, psychological contracts can be classified into transactional and relational' contracts (Rousseau, 1995). Transactional contracts include temporary, precise, and monetary in nature such as competitive wage rates and performance-based pay. Relational contracts involve long-term, less specific, and monetary and non-monetary features such as job security, loyalty, training and development, career development, commitment, and trust.

2.2.1 Contract Breach or Fulfilment

A breach of the psychological contract can seriously damage the relationship between employer and employee, which may lead to disengagement, less productivity and in some cases workplace staff turnover (Cassar and Briner 2011). For employees to maintain a good and healthy PC, employers must put fairness in place, employees feel comfortable when they are being treated fairly and this helps to boost their engagement at work (Wangithi & Muceke, 2012). Many organizations are now experiencing a high rate of employee turnover. As of 2017, the National Bureau of Statistics (NBS) stated that there was 18.8% of employee turnover in Nigeria (NBS 2018). This can be as a result of employers need to continuously keep and

maintain qualified employees, which doing this is a challenge for employers because of how competitive the business world is (Olowodunoye, 2012).

A contract fulfillment or breach is a very sensitive topic that keeps recurring on the topic of psychological contract in literature. A breach of contract is termed as an intellectual assessment of the degree to which an organization ought to or ought not to meet its commitments (Gumusluoglu, Karakitapoglu-Aygun, and Hirst, 2013). Some researchers believe that meeting up to the expectations of employees as part of a psychological contract yields job satisfaction which therefore leads to more engagement at work (Robinson and Morrison, 2000). Likewise, how a breach in fulfilling this commitment will give room for less trust, reduced job satisfaction, disloyalty, a low engagement which is not healthy for any business (Robinson and Morrison, 2000).

However, the outcome of many research conducted on psychological contract shown that in a situation whereby there is a breach of contract from the end of the employer by failing to fulfill the obligation of fairness, trust, and delivery of their part of the deal, it creates negative results which then yields low engagement for employees, reduced job satisfaction, and high employee turnover (Alcover, Martínez-Iñigo and Chambel, 2012).

2.3 Theoretical Framework

2.3.1 Social Exchange Theory

Social exchange theory gives an insight into the negative effect of a breach of psychological contract. This sort of exchange is defined by Jing-Tang Lin, Po-Chung Chen and Chen-Ying Su (2019, p. 110-112) as the voluntary behavior of people who are motivated by the yields they are supposed to receive and typically take from others. He and Yang (2018, p. 219-249) propose that the employer and the employee are obliged to create a mutual understanding and reward the actions on one another. A breach of contract by the employer or the employee creates a feeling of imbalance and affects the contribution made by the other party. An employment relationship whereby employees start responding to work negatively like; anger, frustration, depression, and low morale, it is mostly a result of failure by the employer to fulfill their agreement to the employees (He and Yang, 2018).

Smullyan and Fitting (2010) verified that the theory of social exchange (SET) is not only referred to as a theory but is also used as a benchmark for understanding conduct in a sociological and economic context. SET is the most appropriate point of perspective for

understanding organizational behavior, according to (Burton and Dreben, 2004). According to Emerson (1976, p. 335-362), he believes that after a period of mutual comprehension, SET can also enhance the amount of engagement, but the employer and the worker must comply with certain exchange laws. The principle of reciprocity must be considered in the context. It should be noted that the notion of reciprocity as an interdependent exchange highlights contingent interpersonal operations and reactions between two sides that rely on the conduct of the other. The responsibilities of the employer and the worker should be obviously indicated, according to Emerson (1976, p. 335-362), as this will guide both sides to negotiate the rule and assist them to achieve a mutual agreement.

2.3.2 Rousseau 's Theory

The overall importance of the psychological theory cannot be overstated (Rousseau, 1995), where the focus is employees' motivation to perform activities within the mutual obligation agreed with their organizations. To have a better understanding. To understand the foundations of the dynamics underpinning the

PC Rousseau's (1995) theorized Psychological Contracts (PC) into four types. Rousseau (2012) gave a summary of different categories of PC, and they include, relational, transactional, balanced and transitional. Every perception held about each psychological contract types have been severally linked to Loyalty and stability in an organizational setting.

In this theoretical framework, according to Guest and David (1998), it is useful to point that based on the four categorizations of PC, there are two main directions that the relationship can take: Firstly, "relational" is explained as trust, emotional investment, and expectations; while "transactional" denotes that the employment relationship is based mainly on value calculated in monetary terms and effective results (Guest and David, 1998). Those who fall into the relational category, tend to be loyal and proud to associate with a certain organization and are more likely to react negatively when the psychological contract is breached (Keim, Landis and Pierce 2014). Rousseau (2012, p. 46-56) stated that it is very important to always fulfil any PC that exists in organizations as it helps to build a stronger employee-employer relationship, helps to motivate employees to be more productive and engaged at work.

2.4 Motivation

Motivation is an essential element that determines the performance and productivity level of employees. As seen in the Oxford English Dictionary motivation is said to be a drive to achieve a goal (Oxford, 2018). Also, to Wangithi and Muceke, (2012, p.117-122.) said motivation is to

be a desire that pushes someone to be eager to act on something. Wittchen, Schlereth, and Hertel (2007, p. 12-27) believe that motivation is an inner desire that makes someone to improve in performance towards achieving some goals and objectives. Motivation is an important factor that affects our attitude towards our daily activities, although people might have the required skills and knowledge on how to do somethings and if the motivation is not there, the job will not be done effectively (Ganta, 2014). When a set of employees are not motivated enough to carry out their task in an organization, it will affect their level of engagement and productivity and this is an expensive risk to any organization as it will have a very bad effect on the organizations' overall performance (Jobber and Lee, 2014).

Motivation is a concept has been defined by several authors as a tendency to behave in submissive behavior to meet specific needs (Hitt, Black and Porter 2012). Some motivational theorist said that individuals get their energy to perform better because of some needs they are trying to achieve (Hitt, et al., 2012). Also, some theorist believes that motivation is all about the inner drive that pushes people to act on achieving specific goals according to their scale of preference. Nevertheless, there are some motivational theories that are relevant to how individuals rate their level of importance to what motivates them and the impact it has on employees 'engagement.

2.5 Intrinsic and Extrinsic Rewards and their impact on Motivation

According to Herzberg, intrinsic rewards are those that emerge from the job itself, such as accomplishment, autonomy, accountability, professional development, recognition and praise from colleagues (Herzberg, 1968). Similarly, intrinsic rewards are usually connected with emotions of passion, energy, and excitement for job, according to Ganta (2014, pp. 221-229). Extrinsic rewards, on the other side, are said to be rewards external to the job as a whole and are the organization's physical advantages such as pay, bonuses, advantages, and career growth possibilities (Paresh and Nazmul, 2018). Furthermore, Paresh and Nazmul (2018, pp. 55-59) believe that workers are encouraged when they are given extrinsic benefits because they tend to be disappointed when staff does not receive intrinsic benefits.

2.6 Maslow Hierarchy of Needs Theory

Maslow's theory (1943) classified the motivational needs of employees in a Top-Down hierarchical form. Maslow's Hierarchy of Needs Theory is one of the earliest formulated theories of motivation and the best-known theory of human motivation among practicing

managers. Maslow (1943, p. 370)) stated that employee’s motivation can be increased when their fundamental needs and intellectual desires are being met and guaranteed for a long period. Maslow assumed that human beings have need and demands that must be met, and these needs are classified into: Physiological needs such as water, food, and shelter and other bodily needs; Safety needs are in the form of assurance, security, and protection from external damages and emotional harms; Social needs are also important motivator to individuals based on the affection they feel, acceptance and positive relationships with people; Self-esteem, gives individual the drive of feeling important and having a self-worth of themselves; and finally self actualization is the peak of the hierarchy structure, whereby the individual is motivated by a sense of fulfillment and that permits them to exploit their own growth. Joko and Sri (2017, p. 27-33) believe that when each level of the hierarchy need of an individual has been satisfied, they focus on how to sustain it and how to achieve the next level of need on the hierarchy. Maslow’s theory emphasized that no need can be fully met, even though there is a scale of preference, humans are never fully satisfied Joko Suyono and Sri Wiwoho Mudjanarko (2017). Also, Joko and Sri (2017, p. 27-33), suggested that it is the responsibility of managers to create a working environment that will motivate employees to grow as well as being productive for the organization. They further state that the absence of a good working environment for employees will decrease employee satisfaction and performance, and this can lead to an increase in employee’s turnover in the organization.

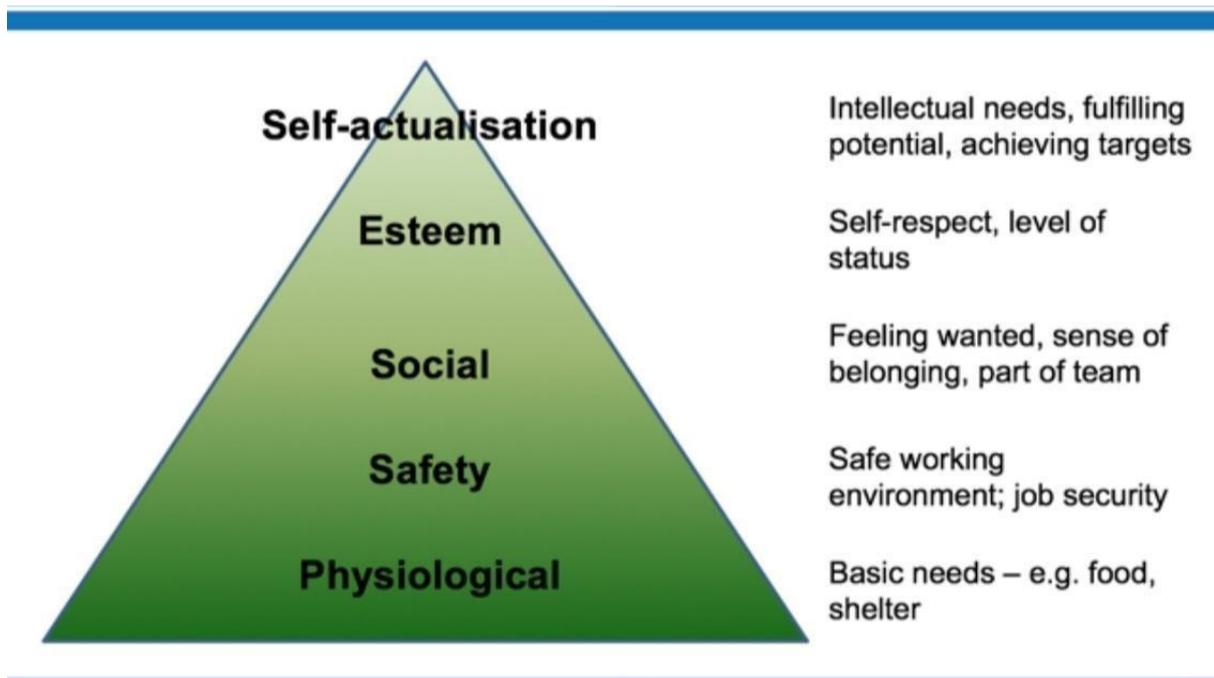


Figure 5 Maslow Hierarchy of Needs Theory Maslow 1943

2.7 Generation Y

Madera and Kapoor (2011, p. 308-318) noted that there are distinct traits that tend to grow and impact the way people live their lives, which is extended to their work attitude, beliefs and values, these traits change from generations to generations. There are different sets of generations grouped in the work environment, the people that were born between 1966 and 1976 are called generation X, while the people who were born between 1977 and 1994 are the generation Y or Millennials, and the young employees of today who were born between 1995 and 2012 are the generation Z.

According to Madera and Kapoor (2011, p.308-318), the introduction of Generation Y in the employment environment has experienced a different approach of management, shifting from the traditional hierarchy approach to the independent employment environment. According to Miller, Hodge, Brandt, and Schnieder (2013, p. 226 - 250) generation Y grew up in the era of a more advanced technology where communication is swift and there is easy access to information and the social media (Miller, et al., 2013). Stressed further Deloitte, (2018) state that Generation Y prefer clear instructions, feedback on their performance, face to face job interactions and fond of asking questions to gaining understanding. They emphasized the generation disliking rigid policies, inflexible working structure and controlling policies and they expect instant rewards.

2.8 Employing Generation Y

A study carried out by Deloitte (2018) in the United States concluded that Generation Y employees are more committed to organizations they believe to share the same values with, this guides employer's behaviours in ensuring they attract the right talent to fit into the intended office and to become loyal to the firm. Companies are inventing new methods to retain staff and make their workplace a more convenient place to work; introducing different benefits and rewards such as a friendly working environment, open channels of communication, development opportunities, making managers and leaders accountable and ensuring all staffs are treated with respect (Alcover, et al., 2012). This is an attraction for Generation Y to apply to the organization as it boasts a prestigious employer brand (Miller et al., 2013) and orchestrated carefully, which helps to create an increased sense of employee engagement.

The advancement in technology and globalization have made international business common practice and has incurred a decline in the traditional business routine of 9-5. (CIPD, 2015). Along with these developments, companies are forced to recognize their employees as the key to success. Thus, ensuring employees are well integrated with the organization to improve overall performance (Bhatla, 2011). This, therefore, highlights the significance of recruiting the right employees and retaining them. The new generation employee is expected to be an employee that is always looking forward to developing in his or her career field.

To this end, it is important for an organization to begin to build employee engagement once an applicant is employed, this can be achieved through motivational and psychological engagement (Guest, 2014).

2.8.1 WORK-LIFE BALANCE

There is a concept that helps to support employee's effort between their work time and their life outside work, and this concept is known as work-life balance. Work-life balance is the combination of time-management for employees at their place of work and their personal (CIPD, 2012). Work-life balance is one of the major factors that attract employees to an organization, and its importance has increased over the years, even within the human resource in most organizations. The increase of its importance is attached to some reasons such as; the increase of women in the labor market, the evolution of new technology, changes in demographics, etc (Armstrong, 2006).

Work-life balance is defined according to Jaharuddin and Zainol (2019, p. 106-117) as some activities that help to satisfy and function properly both at work and other activities outside work. As work-life balance is being attached with satisfaction, it helps to emphasize how important satisfaction is to human, an employee could get satisfied with good pay, while another employee could derive satisfaction when he or she is been recognized at work. Therefore, work-life balance is related to been satisfied (Jaharuddin and Zainol, 2019).

The family, wellbeing, and work are all significant aspect of human life and combining all these together will require work-life balance for any employee. Employers can assist employees to achieve work-life balance by employing some policies and strategies that will help the employees to be able to achieve a good balance between their work and their personal lifestyle.

2.8.2 TRAINING AND DEVELOPMENT

Training and development are now an important practice in organizations today. The Oxford English dictionary (2018) defines training as a way of teaching someone a skill that is required for a specific task, while development means an act or growth or improvement. Omotayo, (2019, p. 13268-13274) proposed that development in the business context is a long-term view, which means that there should be an overall increase in value in the organization. Training and development are just all about the procedures the organization go through to empower the employees. This concept has become a necessity for organizations in the 21st century to be successful and achieve a purpose (Omotayo, 2019). It is apparent that the media houses in Nigeria even the newspaper organizations are now involved in training and developing their employee's skills (Omotayo, 2019).

