



RECIPROCITY IN PSYCHOLOGICAL CONTRACT 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 reciprocity in psychological contract 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 As a result, the innovative atmosphere is obsolete, and managers are implementing drastic initiatives that are not in line with employee expectations.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: *Reciprocity in Psychological contract, Change-oriented OCB, Innovative Climate, Supportive Leadership*

INTRODUCTION

Organizations should be able to influence their employees' attitudes and behaviours so that they may care for their own values, ambitions, aspirations, and inclinations on a community level vicariously (Kaur, 2011). One approach to achieve the aforementioned state is through change-oriented organisational behaviour (OCB). Choi (2007) defines change-oriented OCB as constructive efforts by management and workers working together to achieve its goals.

Furthermore, workers' own efforts, ideas, proposals, and change implementation may considerably improve the running of the company as well as contribute to organisational transformation. To be more precise, researchers observed that growth in the hotel business, our field of study, is enabled by a small number of hotel employees who have proved the capacity to execute the behaviours necessary to meet particular performance targets on an annual basis (Akinwale et al., 2021). It is thus critical to do more research to identify determinants of change-oriented OCB and how this affects employee behaviour in the hotel business (Seppl et al., 2012). According to the United Nations, hotel expenditures account for between 70 and 75% of a tourist's budget. Hotel revenue in Nigeria grew by 252 million dollars between 2013 and 2018. By 2023, it was expected to reach 445 million dollars (Statista, 2021).

However, the sector has been harmed by the naira's 45 percent loss in value versus the US dollar from 2015 to 2018, as well as the outbreak of COVID-19 in 2020 (Obiakpolor, 2020).

