



PSYCHOLOGICAL CONTRACT BREACH AND CHANGE-ORIENTED ORGANISATIONAL CITIZENSHIP BEHAVIOUR OF HOTEL INDUSTRY IN NIGERIA

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ABSTRACT

The goal of this research is to discover the nature of the link between psychological contract breach and change-oriented organisational citizenship behaviour. The research issue is that, since the fall of the Naira, the emergence of COVID-19, the limits, and income loss, the responsibility of hotel success has been placed on the shoulders of the leader. As a result, the innovative atmosphere is obsolete, and managers are implementing drastic initiatives that are not in line with employee expectations. To acquire a picture of the hotel sector, a cross-sectional survey was used, coupled with other mixed research approaches for a broader view. The figures were gathered through an online poll of 243 hotel employees working in premium hotels in South-South Nigeria. The research findings were obtained through the use of structural equation modelling.

KEYWORDS: *Psychological Contract Breach, Change-oriented OCB, Innovative Climate, Supportive Leadership*

INTRODUCTION

The conventional idea of OCB gives rise to change-oriented organisational citizenship behaviour. Change-oriented OCB was characterised by Choi (2007) as "individuals' constructive attempts to identify and implement changes in work practises, policies, and procedures to enhance their status and performance" (López-Dominguez et al., 2013). Change-oriented OCB are positive efforts made by management and personnel. This notion is essential as long as organisational and socioeconomic change is inescapable (Akinwale et al., 2021). Failure, like accomplishment, is a genuine possibility. The hotel business, in particular, strives to preserve its competitiveness by adjusting to changes on a regular basis, but the spread of change-oriented organisational citizenship behaviour appears to be an uncommon event. Recent figures show that only around one-third of organisational transformation programmes are regarded effective by their executives. Clearly, successfully executing organisational transformation initiatives is incredibly tough. Employee resistance to change causes many change efforts to fail (Dialoke & Chinwe, 2016).

The unpredictability of the business environment and work changes can generate dread in employees throughout the organisational change process, altering their attitudes and consequently raising their resistance (Akpabio, 2017).

STATEMENT OF THE PROBLEM

Since the introduction of COVID-19 and the considerable reduction in the value of the Naira, a record number of once world-class hotels have plummeted to ordinary standards. The hotel management team is not interested in

reform; instead, it is acting in a typical radical fashion, violating contracts without regard for employee well-being. Employees are losing interest in their employment, and the organization's attraction is dwindling, so the employer's reaction is counterproductive. Change-oriented OCBs appear to be taken for granted in order to change the narrative that is important at this moment.

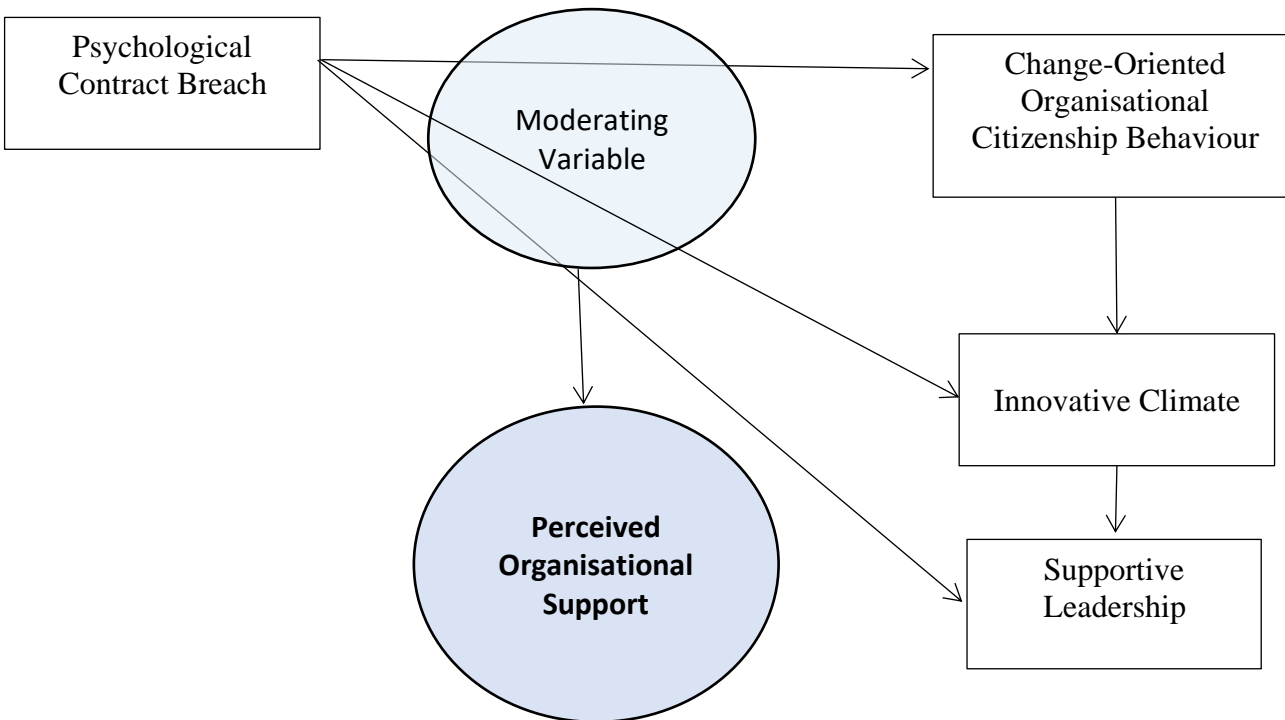
The construct change-oriented OCB, as well as the indicators, are theoretically understudied. Researchers may use the terms OCB (extra-role behaviours) and change-oriented OCB (constructive efforts) interchangeably.