Training according to Anitha, (2014) is understood to be the enablement of an individual to adopt skills, ideas or instructions that will help build or generate more knowledge. And development according to Asrar-ul-Haq and Kuchinke, (2016 p 5464) means that an organization can progress gradually or rapidly depending on the procedures that have been put in place to move to a better position. With the emergence of technology, employees are now developing their skills and knowledge to the new standard in order to be able to access and use the contemporary system at their place of work. Training is seen to be an effort an organization puts in place for their employees to learn, which can be short term, but development is termed long term, as the employees are expected to use their newly-acquired and advanced skills to carry out future assignments (Bhatla, 2011).

Training and development in the Human Resource Management perspective extend to all the aspects of developing the employees for the organization to achieve their goals (Cassar and Briner, 2011). Training and development are also one of the factors that inspire employees to stay in an organization, as the employees see it as an avenue for career growth and progression (Gutierrez, et al., 2012). Omotayo (2019, p. 13268-13274) noticed how training and development are intertwined with increased engagement, employees will naturally become more engaged with their jobs when they feel challenged and have confidence in what they do as they have been trained and they know how competent they are. Employees also have a sense of responsibility when they have been trained, they can control the task that has been given to them, which will reduce the extent to which they are been micromanaged.

2.9 Retention

According to Ramya, Ramya, and Md (2016, p. 227-232), “employee retention is the ability of an organization to keep hold of their employees for a long period of time or till the end of the employment contract”. They, however, emphasized some factors that can frustrate employees, perhaps, into resigning. Some of the examples include dissatisfaction, no recognition, low career development, lack of sense of belongingness, also, workload stress amongst others (Ramya, et al., 2016).

Ramya, et al., (2016) mentioned that retaining employees can be quite challenging for employers, as the working environment, job flexibility, pay and some other factors can affect the decisions of an employee on whether to stay or leave an organization. But Hytter (2007) suggested that employees will be willing to stay in a working environment when the employer provides some essential needs such as training and career development programs amongst others for their employee.

According to Chitra (2013) the type of relationship that exist between an employee and an employer influences the length at which an employee stays in an organization. In this way, Asrar-ul-haq and kuchinke (2016) says that leaders are key influencers to the way employees decides to stay longer in an organization. A good and effective leadership style helps to achieve employee retention in any organization. Hytter (2007) states that a leadership style that is neither appropriate nor effective will directly or indirectly affect the organization’s performance and the retention of employees in the organization.

Conversely, Babalola, (2019, p. 935-946.) states that employees believe recognition, training, development, and flexibility are important factors that entice them to remain in an organization. Stressed further, aiding a healthy working and learning atmosphere also facilitates a high level of engagement and loyalty among employees which is a part of intrinsic and extrinsic job features. Briner, (2014) suggests that the reward system is a way of retaining employees in an organization. He describes “reward” as a prize employee gets in return for their contribution to the organization. To Briner, (2014), Rewards can be, promotions, incentives, bonuses or increased salary, etc. Where the reward system is managed successfully; it encourages a productive workforce.

2.10 HOFSTEDE CULTURAL DIMENSION FOR NIGERIA

The cultural variables measured by Geert Hofstede in combination with Trompenaars and Hampden-Turner and the five-dimensional GLOBE Cross-Cultural Management Research survey will be used to demonstrate Nigeria's cultural leadership. The following are briefly described:

Individualism and collectivism: The culture of individualism is the collection of individuals who have thought that a person is more important than a community. They generally appreciate any private effort. They see the group as more significant than the person in the cultures of collectivism. Alternatively, choices are taken jointly in a culture of collectivism, admiration, and award provided to group performance (Trompenaars and Hampden-Turner, 1997). Mostly it is thought that Nigerians are not individualistic in nature rather they appreciate collective effort which makes it a collectivism entity.

Masculinity versus femininity: According to Hofstede's study, the ideals of women in the community vary a smaller amount than the ideals of males. Similarly, the ideals of males from different countries involve an aspect of preference for accomplishment for heroism, determination and physical reward. The other one has been round, the primary values in culture are caring for others, serving others, and quality of life. The confident character is called 'masculine' and it is called the mild, caring character 'feminine.' Nigeria, is known for their masculinity, which implies Nigeria is pushed to assertiveness and competition.

Uncertainty Avoidance: according to Dowling, Festng and Engae (2013) Avoidance of uncertainty is the level at which a community, nation, culture, and organization relies on social customs, guidelines or processes to alleviate a future uncertain occurrence. People with this culture think that they always have to verify their emotions, their actions are based on reason rather than feeling, people in this culture are likely to closely handle their emotions and not their body language to convey feelings, also not enabling their feelings to hamper their careers. (Hampden-Turner and Trompenaars, 1997, pp. 70-80).

Power Distance: according to (Dowling, et al., 2013), power distance is the distribution of authority across the nation, between the higher class and the lower class in a community. The degree to which a smaller proportion of important associates of organizations recognize and assume that authority is distributed unequally demonstrates that the levels of dissimilarity of society are permitted by both employees and leaders. Nigeria is a typical example of a distant community of high power.

Long-Term Orientation versus short-term orientation: Morals linked to short-term orientation are traditional admiration, community obligations gratifying, and protecting one's ' face. All of these can be seen in Confucius ' doctrines, the most popular Chinese philosopher who lived around 500 B.C. (Trompenaars & Hampden-Turner, 1997).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

Research is conducted for the purpose of learning new things and to have more knowledge of the topic that is being researched. This research was conducted to have more knowledge on the effect psychological contract has on motivating the employee's engagement at Nigerian Tribune. This research sought to identify what the millennials want at their place of work and how the fulfilled psychological contract has helped to motivate employee's engagement at their workplace. This research also helped to establish other factors that influence employee's engagement. This section will focus on the methods the researcher used in researching the topic and gathering appropriate data that are expected to answer the research questions.

3.1 Research Philosophy

Research philosophy is a conviction behind the decision of the researcher's technique for gathering and breaking down data (Saunders, Lewis and Thornhill, 2016).

Researchers who try to characterize and assess the factors that impact results, through cautious perceptions represented in numeric techniques, mostly make use of the positivist framework (Creswell, 2014). Given that the principal research problem of this study is to investigate the effect of psychological contract on motivating employee's engagement, the interpretivist philosophical structure was picked since the various components of this study fits inside the framework. Furthermore, the choice of this system likewise demonstrates that qualitative methods will be utilized to explore the relationship and collaboration between the factors of psychological contract, motivation and employee engagement.

Interpretivism is adopted by the researcher to interpret data obtained from the participants of a study. An interpretive researcher believes that language, shared meanings, and consciousness are the only way to access reality (Creswell, 2014). The interpretivist philosophy is linked with the philosophical position of idealism, which, means that it is against the objectivist view that sees the world in one direction. For a researcher that is adopting an interpretivist philosophy, according to Creswell (2013), it is important to value and respect people's views of life (Creswell, 2013).

In this research work, the interpretivist philosophy was adopted. This approach made the researcher believe that the difficulty of a situation that is under a study needs a method that

goes beyond statistical analysis. Interpretivism is connected to deriving answers that are related to reality, it helps to interpret what is going on in real life, giving the situation a good understanding and this cannot be achieved scientifically. Interpretivist researchers focus on the meaning people provide to some situations around them and the way they interpret it to their day to day activities.

The way people see and relate in the world is as a result of the experiences they have had, which is why the researcher has chosen to adopt the interpretivism philosophy for the purpose of this research method as the topic has to do with obtaining a real-life answers from the respondent's day to day activities in regards to how psychological contracts helps to motivate them to be more engaged at their place of work, and interpretivism will help to interpret the respondents reality, using comprehensive assessment of actions, words, and behaviors.

3.2 Research Approach

There are different approaches that can be implemented when carrying out research, which includes deductive and inductive approaches.

Using inductive approach for research, a researcher after preliminary data collection, data description, pattern matching with corresponding explanations develops usable propositions about the research as a whole. When a researcher employs an inductive approach, a set of observation is made, then the data will be used to generate a theory. Therefore, the inductive approach is utilized when a researcher aims at creating new theory from information acquired from the research conducted (Brett, Rachel and Jeremy 2018).

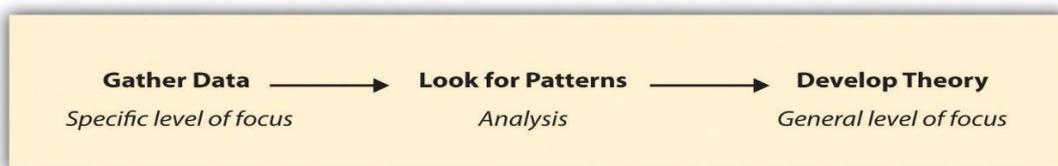


Figure 6 inductive approach to research.

A deductive approach is known to be the opposite of an inductive approach. A theory that relates to the research topic will be adopted and tests its proposition with data. Which means the researcher is now been more specific than generalizing data. A deductive approach is majorly used for scientific investigation. A researcher using a deductive approach study past researches and gather existing theories on the situation he or she is investigating and later tests hypothesis that rise from the theories (Brett, et al., 2018).

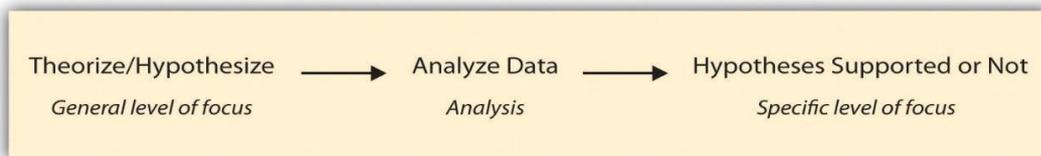


Figure 7 Deductive approach to research.

For the purpose of this research, the inductive approach was adopted as it focused on enlarging the knowledge of how effective psychological contract is in motivating employee's engagement in the workplace today. Therefore, the reason the deductive approach is not suitable for this study is that the study is not designed to test theories and hypothesis were not built. Moreover, using the inductive approach helped in understanding the meaning and relevance humans attached to the topics addressed in the study (Brett, et al., 2018).

3.3 Research Strategy

So many strategies are available for the sole purpose of gathering research data. Some of these strategies apply to inductive and deductive approach differently. Some factors such as research objective, philosophy of the research and research questions, guide and determine the right strategy to implement (Saunders, Lewis and Thornhill, 2012). However, when completing management research, there are some major factors to consider and they are; case study, experiment and action research and grounded research (Saunders , et al., 2012). This study made use of the case study strategy to fit in with its research objectives and questions.

3.3.1 Case Study

Yin (2013) explained a case study strategy of research as a way of observing an incident, or complications in real life and employing different ways of gathering data. This strategy is suitable for descriptive and exploratory research, as various data collection technique can be combined. Such techniques include; questionnaires, interviews (structured, unstructured and semi-structured), focus group, etc.

Some critics argued that the case study strategy is not reliable as it only analyses a few groups and may not give a definite and broad result (Saunders , et al., 2012). But, Yin (2013) denotes that regular exposure to the organization that is been researched can give room for change as the researcher may influence the case study. Therefore, for the purpose of this research, an

interview was conducted, and questionnaires were administered as a method of data collection from participants.

Yin (2013) suggests that a case is a component of a situation, an event or even an individual. A case study is an observed inquiry that investigates a modern trend in the real-life frame utilizing different sources of evidence. Also, a case study is seen to be concerned about how things happen and why they happen. A case study is not designed to study a very large group, instead it is developed for the sole purpose of studying an issue. It is useful when a researcher needs to understand a specific problem in great depth. Although case study has been criticized that it lacks scientific attention and it does not address the generalized issue, some strengths were pulled out from the use of case study, such as it enables the researcher to gain a complete view of a specific occurrence or situation and it provides enough evidence to back up the facts obtained. It also helps to obtain the developing and essential properties of life in the organization that is being researched (Yin, 2013).

3.3.2 Rationale for selecting case study research

According to Daugherty, Jenny; Dixon, Raymond; Merrill, Chris (2018, p. 46-65), a case study is long being utilized in research design. In the journal of engineering design, a report was made about the increase and acceptance of case study research method for both industrial and academic research. Most of this case study approach is either done as an aspect of validation study or an exploratory study. The aim of this study is to explore the role psychological contract plays in motivating employees' engagement and to be able to achieve this, a suitable method is verified, and case study is seen as the best fit to accomplish the aim of this research.

According to Creswell (2014) case study is very useful when a researcher needs an intensive analysis of a small unit, in the process of understanding a bigger unit in which the smaller unit was cut out from. It helps to gain more understanding of a complex case, such as psychological contract which has to do with the human mindset. Thorough research must be conducted to be able to know what is going on in the respondent's mind regarding the research topic. As stated above, a case study is used to obtain a better and clear understanding of a real-life issue. The use of multiple methods such as (interviews and questionnaires) to gather data helps to provide solid and valid information for a researcher which gives it a good comprehensive view of the issue that is being investigated.

Therefore, the researcher chose case study as it is the best method to use in obtaining valid answers to the research, because it best fit for the type of research that is been carried out, the aim of this research is to know how psychological contract helps to motivate employee's engagement and with this type of research, scientific approach cannot be utilized. It needs a real-life answer and when dealing with such sensitive topic, humans tend to be sentimental, which means that, the topic has in one way or the other influences them and in return, they will want to give honest answers as to how they believe the question is relating to them.

3.4 Method of Data Collection

3.4.1 Qualitative and Quantitative Data

The utilization of qualitative method to gather information by researchers is important when the main reason is to assemble the perspective of experts in a given field, the information gathered can include, however not restricted to an individual's convictions, past encounters, understanding and practical evidence (Creswell, 2014). According to Silverman (2013), qualitative research data collection method is aimed at finding out people's opinions and feelings rather than information that can easily be shown in numbers

A qualitative research method is a social science research method that works with non-numerical data and interprets the data in a way that is simple to understand the research topic through an examination of a target population (Silverman, 2013).

According to Howitt (2016), qualitative research is primarily exploratory research that is used to gather opinions, reasons, and enthusiasms. It helps to give insights into the problem researched and to develop ideas for the research topic. This research method is also used to unveil ideas that can help to solve a research problem. In this research data collection method, various techniques (unstructured and structured) are utilized. Some of these techniques include; observation, interviews and focus groups.

In contrast, quantitative research data collection method entails that hypothesis must be confirmed and the use of the deductive approach must be present (Bernard, 2011). However, the qualitative method can also be limited to the way the information accumulated through this method might not give a definite conclusion, as this is because the information is obtained from the opinions of selected respondents (Silverman, 2013).

Quantitative research is the organized empirical study of evident occurrences through statistical, measured, or computational techniques. The aim of quantitative research is to cultivate and use mathematical models, theories, and hypotheses relating to phenomena to explain the outcome of the research (Creswell, 2013).