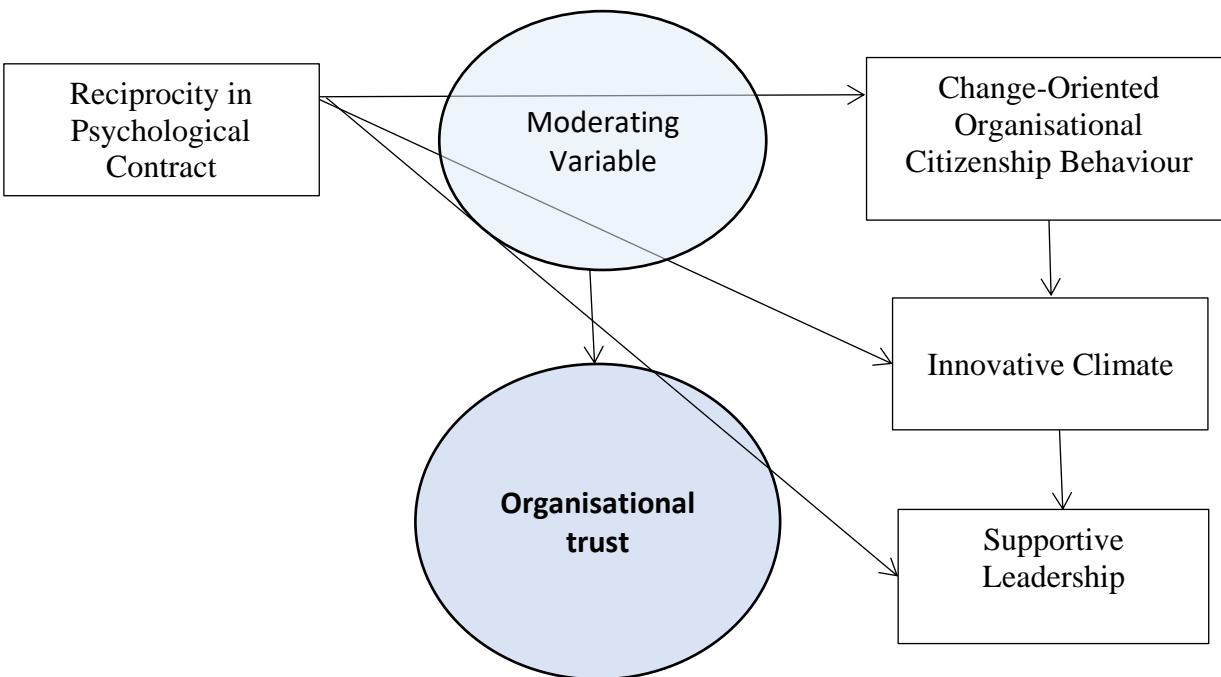
STATEMENT OF THE PROBLEM

To remain competitive in the market, firms have been pushed to embrace radical management approaches due to extraordinary changes in the business environment. Even with poor revenue this year, shareholders want a strong return on investment, therefore hotel management is putting employees under great pressure to preserve a competitive edge and enhance profits at any costs.

The main problem is that hotel managers are becoming less helpful, and staff are losing confidence, trust, and innovativeness. Reciprocity is also non-existent in the majority of hotels. Theoretically, the construct change-oriented OCB as well as the indicators are understudied. OCB (extra-role behaviours) and change-oriented OCB (constructive efforts) are sometimes used interchangeably by researchers. Reciprocity in psychological contracts is one of the emerging management approaches used by the successful few. There is, however, a research bias. Only a few prior research have revealed that psychological contracts are also inconsistent, and that each employee develops their own psychological contract, making implementation extremely challenging.

This study attempts to investigate the influence of reciprocity on workers' change-oriented OCB in this regard. As a result, there is an opportunity for study into the role of organisational trust as a moderating component.

Conceptual/Operational Framework



LITERATURE REVIEW

Theoretical Framework

Homans' (1958) social exchange theory was used as a theoretical lens in this study to investigate the relationship between reciprocity in psychological contract and change-oriented OCB. The psychological contract may be traced back in time to the establishment of conventional theories such as Barnard's (1938) theory of equilibrium, Matthew and Simon (1958), and Menniger's (1958) inducements vs. contributions theory, all the way up to George Homans's social exchange theory in 1958. There was some theoretical progress in the early days, but there had been no actual research or application of the idea prior to Rousseau's work (Bavik, 2020). The term "psychological contract" alluded to various methods of transmitting information (Rousseau, 1989). Argris (1960) identified the psychological contract as an unspoken agreement between workers and their bosses. According to his idea, employees may be prepared to trade improved output and grumpiness for a raise; for a job well done. In the modern age, there has been little theoretical advancement, but rather an enlarged, quantitative, and empirical approach to the study of the human condition (Grama, 2020).

CONCEPTUAL REVIEW

Reciprocity in Psychological contract

Reciprocity in psychological contract is the practice of being reciprocal in the way of mutual understanding. The formation of a psychological contract begins with the job applicant's subjective points of view and may be anticipated by the notion that there will be reciprocity if the job applicant is hired (Akhigbe & Sunday, 2018). Rousseau (1989) observed that during the early stages of developing a psychological contract, the organisation either paid for or offered some sort of consideration in exchange for the promise that the employee will reciprocate.

After being hired, an applicant will be expected to reciprocate in some way, which is where psychological contracts come into play (Akhigbe & Sunday, 2018). Some form of remuneration was exchanged for the employee's promise to reciprocate right away if the corporation paid for or provided it. Early communications between a company and a job seeker include a job offer and acceptance of the offer; such as statements in the line of 'things should be fine as long as integrity is sustained'.

However, opposing scholars claim that reciprocity in psychological contracts is a rhetorical idea that is meaningless because it is not written and legally binding. Furthermore, both the employee and the employer may have opposing views on what is expected of them during a psychological contract formation. Employees may believe that their effort is worthy of extra appreciation, but companies are only permitted to pay incentives to those who perform more than the regular 40-hour work week. Keep in mind that, even if employment expectations and performance requirements have been established, a psychological contract may not be recognised by a firm. A psychological agreement can exist between the Management and employee, although only the latter possesses such agreements, while the former does not (Rousseau, 1989). One may argue that reciprocity is embedded in human social interaction, according to Eisenberger and colleagues (2004). Few studies in the past have supported reciprocity in psychological contracts by using transactional (give and take) norms; however, even this is limited because it only takes into account what is offered as an incentive; it is important to remember that both parties have informal expectations that must be taken into



account when calculating the value of the employment relationship. The Change-oriented OCB(constructive efforts) by the management and the employee cannot be overemphasised.