The purpose of this study is to look at the impact of an innovative environment on workers' change-oriented OCB. This study will help to expand understanding on change-oriented OCB in a variety of ways. To begin, this study, unlike the bulk of prior studies, focuses on an OCB dimension that challenges the status quo and so encourages change-oriented organisational citizenship.

Second, by augmenting the classic OCB model with empirical data from a field study on change-oriented OCB, this research will contribute to theory development. It will also aid managers and practitioners by giving practical insights in an underserved field. Third, for future research, the current study addressed earlier research that advised stressing the influence of distinct national or regional settings on change-oriented OCB problems (e.g. Lopez Dominguez et al., 2013; Li, 2016).

To that purpose, the current study undertakes a comparative study that adds to this field of study by assessing hotel employees' attitudes and impressions. To recap, there is substantial empirical evidence that country cultures differ and that managerial methods vary.

Conceptual/Operational Framework



LITERATURE REVIEW

Theoretical Framework

The theoretical lens of Homan's (1958) social exchange theory was used to anchor the link between psychological contract and change-oriented organisational citizenship behaviour in this study. Historically, psychological contracts can be traced back to the emergence of traditional theories such as Barnard's (1938) theory of equilibrium and the inducements vs contributions model of March and Simon (1958) and Menniger (1958), all of which are mentioned in Rousseau's seminal work published in 1989. During the original time, there was sporadic theoretical progress, participation from a variety of fields, and essentially little actual inquiry (Bavik, 2020). Furthermore, the term psychological contract was frequently used to imply very different ideas (Rousseau,1989), with the exception of Argris(1960), who viewed the psychological contract first as an implicit understanding between a group of employees and their foreman and argued that the relationship could develop in such a way that employees would exchange higher productivity and lower grievances in exchange for acceptable wages and job security. In contrast, the modern period is rather distinctive, and is characterised by limited theoretical development, yet extensive, mostly quantitative, empirical work(Grama,2020).

CONCEPTUAL REVIEW

Psychological Contract Breach

A psychological contract breach occurs when an employee believes that his or her organisation has failed to fulfil one or more duties related with perceived mutual pledges (Akhigbe & Yakubu,2021).

Psychological contract breach and violation can result in a variety of emotional undertones, including irritation, disappointment, and wrath (Rousseau,1990). It is clear that the psychological contract is more than just a favourable predictor of change-oriented organisational citizenship behaviour. When expectations are not satisfied, it can be a negative deciding element in cases of breach and violation (Obiakpolor,2020).

A psychological contract, as previously stated, is an employee's assumption that there is a reciprocal responsibility between the employee and the organisation (Amadi,2018). What happens if these expectations are not met? According to various research investigating the employment effects of a psychological contract violation (Dialoke & Chinwe,2016; Suazo & Stone-Romero,2011), there is a significant possibility that when the workplace does not match employees' expectations, they are more likely to be dissatisfied with their jobs. Because a psychological contract violation may have such severe consequences for employers, it is critical to understand how a psychological contract breach might influence employees (Odiño & Jonathan,2021). Any conduct that contradicts the employee's belief in a reciprocal responsibility has the potential to constitute a contract violation in the employee's view (Rousseau,1989). However, Bal et al. (2008) suggested that there is a distinction between psychological contract breach, violation, and rupture. Workers find that the organisation does not fulfil its commitments in a breach, whereas employees express strong feelings that the organisation does not fulfil its obligations in a violation. According to Suazo and Stone-Romero (2011), the reasons for breach and violation of psychological contract are multifaceted, and the period when employees exhibit significant negative feelings is not predictable; it depends on the scenario. Furthermore, routine talks on psychological contract breach