Quantitative Research is employed to measure the research problem by creating numerical data or information that can be changed into valid statistics. It is utilized to measure frames of mind, sentiments, practices, and other characterized factors and sum up results from a bigger sample populace (Saunders, et al., 2016). This data collection method makes use of measurable data to create facts and unveil patterns in a study. In this method, online polls, online survey, questionnaire amongst others, are used to obtain data from research respondents.

Lastly, this study employed the qualitative method to gather direct information from the participants for the purpose of procuring thorough information on employee engagement and psychological contract by allowing participants to give their views and knowledge on how psychological contract motivate their engagement at work.

3.4.2 Primary and Secondary Data

There are two major sources of gathering data when carrying out research, and these sources are the primary and secondary source. These sources can be used together or used separately, depending on the necessity of the research (Bryman and Bell, 2015). In view of this research, both the primary and secondary sources were adopted.

3.4.3 Primary Data

Denscombe (2018) said that primary data is the information obtained from the respondents in the organization used as the case study of research. And this information can be obtained from the use of observation, interview, questionnaire, participation and so on. One of the advantages a researcher derives from primary data is that the information is direct from the source and it is unbiased. Meanwhile, secondary data can be shaped to fit the particular purpose of the research. Nevertheless, gathering primary data can be expensive and challenging to get the respondents to participate (Creswell, 2014).

However, in order to collect reliable and dependable data, this study used the primary data derived from the staff of Nigerian Tribune plc. through the administration of questionnaire and phone-interview.

3.4.4 Secondary Data

Secondary data was employed in this research to verify the data accumulated from the primary sources. There are various ways to obtain this data, which some are; websites, journals, podcasts, annual reports, case study, the database of the organization, articles, etc. Secondary data helps a researcher to find out how previous researchers and professionals have defined and examined important concepts.

Moreover, secondary data is cost-effective and helps researchers to gain access to a lot of information, it also helps to triangulate gathered information (Denscombe, 2018)

3.5 Data Collection Instrument

3.5.1 Interview

Moore (2014) portrays an interview as a collaboration between at least two individuals which involves giving answers to questions and exchanging thoughts. Interview is an instrument for gathering solid and powerful data which is useful for breaking down research objectives and questions. Accordingly, this research utilized telephone-interview to assemble essential information.

Saunders, Lewis, and Thornhill (2012) showed that the use of phones for interviews during qualitative data accumulation helps the interviewer to information about the respondents motive, experiences and views and also going the interviewer an opportunity to ask further questions that can be useful for the research (Nankervis and Morrissey, 2012).

Also, the phone interview also has some limitations because there are some cases where the respondent would tell lies because they feel that is what the interviewer wants to hear, and this could in turn damage the authenticity of the information, it is also time consuming and takes the time of both the interviewer and the respondent, who in this case has to leave their work for the interview, there is also a tendency for the respondent to tell a lie knowing fully well that the call is recorded because they are not sure of what the interviewer is doing with the information provided (Moore, 2014).

Interviews can be differentiated in three ways, which are; structures interview, semi-structured interviews, and unstructured interviews.

- A structured interview is a set of pre-arranged and fixed questions that interviewees are to answer in an orderly manner (Nankervis and Morrissey, 2012).
- A semi-structured interview is the combination of both structured and unstructured interview questions, where the interviewer sets fixed questions for all the interviewees

but gives room for other unplanned questions relating to the previous questions to pop up in order to clarify the answer that was provided by the interviewee (Nankervis and Morrissey, 2012).

- An unstructured interview is known to be an unreliable method for a researcher to adopt while sourcing for data. And this is because it is not termed serious, as this type of interview is not pre-planned or fixed and it is usually very informally conducted. This can allow the respondent or the researcher to be biased with the information provided (Nankervis and Morrissey, 2012).

However, this research work used a semi-structured interview to accumulate valuable and unbiased information from some managers of Nigerian Tribune.

3.5.2 Questionnaire

According to Bradburn, Sudman, and Wansink (2019), a questionnaire is an instrument that contains sets of questions used in obtaining and accumulating information from survey respondents. When a questionnaire is well planned and distributed, it can be a very good tool to get valuable data from a sizeable populace, but it can be quite difficult to get these questionnaires across to the respondents (Bradburn, et al., 2019). For this reason, the researcher administered online (Google Form) and Email Questionnaire.

The researcher designed an instrument for data collection which comprised of questionnaires (Google Form) shared via email and phone interview. This method was aimed at extracting relevant information on the effect of psychological contract on motivating employee's engagement at Nigerian Tribune.

The questions will be drafted from the goal of this study, with each section will include;

- Section 1 contains personal data of the respondents
- Section 2 contains the factors that motivate employees at work
- Section 3 contains the factors that influence employee's engagement at work

The instrument (questionnaire) will be structured in the modified Likert fashion on a 5-point scale, ranging from 'strongly agree'(SA), 'agree'(A) 'neutral (N)' 'disagree'(D) 'strongly disagree'(SD) (Liddell and Kruschke, 2018).

In accordance with the research objectives and questions, 35 questions were drafted to critically assess the effect of psychological contract on motivating employee's engagement at Nigerian Tribune and 13 interview questions for senior-level managers.

3.5.3 Triangulation

The researcher used multiple methods in the research design to establish validity, triangulation, and reliability. (Bernard, 2011) propose that multiple methods help a researcher to gain a better knowledge of the research questions, as a single method will not shed light on a fact.

3.6 Research Population

According to Snelson and Chareen (2016), a population is referred to as the total entities existing in a specified area, such as an organization, city, country, or continent, at a given time. The population of this study includes the total workforce of Nigerian Tribune plc headquarters, Ibadan, Nigeria, which consists of three hundred and fifty-two (352) staffs

The sample size determination for this study is based on the (Krejcie & Morgan , 2016) formula. This formula is provided below as:

$$s = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

$$s = \frac{3.841 \times 352 \times 0.5(1 - 0.5)}{0.05^2(352 - 1) + (3.841 \times 0.5(1 - 0.5))} \quad 0.$$

$$s = 183.92$$

Where

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level of 95% (3.841)

N = the population size (352)

P = the population proportion (assumed to be .50 since this would provide the maximum sample size). d = the degree of accuracy expressed as a proportion (.05).

The sample size representative of the Nigerian Tribune plc headquarters, Ibadan, Nigeria in this study is 184.

3.7 Sampling Technique

Krejcie and Morgan (2016, p. 17-22), said that, when a part of a research population is selected to represent the whole populace, it is termed as a sample. It is important to study a sample that will represent the entire population well and provide information like how the entire population would. There are two types of sampling method, which are Probability and Non-Probability sampling method.

The probability Sampling method is also known as the random sampling method. It is used when the sample size is randomly selected, and it gives all the members of the population (sample) equal opportunity to be selected. While non-probability sampling is a way of selecting a sample without giving them an equal opportunity of being selected and it doesn't involve random selection (Cohen , 2017).

There are different types of probability and non-probability sampling methods.

Types of Probability Sampling Method.

- Simple random sampling: this type of probability sampling method is known to be the clearest and purest way of selecting a sample size. It is very popular amongst the researcher because it helps the researchers to be able to select samples that can fully represent the entire population rightly (Cohen , 2017).
- Stratified random sampling: this is a population that is represented in some groups, while the researcher randomly selects the groups that best represent the entire population. This sampling is very effective if the population is diverse because the responses the respondents provide will not be bias which will reduce internal dispersal and a huge sum of the accuracies will be attained (Cohen, 2017).
- Systematic sampling: this type of sampling allows a researcher to systematically select the research population representatives, and this can be done geographically or alphabetically (Cohen, 2017).
- Cluster random sampling: this is another popular sampling method that researchers employ because it allows the researcher to randomly select his or her research sample from a very large population. It is used when the researcher cannot get information from the entire population but can develop clusters from the population which can be a smaller size (Cohen , 2017).

Non-Probability Sampling

Types of non-probability sampling methods

- **Convenience Sampling:** this is one of the easiest methods to adopt and it is popularly known as the unsystematic and careless sampling method. It helps the researcher to easily select a sample size, for example, local school (Cohen , 2017).
- **Quota Sampling:** this is aimed at getting samples that are proportional to the research population. For example (contract staffs vs permanent staffs). This population is divided into groups, while smaller groups are extracted from these groups to get the desired information for the purpose of the research (Cohen, 2017).
- **Judgment Sampling:** a researcher selects his or her research sample based on a specific need which can be because of their professional knowledge whereby they provide the accurate information the researcher needs for the aim of the study (Cohen , 2017).

Compiling people's habits, believes and thoughts can be very vital in the process of conducting research, but this can be achieved by adopting convenience sampling.

The convenience sampling helps the researcher to gather data in a shorter time because it does not require the researcher to use the entire research population, also, it helps to save cost, as the researcher had no need to spend because an electronic questionnaire was administered (google form) to the respondents. As the name implies, it has made the research convenient for the research in the process of gathering data from the respondents.

3.8 Data Findings and Presentation

Qualitative and quantitative research methods were adopted to analyze and present data. The information gathered were put in line with the answers obtained from the answers that were provided in the questionnaire the respondents filled. The responses from the questionnaire were analyzed using the descriptive (graphs and charts) and analysis. For this purpose, SPSS V.21 (Statistical Package for Social Science) and R programming was employed to analyze data (George & Mallery, 2018).

3.9 Ethical Consideration

Ethics is known to be the guiding conduct that gives the difference between right and wrong. It helps to separate what is acceptable and what is not acceptable. It also helps to avoid the distortion and fluctuation of information (Bradburn, et al., 2019).

This study is seen to be a very sensitive one, as a leak of information obtained from an employee, can make or mar the employee. Therefore, there is a high level of confidentiality and participants consents to obtain information from them. The managers who were interviewed gave their consent to record the interview, and they were informed that the information they provided is only used for the research purpose. Google Form's privacy policy also protected the respondent's responses while their data is saved in the SPSS database system. Lastly, the phone interview was conducted on some managers and supervisors in the organization, the researcher certified that the recordings of the interview will be discarded after the researcher has used it for educational research purpose.

3.10 Research Limitation

The researcher encountered some difficulties while gathering data, and this is due to the fact that most people are yet to understand what psychological contract means, as it exists in their mind but could not put a definition to it, this led the researcher explaining multiple times to most of the respondents, also, getting to convince the employees that there is topmost confidentiality on all the answers provided was almost very difficult to do. Furthermore, many Nigerians do not take academic research seriously, as they feel it will not have any effect or improvement on their organization, so they see it as a waste of time and were reluctant to swiftly respond to the questionnaires given to them.

The topic of this research also seems to be a challenge to respondents, a majority of them are freelancers and contract staffs, which is common in most media outlets in Nigeria. Some of them were not willing to complete the questionnaire as they felt they are not fully part of the organization and they have little or no say to whatever that is going on in the organization.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DATA FINDINGS

4.1. Introduction

The aim of this chapter is to present the collected responses from the respondents based on the interview carried out on members of staff of Nigerian Tribune Newspaper as an organization. The chapter will present the demographic nature of the respondents and their responses to the items presented in the instruments (questionnaire and Interview). Primary data was the source of data. The questionnaire was sent to the respondents via google forms to the members of Staff of the organization, and their responses were retrieved from the same means.

4.2. Demography of Respondents

The total number of respondents for this study were 143.

Male	Female	Prefer not to say	Total
69 (+2managers)	66	6	143

Table 1 Gender of respondents

(Source from SPSS v.21)

Table 1 shows that the 69(48%) members of the respondents are male, 66 (46%) are female, while 6 respondents decided not to say their gender.

18-25	26-35	36-40	40>	Total
73	55	10	3(+2managers)	
Employment Status				
Part Time		TemporarContract y	Permanent	
44	1		47	49(+2managers) 143

Table 2 Age-range and Employment status of respondents

(Source from SPSS v.21)

Table 2 shows that most of the members of staff of Nigerian Tribune are dominated by the youths between the ages of 18-35 years. It further indicates that 73 (51%) of the respondents are between the ages of 18 to 25, 55 (38%) were between 26-30, 10 (7) are between 36-49)

while just 5 members including the manager were above 40. This indicates that the company staff strength is being dominated by youths. This implies that there are an encouragement and opportunities for the youths to start and build-up a career in the Newspaper industry. This could have a positive impact on employee retention and engagement, enhancement of employee development, future employability and career development and engagement level of employees with respect to psychological contract expected to exist between the employers and the employees.

Table 2 further shows that 51(36%) members including the manager are permanent staff, 92 (64%) either Contract, freelance, part-time or temporary staff. The nature of employment of staff here could be of great impact on the Psychological contract which affects the employee’s motivation. This could have a negative impact as there could be fear of job insecurity among the members of staff who are not working on a permanent basis. With the low employment rate in Nigeria as a country, it is expected that there are so many interested candidates ready to take up positions if anyone decides to leave. This gives confidence to the employers and has great control of the psychological contracts that exist between the employers and their employees.

<1year	1-5years	6-10years	11-15	16>	Total
63	60	9	7	2 (+2managers)	143

Table 3 Number of years being employed in the organization

(Source from SPSS v.21)

Table 3 shows the number of years each respondent has been working for the company. 123 (86 %) of the respondents confirm they have been working for less than five years in the organization while 20(14%) confirmed they have been working in the company for over 6 years. This could indicate that the staff strength and faces in the organization have a tendency of changing every consistently probably due to change of jobs by employees in the search for more job satisfaction. This also corroborates the assertion of the second part of Table 2 which indicated that most of the staff are not employed on a permanent basis.

4.3. Quantitative Findings

This section presents the results of the analysis made from the data derived from the questionnaire presented to the members of staff of Nigerian Tribune Plc. The table below shows the results derived from analysing the questionnaire items which is presented using mean scores.