Change-oriented Organisational Citizenship Behaviour

Change-oriented OCB is concerned with bringing about change rather than just exhibiting collaboration and adaptability, and it includes innovation behaviours such as the invention and execution of new ideas or procedures (Bettencourt, 2004). Individual discretionary behaviour targeted at effecting positive change is the emphasis of change-oriented OCB. Choi (2007) discovered strong vision and an inventive atmosphere to predict change-oriented OCB in a longitudinal study of 1,923 individuals from a big electronics industry in Korea. Furthermore, psychological empowerment and perceived responsibility for change were shown to be moderately mediated at the person level and totally mediated at the group level by the influence of work environment factors on change-oriented OCB. The findings imply that organisational level variables have a greater effect on change-oriented OCB than group level ones. According to Campbell (2015), future research should focus on the practical links between an innovative climate and supportive leadership as indicators of change-oriented organisational citizenship behaviour that influences the overall performance of any average firm.

Innovative Climate

The ensuring work environment that supports, nourishes, and improves individual creativity is referred to as an innovative climate. It is the responsibility of both the boss and the staff to create such an environment (Wang et al.,2020). Employees with inventive and creative potential are more likely to engage in new practises when they feel strong organisational support and trust from management. Furthermore, if organisations 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 (Simo et al.,2020). Ozmen (2019) defined innovative climate as "the shared perceptions of organisational members regarding the practises and behaviours that promote the generation of new knowledge and practises." An innovative climate is assimilated into an organisation through a series of steps relating to the awareness of a potential innovation that is evaluated for rights appropriateness (Gui et al.,2020). Chen (2018) investigated worker empowerment in order to stimulate creative behaviour. The authors observed that empowering employees helped foster innovation. According to Kao (2017) the more creative the organisational atmosphere, the more employees would be inspired to demonstrate change-oriented OCB. Furthermore, the study investigated how change affects employees' change-oriented OCB in a cross-level organisation. The findings indicated that organisational environment has a contextual influence on change-oriented OCB. To summarise, previous research has shown that a creative atmosphere has a considerable favourable influence on employees' motivations, attitudes, and behaviours toward accepting, proposing, and achieving objectives. Research Critics, however, claim that creative climate and change-focused OCB is a rhetoric ideology(Aneke & Folalu,2021); And that some employees' expectations and behaviour are governed only by the written contract. They do not aim to be more creative or to accomplish more. Employers, on the other hand, simply demand what is specified in the job description (Obiakpolor,2020).

Supportive Leadership

Supportive leadership is an organisational technique that entails providing a structure that allows people to fully release and utilise their knowledge and talents (Paper and Johnson, 2002). According to Iyayi (2018), supportive leadership may be defined as management methods that strive to increase workers' responsibilities and independence, allowing them to do their jobs more successfully. Empowerment benefits employees by increasing their innovativeness. When employees are empowered, they build a sense of belonging to the firm and begin to think creatively(Bavik,2020). Employees will endeavour to come up with novel solutions via creativity and innovation (Aneke & Folalu,2021). According to Akpabio(2017), perks such as pay, rank, training and development, and opportunities to participate in decision-making boosted employees' perceptions of organisational support. More crucially, research has shown that the more supportive a workplace is seen to be, the higher the employee's job satisfaction (Rhoades & Eisenberger,2002). Suazo and Stone-romero (2011), on the other hand, perceive change-oriented OCB differently from the general public. Their research has revealed a negative relationship between psychological contract breach and supportive leadership (Eisenberger et al,2004). According to Bavik(2020), while change-oriented OCB organisations are aimed toward being helpful, spending more in employee training and development, not all workers are trusting on the same level and have the desire to stay long term.

