Psychological Contract and Organizational Based Self Esteem as Antecedents of Organizational Commitment among Government Workers in Ekiti State, Nigeria

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Abstract: *This study examines influence of psychological contract fulfillment and organization based self-esteem as antecedent of organizational commitment. Three instruments were used in the study, they are the psychological contract inventory by Rousseau (2005) develop to assess and focus on employee obligations, employer's obligation in the organization, the organization based self esteem by Pierce J.L, Gardner, D.G, Gummings L.L and Dunham R.B (1989) to measure organizational based self-esteem and organizational commitment scale by Meyer and Allen (1997) to measure three types of organizational commitment namely affective, continuance and normative commitment. The sample was made up of one hundred and fifty participants, sixty-eight (68) male and eighty-two (82) female drawn from the population of interest (Ministry of Agriculture, Ministry of Health, Iworoko High School, Iworoko Ekiti, Christ Girls School, Ado-Ekiti, Christ Boys School, Ado-Ekiti, Federal Inland Revenue Service, Ado Ekiti and Ekiti State Government Secretariat). Three hypotheses were tested; Pearson correlation, t-test and regression analysis was used to test the hypotheses. Results shows that psychological contract obligation have an impact on organizational commitment and all its dimensions except normative commitment, psychological contract fulfillment determines normative commitment and organizational commitment as a whole but not affective and continuance commitment. And the result of the third hypotheses shows that employees who have high organizational based self-esteem tends to be more committed to the organization than those with low organizational based self-esteem. Findings were discussed in relation to existing literature and it was noted that employer and employee should take cognizance of their obligations to each other so as to increase workers self esteem in an organization.*

Keywords: *Organization, Government workers, Commitment, Self Esteem.*

1. INTRODUCTION

As organizations grew in size and complexity, there lies a tendency to standardize than individualize the treatment of labor. Trade unions emerged to offer protection to ever larger groups of employees. The result was collective bargaining to define pay and conditions by reference to grades across industries and trades, and in public service.

More recently, unions have lost some of their significance, leaving employees in more direct control. But societies have developed expectations of a better work-life balance, reinforced by legislation, and employers have found it in their own best interests to develop practices that respect equal opportunities and employment rights through professionalized human resource services such as making the workforce to become more feminized; the workforce to be better educated, less deferential to authority and also, the workforce is required to be more flexible to meet new challenges quickly and effectively.

But this need to change can be a source of insecurity; the use of temporary workers as well as outsourcing of projects and whole business functions also changes workers' expectations as to what they want to get out of their psychological contracts (e.g., transferable skills now vs. life-time employment before); and automation has both empowered a greater percentage of the workforce and allowed the emergence of teleworking which fragments the old social orders of a single location workplace and generates greater freedom and flexibility in an ever increasing global workforce. (Conway, Neil & Briner, 2005).

2. BODY OF WORK

The Formation of Contract

During the recruitment process, the employer and interviewee will discuss what they each can offer in the prospective relationship. If agreement is reached, most employers will impose a standard form contract, leaving the detail of the employee's duties to be clarified "on the job". But some of the initial statements, no matter how informal and imprecise, may later be remembered as promises and give rise to expectations. Whether they are incorporated into the parallel psychological contract will depend on whether both parties believe that they should be treated as part of the relationship. The better organized employers are careful to document offers to reduce the risk of raising false expectations followed by disappointment.

In the Common Law jurisdictions, the law implies duties requiring the employees to be loyal and trustworthy. These are imprecise in their definition and uncertain in much of their operation. But, in psychological terms, issues as to whether promises and expectations have been kept and met, and whether the resulting arrangements are fair, are fundamental to the trust between the employee and the employer. The first year of employment is critical as actual performance by the employee can be measured against claims and promises made during the interview, and the management has begun to establish a track record in its relationship with the employee at supervisor and manager level. (Coyle Shapiro, Jacqueliene A.M. and Parzefal M, 2008). Coyle-Shapiro et al. (2008) reflects these two strands by dividing the psychological contract into:

Transactional: This is the economic or monetary base with clear expectations that the organization will fairly compensate the performance delivered and punish inadequate or inappropriate acts.