Questions	N	Mean	StanDev	Median	Levels	Mode
How long have you been working with in your organization.*	145	3.013793103	1.889246642	3	5	5
Which best describes your employment type.*	145	2.013793103	0.849723868	2	4	1
There is consistent application of the reward policy in my organisation*	145	2.455172414	1.338424189	2	5	1
I am satisfied with the working conditions in my organisation*	145	2.427586207	1.373078595	2	5	1
I am happy to have chosen my current workplace*	145	2.427586207	1.332003647	3	5	1
The management considers and acts on employee's suggestions and complaints*	145	2.096551724	1.1862882	2	5	1
There is adequate supervision of workers*	145	2.303448276	1.420700815	2	5	1
The leadership style adopted in my company influences my level of engagement at work*	145	2.220689655	1.371682693	2	5	1
The leadership style provides staff with the time and resources to pursue their own developmental objectives	145	2.379310345	1.285976529	2	5	1
My manager helps me to achieve my goals*	145	2.2	1.294217911	2	5	1
My manager always insists that there is room for improvement*	145	2.24137931	1.345134556	2	5	1
My manager develops team spirit attitude among his/her employees*	145	2.317241379	1.382948984	2	5	1
My manager acts without considering my feelings*	145	2.503448276	1.286274433	2	5	2
Training is placed as a priority for the employees in my work unit*	145	2.213793103	1.291995694	2	5	1
The job requires me to utilize a variety of different skills in order to complete the work*	145	2.206896552	1.317070359	2	5	1
I think I would be more valuable if I move to another organisation with my current skills at Nigerian Tribune*	145	2.365517241	1.306042544	2	5	1
The job requires me to use several complex or high level skills*	145	2.151724138	1.220945868	2	5	1
The job allows me to learn new task often*	145	2.537931034	1.399507302	3	5	1
Training program has helped to improve my knowledge of the job*	145	2.44137931	1.327465537	3	5	1
I prefer on the job training*	145	2.386206897	1.313319622	2	5	1
I can pay to learn more for professional development*	145	2.289655172	1.353581881	2	5	1
Frequent training are provided for the staff on new technological tools.*	145	2.4	1.232657472	2	5	1
My skills are utilized for the growth of the organization and for my career advancement.100.*	145	2.227586207	1.352697036	2	5	1
Reward recognition by my manager supervisor leader would affect my ability to attain organizational goals*	145	2.627586207	1.348583761	3	5	1
I get special recognition from my manager when I perform very well*	145	2.303448276	1.345383764	2	5	1
Recognition and acknowledgment have improved my performance at Nigerian Tribune*	145	2.35862069	1.321172996	2	5	1
There is autonomy at work freedom to direct work.*	145	2.531034483	1.291291195	3	5	1
The job allows me to decide on my own how to go about doing my work*	145	2.337931034	1.237272368	2	5	1
Employees are involved in management decision making*	145	2.503448276	1.24791013	2	5	2
The job gives me a chance to use my personal initiative or judgment in carrying out the work*	145	2.303448276	1.292736857	2	5	1
The company ensures I see a clear link between my work and the company's goals and objectives*	145	2.172413793	1.340319342	2	5	1
I have the appropriate amount of information to make correct decisions about my work*	145	2.2	1.310216267	2	5	1
There are opportunities available to me to express my ideas to upper management*	145	2.310344828	1.282993685	2	5	1
There is an open door policy for communication in this organization*	145	2.248275862	1.233395463	2	5	1
The employees in the organization feel secured in their job.*	145	2.324137931	1.274116026	2	5	1
I have a sense of belonging in my organization*	145	2.35862069	1.305308936	2	5	1
I love the cultural diversity in my organization*	145	2.255172414	1.368186707	2	5	1
My work environment is very friendly*	145	2.462068966	1.285715806	3	5	1
Job promotion in my organization is fair and objective*	145	2.537931034	1.219179424	3	5	3
Raises promotions etc are closely tied to performance appraisal*	145	2.393103448	1.385924039	2	5	1
Rewards such as promotion or increase in salary etc encourages me to work hard and put in extra effort*	145	2.524137931	1.424404157	3	5	1
Compared to similar organizations I am satisfied with my benefits package*	145	2.482758621	1.344244151	2	5	1
I see a future for myself within this firm*	145	2.606896552	1.287204938	3	5	1
If I wanted to do another job or function I would look first at the possibilities within this firm*	145	2.282758621	1.27858129	2	5	1
If I receive an attractive job offer from another firm company I would not take the job*	145	3	1.476670429	3	5	5
If I had my way I will be working for this organization for the next five years*	145	2.537931034	1.317724731	2	5	1
Ability to balance work and home life is encouraging in my organization*	145	2.44137931	1.358491106	2	5	1
I can discuss my career aspirations with my supervisor*	145	2.220689655	1.244258846	2	5	1
Policies that encourage career growth and development opportunities are created in my organization*	145	2.137931034	1.216898891	2	5	1
I believe the organization has a firm commitment to my career development*	145	2.227586207	1.24021071	2	5	1
The potentials of employees are identified and developed in my organization*	145	2.289655172	1.252315862	2	5	1
My organization provides opportunities for overall career development*	145	2.213793103	1.237078811	2	5	1
The job allows me to make my own decisions about how to schedule my work*	145	2.482758621	1.302260045	2	5	1
The job allows me to decide on the order in which things are done on the job*	145	2.620689655	1.302076149	3	5	1
As a contract staff the flow of communication in the organization is directed towards me*	145	2.510344828	1.258952615	3	5	1
As a contract staff I have been considered as an important asset to the organization*	145	2.475862069	1.323310026	3	5	1
I am motivated to work more because of how the organization handles my intellectual property*	145	2.393103448	1.276369372	2	5	1

As regards the table above the calibrations are as follows; 5= strongly disagree, 4= disagree, 3= neutral, 2= agree and 1= strongly agree. Any mean score above 3 shows the respondents does not agree with the statement while any mean score below 3 shows the respondents agree with the statement. Since most of the statements show a mean score below 3, it means that the respondents agree to the statements

Based on the results of the questionnaire items presented above, analysis of the research questions will be provided. The questions/statements were presented to answer research questions one, two and three respectively. It comprised closed-ended questions where respondents were required to give their responses on a 5-point Likert rating scale with responses ranging from Strongly Agree, Agree, Neutral, Disagree and Strongly disagree. These responses were coded to quantitative values in numbers ranging from 1 to 5.

Factors	Questionnaire statements number		
	Research Question 1	Research Question 2	Research Question 3
Reward policy, Positive reinforcements e.g. raises, loans, salaries, promotions	1, 41, 55	38, 39,	23, 24, 40
Working conditions	2, 4, 18, 27, 29, , 30, 36, 52,53,	42	33, 46, 54
Training on the job		12, 17, 19,	
Enabling working environment	5, 6, 16, 20, 22, 26, 27, 34, 43, 44, 51,	13, 15, 21,37,50	10,25, 45,
Communication	3, 28, 31,	47	14, 32,
Leadership style		7,48	11, 35,
Management support		8, 9, 49	

Table 4 Summary of the statements on questionnaire

4.3.1. Research question One

1. What are the impacts of psychological contract in Nigerian Tribune, specifically in terms of employee retention and engagement?

Valid Responses	Frequenc y	Percentage	Cumulative %
Strongly Disagree	11	3	13
Disagree	18	10	
Neutral	23	17	17
Agree	61	48	70
Strongly Disagree.	30	22	
Total	143	100	

Table 5 Summary of responses regarding PC on employee retention and

(Source from SPSS v.21)

Table 5 shows a summary of all the responses derived from the questionnaire (See appendix I). A cumulative total of 70% of the respondents gave a positive response in agreement to the questions raised to support that Psychological contract has a great impact on employee retention and engagement. However, 13% of the respondents disagree with these statements that the factors mentioned above affects the psychological contract in Nigerian Tribune, specifically in terms of employee retention and engagement as presented in the questions.

Factors like reward policy, appropriate supervision, working conditions, inclusion in decision making, training on the job, teamwork and enabling working environment were all elicited in the questions and it was found out that the respondents have agreed that these engage them more to do their work and want to stay longer on the job.

Figure 8 shows the trend of the responses as interpreted by Table 4

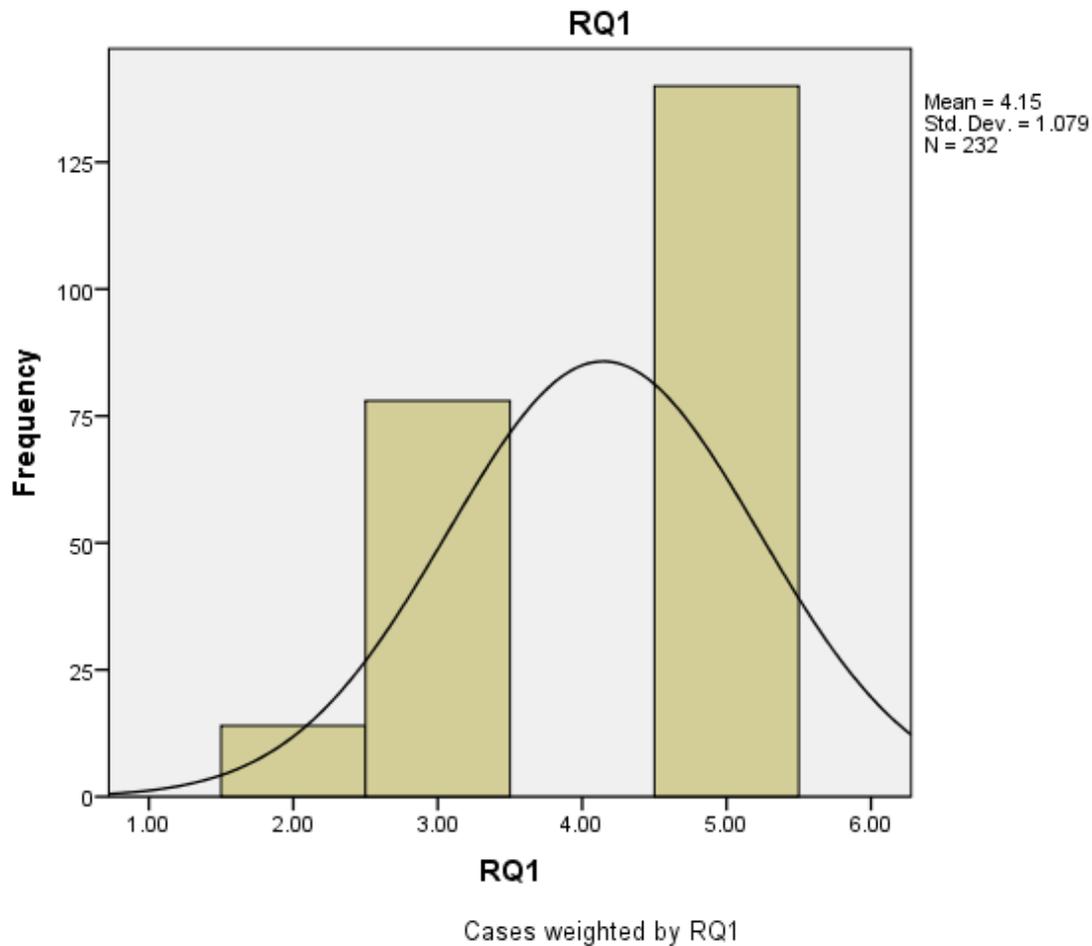


Figure 8 Bar Chart showing the trends of responses regarding Research Question 1 (Source from SPSS v.21)

However, 13% of the respondents disagree with these statements that the factors mentioned above affect the psychological contract in Nigerian Tribune, specifically in terms of employee retention and engagement as presented in the questions. This opinion cannot be ignored as these group of respondents may have a different view of the working environment. This could be as a result of various reasons ranging from individual differences, nature of department or unit where the member of staff is designated among other reasons. But in an outcome of an opinion poll such as this, it is expected to review the outcomes which have a large number of votes, not also ignoring the opinion of the 17% of the respondent who has a neutral opinion.

4.3.2 Research Question two

Does psychological contract have a role in the enhancement of employee development, future employability, and career development?

Valid responses	Frequenc y	Percentage	Cumulative %
Strongly Disagree	4	4	13
Disagree	13	9	
Neutral	32	22	22
Agree	62	43	
Strongly Agree	32	22	65
Total	143	100	

Table 6 Summary of responses regarding PC on employee development.

(Source from SPSS v.21)

Table 6 shows a summary of all the responses derived from the questionnaire (See appendix I). A cumulative total of 65% of the respondents gave a positive response in agreement to the questions raised to support that Psychological contract has a great role to play on employee development, future employability, and career development. Factors like leadership styles, management support is given to staff, raises, loans and increase in salary, promotions, training and development, dynamic work policies ethics, plays a great role in the enhancement of employee development, future employability and career development as presented in the questions.

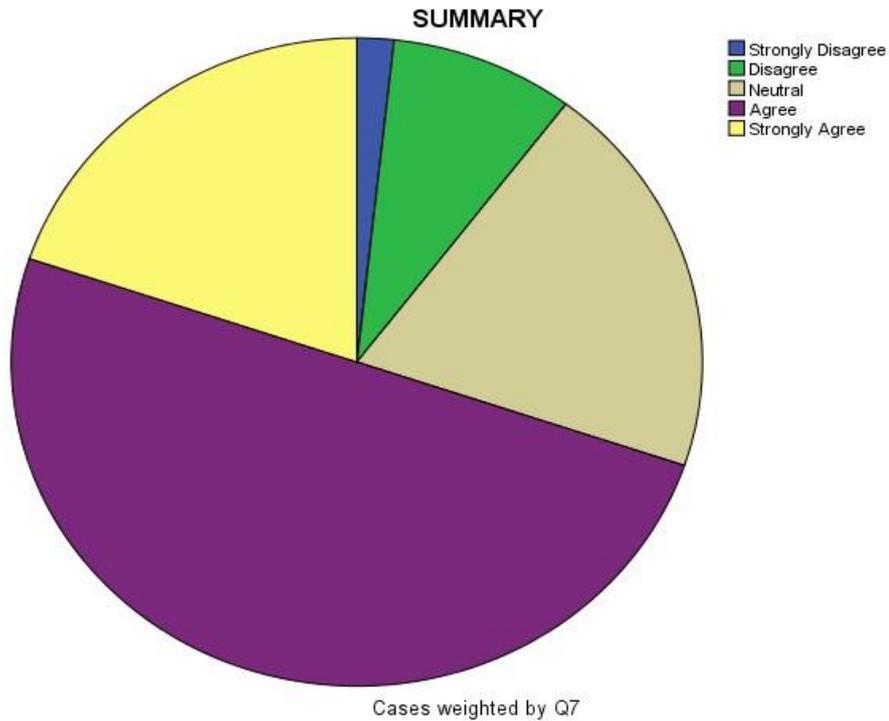


Figure 9 Trends of responses regarding Research Question 2

(Source from SPSS v.21)

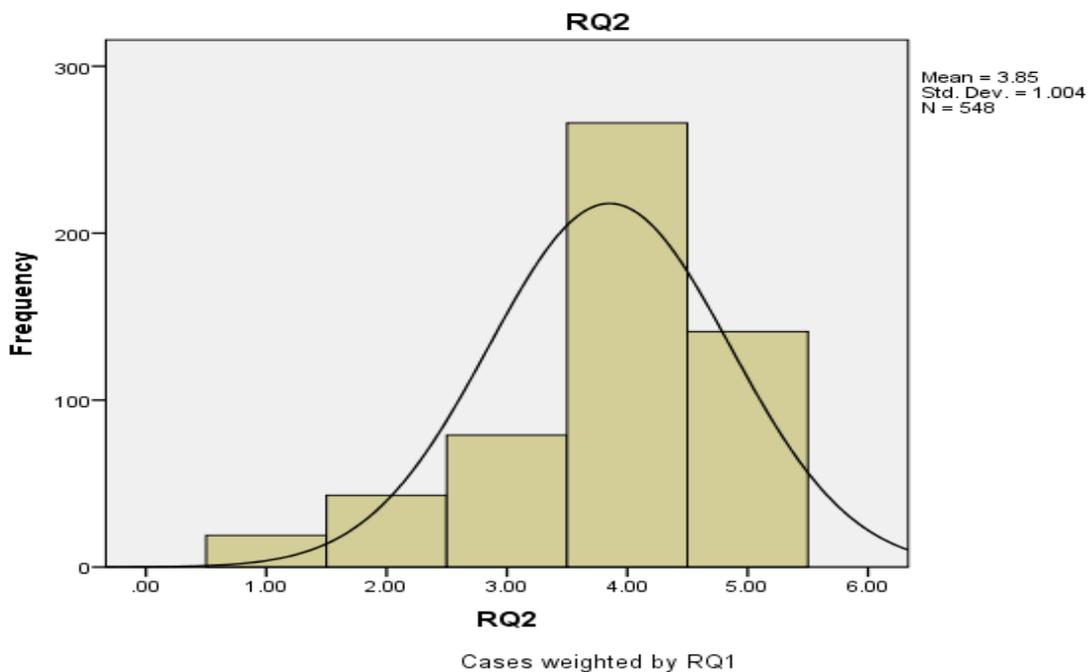


Figure 10 Summary of all response to Research Question 2

Though, 13% of the respondents disagree with these statements that the factors mentioned above have a role in the enhancement of employee development, future employability and

career development as presented in the questions. These opinions cannot be ignored as these group of respondents may have a different view of the working environment. This could be as a result of various reasons ranging from individual differences, nature of department or unit where the member of staff is designated among other reasons. But in an outcome of an opinion poll such as this, it is expected to review the outcomes which have a large number of votes, not also ignoring the opinion of the 22% of the respondent who has a neutral opinion.

