

Employees' Work Attitudes as a Psychological Contract on Organizational Commitment: Case of a Public University in Kenya

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Abstract: It is imperative that senior managers, as change agents, have a good understanding of the psychological contract and how it influences commitment towards their job and their organization. This study explained the concept of employees' psychological work attitude on organizational commitment among the administrative staffs of Rongo University, Kenya. Questionnaires were used to collect data from the administrative staffs. Several employees consider their psychological contract with university as effective compared to those considered normative and continuance. The psychological contract is a determinant of organizational commitment among staff and in the case of Rongo University; there was indeed a psychological contract weakness that is mainly attributed to staff attitude and psychological rewards, thus causing a psychological contract breach. The study was premised on Contract as a Mental Model by Rousseau (1995); Attitude and Side Bet Theories. The study adopted quantitative method approach with a cross-sectional research design. The target population comprised of 108 administrative staffs of Rongo University. Krejcie and Morgan (1970) table of specification was used to determine the sample size of 89 administrative staffs. The reliability of the research instruments was determined using Cronbach's Alpha and a coefficient of $r > .6$ was reported. The data collected was analysed using Statistical Package for Social Sciences (SPSS) windows version 22 computer programme. Statistical tests, Pearson Product-Moment of Correlation and Regression were used to investigate the relationship between the variables. Participants' confidentiality was promised and adhered to by the researcher. The study established that the psychological contracts in general accounted for 57.3% as signified by Adjusted coefficient of $R^2 = .573$, of the variation in organizational commitment among employees. The study recommends that employees' psychological contracts and its dimensions have a significant effect on the employees work commitment and so the institutions should fulfil the psychological contracts made. The employees' psychological work attitude should therefore build and maintain stable, well-adjusted motivational forces between administrators and the organizational commitments.

Keywords: Employees' Work Attitude, Organizational Commitment, University.

1. INTRODUCTION

The study was about relationship between employees' psychological work attitude and organizational commitment in Rongo University among administrative staffs. The study was carried out at Rongo University main campus because the people to be investigated included the Vice chancellor, Deputy Vice chancellors, Finance Officer, Deans of various schools, Directors and Senior Administrative Staffs of Rongo. These are equally some of the very important offices where major University activities like administrative and appointments are carried out. Whereas in modern organizations the

employer – employee relationship is moderated through the written contract, the latter is a physical contract and therefore the study didn't delve into this aspect in detail. The study chose to focus on the psychological work attitude and its relation to employees' organizational work commitment. Generally, attitudes of organizational employees are extremely important for motivation, productivity and general effectiveness and efficacy of an institution.

2. LITERATURE REVIEW

Employees' Psychological Work Attitudes on Organizational Commitment

Psychological contract had its existence since 1960's but the importance and proactive need was felt only in late 1990's due to economic downturn. The reason behind its necessity is a very fundamental phenomenon that is being studied by researchers. This article provided an outline of the relationship between the psychological work attitudes and organizational commitment. Psychological contract is basically measured from an employee perspective though Kruse (2012) points out that it is largely in the 'eye of the beholder'. Perception of each party differs according to the individual's belief and values and they are destined to assume a particular course of action as per their terms of understanding and interpretation. Therefore, employers have to know what employees expect from their work and vice-versa and this is where reciprocity and mutuality of either of the parties comes into existence.

The psychological contract is viewed and judged by two perspectives, the employer's and the employee's. Whereas it seems quite logical who represents the employee's perspective, the embodiment of the employer's side is more debatable (Alcover, Rico, Turnley & Bolino, 2017) Although the organization in general is the actual counterpart in the psychological contract, they are represented by agents who are dealing with employee's expectations (Coyle-Shapiro & Kessler, 2010). The one group which is constantly engaging with employees are the middle managers. They see themselves in a position being able to interfere in daily business and fulfil expectations of employees.

This level of commitment was started by Guest and Conway (2012) and it refers to how emotionally attached to a company, how he identifies a company and how much he is involved to the company. The best approach to this commitment as stated by Ajmal et. al. (2015) is by looking at the extent at which one is emotionally attached with, how he identifies and how much he is involved and the extent at which he enjoys being in the company. He also argues that it is considered very vital in forming the employee commitment. He is in turn seconded by Robinson and Kraatz (2014) who concedes commitment to being consistent in partaking an activity based on the amount of knowledge one has on the costs and is vital in the general performance of a company.