focus on violation while ignoring the possibility of rupture. Deepthi and Baral(2020) explained that often, violation is confused with rupture, which is a condition of permanent collapse in employer-employee interactions. A series of violations leads to the rupture and termination of the work relationship. However, Han and Zhang (2018) suggested that minor violations, whether intentional or unintentional, do not always result in contract termination. Finally, different interpretations of a breach lead to different behaviours among personnel.

Change-oriented Organisational Citizenship Behaviour

Change-oriented OCB is focused with bringing about change rather than simply exhibiting collaboration and adaptability, and it includes innovative behaviours such as the invention and execution of new ideas or procedures (Bettencourt, 2004). Change-oriented OCB focuses on individual discretionary behaviour aimed towards positive change. In a longitudinal study of 1,923 individuals from a big electronics business in Korea, Choi (2007) revealed that strong vision and an inventive atmosphere predict change-oriented OCB.

Furthermore, psychological empowerment and a sense of personal responsibility for change were shown to be moderately mediated at the individual level and totally mediated at the group level by the influence of work environment factors on change-oriented OCB (Akhigbe & Yakubu,2021). According to research on the idea, organisational level variables have a greater effect on change-oriented OCB than group level variables (Obiakpolor,2020). According to Campbell (2015), there is a clear and practical link between performance management and change-oriented organisational citizenship behaviour, which influences the overall performance of any average firm.

Farahat (2020) defines supportive leadership as a type of change-oriented OCB that is predominantly driven by the socially embedded model. Furthermore, the study looked at the validity of the link between supportive leadership and change-oriented OCB to see if this effect may be minimised or even increased (Iyayi,2018). Furthermore, Choi(2007) contends that the enabling impact of supportive leadership benefits the workplace and employees, creating an atmosphere that includes change-oriented OCBs.

However, De-Clercq et al. (2019) argued against the concept of change-oriented OCB, stating that leaders are known to be influencers in a social exchange, whereas managers take charge and control the resources of organisations, but many authors advocating for the concept of change-oriented OCB fail to recognise the distinction between a leader and a manager, instead using both entities interchangeably. Furthermore, there may be a conflict of interest between employees and managers, and the possibility of resistance to constructive change by either of the members has been undermined in previous studies. To summarise, sustaining organisational success necessitates the creation of a flexible and inventive atmosphere, as well as supportive leadership.

Innovative Climate

Akinwale et al. (2002) defined innovative climate as "the common perceptions of organisational members about."

Practices and behaviours that encourage the creation of new knowledge and practises." An innovative atmosphere is integrated into an organisation through a number of procedures including the recognition of a potential invention and its appropriateness (Aneke & Folalu,2021).

Employees in this workplace continually produce and share ideas to enhance existing processes, procedures, and rules (Bettencourt, 2004). As a result, addressing OCB is becoming a more significant aspect of employee success (Akpabio, 2017).

Individual creativity must be fostered, nurtured, and supported in an innovative corporate atmosphere (Nwokocha,2015). Employees with inventive and creative potential are more likely to engage in new practises when they feel strong organisational support. Furthermore, if firms can create a favourable organisational environment, it is more likely to result in better levels of motivation, commitment, and employee engagement, leading to enhanced organisational performance (Nosiri & Njemanze., 2017).

Farahat (2020) investigated worker empowerment in order to stimulate creative behaviour. The authors observed that empowering employees may foster innovation. According to Kao (2017)'s research, the more creative the organisational atmosphere, the more employees would be inspired to demonstrate change-oriented OCB. Furthermore, in a multi-level organisation, the study looked at the direct influence of organisational climate on employees' change-oriented OCB. However, Sagnak (2016) contends that a creative atmosphere and success cannot be reached through enterprises with a bureaucratic structure that emphasises top-down relationships, but rather through firms with a decentralised structure of power.