4.3.3 Research Question three

Does a breach in the psychological contract contribute to the reduced engagement level of employees at Nigerian Tribune?

Valid responses	Frequency	Percentage	Cumulative %
Strongly Disagree	12	7	27
Disagree	28	20	
Neutral	18	13	13
Agree	51	36	
Strongly Agree	34	24	60
Total	143	100	

Table 7 Summary of responses regarding PC on employee reduced engagement level.

(Source from SPSS v.21)

A cumulative total of 60% of the respondents gave a positive response in agreement to the questions raised to support that breach in psychological contract has a pronounced contribution to the reduced engagement level of employees at Nigerian Tribune. Factors like leadership style, team spirit, positive reinforcement, communication, cultural diversity, work-life balance among others were all elicited in the questions and it was found out that the respondents who agreed that these factors contribute to breach in the psychological contract which in turn influences reduced engagement level of employees.

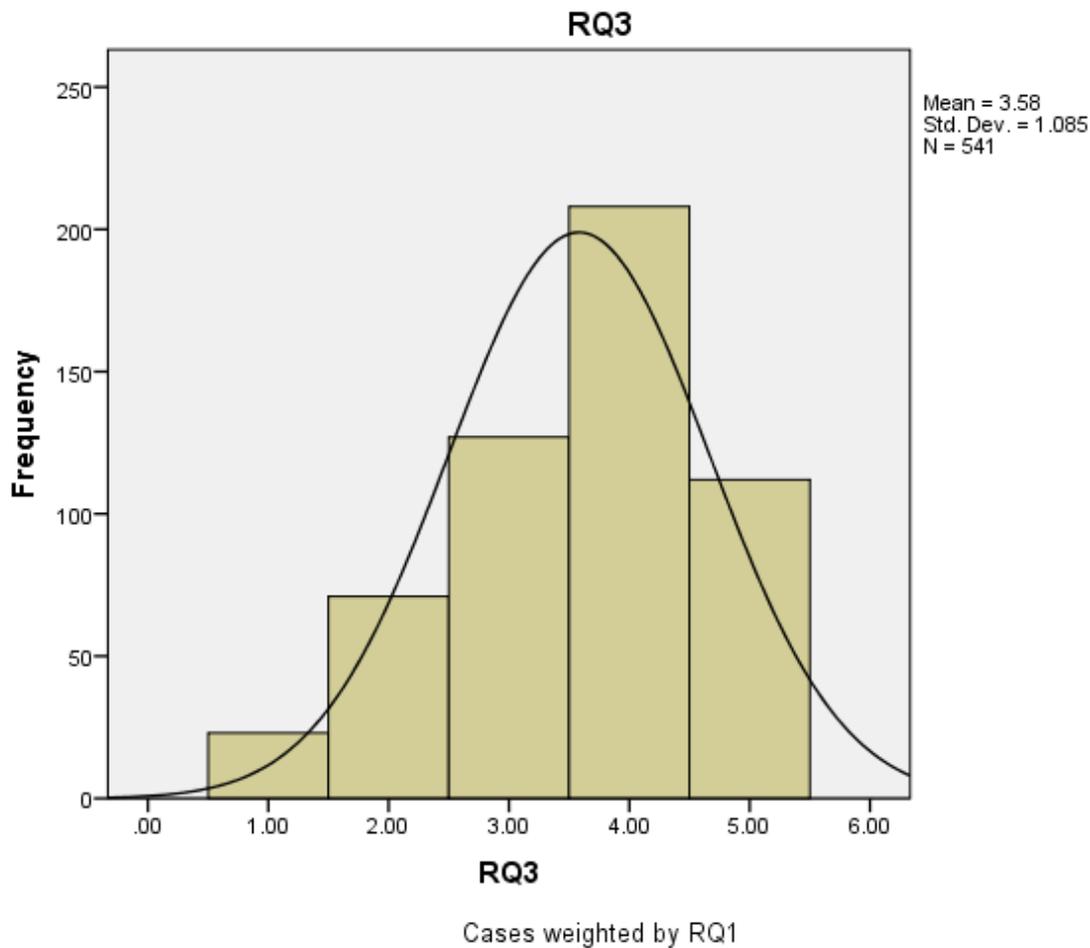


Figure 11 Summary of all response to Research Question 3

(Source from SPSS v.21)

Conversely, a notable 27% of the respondents disagree with these statements that the factors mentioned above contribute to breach in the psychological contract which in turn influences reduced engagement level of employees as presented in the questions. These opinions cannot be ignored as these group of respondents may have a different view of the working environment. This could be as a result of various reasons ranging from individual differences, nature of department or unit where the member of staff is designated among other reasons. It could even be that the dedicated ones among the members of staff, irrespective of these factors are still dedicated to doing their work. But in an outcome of an opinion poll such as this, it is expected to review the outcomes which have a large number of votes, not also ignoring the opinion of the 13% of the respondent who has a neutral opinion.

4.4. Qualitative findings

This section presents the results of the analysis made from the data derived from the interview schedule presented to the managers of Nigerian Tribune Plc. The questions/statements were presented to answer research questions four. It comprised open-ended questions where the respondents were required to give their responses in their own words without restrictions.

4.4.1 Research Question four

1. What process can Nigerian Tribune take to make their employees more engaged?

An interview schedule was administered to two managers, Manager 1 and Manager 2 (personal information of the managers must be concealed for privacy purpose) of the Nigerian Tribune organization. The questions or statements in the interview was to re-affirm the response of their employees as regards various factors involved in psychological contract which could affect employees' engagement. Their responses are discussed in relation to the response of the employees under the following; leadership style, training, and development, recognition, employee empowerment, communication, motivation, work-life balance, and retention.

Both managers had a different response but the same conclusion on the leadership styles, motivation, communication, work-life balance, and retention. The managers admitted that the organizational goals come first which is why the employees are in the organization, and while the employees are working towards fulfilling the organization's goals, they tend to achieve their individual goals if it is aligned with the organization's goals. Which means that the organizational goal is an umbrella that covers employees' goals. Therefore, they see achieving organizational goals is a way of helping the employees to achieve their goals which in turn help to motivate the employees to be more engaged as these two goals are intertwined. On the issues of communication, the managers both agreed that the means of communication is effective, even if there is a slight difference in the channel of communication in some departments. Nevertheless, the employees are heard, and actions are taken on the information they provide to the management, either personal or organizational information. Therefore, then managers believe that effective communication helps to make the employees have a sense of empowerment and this helps to motivate them to be more engaged.

Furthermore, on the theme of motivation, Manager 1 and 2 also has a dissimilar opinion of what they think motivates the employees in the Nigerian Tribune Newspaper organization.

Manager 1 believes that employers are motivated by their quest for survival on the job to maintain a daily work life that pays them and feed their family. Manager 2 is of the opinion that it is the reward system (cash rewards, promotion, salary increment, awards) adopted by the organization that motivates the employees in the organization. Employees, in their responses, supports the thoughts of Manager 2.

On work-life balance, both managers agreed that there is no support for work and life balance in the Nigerian Tribune organization. Meeting targets is the priority of the management and they do not care how it is met, even if it requires spending overtime or nights at work, taking work home to be completed, and working during off days or weekends. One of the managers even confirmed that he is at work on a weekend (Saturday) which is supposed to be an off day. On the contrary, the respondents feel there is a work-life balance on the job at Nigerian Tribune. This diversified opinion between employers and employee of Nigerian Tribune could emanate from the fact that the workers are actually free to do their work at their own time schedule, therefore, even if a worker stays overtime, work weekends or take their work home just to complete their task, it is at their own volition.

Lastly, on the theme of retention, Manager 1 and 2 gave responses which are not the same, although they fall in the category of either positive or negative causes that could influence employee turnover in the organization. Manager 1 claims that loyalty to the job is the main cause of employee turnover in the organization, while manager 2 mentions issues like delay in payment of salaries could be an issue. For themes like Training and development. recognition, employee empowerment, the two managers and the employees agree on this.

4.5. Summary of Qualitative Result

Descriptive statistics were used to analyze the data derived from the electronic questionnaire sent to the members of staff of Nigerian Tribune Newspaper. The SPSS application was used to process the data to give a meaningful outcome. The data were presented based on the positive, neutral and negative outcomes as recorded by the responses. For research question one, factors like reward policy, appropriate supervision, working conditions, inclusion in decision making, training on the job, teamwork and enabling working environment were all elicited in the questions and it was found out that the respondents have agreed that these engage them more to do their work and want to stay longer on the job.

For research question 2, factors like leadership styles, management support is given to staff, raises, loans and increase in salary, promotions, training programs, dynamic work policies ethics, plays a great role in the enhancement of employee development, future employability and career development as presented in the questions. For research question 3, factors like leadership style, team spirit, positive reinforcement, communication, cultural diversity among others were all elicited in the questions and it was found out that the respondents who agreed that these factors contribute to breach in the psychological contract which in turn influences reduced engagement level of employees.

Lastly, for research question 4 which was elicited by the interview schedule administered to two managers of Nigerian Tribune Newspaper organization, factors like training and development, leadership style, recognition, employee empowerment, communication, motivation, work-life balance, as well as retention were assessed from the perspective of the managers. The question raised for research question four was to recommend processes that Nigerian Tribune can take to make their employees more engaged, recommendations were presented by the researcher after each factor were analyzed based on the responses.

CHAPTER 5

DISCUSSION OF FINDINGS

5.0 INTRODUCTION

This chapter assesses the responses assembled from the instrument (questionnaires) administered to the respondents who are members of staffs of Nigerian Tribune newspaper. It also discusses the verdicts from interviews with the human resource managers of the company as it assesses the information gathered as regards to the literature and objectives stated for this research. This study adopted the survey design. The design also adopted a mixed method of quantitative and qualitative style. The qualitative aspect allowed the researchers to explore the attitudes and experiences of respondents through an electronic questionnaire to help provide a better understanding of the problem under investigation. The qualitative aspect presented open-ended questions which were also sent electronically to the managers of the Nigerian Tribune. This allowed them to express themselves in their own words without limitations. The responses collected from all respondents were transcribed and coded into numerical data for appropriate analysis using descriptive statistical tools on the computer application called Statistical Package for Social Sciences (SPSS). Discussion of these outcomes is discussed below.

5.1 DEMOGRAPHY OF THE STUDY

Table 4.2 shows that the majority of the members of staff of Nigerian Tribune are dominated by the youths between the ages of 18-35 years. It further indicates that 73 (51%) of the respondents are between the ages of 18 to 25, 55 (38%) were between 26-30, 10 (7) are between 36-49) while just 5 members including the manager were above 40.

This indicates that the company staff strength is being dominated by youths. This implies that there is an encouragement and opportunities for the youths to start and build-up a career in the Newspaper industry. This could have a positive impact on employee retention and engagement, enhancement of employee development, future employability and career development and engagement level of employees with respect to psychological contract expected to exist between the employers and the employees.

The table 4.2 further shows that 51(36%) members including the manager are permanent staff, 92 (64%) either Contract, freelance, part time or temporary staff. The nature of employment of

staff here could be of great impact on the Psychological contract which affects the employee's motivation. This could have a negative impact as there could be fear of job insecurity among the members of staff who are not working on permanent basis. With the low employment rate in Nigeria as a country, it is expected that there are so many interested candidates ready to take up positions if anyone decides to leave. This gives confidence to the employers and has a great control of the psychological contracts that exist between the employers and their employees.

Table 4.3 shows the number of years each respondents have been working for the company. 123 (86 %) of the respondents confirms they have been working for less than five years in the organization while 20(14%) confirmed they have been working in the company for over 6 years. This could indicate that the staff strength and faces in the organization has a tendency of changing every consistently probably due to change of jobs by employees in search for more job satisfaction. This also corroborates the assertion of the second part of Table 4.2 which indicated that most of the staff are not employed on permanent basis.

5.2 IMPACTS OF PSYCHOLOGICAL CONTRACT ON EMPLOYEE RETENTION AND ENGAGEMENT

The research question one was raised to answer this aspect of the study. It stated that "What are the impacts of psychological contract in Nigerian Tribune, specifically in terms of employee retention and engagement?". The questions/statements to give responses to this question was presented in the questionnaire administered to the members of staff of Nigerian Tribune Plc. A cumulative total of 70% of the respondents gave a positive response in agreement to the questions raised to support that Psychological contract has a great impact on employee retention and engagement. Factors like reward policy, appropriate supervision, working conditions, inclusion in decision making, training on the job, teamwork and enabling working environment were all elicited in the questions and it was found out that the respondents have agreed that these engage them more to do their work and want to stay longer on the job.

These finding are in line with the report of Tekleab and Taylor (2003) who claimed that having a psychological contract gives workers the feeling that they are part of the organization and they can influence the future of the organization, as they partake in the development process, while they get to choose whether to adhere to its terms or not. A psychological contract is a

kind of plan or idea and in this manner, it gives the employee a specific progression in a difficult employment relationship.

The psychological contract plays a role in employees' decisions to stay or leave. Conferring to Kahn (2017), the nature of the psychological contract influences employees' subjective interpretations and evaluations of their intentions to stay with the organization. This current research was conducted to address the question of what is the impact of psychological contract on employee engagement in Nigeria Tribune newspaper industry thereby, drawing on the social exchange theory, equity theory the current study attempts to examine the impact of psychological contract on employee engagement by explaining constructs. The main purpose was set as the impact of psychological contract on employee engagement. It was found that psychological contract has a significant impact on employee engagement and retention.