Employee work attitude has been criticized as being nothing more than consultant speak, or a poorly defined construct (Cohem, Manion, & Marrison, 2011). However, employee work attitude can be defined as a construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance and subsequent commitment (Rich, LePine & Crawford., 2010). In general, employee engagement centres on employee behaviour and its action towards meeting organizational goals (Shuck & Wollard, 2010). It has been argued that in a workplace environment that is characterised by significant change and uncertainty, the formation and content of the psychological contracts are of increasing importance regarding levels of employee trust, positive work attitude, satisfaction, commitment and motivation, and teaching and research outcomes (Holt, Marques & Way, 2012). Researches done by Isaacowitz and Riediger (2011) have clearly demonstrated that psychological contracts can have considerable impact upon workplace relations and employee performance.

According to Armstrong (2006), Job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction and negative and unfavourable attitudes towards the job indicate job dissatisfaction. According to (Hoppock, 1995, as cited in Jam, Haq & Fatima, 2015), there is a strong relationship between worker's emotional adjustment (psychological contract) and levels of employee motivation. Furthermore violation of the transactional obligations such as pay, benefits and promotions of the psychological contract result in decrease in employee level of motivation and work commitment (Anderson & Schalk, 2018).

Previous research on psychological contracts has indicated that contract breach has a profound impact on job attitudes (Conway & Briner, 2009). Studying work attitudes is important because they are predictors of key behaviours as job performance and withdrawal (Rouzies, 2011). When organizations break psychological contracts, employees' trust in their organization is harmed. Furthermore, organizational failure to deliver its obligations is also associated with a

decrease of job satisfaction and commitment to the organization. Zhao, Wayne, Glibkowsk and Bravo (2007), in their recent meta-analysis on the relations between psychological contract breach and outcomes, employed affective events theory to explain the relations between psychological contracts and attitudes and behaviours. According to affective events theory, a negative event at the workplace causes negative emotional reactions, such as anger or frustration (Restubog et al, 2010). These emotions colour the cognitive evaluations of one's job, in such a way that experience of negative emotions will cause more negative job attitudes (Weber & Drori, 2011).

Dunn and Schweitzer (2005) collaborated further on indicators of contractual breach, confirming a link between negative emotions and job attitudes by showing that negative emotions are related to decreases in trust job satisfaction and commitment. The authors further asserted that positive emotions will colour evaluations of the job in a positive way, such that people experience higher trust, satisfaction, and commitment. Zhao et al. (2007) argue that in particular psychological contract breach is perceived as such a negative event. Thus, contract breach leads to affective reactions, which in turn contribute to the establishment of job attitudes. However, it is not always clear why and how employees come to perceive something as a negative event. Social exchange theory provides an explanatory framework of the processes that lead employees to perceive a negative event, and hence, psychological contract breach.

As suggested by Singh (2014) a psychological contract creates emotions and attitudes which form and control behaviour and since employee/employer expectations take the form of unarticulated assumptions, disappointments on the part of management as well as employees may therefore be inevitable (Armstrong, 2006). These disappointments can be alleviated if management appreciate that one of their key roles is to manage expectations, which means clarifying what they believe employees should achieve, the competencies they should possess and the values they should uphold. People who have no clear idea about what they expect may, if such unexpressed expectations have not been fulfilled, have no clear idea why they have been disappointed. But they will be aware that something does not feel right.

Grobler, Warnich, Carrel, Elbert and Hatfield (2011) explored the effect of psychological breach to job attitude and performance. These studies have shown that there has been great negative effect on psychological contract breach to job attitudes and performance. For example, the psychological contract and job satisfaction, organizational commitment and trust in organization have negative effect. In addition, there also has been negative effect on psychological contract breach with employee's perception on involvement extent. Psychological contract fulfilment has effect on job attitude and performance, such as organizational commitment, loyalty to manager, job satisfaction and trust.