Relational: This is a socio-emotional base that underlies expectations of shared ideals and values, and respect and support in the interpersonal relationships. The employment relationship develops the reality of employment rights and duties emerge through the interpersonal relationships formed in the workplace. How employers, supervisors and managers behave on a day-to-day basis is not determined by the legal contract. Employees slowly negotiate what they must do to satisfy their side of the bargain, and what they can expect in return. This negotiation is sometimes explicit, e.g. in appraisal or performance review sessions, but it more often takes the form of behavioral action and reaction through which the parties explore and draw the boundaries of mutual expectation. Hence, the psychological contract determines what the parties will, or will not do and how it will be done. When the parties' expectations match each other, performance is likely to be good and satisfaction levels will be high. So long as the values and loyalty persist, trust and commitment will be maintained.

The map followed by the parties is the development of an individualized career path that makes only reasonable demands on the employee, with adequate support from managers and co-workers, for a level of remuneration that is demonstrably fair for a person of that age, educational background, and experience. Motivation and commitment will be enhanced if transfers and promotions follow the agreed path in a timely fashion.

If managed effectively, the relationship will foster mutual trust between the parties, matching the objectives and commitments of the organization to those of their employees. But a negative psychological contract can result in employees becoming disenchanted, demotivated and resentful of authoritarianism within the organization. This will result in an increasingly inefficient workforce whose objectives no longer correspond to the organization they work for. The main cause of disappointment tends to be that middle managers are protective of their status and security in the eyes of their superiors, and this can introduce conflicts of interest when they are required to fulfill their obligations to their subordinates.

Breach of the Psychological Contract: Psychological contract breach may occur if employees perceive that their firm, or its agents, have failed to deliver on what they perceive was promised, or vice versa. Employees or employers who perceive a breach are likely to respond negatively. Responses may occur in the form of reduced loyalty, commitment, and organizational citizenship behaviors. Perceptions that once psychological contract has been breached may arise shortly after the employee joins the company or even after years of satisfactory service. The impact may be localized and contained, but if morale is more generally affected, the performance of the organization may be diminished. Further, if the activities of the organization are perceived as being unjust or immoral, e.g.

aggressive downsizing or outsourcing causing significant unemployment, its public reputation and brand image may also be damaged, Rousseau (1989).

Organizational Based Self-Esteem: According to Bowling, Eschleman, Wang, Kirkendall, & Alarcon, (2010). In a meta-analysis of the predictors and consequences of organization-based self esteem. Organization-based self-esteem (OBSE) is a role-specific type of self-esteem that describes employees' beliefs about their value and competence as a member of an organization – "I'm valued around here!" So, what predicts OBSE in employees and what are the outcomes of experiencing Organizational Based Self-Esteem (OBSE)?

A meta-analysis by bowling et. al. (2010), they found that Organizational Based Self-Esteem (OSBE) is predicted by the dispositional, "hard wired" traits of general self-esteem and self-efficacy (the belief a person has that he/she can achieve goals). Additionally, job complexity, autonomy, perceived organizational support, and social support from managers and coworkers were work conditions that predicted Organizational Based Self-Esteem (OBSE) in employees.

As for outcomes, the present study found that Organizational Based Self-Esteem (OBSE) was positively related to job satisfaction, organizational commitment, job involvement, performance, and organizational citizenship behavior.

For employees, Organizational Based Self-Esteem (OBSE) is also related to a lower likelihood of depression and physical health symptoms. Interestingly, Organizational Based Self-Esteem (OBSE) was a stronger predictor of these work-related criteria than general self-esteem. This makes sense when you consider that Organizational Based Self-Esteem (OBSE) is a work role-specific type of self-esteem, right?

Taking these results together, if an organization wants to influence work-related criteria (e.g. commitment, involvement, performance) for its employees, it can consider lending more job complexity, autonomy and support to its employees. Although it is difficult to tinker with more stable dispositional traits (e.g. self-efficacy), organizational interventions that increase perceptions of autonomy or support may lead to more Organizational Based Self-Esteem (OBSE) among employees. Given the strong relationships found in this study, organization-based self-esteem might be a good indicator of the presence of work-related attitudes.

Organization-based self-esteem has also been observed to have a positive and significant relationship with generalized (trait) self-efficacy (Gardner & Pierce, 1998, 2001) and job-specific self-efficacy (Kark, Shamir & Chen, 2003). Lee (2003) also reports observing a positive relationship between Organization-based self-esteem (OBSE) and generalized self-efficacy in both of his Korean bank samples. Finally, Kark (2003) observed a positive relationship between Organization-based self-esteem (OBSE) and collective efficacy in their study of a large Israeli banking organization. People with high Organization-based self-esteem (OBSE) possess higher global self-esteem and view themselves as being more efficacious than their low Organization-based self-esteem (OBSE) counterparts.