The data collected for this study to respond to this question raised indicates that a large number of respondents to the items on the questionnaire agreed positively that psychological contract has a great impact on their retention at work and engagement to work activities. For example, a statement on the questionnaire which reads "I am satisfied with the working conditions in my organization" has a large number of respondents who either agreed or strongly agreed to the statement. This has been able to help the researcher achieve the first objective of this study which was to investigate the major factors that influence employee engagement. It also helped in achieving the second objective which was to determine the relationship between psychological contract and employee engagement and employee retention.

5.3. PSYCHOLOGICAL CONTRACT ON THE ENHANCEMENT OF EMPLOYEE DEVELOPMENT, FUTURE EMPLOYABILITY, AND CAREER DEVELOPMENT

The research question two was raised to answer this aspect of the study. It stated that "Does psychological contract have a role in the enhancement of employee development, future employability, and career development?". Also, the questions/statements to give responses to this question was presented in the questionnaire administered to the members of staff of Nigerian Tribune Plc.

Factors like training and development, leadership styles, management support given to staff, raises, loans and increase in salary, promotions, training programs, dynamic work policies

ethics, plays a great role in the enhancement of employee development, future employability and career development as presented in the questions. A cumulative total of 65% of the respondents gave a positive response in agreement to the questions raised to support that Psychological contract has a great role to play on employee development, future employability, and career development. This has been able to help the researcher achieve the third objective of this study which was to access the role of a psychological contract in enhancing career development.

These findings are in agreement with the report of Omotayo (2019) who noticed how training and development are intertwined with increased engagement, and concluded that employees will naturally become more engaged with their jobs when they feel challenged and have confidence in what they do as they have been trained and they know how competent they are. Also, Cassar and Briner (2011) emphasized that employees also have a sense of responsibility when they have been trained, they can control the task that has been given to them, which will reduce the extent at which they are been micromanaged.

In achieving future employability and career development, psychological contract plays a vital role. For instance, an employee can believe that when he or she provides employment loyalty, good performance, commitment and adhering to the job requirements, the employer will, in turn, give him or her cash or material reward, career development, job security, employee empowerment amongst others. In other words, when this form of exchange is present and fulfilled, employees tend to perform better and their engagement will attain the required level. (Asrar-ul-Haq and Kuchinke 2016).

Therefore, who is now in charge of managing careers in organizations today? According, to Asrar-ul-Haq and Kuchink (2016, P. 54-64) normally, in the early days the organizations' top-level management usually take responsibility and look after career management in an organization. But, with the involvement of the Millenials in the work environment has caused somethings to change. Most young employees do not rely on their employers to give them training before they acquire more knowledge on their field of work, but notwithstanding, employers still take it as their responsibility to give certain training to their employees as new techniques and job tasks are evolving. The Millenials are known to always seek for knowledge

Deloitte (2018), so, the responsibility is shifting from the employers to individual employees, where they take it upon themselves to self-manage their career.

Nevertheless, as this shift is rapidly occurring, the employers still take it as their responsibility to support employees in their career development. Also, when trainings are given to employees it helps them to be employable for other opportunities, which is why a question was raised in the questionnaire “I think I will be more valuable if I move to another organization with my current skills at Nigerian Tribune”. 65% of the respondents gave a positive answer to this question, which means that the management prepares them towards future employability.

5.4 BREACH IN THE PSYCHOLOGICAL CONTRACT CONTRIBUTE TO REDUCED ENGAGEMENT LEVEL OF EMPLOYEES

The research question three was raised to answer this aspect of the study. It stated that “Does a breach in the psychological contract contribute to the reduced engagement level of employees at Nigerian Tribune?”. Also, the questions/statements to give responses to this question was presented in the questionnaire administered to the members of staff of Nigerian Tribune Plc. Factors like leadership style, team spirit, positive reinforcement, communication, cultural diversity among others were all elicited in the questions and it was found out that the respondents who agreed that these factors contribute to breach in the psychological contract which in turn influences reduced engagement level of employees. An aggregate of 60% of the respondents gave a positive response in agreement to the questions raised to support that breach in psychological contract has a pronounced contribution to the reduced engagement level of employees at Nigerian Tribune.

These findings corroborate that of Alcover, Martínez-Iñigo and Chambe (2012) who reported that when an employer fails to fulfil his or her own side of a promise after which an employee has done the needful and fulfilled his or her own side of the promise, there and then will the employee feel disappointed which is termed to be a breach in the psychological contract, which, therefore, leads to reduced employee engagement and can result to the employee wanting to leave the organization. Lack of trust, unfairness, violation of ethics, lack of work-life balance, unfriendly working environment, job insecurity and so on are all forms of psychological contract breach, which according to Cassar and Briner (2011, P. 283– 289) leads to employees disengagement and the organization’s overall productivity and performance, employee retention will be affected and the expected goals will not be achieved. Deloitte (2018), pointed

out that, Millennials are affected when the promise between them and their employers are not met, and these give a bad effect on their loyalty, sense of trust, commitment, and job satisfaction. Moreover, Bhatla (2011) believes that when an employee is disengaged, it can spread across a team or even to an entire unit in an organization which is bad for any business and can affect their customer retention.

5.5. PROCESSES NIGERIAN TRIBUNE TAKE TO MAKE THEIR EMPLOYEES MORE ENGAGED

A question was raised in research question four, which was ‘What process can Nigerian Tribune take to make their employees more engaged?’ This question is presented to the managers of the Nigerian Tribune Plc through an interview schedule. The questions were in line with the ones presented through a questionnaire to the members of staff of the organization. Through this question, answers to objectives one were derived, which was to know the factors that influence the employee’s engagement at work. The researcher was able to know that there is a difference between what the managers think influences the employee’s engagement and what the employees know to influence their engagement. Two managers were interviewed at different times and their opinion on the issues raised was similar except for some situations where their opinions differ. The report of this interview can be seen in appendix II, but the following deductions were made as a summary of the report from the interview schedule;

- Training and development: both the managers and the employees believe that proper training programs carried out in the organization help to build the employees capability in carrying out their day to day tasks, which in turn builds their confidence as a professional. This helps to make the employees more engaged in their work.
- Recognition and reward system: the management put in place some policies to help encourage and reward good performances of employees as a way of appreciating them for a job well done. Some of these rewards are; cash reward, salary increase, managing director/editor-in-chief award, a gift of a brand-new car, etc. The managers mentioned that this policy helps to motivate the employees to be more engaged as they look forward to the rewards that are attached to their efforts.
- Employee empowerment: the employees and the managers agreed that when decision are made in the organization, the employees are carried along, most times they are asked of their opinion based on the issue that is been discussed and it is used by the

management to decide on the right moves to make and this help the employees to have a sense of belongingness in the organization.

Implementing all these helps to motivate employees to be more engaged, which at the end of the day there will be a win-win situation, as the organization gets their goals achieved and the employees get career development and job fulfilment in line with them achieving their goals also. According to Herzberg (1968) when intrinsic rewards such as; professional growth, autonomy, and recognition are available for the employees and there is no breach in fulfilling these rewards, employees get to be happy and in turn they are motivated to do more for the organization, similarly, Paresh and Nazmul (2018, p. 55-59) agrees that when extrinsic rewards like; career development opportunities for employees, cash reward, material rewards, pay rise and so on, are fulfilled employees actually increase their level of engagement.

CHAPTER SIX

CONCLUSION, RECOMMENDATION, AND SUGGESTION FOR FURTHER STUDY

This chapter presents the conclusion of the study based on the findings, the recommendation that was put forward by the study and suggestions for any further research that will be related to this study.

6.1 CONCLUSION

The objective of this study was to investigate the effect of psychological contract on employee's engagement in one of the Nigerian newspaper organizations. The result of the analysis derived showed that there is a considerable relationship between psychological contract and employee engagement. The relationship shows that a fulfilled and positive psychological contract helps to motivate employees to be more engaged at work.

It is important that when managers are working towards achieving the organizational goals, they should put in mind some factors that can help to motivate the employee's to put in their best, these factors can be training and career development program, reward scheme, employee retention policies etc.

The two elements of psychological contract (transactional and relational) are very important to the employee. Researchers perceive that employees react to change, especially when it is not in their favor, if their output does not match with the reward they get, their morale will be low and in return, it will affect their level of engagement at work. Also, managers think some issues that can affect employee's output should be considered and addressed well.

Fairness is one of the things that helps to motivate employees, organizations that practice fairness sees how their employees work well to help achieve the organization's goals. Also, the benefits organizations get when they have good training programs for the career development of their employees are numerous, it helps to build their employer brand and make other applicants top up their game in being the best they can because they know the organization they are aspiring to work with has enough knowledgeable employees within.

However, the results of the findings indicated that when positive psychological contract is practised and there is no breach of this contract, employees are willing to go extra length for the organization. As much as employers understand what the employees expect from them, it is important that employers implement psychological contract and take it in high esteem, in

order to ensure that employees are willing to stay in the organization and increase their level of engagement.

6.2. RECOMMENDATION

Based on the research conducted, the following recommendations are laid out to help improve employee's engagement in Nigerian Tribune

It is advised that the management should indulge themselves in the process of considering the goals of the employees as well toward the organizational goals.

This research study has revealed that there are some factors that employees termed to be psychological contract and the effects it has on how motivated they are to work, some of these factors are work-life balance, autonomy to work, reward scheme etc. it is advised that managers focus on these factors and make proper use of them, as it will help both the organization and the employees to have a win-win situation. This means that when the employers fulfil their own part of the psychological promise, the employees will also do their own part, by doing their job correctly to help the organization succeed and in doing this, the employees will get satisfaction based on what they expect from the organization, be it career development or job security.

Also, organizations need to offer a different set of career supportiveness practices such as providing opportunities for employees to develop their skills, build internal and external networks that will increase their social capital, and develop mentoring relationships. This will help the future employability of the employees, as they obtain more knowledge and build their skills, they become an important asset in the business market, which makes them employable to other organizations.

Furthermore, Looking at the demographics of the respondents, majority of the employees are millennials, Nigerian Tribune should implement a plan that will help to keep these young employees in the organization for as long as they can, as findings has showed that, generation Y do not believe in staying in an organization for a long time, so the organization should know that these set of young employees will not spend up to half of their career years in the organization, but they should use some plans and strategies to input standard knowledge into these generation Y and get them to deliver their best services to the organization.

Finally, the results derived from this study is in line with what the literature depicts, when psychological contract is not breached, the employees feel happy and it automatically boosts their level of engagement. The key to employee engagement is for the management to understand the desires and expectations of their employees, adding to these, the management needs to put some strategies in place in order to be able to satisfy their employees. In today's world, generation Y has taken over the market and their level of engagement needs to be attended to, which brings psychological contract to the mind of employers. The human resource managers need to constantly check their motivational strategies and see how effective it is on their employees especially the young employees. They also need to be able to detect the changes that are evolving in the business market and how they can implement and maintain them to achieve a higher level of overall engagement in their respective organization.

In conclusion, these recommendations are derived from the findings, which are related to what the managers can do to help improve the existing positive psychological contract in the organization. Management should consider urgently implementing a retention strategy that is relevant to employees in the Newspaper sector of the economy, taking into consideration what the employee's value.

6.3. SUGGESTION FOR FURTHER STUDY

Psychological contract is an interesting but sensitive topic, its practice in any organization has effects on the overall performance of the organization, therefore, researchers are advised to carry out more research about psychological contract and bring it into light as many people do not know what psychological contract really is, even though they are practicing it, but could not put a name to it or even for them to know how significant it is both for the employees and for the organization as a whole. Cassar and Briner (2011) have researched on psychological contract, knowing how its breach affects organizational commitment, however, the research should not be discouraged, as long as humans are still in organizations and not been replaced by robots, themes like; recognition, work-life balance, autonomy, employee-employer relationship, are connected to humans, which makes this topic very important especially for human resource researchers. It will help to know the mind of employees and how to help motivate them to be able to get the best out of them.

PERSONAL LEARNING STATEMENT

Undertaking this research project has opened my eyes to a lot of things about human resource management that is more than what is been taught and learned within the walls of a classroom. I got to know what people think of their employers and how they want to be managed. Me choosing psychological contract as a tool to motivate employees engagement at work, was to have a practical knowledge of what psychological contract means, and to my greatest surprise, most people don't know what psychological contract means, even though the initial practice is adopted in the organization, but they did not place a name on it. This research helped me to enlighten both the employees and the management to what psychological contract is and how a breach can cause low engagement for the employees.

Also, this research helped me to be better at carrying out research, my research knowledge was challenged and got a better understanding of what research really entails, which in belief with this new skill advancement I have obtained will help me with further studies.

Completing my dissertation also contributed to encouraging my confidence and level of strength. I was combining summer job with academic research, which was a bit of a challenge to me, but nevertheless, I was able to pull through, which has made me realize that I can achieve anything so far, I am confident enough and I am determined.

With the support of my supervisor, I was able to complete this dissertation, even in the midst of challenges and confusion at a point, I was determined to progress and I did not dwell on the difficulties that were attached to it, instead, I was focused on achieving the aim of this dissertation. With the new knowledge I have, I can confidently say, I was able to attain the completion of this research without external help, which gave me a lot of confidence in myself.

Finally, this dissertation also helped me to be more organized and been able to meet the deadline, which I know cultivating this habit will not only help me in academics but also in the labor market.

Appendix I

QUESTIONNAIRE

Dear Participant,

Thank you for participating in this research. This questionnaire is solely for the purpose of my dissertation. The questions below are only for academic research purpose and all information provided are strictly confidential.

Please choose the answers that are appropriate to the questions below. Thank you for your time.

You will find the following as the question goes on:

Section 1: Personal Information

This section does not entail any personal or sensitive information, the questionnaire is completely anonymous and will not affect your job.

Q1. What age bracket are you?

- 15-19 20-24
- 25-29 30-34
- 35-40 40-50
- 50-60 60+

Q2 How long have you been working with Nigerian Tribune?

- Below 1year 1-2 years
- 3-4 years 5-6 years
- 7-8 years 9-10 years
- 10-15 years 15 years +

Q3 Which best describes your employment type – Permanent Temporary

Section 2: Research Construct

Instruction: Please read the following statements carefully and indicate [√] through the five options provided. Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A) and Strongly Agree (SA)

A. Psychological Contract

S/N	Statement	SD	D	N	A	SA
1	There is consistent application of the reward policy in my organization					
2	I am satisfied with the pay structure and controls in my organization					
3	I am satisfied with the working conditions in my organization					

4	I am satisfied with my last / recent pay rise.					
5	My organization provides an adequate information about how my pay is derived.					
6	I do not regret having chosen the current workplace.					