Supportive Leadership

Supportive leadership is characterised as managers' and supervisors' generally consistent inclination to impact environmental improvements. Individuals with supportive leadership take action to impact their environments, or discover and act on opportunities, demonstrate initiative, take action, and endure until real change occurs. Followers who get enough support demonstrate willingness and determination to pursue a path of action, which are key attributes in self-development models (Amadi, 2018). The workplace is not static since the business environment is always changing, requiring employees to engage with new circumstances on a regular basis. Individuals with the proactive personality trait have a distinct edge over other employees in that it helps them to recognise more opportunities for productivity. When compared to persons who lack the personality attribute, such individuals are more likely to recognise the boundaries of their needed obligations but will go the proverbial "additional mile" to guarantee their efforts are at optimal levels (Iyayi,2018).

According to several researches, psychological contract violation is adversely associated to perceived organisational support (Eisenberger et al,2004). Constructive efforts directed toward positive change are classified as change-oriented OCB. According to Byrne and Hochwarter (2008), because these change-oriented OCBs are not listed in workers' formal job descriptions, failing to demonstrate them should not have a negative influence on the employee's performance or the formal pay plan. Though the change-oriented OCB will help the organisation in the long run, if the psychological contract is



violated, it lowers the employee's confidence level, and the person may feel exploited or deceived psychologically (Akhigbe & Sunday, 2018). There are workers that have a strong predisposition to do well on their own; yet, the promise of help becomes an energy booster to provide their best effort if the organisation provides it.

Perceived Organisational Support

Employees' perceptions of the extent to which the organisation cares about them and values their contributions to the organisation are characterised as perceived organisational support (POS) (Aselage & Eisenberger, 2003). Employees' self-esteem is boosted by organisational support, and they have the impression that their company values them. The presence of support, the lack of contract breaches, and high contract fulfilment all contribute to a positive cycle in which employees reciprocate and enhance their constructive effort on the job. However, psychological contract breakdown among persons with high POS may result in emotions of betrayal since the assistance they got did not correspond to the psychological contract they had with the organisation. As a result, in accordance with the principle of reciprocity (Byne & Hochwarter, 2008), the employer might rectify the imbalance by lowering job stress.

However, Rhoades and Eisenberger (2002) contend that before perceived organisational support can be properly managed, managers must also deal with the modification of rigid organisational structures to allow for the free flow of information resources, whether through physical or digital communication. According to Sagnak et al. (2018), the notion did not recognise the issue of certain managers not being flexible in their approaches of empowering staff, hence perceived organisational support might be useless.

Empirical Review

Akhigbe and Yakubu (2021) investigated the association between psychological contract fulfilment and organisational citizenship behaviour in Rivers State, Nigeria. A cross-sectional survey-quasi-experimental approach was used for the investigation. The survey included a total of 2454 personnel from three public Universities in Rivers State. The population yielded a sample size of 344. The study employed the standard random sampling approach. The primary data for the study was gathered through the use of duplicates of a well-structured questionnaire. The Spearman rank order correlation coefficient was used to analyse the data. According to the findings, the aspects of psychological contract fulfilment (transactional contract fulfilment and relational contract fulfilment) show a substantial association with the measures of organisational citizenship behaviour (helping behaviour and loyal boosterism).

Akinwale et al. (2021) obviously disagreed with the importance of psychological contract. They assessed the breaking of psychological contracts and discretionary behaviour by Nigerian academics in their study. A survey was used to collect information from 378 academics who were chosen at random from a pool of 7,131 academics at Federal Universities in North-central Nigeria. The findings of the

hypothesis testing demonstrated that the content and type of psychological contracts cannot predict employee behaviour. The majority of Universities in the North-central zone did not adhere to the psychological contract, as evidenced by negative statistical estimates and Levene's t-values.

Owing to the content of the reviewed literatures, the following hypotheses are formulated

HYPOTHESES

H₁: there is no significant relationship between psychological contract breach and innovative climate

H₂: there is no significant relationship between psychological contract breach and supportive leadership

H₃: perceived organisational support does not significantly moderate the relationship between psychological contract breach and change-oriented organisational citizenship behaviour of hotel employees in South-South Nigeria.

METHODOLOGY

To acquire knowledge within the time frame of the study, a cross-sectional survey technique was used; Because the research topic 'psychological contract violation and change-oriented OCB' is best examined by extracting objective comments from hotel personnel themselves rather than management reports that may not reflect the reality of the workplace, the population of this study is at the individual and micro level. However, in order to reduce the size of this population to a manageable size, the study's target population is 1086 workers working at 19 luxury hotels in South-South Nigeria, specifically Bayelsa and Rivers States (the Old Rivers State cluster). The sample table was used by Krejcie and Morgan (1970) to establish 285 as an adequate sample size. To collect data for analysis, an online survey generated with Google forms was employed. Two hundred and forty-three (243) people took part, however only 239 completed questionnaires were valid for analysis. Following the mixed methods approach, structural equation modelling (SEM), AMOS, and SPSS 25.0 were used to assess the hypothesised model, along with descriptive statistics and other statistical approaches.