The self-efficacy correlations have ranged between.19 and .65. It has also been observed that Organization-based self-esteem (OBSE) is related to several other individual difference variables. Stark, (2000) observed a negative relationship between Organization-based self-esteem (OBSE) and negative affectivity. While Lee (2003) failed to observe a similar relationship, he did observe a positive relationship between Organization-based self-esteem OBSE and positive affectivity in his Korean samples. Organization-based self-esteem (OBSE) has also been found to have a negative relationship with Machiavellianism (Vecchio, 2000), and a positive relationship with internal locus of control (Stark 2000), and Protestant work ethic and need for achievement. Correlations between Organization-based self-esteem (OBSE) and these non-self-concept personality traits ranged between .21 and .57.

In summary, research on personality correlates of Organization-based self-esteem (OBSE) has been mostly sporadic, with the exception of global self-esteem. At this point we can characterize the high Organization-based self-esteem (OBSE) individual as being high in global self-esteem, positive affectivity, and internal locus of control.

Organizational Commitment: In organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. Mayer & Allen (1989)

Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings. There has also been debate surrounding what Meyers and Allen's model was trying to achieve.

Model of Commitment: Meyer and Allen's (1997) three-component model of commitment was created to argue that commitment has three different components that correspond with different psychological states. Meyer and Allen created this model for two reasons: first "aid in the interpretation of existing research" and second "to serve as a framework for future research."Their study was based mainly around previous studies of organizational commitment. Meyer and Allen's research indicated that there are three "mind sets" which can characterize an employee's commitment to the organization:

Affective Commitment: Affective Commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged affective commitment as the "desire" component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she "wants to". This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that "positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality". In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (1982) concept of commitment, which in turn drew on earlier work by Kanter (1968).

Continuance Commitment: Continuance Commitment is the "need" component or the gains verses losses of working in an organization. "Side bets," or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (Becker's 1960 "side bet theory" Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership. But an individual doesn't see the positive costs as enough to stay with an organization they must also take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organization. The problem with this is that these "side bets" don't occur at once but that they "accumulate with age and tenure".

Normative Commitment: The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive

"advanced rewards." Meyer and Allen (1997) based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener's (2005) research for this commitment component.

Statement of the Problem: The Nigerian public organization with much emphasis on Ekiti State can be said to be in dwindling state if the quality of commitment of civil/public servant is thoroughly examined. The research is set out to examine the lack of commitment of public servants in Ekiti State to their various organizations. Though the salary and compensation packages of public servants in Nigeria have increase since the end of the military era, it is worthy to note that there is still poor delivery in public organizations. Today, public organization workers are of the opinion that their take home pay cannot "take them home", because most of them depend on borrowing from cooperative societies to survive.

The low performance of public servants may be due to the fact that Government has refused to fulfill their responsibilities in the employment contract by making the work environment conducive for the workers.

Consequently, civil servant in turn failed to put their best into the public work life. Apart from other fulfillment of good deeds by the government to the workers, public servants may. Be assumed to have poor self esteem in relation to the work they do. The consequence of poor perception of public servants in relation to their work may stem from the fact that the public work life does not have yet a good reward system. Perceiving themselves as public servants may lead to the notion that government employed them to fulfill its social responsibility of employment creation and not as people expected to be truly productive. This negative self esteem may hinder civil servants from being highly committed to the public work life.

The above observation has necessitated the research to investigate the influence of psychological contract fulfillment and obligations, and organizational based self esteem on organizational commitment of public servants in Ekiti State.

Objectives of the Study: The study is primarily designed to determine the relationship of psychological contract fulfillment and organizational based self esteem as an antecedent of organizational commitment.

- To examine the relationship between organizational based self-esteem and commitment of public/government workers in Ekiti State.
- To examine the difference between high and low scores in psychological contract fulfillment on organizational commitment.
- To evaluate the influence of psychological contract obligations on organizational commitment.