B. Employee Engagement

Gives answers to the following sub variables as it influences your engagement to work

S/N	Leadership Behaviour	SD	D	N	A	SA
1	I trust the decisions of my superiors.					
2	There is adequate supervision of workers					
3	The leadership style adopted in my company influences my level of engagement at work					
S/N	Learning and Development	SD	D	N	A	SA
1	Training is placed as a priority for the employees in my work unit					
2	When performance is discussed, a lot of emphasis is placed on finding avenues for employees' personal development					
3	The training process for members of my work unit is extensive					
S/N	Recognition	SD	D	N	A	SA
1	Reward/recognition by my manager/supervisor/leader would affect my ability to strive to attaining organizational goals					
2	The potentials of employees are identified and developed					
3	Hidden potentials of employees are developed to a large extent					
S/N	Employee Empowerment	SD	D	N	A	SA
1	There is autonomy at work-freedom to direct work					
2	I feel secure about how much authority I have.					
3	Employees are involved in management decision making					
S/N	Communication	SD	D	N	A	SA

1	The company ensures I see a clear link between my work and the company's goals and objectives					
2	I have the appropriate amount of information to make correct decisions about my work					
3	I feel good about our business and the direction it's heading to.					
S/N	Motivation	SD	D	N	A	SA
1	There is relevant support for employee welfare					
2	There is opportunities for growth and advancement					
S/N	Payments and Benefit	SD	D	N	A	SA
1	Raises, promotions, etc. are closely tied to performance appraisal					
2	Reward such as a promotion or an increase in salary, etc., helps to put in hard work and an extra effort					

C. Employee Retention

S/N	Statement	SD	D	N	A	SA
1	I see a future for myself within this firm					
2	If I wanted to do another job or function, I would look first at the possibilities within this firm					
3	If I receive an attractive job offer from another firm/company, I would not take the job					
4	I will love to remain on this job till retirement					
5	Ability to balance work and home life is encouraging in my organization					

D. Career Development

S/N	Statement	SD	D	N	A	SA
1	I am able to discuss my career aspirations with my supervisor					
2	Policies that encourage career growth and development opportunities are created in my organization					
3	I believe the organisation has a firm commitment to my career development					
4	The potentials of employees are identified and developed in my organization					
5	My organisation provides opportunities for overall career development					

E. CONTRACT STAFFS (FREELANCERS)

S/N	Statement	SD	D	N	A	SA
1	The job allows me to make my own decisions about how to schedule my work					
2	As a contract staff, the flow of communication in the organization is directed towards me					
3	As a contract staff, I have been considered as an important asset to the organization					
4	I am motivated to work more because of how the organization handles my intellectual property					

Appendix II

INTERVIEW QUESTIONS

Do I have your consent to take part in this interview?

This interview is only recorded for the sole purpose of this academic research. As the researcher is in compliance with the Irish General Data Protection and Regulation policy.

Thank you for taking your time to participate.

Leadership style

1. Does the management consider the employee's goals as the employees are working to achieve the organization's goals?

Training and development

2. Are there skill development schemes in your organization?
3. Does the employee development scheme conducted by the organization help the management to identify, analyze, plan and create a successful career path in the organization?
4. Is the organization willing to invest in training and development of new talents into the organization?

Recognition

5. How do you acknowledge the excellent performance of an employee?
6. Do you think performance appraisal influences employee's engagement?

Employee empowerment

7. Are employees involved when decisions are made in the organization?
8. Has there been any time an employee's performance dropped, and what steps were taken to help the employee perform better?

Communication

9. What type of communication policy is adopted in the organization? (e.g. open-door policy, Top-Down Communication, Horizontal communication)

Motivation

10. What are the factors you think motivates the employees in your organization?

Work-life balance

11. Does the culture of your organization support work-life balance?
 - a. If yes, what work-life balance programs are available to your employees?

Retention

12. What are the major causes of employee turnover in your organization?
13. What strategies were adopted in retaining employees, including contract staffs?

TRANSCRIBED INTERVIEW

MANAGER 1

Leadership style

1. Does the management consider the employee's goals as the employees are working to achieve the organization's goals?

Ans: In most organization, the company is sometimes selfish and they look at their own goals, so it is left to the employee to be able to insert his or her goals in that of the organization as times goes by, or else he or she will not develop. The company will only assist the employee when he or she is seen as an asset.

Training and development

2. Are there skill development schemes in your organization?

Ans: Yes, we have, we have general training and individual training, as the need arises. The general training is periodical, like twice in a month, and if we have specific departmental training to develop some skills, especially those in the IT section.

3. Does the employee development scheme conducted by the organization help the management to identify, analyze, plan and create a successful career path in the organization?

Ans: yes, they do, the purpose of this training is to identify those who have the knowledge and those who have the potential of using the knowledge, with the aim of career progression, if an employee is good and he or she has been identified, there is a tendency that the organization will prop such employee, through training program and skill acquisition.

Recognition

4. How do you acknowledge the excellent performance of an employee?

Ans: we give promotion to such employees and the employee might get a cash reward of a certain amount. Then we normally have publisher's award, we also have an award for loyalty, managing director/editor-in-chief award. We normally call them out and give them their prize and the award.

5. Do you think performance appraisal influences employee's engagement?

Ans: Yes, I think it does help their engagement in the company, because majority of those who are doing well and we see the loyalty in them and they always want to go extra miles to what they have to achieve in the company, they sometimes stay for extra hours and work at odd hours when there is a need for it.

Employee empowerment

6. Are employees involved when decisions are made in the organization?

Ans: Yes and No. In most cases, management involves the employees in decision making to hear what their opinion and have their contribution, and at the end of the day, the management will make the final decision.

7. Has there been any time an employee's performance dropped, and what steps were taken to help the employee perform better?

Ans: sincerely, as far as I know, in my own section, which I will not mention for confidentiality purpose, once the performance of an employee drops, he or she will be advised to go home, which I know it is not a good way to handle the situation.

Communication

8. What type of communication policy is adopted in the organization? (e.g. open-door policy, Top-Down Communication, Horizontal communication)

Ans: it is a blend of an open door and top-down, the one that is most common is top-down, which means that instruction flows from the top to the bottom and the employees adhere to it.

Motivation

9. What are the factors you think motivates the employees in your organization?

Ans: What I will say is the first factor is Survival, I think they try to do their best so they can be accepted in the system. Then the second one is career progression, the third one is the welfare package in my organization, there are sometimes where some employees are awarded brand new cars, for their excellent performance and everybody was looking forward to it. I am also a beneficiary of that scheme.

10. Do employees have a sense of belongingness in the organization?

Ans: yes, that what the management intended to achieve, making the employees feel they are part of the system and that they can benefit from the schemes that are available and this makes them to be more engaged with their work.

Work-life balance

11. Does the culture of your organization support work-life balance?

a. If yes, what work-life balance programs are available to your employees?

Ans: not really, the way it works here is that employees have their target and they must meet their target. It doesn't matter how you do it. What matters most is that you meet your deadline, if you have to sleep in the office to meet the deadline so be it, or if you have to work from home, so far you meet your deadline. As I am talking to you now on a Saturday, I am in the office. So sincerely our work doesn't support work-life balance, which I know is not good, but what we try to do is to create a roaster for the employees for their day off.

Retention

12. What are the major causes of employee turnover in your organization?

Ans: I think they leave because they no longer see a future for themselves in the organization or when they no longer feel personal satisfaction, like they are coming to the office and they are not happy for one reason or the other, it makes them leave. And sometimes the employees are not just loyal, they feel they can just opt-out anytime they want for some reasons that are best known to them.

13. What strategies were adopted in retaining employees, including contract staffs?

Ans: there are many strategies, even aside from anything monetary, we do have an employer-employee relationship. If the employers are able to create a very good relationship between the workers and the organization.

MANAGER 2

Leadership style

1. Does the management consider the employee's goals as the employees are working to achieve the organization's goals?

Ans: Yes, the management helps the employees to achieve their goals, for example when we train them, we believe it is not only for the use of the organization but also for their own career progression. Some employees leave the organization, and with this additional knowledge the organization has impacted in them, they will be able to excel anywhere they find themselves. We also want them to be empowered and be able to be their own boss.

Training and development

2. Are there skill development schemes in your organization?

Ans: Yes, we do have some skill development schemes. We develop individuals according to their strength, and at what they are good at. For example, specific skills in printing and production, IT, editing news and many others. And we organize training in like three (3) months interval.

3. Does the employee development scheme conducted by the organization help the management to identify, analyze, plan and create a successful career path in the organization?

Ans: Yes, they really do help us. The reason we train them is for us to get 100% of the employees and work with good expertise.

Recognition

4. How do you acknowledge the excellent performance of an employee?

Ans: depending on the performance, we sometimes promote such employee, or we increase the salary, or we give them an award, or we reward them with a brand-new car.

5. Do you think performance appraisal influences employee's engagement?

Ans: yes, it does, it motivates them to want to work more and it helps to increase their level of engagement

Employee empowerment

6. Are employees involved when decisions are made in the organization?

Ans: whenever we want to make decisions we meet with other workers, to be able to have their suggestion on the topic we are discussing.

7. Has there been any time an employee's performance dropped, and what steps were taken to help the employee perform better?

Ans: yes, there has been several times such things happen, what we do is to call such employee and advise them to settle whatever might be distracting them, and if they need some days off, we grant them that.

Communication

8. What type of communication policy is adopted in the organization? (e.g. open-door policy, Top-Down Communication, Horizontal communication)

Ans: we have a top-down communication. We use the hierarchical structure, which means that the information flows from the leaders to the employees. And if it's an employee that has any information to pass across, he or she goes through their supervisor, who till then take it to the manager.

Motivation

9. What are the factors you think motivates the employees in your organization?

Ans: I think the reward system is part of the things that motivates them to be more engaged and work better.

10. Does the employee-employer relationship help the employees to be more engaged?

Ans: yes, it does help the employees to be more engaged in their work, which also helps the managers to easily get the employees to be committed to their work. Also, there are times we organize evening hangout, just to create a sense of good relationship between we the managers and the employees. So, I think all these helps to motivate the employees.

11. So, do you mean to say that the employees have a sense of belongingness in the organization?

Ans: yes, I think they feel they have a sense of belongingness like they feel they are family, which makes the working relationship easier and adds to their level of engagement.

Work-life balance

12. Does the culture of your organization support work-life balance?

a. If yes, what work-life balance programs are available to your employees?

Ans: No, it does not support work-life balance, we work every day of the week, as you know, this is a media outlet, which produces newspaper every day. The only thing is that we have a roaster that we schedule people for off days.

Retention

13. What are the major causes of employee turnover in your organization?

Ans: I think when there are delays in paying salaries or when we could not support them financially and probably the low work-life balance rate in the organization.

14. What strategies were adopted in retaining employees, including contract staffs?

Ans: we use the employer-employee relationship to reduce the rate of employee turnover, we also use the rewards to attract them, also the training we do is a way of retaining the employees and we believe that even if they leave the company, with the training and skills they have acquired, they will be able to stand out wherever they find themselves.

REFERENCES

- Alcover, C., Martínez-Iñigo, D. and Chambel, M.J., (2012). *Perceptions of employment relations and permanence in the organization: Mediating effects of affective commitment in relations of psychological contract and intention to quit*.
- Anitha, J. (2014) 'Determinants of employee engagement and their impact on employee performance', *International Journal of Productivity and Performance Management*, 63(3), pp. 308-323.
- Argyris, C. (1960) *Understanding Organizational Behavior*. Homewood: Dorsey.
- Armstrong, M. (2006) *A Handbook on Human Resource Management Practice*. 10 edn. London: Kogan Page Limited.
- Armstrong, M. (2017). *Armstrong's handbook of human resource management practice*. 14th edn. London: KoganPage
- Asrar-ul-Haq, M. and Kuchinke, K. P. (2016) 'Impact of leadership styles on employees attitude towards their leader and performance: Empirical evidence from Pakistani banks', *Future Business Journal*, 2(1), pp. 54-64.
- Babalola, S., 2019. The effect of leadership style, job satisfaction, and employee supervisor relationship on job performance and organizational commitment. *The Journal of Applied Business Research*,, 32(3), pp. 935-946.
- Bernard, R. H. (2011) *Research method in anthropology: qualitative and quantitative approaches*. 5th edn. UK: Altamira Press.
- Bhatla, N. (2011) To study the Employee Engagement practices and its effect on employee performance with special reference to ICICI and HDFC Bank in Lucknow. *IJSER*, 2(8).
- Bradburn, N. M., Sudman, S. and Wansink, B. (2019) *Asking questions: the definitive guide to questionnaire design—for market research, political polls, and social and health questionnaires*. revised edn. San Francisco: Jossey-Bass.
- Brett, K. H., Rachel, G. S. and Jeremy, N. (2018) 'The Dimensionality of Reasoning: Inductive and Deductive Inference can be Explained by a Single Process', *Journal of Experimental Psychology: Learning, Memory, and Cognition*, 44(9), pp. 1333-1351.

- Briner, R. B. (2014) *An Evidence-Based Approach to Employee Engagement*.
- Bryman, A. and Bell, E. (2015) *Business research methods*. 4th edn. Oxford: Oxford University Press.
- Burton , D. and Dreben , K. (2004) ‘SET Theory’, *European- American Journal*, 110(1), p. 30.
- Byrne, O. and MacDonagh, J. (2017) ‘What’s love got to do with it? Employee engagement amongst higher education worker’, *Irish Journal of Management*, pp. 36-44.
- Carlson, K. (2018) ‘regional business news’, *Corridor business journal*, 15(14), pp. 3-36.
- Cassar, V. and Briner, B. (2011) ‘The Relationship Between Psychological Contract Breach and Organizational Commitment: Exchange Imbalance as a Moderator of the Mediating role of Violation’, *Journal of Vocational Behavior*, Volume 78, p. 283–289.
- Chitra, K. (2013) ‘Role of leaders in employee retention a pragmatic study with reference to private sector bank employees’, *International Research Journal of Business and Management*, 6(13), pp. 65-74.
- Chungyalpa, W. and Karishma , T. (2018) *Best Practices and Emerging Trends in Recruitment and Selection*. Available at: <https://www.omicsonline.org/openaccess/best-practices-and-emerging-trends-in-recruitment-and-selection--2169026X-1000173.php?aid=71688> [Accessed 7 may 2019].
- CIPD (2012) *Chartered Institute of Personnel and Development*. Available at: http://www.cipd.co.uk/search/searchresults.aspx?recommended=TrueandQuery=key+drivers+of+trustandPageIndex=1andsortby=relevanceandsitetype=REDESIGN_MAIN [Accessed 15 May 2019].
- CIPD (2014) *Keeping culture, purpose and values at the heart of your SME*. Available at: https://www.cipd.co.uk/Images/keeping-culture-purpose-and-valuesat-the-heart-of-your-sme_2014_tcm18-10881.pdf [Accessed 20 May 2019].

CIPD (2015) *Employee Engagement: an introduction. Understand the fundamentals of employee engagement, the trends shaping this field, and how to build an engaged workforce.*

Available at:

<https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet>

[Accessed 20 May 2019].

CIPD (2018) *The gig economy: an employee perspective.*

Available at: <https://www.cipd.co.uk/news-views/nutshell/issue-79/gig-economy>

[Accessed 15 April 2019].

CIPD (2019) *Employee Engagement.*

Available at: <http://www.cipd.co.uk/subjects/employment/general/empengmt.html>

[Accessed 18 June 2019].

Cohen, L. (2017) *Research methods in education.* 8th edn. London: Routledge.