RESEARCH RESULT

Decision Rule

- if probability value (P value) is smaller than or equal to .05 reject the null hypothesis, there is evidence against null hypothesis; conclude that there is a statistical significant relationship, there is evidence to conclude.
- If the p value is greater than .05 do not reject the null hypothesis; there is no evidence against null hypothesis, there is no effect.

H₁: There is no significant relationship between psychological contract breach (violation of contract) with innovative climate of hotel employee in South-South Nigeria.

Table 1: Test of Hypothesis 1

Null	Structural Path		Path coefficient (β)	T-values (t)	Level of significance (p)	
H ₁	Psychological contract breach	→	Innovative climate	0.138	5.248	0.000

Table 1 shows that there are positive and significant associations between Psychological contract violation and Innovative Climate ($\beta = 0.138, t = 5.248, p = 0.000$). As a result, the study finds a favourable and substantial association between psychological contract violation and innovative climate. As a result, the study rejects the null hypothesis in favour of the alternate hypothesis that there is a substantial association

between psychological contract breach (violation of contract) and the creative atmosphere of hotel employees in South-South Nigeria.

H₂: There is no significant relationship between psychological contract breach(violation of contract) with innovative climate of hotel employee in South-South Nigeria.

Table 2: Test of Hypothesis 2

Null	Structural Path		Path coefficient (β)	T-values (t)	Level of significance (p)	
H ₂	Psychological contract breach	→	Supportive leadership	0.138	5.181	0.000

Table 2 relationship analysis shows that there are positive and significant pathways between Psychological Contract Breach and Supportive Leadership ($\beta = 0.138, t = 5.181, p = 0.000$). As a result, the study finds a positive and substantial relationship between Psychological Contract Breach and Supportive Leadership. As a result, the study adopts the alternative hypothesis that there is a substantial association between

psychological contract breach (contract violation) and supportive leadership of hotel employees in South-South Nigeria.

H₃: Perceived organisational support does not significantly moderate the relationship between psychological contract breach and change-oriented organisational citizenship behaviour of hotel employees in South-South Nigeria.

Table 3: Test of Hypothesis 3

Null	Structural Path			Path coefficient (β)	Level of significance (p)	
H ₃	Perceived organisational support(POS)	→	Psychological contract breach	Change-oriented OCB	0.214	0.000

When Perceived organisational support (POS) was included in Table 3, partial correlation was utilised to evaluate the moderating influence of POS on the link between psychological contract breach and change-oriented organisational citizenship behaviour. The findings suggest that ($\beta = 0.214, p = 0.000$) is significant. As a result, Perceived organisational support greatly limits the link between psychological contract violation and change-oriented organisational citizenship behaviour. As a result, the null hypothesis is rejected, and the alternate hypothesis is accepted. As a result, we reiterate that perceived organisational support moderates the association between psychological contract breach and change-oriented organisational citizenship behaviour among hotel employees in South-South Nigeria.

conventional realm of radical managerial behaviour, constructive efforts of innovativeness and supportive leadership are increasingly regarded to generate individual accomplishment and organisational competitive advantage.

However, the findings demonstrate that workers have varied conceptions in their psychological contract, which influences their attitude to any type of leadership style exhibited by managers. Employees that are innovative are willing to take action to examine present problems or to bring potential issue areas to the notice of management. Employees will also be more cautious and allow the situation to dictate the strategy with appropriate leadership backing; and be confident to occasionally act first or wait for information and orders to act upon.

RESEARCH IMPLICATIONS

According to the study's findings, organisations where each employee group's commitments are reciprocated and expectations are not violated have employees who are willing to engage in constructive efforts for good change. Beyond the

CONTRIBUTIONS TO KNOWLEDGE

This study contributes to the understanding of change-oriented OCB and employee empowerment in a variety of ways. For starters, unlike most prior research in the literature, which have constantly discriminated between several OCB internal



characteristics solely, this study focuses on a separate dimension of OCB that challenges the status quo and hence promotes positive organisational change. Second, by supplementing the classic OCB model with actual data from a field study on change-oriented OCB, this work adds to theory development. With practical findings in an area that has seldom been examined, it has contributed value to the decisions of managers and hotel sector actors. To summarise, this study is one of the first to put to the test a model based on reciprocity in psychological contracts and change-oriented OCB.

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