To test this, the following hypotheses were formulated for testing

1. Psychological contract obligations (employee) will significantly influence organizational commitments.
2. There will be a significant difference between high and low scores in psychological contract fulfillments on levels of organizational commitments
3. There will be a significant difference between high and low scores in organizational based self esteem (OBSE) on levels of organizational commitments.

3. METHODS

Research Design, This is a survey research, incorporating the ex-post facto design used to obtain information from different government workers in Ekiti State .The design was employed to make it possible to compare the research participants on the variables of interest to the researcher.

Participants; The study made use of a total number of one hundred and fifty (150) participants across government organizations in Ekiti State. Male 68 (45.3%) and Female 82% (57.7%).

Based on age categorization 36(24%) participants were 18 – 30years, 18 (12%) were 31 – 40years, 77(51.3%) 41 – 50years, 19(12.7%) 51years – above.

Instruments; The research instrument used were psychological contract inventory developed by Rousseau(2008), organizational commitment scale developed by Meyer and Allen (1997) and

organizational based self esteem scale by Pierce, Gardner, Gummings & Dunham(1989). The instrument administered consists of four (4) sections.

The first section was designed to collect the personal demography from the research participants who include: sex, marital status, age, name of organization, and years spent in the organization.

The second section which as part A and B, this section focus on employers' obligation and fulfillment. The employer scale part A measures obligations made by the employer to employee, it contains 4(four) items per sub scales (28 items in total) while part B which is the employer's psychological contract fulfillment scale contains 2(two) items. Participants were asked to tick the numbers representing how best their employer is fulfilling its obligations.

The third section consists of eighteen (18) items scale on organization commitment which is a self rating scale measuring how each participant is committed to her organization. the items is divided into three dimensions:-Affective commitment (items $1,4,7^r,10^r,13^r,16$) , continuance commitment (items 2,5,8,11,14,17) and normative commitment (items 3,6,9,12,15,18).participants were also asked to tick from 1(strongly disagree) to 7(strongly agree), for items under each subscales in which each of the three subscales account for 6 items equally .the fourth section was designed to measure organizational based self esteem. Respondent were asked to indicate from 1(strongly disagree) to 7 (strongly agree) for the items.

Psychometric Properties: The psychometric properties of psychological contract inventory (PCI) were provided by Rousseau (2008) Overall test reliability of PCI - .892; Test-retest reliability of employer - .730; Test-retest reliability of employee - .942; Test-retest reliability of employer relationship - .840; Cronbach alpha reliability for organizational based self esteem scale (OBSES) - .93; Mean reliability: .82 For affective commitment; .73 For continuance commitment; .76 For normative commitment.

Scoring: Direct scoring was used for all the items in psychological contract inventory scale (PCI) while in the organizational commitment scale items 3,7,10 and 13 were reversely scored while other items were scored directly. In organizational based self esteem (OBSES) direct scores were used to score all the items.

Statistical Analysis: The scores obtained in the study were analyzed using the statistical method well known and commonly use in psychological research hypothesis1which states that psychological contract obligations (employee) will significantly influence organizational commitment was analyzed using multiple regression analysis, while hypotheses 2 which states that there will be a significant difference between high and low scorers in psychological contract fulfillment on levels of organizational commitment was analyzed using Independent t-test and hypotheses 3 which states that there will be a significant difference between high and low scorers in organizational based self-esteem on levels of organizational commitment was also analyzed using independent t-test.

4. RESULTS AND DISCUSSION

The data collected were scored and analysed. The following are the results.

Table 1. *Mean (M) and standard deviation (SD) scores and Correlations among variables.*

Variables N=200	M(SD)	2	3	4	5	6	7	8	9	10	11	12	13
1.ST	9.48 (3.19)	0.08	0.26**	0.13	-0.17*	-0.03	-0.02	0.02	0.25**	0.05	0.11	0.09	0.12
2. Loy	12.07 (3.80)		0.13	0.47**	0.34**	0.43**	0.37**	0.13	0.01	0.02	0.17*	0.06	0.12
3. NA	11.75 (3.35)			0.11	0.12	0.09	0.18*	-0.12	0.01	0.33**	0.07	0.13	0.26**
4.PS	12.37 (3.95)				0.36**	0.45**	0.48**	0.18	0.04	-0.04	0.07	-0.04	-0.01
5.EM	12.46 (3.36)					0.31**	0.42**	-0.12	-0.17*	0.09	0.27**	0.19*	0.27**
6.Dev.	11.04 (3.46)						0.46**	0.08	-0.03	-0.01	-0.05	-0.04	-0.05
7. STB	11.38 (4.0)							0.03	-0.05	-0.04	0.22**	0.03	0.06
8. PCF	9.52 (7.0)								0.02	-0.12	-0.03	-0.65**	-0.45*