Organisational Trust

Trust and reciprocal duties are two notions that are inextricably intertwined (Blau,1964;Guest et al.,2010). Trust is notably developed when two people reciprocate; and reciprocal commitments over a certain length of time, resulting in an exchange relationship (Blau,1964;Coyle-Shapiro & Conway,2005). Experiences of psychological contract violation should be influenced by social and psychological aspects unique to the job relationship in question (Morrison & Robinson,2000). Prior definitions of trust include an individual's proclivity to trust, as well as an individual's expectations regarding a trustee's future behaviour (Dialoke & Chinwe, 2016;Mayer et al.,1995). Formally defined, A trusts B if A exhibits behaviour toward B that would allow B to harm/violate A's interests (Aselage & Eisenberger, 2003). Researchers have utilised selective interpretation arguments to claim that workers



perceive breaches based on their current levels of confidence in their organisation. Indeed, Rhoades and Eisenberger (2002) discovered that trust moderates the relationship between violation of contract and future trust. The implications of contract breach rely on the amount of confidence in their organisation when selecting how much effort put in for the organisation. Employees who perceive high levels of trust will feel more deceived, reducing their work and discretionary efforts. According to Mayer et al. (1996), when an organisation violates the psychological contract, employees face more risks in trusting their employer. As a result, they take less risk in their current relationship and reduce work performance and discretionary behaviour. However, most experts overlook the fact that prior studies in which employees felt left out and distrust might be attributed to a lack of communication about why promises were not kept and what was promised by the employer was not supplied.

To summarise, past research has revealed that psychological contracts and organisational citizenship behaviour have a considerable favourable influence. To the best of the researcher's knowledge, this is the first study to look into a relationship between reciprocity in psychological contracts, innovative climate, and supportive leadership, as well as a moderating effect of organisational trust between reciprocity in psychological contracts and change-oriented OCB.

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 colleges 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). It was therefore established that when both relational and transactional contracts are fulfilled in the workplace, lecturers' organisational citizenship behaviour in terms of assisting behaviour and loyal boosterism will rise.

According to Li et al. (2016), supportive leadership has a favourable influence on change-oriented OCB, which is primarily driven by the socially embedded model. The study also looked at the validity of the link between empowered leadership and change-oriented OCB to see if it might be mitigated or even enhanced. According to the study's findings, enabling leadership has a good influence on people at work, which also impacts change-oriented OCBs.

Dialoke and Chinwe (2016) evaluated the current literature on psychological contracts in Nigeria and conducted an empirical study to investigate the link between psychological contract violation, manpower development, and turnover retention. In evaluation, the study used a mixed method technique. SPSS 17.0 was used to analyse secondary and primary data. Concerning the first issue, the study discovered that a significant academic debate on the concept and implications of psychological contract had just evolved in Nigeria. Dialoke and Chinwe(2016) also questioned Rousseau's (1989) straightforward interpretation of the psychological contract. Contrary to popular belief, organisations, individuals, and the larger sociological, political, economic, and cultural framework all have a role. As Bal et al. (2008) point out, a single article or book cannot reasonably handle all facets of a psychological contract. Owing to the content of the reviewed literatures, the following hypotheses are formulated

HYPOTHESES

H₁: reciprocity in psychological contract(role of reciprocity i.e employer obligations and employee obligation) is negatively related to innovative climate for hotel employee in South-South Nigeria.

H₂: reciprocity in psychological contract(role of reciprocity i.e employer obligations and employee obligation) is negatively related to supportive leadership of hotel employee in South-South Nigeria.

H₃: organisational trust does not significantly mediate the relationship between Reciprocity in Psychological Contract and Change-Oriented Organisational Citizenship Behaviour of hotel employees in South-South Nigeria.