Conway, N. and Briner, R. (2005) *Understanding psychological contracts at work. A critical evaluation of theory and research.* Oxford: Oxford University Press.

Creswell, J. (2014) *Research Design: Qualitative, Quantitative and Mixed Methods Approaches.* 4th ed ed. London: Sage Publications Ltd.

Creswell, J. W. (2013) *Research design: qualitative, quantitative, and mixed methods approaches.* 4th ed. Sage: Thousand OaksGoogle Scholar.

Daugherty, J., Dixon, R. and Merrill, C. (2018) 'Research evidence of the impact of engineering design on technology and engineering education students', *Journal of engineering design and technology education*, 30(1), pp. 46-65.

Deloitte (2018) *Deloitte millennial survey.* Available at:

https://www2.deloitte.com/content/dam/Deloitte/ie/Documents/Deloitte/Private/IE_MillennialSurveyReport_2018.pdf

[Accessed 27 May 2019].

Denscombe, M. (2018) *The good research guide: for small scale research projects.*

5th revised edn. Milton Keynes: Open University Press.

Dowling, P., Festng, M. and Engae, A. (2013) *International Human Resource management.*

6th ed. Boston: Cengage learning EMEA.

- Ekong, E. A., Olusegun, A. A. and Mukaila, O. A. (2013) 'Style and staff turnover in Nigerian media: a comparative analysis' *American International Journal of Social Science*, 2(6), p. 7993.
- Emerson, R. M. (1976) 'Social exchange theory' *Annual Review of Sociology*, 2(1), pp. 335-362.
- Gallup (2017) *State of the global workplace: Executive summary*. Washington D.C: Gallup.
- Ganta, V. C. (2014) 'Motivation in the workplace to improve the employee performance', *International Journal of Engineering Technology, Management and Applied Sciences* , 2(6), pp. 221-229.
- GEM, S. (2013) *GEM Nigeria- Supporting Africa's Young Entrepreneurs*. Available at: <https://www.gemconsortium.org/economy-profiles/nigeria> [Accessed 10 May 2019].
- George, D. and Mallery, M. (2018) *SPSS for windows step by step: A simple guide and reference*. 10th ed. Boston: Pearson.
- Gervasini (2015) 'The Management Review', *The Human Side of Enterprise*, 11(46), pp. 22-28.
- Goh, C. and Marimuthu, M. (2016) 'The path towards healthcare sustainability: The role of organisational commitment', *Procedia - Social and Behavioural Sciences*, Volume 224, pp. 587 - 592.
- Guest and David, E. (1998) 'On Meaning, Metaphor and the Psychological Contract: A Response to Rousseau', *Journal of Organizational Behaviour*, 19(6), pp. 676-677.
- Guest, D. and Conway, N. (2004) *Employee Well-Being and the Psychological Contract*., London: CIPD.
- Guest, D. E. (2014) 'Employee engagement: A sceptical analysis', *Journal or Organisational Effectiveness: People and Performance*, 1(2), pp. 141-156.
- Gumusluoglu, L., Karakitapoglu-Aygun, Z, Z. and Hirst, (2013) 'Transformational Leadership and R and D Workers Multiple Commitments: Do Justice and Span of Control Matter'. *Journal of Business Research*, Volume 66, pp. 269-278.
- Gunnigle, P., Heraty, N. and Michael, M. J. (2017) *Human Resource Management in Ireland*. 5th ed. Dublin: Institute of Public Administration.

- Gutierrez, A. P., Candela, L. L. and Carver, L. (2012) 'The structural relationships between organizational commitment, global job satisfaction, developmental experiences, work values, organizational support, and person organization fit among nursing faculty' *Journal of Advanced Nursing*, 68(7), pp. 1601 - 1614.
- Harvey, P., Stoner, J., Hochwarter, W. and Kacmar. (2007) 'Coping with abusive supervision: The neutralizing effects of ingratiation and positive effect on negative employee outcomes' , *The Leadership Quarterly*, 33(18), pp. 264-280.
- Hauser, L. (2014) 'Work Motivation in Organizational Behaviour', *Economics, Management and Financial Markets*, 9(4), pp. 239-246.
- He, L. and Yang, R. (2018) 'Does social exchange relationship impair audit committee effectiveness?', *Journal of Management and Governance*, 22(2), pp. 219-249.
- Hendry, C. and Jenkins, R. (1997) 'Psychology Contracts and New Deals', *Human Resource Management Journal*, 7(1), pp. 38-44.
- Herzberg, F. (1968) 'One more time: how do you motivate employees?', *Harvard Business Review*, pp. 54-63.
- Hitt, M., Black, S. and Porter, L. (2012) *Management*. New Jersey: Pearson Education.
- Howitt, D. (2016) *Introduction to qualitative methods in psychology*. 3rd edn. Harlow: Pearson.
- Humphrey, A. (2012) 'Transformational leadership and organizational citizenship behaviors: the role of organizational identification', *The Psychologist-Manager Journal*, 15(4), pp. 247-268.
- Hytter, A. (2007) 'Retention strategies in France and Sweden', *The Irish Journal of Management*, 1(28), pp. 59-79.
- Inyang, B. J., Enouh, R. O. and Ekpenyong, O. E. (2014) 'The Mass Media sector reforms in Nigeria: Issues and challenges for labour-management relations', *Journal of Business Administration Research*, 3(1), pp. 82-90.
- Jaharuddin, N. S. and Zainol , L. N. (2019) 'The Impact of Work-Life Balance on Job Engagement and Turnover Intention', *South East Asian Journal of Management*, 13(1), pp. 106-117.

Jiang, J. (2018) *Millennials stand out for their technology use, but older generations also embrace digital life: Pew Research Center*. Available at:

<https://www.pewresearch.org/fact-tank/2018/05/02/millennials-stand-out-for-their-technology-but-older-generation-also-embrace-digital-life> [Accessed 4 April 2019].

Jing-Tang Lin, Po-Chung Chen and Chen-Ying Su. (2019) 'Behavioral intention to undertake health examinations: Transaction cost theory and social exchange theory', *International Journal of Organizational Innovation*, 11(4), pp. 100-112.

Joko, S. and Sri, W. M. (2017) 'Motivation Engineering to Employee by Employees Abraham Maslow Theory', *Journal Of Education, Teaching and Learning*, 2(1), pp. 27-33.

Kahn, W. A. (1960) 'Psychological Conditions of Personal Engagement and Disengagement at Work', *Academy of Management Journal*, 33(4), p. 692–724.

Kahn, W. A. (2017) 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, 4(33), pp. 692-724.

Keim, A. C., Landis, R. and Pierce, C. (2014) 'Why do employees worry about their jobs? A meta-analytic review of predictors of job insecurity?', *Journal of Occupational Health Psychology*, 19(3), p. 269.

Krejcie, R. V. and Morgan, D. W. (2016) 'Determining Sample Size for Research Activities. Educational and Psychological Measurement', *American Journal of Applied Psychology*, 4(1), pp. 17-22.

Kumar, K. (2019) 'A Study of Employee Engagement and Its Impact on Organizational Citizenship Behavior in the Hotel Industry', *Journal of Organizational Behaviour*, 18(1), pp. 7-21.

Liddell, T. and Kruschke, J. (2018) 'Analyzing ordinal data with metric models: What could possibly go wrong?', *Journal of Experimental Social Psychology*, Volume 79, p. 328–348.

Madera, J. and Kapoor, C. (2011) 'Understanding and managing generational differences in the workplace', *Worldwide Hospitality and Tourism Themes*, 3(4), pp. 308-318.

Mahmood, M., Fan, L. and Uddin, A. M. (2019) 'Why individual employee engagement matters for team performance?', *Team Performance Management*, 25(1), pp. 47-68.

Maslow, A. (1943) 'A theory of human motivation', *Psychological Review*, 50(5), p. 370.

Miller, M., Hodge, K., Brandt, A. and Schnieder. (2013) 'The young and the restless: Gen y'ers in the workplace: are you prepared?', *FDCC Quarterly*, 63(3), pp. 226 - 250.

Moore, B. (2014) "*In-Depth Interviewing*" in *Routledge Handbook of Research Methods*. New York: Routledge.

Nankervis, A. R. and Morrissey, W. J. (2012) *Effective recruitment and selection practices*. 3rd ed. Sydney: CCH Australia Limited.

Olowodunoye, S. A. (2012) 'European Scientific Journal', *Psychological factors as predictors of turnover intention among employees of post-consolidation banks in Nigeria*, 8(20), pp. 18-57.

Omotayo, O. A. (2019) 'Measuring behaviour and attitude of workers to staff development and training the university of Port Harcourt, Nigeria', *Gender and behaviour*, 17(2), pp. 13268-13274.

Oxford (2018) *Dictionary, The concise Oxford English*. 10th ed. Oxford: Oxford University Press.

Pareesh, . D. and Nazmul, S. (2018) 'Intrinsic Rewards for Maintenance, Approach, Avoidance, and Achievement Goal Types', *Directory of open access journal*, 5(12), pp. 55-59.

Porath, C. and Pearson, C. (2013) The price of incivility: Lack of respect hurts the morale and the bottom line: in *Goleman, D. (ed.) HBR's 10 Must Reads On Emotional Intelligence Boston: Harvard Business School Publishing Corporation*. pp. 93 - 104.

QueenEsther, I. (2019) Premiumtimesng. Available at: <https://www.premiumtimesng.com/news/more-news/330837-nge-nuj-condemng-guidelines-by-national-assembly-for-journalists.html> [Accessed 18 May 2019].

- Ramya, S., Ramya, K. and Md , F. (2016) 'A study on Employee Retention in an Organization Level', *The international Journal of Business and Management*, 4(2), pp. 227-232.
- Robinson, S. and Morrison, E. (2000) 'The development of psychological contract breach and violation: a longitudinal study', *Journal of Organizational Behavior*, Volume 21, pp. 525-546.
- Rousseau, D. (2007) Encyclopedia of Industrial and Organizational Psychology. In: *Psychological Contract. in Rogelberg S.G. (ed.) Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks: Sage, pp. 645-648.
- Rousseau, D. (2007) Psychological Contract. in Rogelberg S.G. (ed.). In: *Encyclopedia of Industrial and Organizational Psychology*. Thousand Oaks: Sage, pp. 645-648.
- Rousseau, D. M. (1995) *Psychological contracts in organizations: understanding written and unwritten agreements*. London: SAGE.
- Rousseau, J. J. (2012) 'Modern developmental psychology, and education', *European Journal of Developmental Psychology*, 9(1), pp. 46-56.
- Saunders, M., Lewis , P. and Thornhill, A. (2016) *Research methods for business students*. 7th ed. New York: Pearson Education.
- Saunders , M., Lewis, P. and Thornhill, A. (2012) *Research Methods for Business Students*. 6th ed. Essex: Pearson Education Limited.
- Silverman (2013) *Doing qualitative research*. 4th ed. Sage: Google Scholar.
- Smullyan , R. M. and Fitting , M. (2010) *Set Theory And The Continuum Problem* :Dover Publications.
- Snelson and Chareen, L. (2016) 'Qualitative and Mixed Methods Social Media Research' , *International Journal of Qualitative Methods*, 15(1).
- Tampu, D. L. (2015) 'Impact of Motivation on Employees Performance' *Internal Auditing and Risk Management*, 10(1), pp. 43-53.
- Tanakorn , C., Hla , T. and Mayuree , A. (2019) 'The study of employee engagement of manufacturing sector in thailand', *International Journal of Organizational Innovation*, 12(1), pp. 125-140.

Tekleab, A. and Taylor, M. (2003) 'Aren't there two parties in an employment relationship? Antecedents and consequences of organization-employee agreement on contract obligations and violations', *Journal of Organizational Behaviour*, Volume 24, pp. 585-608.

Trompenaars, F. and Hampden-Turner, C. (1997) *Riding the Waves of Culture: Understanding Cultural Diversity in Business*,. 2nd ed. London and Santa Rosa,,: Nicholas Brealey Publishing Limited.

Van, D. H., Sjoerd and Rene , S. (2015) ' The Relationship Between Fulfillment Of The Psychological Contract And Resistance To Change During Organizational Transformations', *Journal of Experimental Botany*, 66(6), pp. 283-313.

Wangithi, W. and Muceke, N. (2012) 'Effect of Human Resource Management Practices', *Psychological Contract in Organization*, 3(9), pp. 117-122.

Wittchen, M., Schlereth, D. and Hertel, G. (2007) 'Social indispensability in spite of temporal and spatial separation: Motivation gains in a sequential task during anonymous cooperation on the internet', *International Journal of Internet Science*, 2(1), pp. 12-27.

Yin, R. (2013) *Case study research: design and methods*. 3rd ed. USA: Sage Publication.

	N	Mean	StanDev	Median	Levels	Mode
Gender*	145	1.593103	0.583292	2	3	2
Age..in.ye	145	1.6	0.720725	1	4	1
How.long.	145	3.013793	1.889247	3	5	5
Which.bes	145	2.013793	0.849724	2	4	1
Which.dep	145	36.72414	23.6762	31	83	6
There.is.co	145	2.455172	1.338424	2	5	1
I.am.satisf	145	2.427586	1.373079	2	5	1
I.am.happ	145	2.427586	1.332004	3	5	1
The.mana	145	2.096552	1.186288	2	5	1
There.is.a	145	2.303448	1.420701	2	5	1
The.leade	145	2.22069	1.371683	2	5	1
The.leade	145	2.37931	1.285977	2	5	1
My.mana	145	2.2	1.294218	2	5	1
My.mana	145	2.241379	1.345135	2	5	1
My.mana	145	2.317241	1.382949	2	5	1
My.mana	145	2.503448	1.286274	2	5	2
Training.is	145	2.213793	1.291996	2	5	1
The.job.re	145	2.206897	1.31707	2	5	1
I.think.I.w	145	2.365517	1.306043	2	5	1
The.job.re	145	2.151724	1.220946	2	5	1
The.job.al	145	2.537931	1.399507	3	5	1
Training.p	145	2.441379	1.327466	3	5	1
I.prefer.or	145	2.386207	1.31332	2	5	1
I.can.pay.f	145	2.289655	1.353582	2	5	1
Frequent.f	145	2.4	1.232657	2	5	1
My.skills.a	145	2.227586	1.352697	2	5	1
Reward.re	145	2.627586	1.348584	3	5	1
I.get.speci	145	2.303448	1.345384	2	5	1
Recognitio	145	2.358621	1.321173	2	5	1
There.is.a	145	2.531034	1.291291	3	5	1
The.job.al	145	2.337931	1.237272	2	5	1
Employee:	145	2.503448	1.24791	2	5	2
The.job.gi	145	2.303448	1.292737	2	5	1
The.comp	145	2.172414	1.340319	2	5	1
I.have.the	145	2.2	1.310216	2	5	1
There.are.	145	2.310345	1.282994	2	5	1
There.is.a	145	2.248276	1.233395	2	5	1
The.emplo	145	2.324138	1.274116	2	5	1
I.have.a.se	145	2.358621	1.305309	2	5	1