9. OBSE	20.97 (8.87)									0.06	0.03	0.19 *	0.15
10. AC	20.69 (5.86)										0.06	0.29 **	0.65* *
11. CC	19.86 (5.61)											0.17 *	0.56* *
12. NC	16.36 (7.47)												0.79* *
13. OC	56.91 (12.85)												

*** Significant at P < 0.01   * significant at P < 0.05*

Hypothesis 1

Psychological contract obligations (employee) will significantly influence organizational commitments.

Table2. *Regression analysis showing the influence of Psychological contract obligations (employee) on organizational commitments*

Variables		B	T	Sig.	R	R Square	F	Sig.
D.V. Affective Commitment	Short-term	-0.03	-0.31	P>0.05	0.37	0.13	3.11	P<0.01
	Narrow	0.02	0.16	P>0.05				
	Loyalty	0.36	4.26	P<0.01				
	Development	-0.05	-0.45	P>0.05				
	External Marketability	0.11	1.23	P>0.05				
	Performance support	0.01	-0.09	P>0.05				
	Stability	-0.12	-1.25	P>0.05				
D.V. Continuance Commitment	Short-term	0.17	2.01	P<0.05	0.40	0.16	3.7	P<0.01
	Narrow	0.12	1.31	P>0.05				
	Loyalty	-0.03	-0.38	p>0.05				
	Development	-0.13	-1.32	p>0.05				
	External Marketability	0.29	3.14	P<0.05				
	Performance support	-0.22	-2.32	P<0.05				
	Stability	0.21	2.14	P>0.05				
D.V. Normative Commitment	Short-term	0.12	1.41	P>0.05	0.30	0.09	1.99	P>0.05
	Narrow	0.04	0.44	P>0.05				
	Loyalty	0.09	1.10	P>0.05				
	Development	-0.13	-1.27	p>0.05				
	External Marketability	0.29	3.01	P<0.05				
	Performance support	-0.4	-0.41	P>0.05				
	Stability	-0.11	-1.06	P>0.05				
D.V. Organisational Commitment	Short-term	0.13	1.59	P>0.05	0.42	0.17	4.25	P<0.01
	Narrow	0.08	0.91	P>0.05				
	Loyalty	0.20	2.49	P<0.05				
	Development	-0.15	-1.56	P>0.05				
	External Marketability	0.34	3.78	P>0.05				
	Performance support	-0.12	-1.30	P>0.05				
	Stability	-0.02	-0.30	P>0.05				

Table 2 above shows that psychological contract obligations significantly influence organizational commitments and its dimension except the normative commitment dimension. (Affective commitment: [F {7} 141 =3.11, P < 0.01]; Continuance commitment: [F {7} 141 =3.7, P < 0.01]; Normative commitment: [F {7} 141 =1.99, P> 0.05]; Organizational commitment: [F {7} 141 = 4.25, P < 0.01]). Therefore, hypothesis 1 is supported.

Hypothesis 2

There will be a significant difference between high and low scorers in psychological contract fulfillments on levels of organizational commitments.

Table 3. *Independent t-test comparing the mean scores of high and low scorers in psychological contract fulfillment (PCF) on organizational commitments.*

Variable	PCF	N	X	S.D	df	T	Sig. (2-tailed)
Affective commitment	Low	107	20.97	5.79	148	0.92	P>0.05
	High	43	20.00	6.04			
Continuance Commitment	Low	107	19.79	5.73	148	-0.23	P>0.05
	High	43	20.02	5.35			
Normative commitment	Low	107	19.07	5.87	148	8.55	P<0.001
	High	43	9.60	6.75			
Organizational commitment	Low	107	59.84	12.30	148	4.70	P<0.001
	High	43	49.63	11.32			

Table 3 shows that there is a significant difference between the mean scores of high and low scorers in PCI on normative commitment and organizational commitment but not on affective and continuance commitments [Normative commitment: t {148} = 8.55, P <0.001]; organizational commitment: t {148} = 4.70, P <0.001]; Affective commitment: t {148} = 0.92, P >0.05]; continuance commitment: t {148} = -0.23, P > 0.05]. Therefore, hypothesis two is supported.