METHODOLOGY

The online survey approach was utilised to collect data for analysis, with a self-administered questionnaire adapted from previous research. This study's population comprises of 1086 hotel employees working in 19 luxury hotels in South-South Nigeria. The optimum sample size, according to Krejcie and Morgan (1970), was 285. The total number of responders was 243, with 239 completed responses. In accordance with the mixed methods approach, structural equation modelling (SEM), AMOS, and SPSS 25.0 were employed to assess the hypothesised model, in addition to descriptive statistics and other statistical approaches.

RESEARCH RESULTS

H₁: reciprocity in psychological contract(role of reciprocity i.e employer obligations and employee obligation) is negatively related to 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	Reciprocity in Psychological contract	→	Innovative climate	0.340	8.477	0.000

According to the path association analysis in Table 1, there are positive and significant routes between Reciprocity in psychological contract and Innovative Climate ($\beta = 0.340$, $t = 8.477$, $p = 0.000$). As a result, the study finds a favourable and substantial association between Reciprocity in psychological contracts and Innovative Climate. As a result, the study rejects the null hypothesis in favour of the alternate hypothesis that Reciprocity in psychological contracts (role of reciprocity i.e. employer responsibilities and employee obligations) is positively associated to the creative atmosphere of hotel employees in South-South Nigeria.

H₂: reciprocity in psychological contract(role of reciprocity i.e employer obligations and employee obligation) is negatively related to supportive leadership 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	Reciprocity in Psychological contract	→	Supportive leadership	0.070	3.759	0.000

Table 2 path relationship analysis shows that there are positive and significant routes between Reciprocity in psychological contract and Supportive Leadership ($\beta = 0.070$, $t = 3.759$, $p = 0.000$). As a result, the study finds a positive and substantial relationship between Reciprocity in psychological contracts and Supportive Leadership. As a result, the study rejects the null hypothesis in favour of the alternate hypothesis that Reciprocity in psychological contracts (role of reciprocity i.e. employer responsibilities and employee obligations) is positively connected to supportive leadership of hotel employees in South-South Nigeria.

H₃: Organisational trust does not significantly mediate 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	Organisational trust(OT)	→	Reciprocity in Psychological contract	Change-oriented OCB	0.544	0.000

Following the inclusion of Organizational trust (OT) in Table 3, a multivariate data analysis was performed using partial correlation to test the moderating effect of Organizational trust on the relationship between reciprocity in psychological contract and change-oriented organisational citizenship behaviour. The results suggest that ($\beta = 0.544$, $p = 0.000$) is significant. As a result, the link between reciprocity in psychological contract and change-oriented organisational citizenship behaviour is considerably constrained by organisational trust. Therefore, the null hypothesis is rejected, and the alternate is accepted. Hence, we restate that *Perceived organisational support significantly moderate the relationship between reciprocity in psychological contract and change-oriented organisational citizenship behaviour of hotel employees in South-South Nigeria.*

RESEARCH IMPLICATIONS

A non-reciprocal psychological contract and non-change-oriented corporate citizenship behaviour are damaging to the organization's and hotel industry's growth and well-being in Nigeria. However, guaranteeing psychological contract fulfilment and reciprocity will aid in lowering the rate of psychological contract violation and improving the hotel's creative atmosphere. The greater the psychological contract fulfilled by supporting leadership, the lesser the expression of negative attitudes and behaviour among hotel employees. This means that when leadership is unsupportive and unconcerned with employee wellbeing, it exacerbates the workers grumpiness and unhappiness.



CONTRIBUTIONS TO KNOWLEDGE

In numerous ways, this study will contribute to the advancement of knowledge on change-oriented OCB and employee empowerment. First, unlike most prior research in the literature, which have consistently distinguished between multiple OCB internal characteristics, this study focuses on a specific component of OCB that challenges the status quo and hence promotes organisational transformation. Second, by supplementing the classic OCB model with empirical data from a field study on change-oriented OCB, this research will contribute to theory development while also providing managers and practitioners with practical insights in an area that has received little attention. 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. It also defined the psychological role of the employer and employee.

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