Hypothesis 3

There will be a significant difference between high and low scorers in organizational based self-esteem (OBSE) on levels of organizational commitments.

Table 4. *Independent t-test comparing the mean scores of high and low scorers in OBSE on organizational commitments.*

Variable	OBSE	N	X	S.D	Df	T	Sig. (2 -tailed)
Affective commitment	Low	82	19.57	6.16	148	-2.62	P<0.05
	High	68	22.04	5.21			
Continuance Commitment	Low	82	19.43	6.36	148	-1.04	P>0.05
	High	68	20.38	4.53			
Normative commitment	Low	82	14.34	6.27	148	-3.79	P<0.001
	High	68	18.79	8.10			
Organizational commitment	Low	82	53.34	12.47	148	-3.91	P<0.001
	High	68	61.22	12.04			

Table 4 shows that there is a significant difference between the mean scores of high and low scorers in OBSE on organizational commitments and its dimension except on continuance commitment [Affective commitment: t{148} = -2.62 , P <0.05]; Continuance commitment: t{148} = -1.04, P>0.05]: Normative commitment: t{148} = -3.79, P <0.001]; Organizational commitment: t{148} = -3.91, P <0.001]. Therefore, hypothesis 3 is supported.

4.1. Discussion

The study is aim at testing the influence of psychological contract fulfillment and obligations and organizational based self esteem on organizational commitment. The study was set out for three (3) hypotheses;

The first hypothesis which states that there will be a significant influence of psychological contract obligations was tested using multiple regression analysis. The result shows that psychological contract obligations have an impact on organizational commitment and all its dimensions except normative commitment. This result shows that when employees have feelings of fulfilling their obligations within the organizations, it will in turn increase their affection, low intent to leave the organization and over all commitment to ideals and goals of such firm.

In variably, when employees are obligated to remain with the organization and do what is required to keep the job, are loyal, have feelings of external marketability, internal advancement and support from supervisors, there is a greater probability that they will pay allegiance to their employer in form of organization commitment. This result is supported by the works of Millward and Hopkins (1998), and Rousseau (1990) where they opined that (there is a positive relationship between relational psychological contract obligations (stability and loyalty) and commitment to the organization.

The result of the second hypothesis revealed that psychological contract fulfillment determines normative commitment and organizational commitment as a whole but not affective and continuance commitment.

It is surprising that individuals on low levels of psychological contract fulfillment show greater commitment to the organization than their counterpart who have high psychological contract fulfillment. Instead, the fulfillment of psychological contract should bring about the feeling of reciprocating the kind gestures of the organization through normative commitment to the objectives of the firm. This result is not in consonance with the outcome of the research of Laser (2002) which shows that psychological contract fulfillment has a positive impact on commitment the organization and most especially affective commitment.

Lastly, the result of the third hypothesis shows that employees who have high organizational based self esteem (OBSE) tend to be more committed to the organization in terms of affection, and continued staying in the organization. This result is supported by the works of Pierce & Gardner (1998), Pierce, Gardner, cummings & Dunham (1989) which shows a positive relationship between Organizational based self esteem and organizational commitment, Hui & lee (2000) also shows that organizational based self esteem upholds commitment even during uncertainty.

5. CONCLUSION

The outcome of this research shows that psychological contract fulfillment and obligations, and organizational based self esteem significantly influence organizational commitment.

Specifically, it is concluded in this research that:

1. Psychological contract obligation has an impact on organizational commitment and all its dimensions except   normative commitment
2. Psychological contract fulfillment determines normative commitment and organizational commitment as a whole but not affective and continuance commitment
3. Employee with high organizational based self esteem tend to be more committed than those with low organizational based self esteem

6. RECOMMENDATION

Based on the findings, it is expedient for both employee and employer to take cognizance of the unwritten mutual agreement between them so as to make the employee more committed so as to increase the productivity of the organization.

Also, administrators of both public and private organization should endeavor to fulfill both written and unwritten agreement in the employment contract in order to make employee get more committed to organizational goals.

Lastly, management in both public and private organization should endeavor to build employee's self esteem in relation to the organization's prestige; this can be done by satisfying employees with both intrinsic and extrinsic incentives in the organization.

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