Another study by Hackman and Oldham (2015) highlighted that a psychological contract contains the factors of long-term job security, loyalty and promotion in exchange for hard work and positive attitude towards organizational assignments but given the ever changing circumstances, those promises might not be valid anymore. There is the likelihood that those changes lead to the unwanted situation of a contract breach. Hackman and Oldham argued that psychological contract breach is associated with various different negative outcomes such as reduced motivation and satisfaction or lowered work attitude, meaning lowered commitment to organisation.

According to Munene and Katongole (2014), it is argued that high turnover rates are symptomatic of a poorly managed organisation. They suggest that people are dissatisfied with their jobs or with their employer and would prefer to work elsewhere when the organization is poorly managed and workers become frustrated in their duties. This dissatisfaction according to Restubog (2006) may arise from psychological breaches or violations, which may be rooted in an organization's inability to meet obligations regarding distributive, procedural and interactional aspects of justice. Restubog adds that distributive violation occurs when outcomes are perceived to be unfairly distributed for example, financial rewards. Procedural violation refers to the perception of the unfair application of procedures, such as promotion. Interactional violation is linked to employees' perception of trust of superiors and the organization as a whole and occurs if employees feel they have been treated badly. Such notions of fairness trigger assessment of the psychological contract, Armstrong (2006).

A study on the role of psychological contracts in the relation between job characteristics and attitudinal employee outcomes confirmed the theory of Holman and Axtell (2016) that job characteristics are positively associated with psychological contract fulfilment. The results further underlined the research of Millward and Brewerton (2018) as it also found the relation between psychological contract fulfilment and the attitudinal employee outcomes to be statistically relevant. With the research findings that psychological contract fulfilment mediates the relation between certain job

characteristics and attitudinal employee outcomes and that this mediation is further moderated by the perceived obligations for certain employee outcomes, the theories of Hackman and Lawler (2011) and among others Robinson and Kraatz (2014) have been confirmed and further extended.

A study done by DelCampo (2009) found out that an organization should use flexible work option as a strategic tool to attain enhanced individual and organizational performance. Further, the study confirms that reinstating employees' trust is an important matter for employers nowadays. This can be restored by considering and evaluating the needs and wants of the employees, satisfying their expectations and maintaining a mutual understanding & relationship between employers and employees. Guest (2004) however, indicated that psychological contract is an effort to build a pivotal relationship between employers and employees based on their mutual expectations. This re-affirms the position of DelCampo (2009) who stated that psychological contract helps managers find the path to build and maintain relationships with their employees. He further noted that development of such distinct relationship between employees and employers is indispensable as they further eliminate wrong assumptions concerning job duties and responsibilities. Herriot and Pemberton (1995, cited in Anderson and Schalk, 2018) state that organizational development and success depend much on the employer-employee relations (psychological contract), which is subject to greater flexibility along with mobility and mutual reliance giving back to positive employee attitude to work.

The results of the meta-analytic summary of Knights and Kennedy (2017) have shown that there definitely is a positive relation between the five original motivational job characteristics and employee work attitude and morale. The results however also show that the research for a connection between the added motivational, social and work context job characteristics if lacking, then the employees become demoralised in whatever work they do within the organization. This gap in research is addressed by this research at hand as it leaves out the five original motivational job characteristics but rather focuses on the newly added characteristic which concerns the psychological contacting on employee work attitude.

Equally, Hackman and Oldham (2015) posits that psychological contract has an effect on the attitude and behaviour of employees. When an organisation deals with change (e.g. downsizing, outsourcing, etc.) the old psychological contract often needs to be replaced by new ones to form the basis of the new employer-employee relationship. That means that due to the change, organisations are unwilling or unable to stick to the old psychological contract. As a result the changes have an effect on the expectations, work attitude and obligations as they become less clear and distinctive (Robinson, 2016).

Turnley et al (2018) made a study of the psychological contract fulfilment in job performance and organizational citizen behaviour and confirm the opposite in their findings. The extent of psychological contract satisfaction was correlated with the employee's behaviour and work attitude. In their findings, the study asserts a stronger relationship between psychological contract fulfilment and employees in organizational citizen behaviour and work attitude than citizen behaviours in employee. The study stated that there is less evidence in psychological contract breach to effect of employee job involvement and work attitude. Okello, Zichari and Odera (2017) however noted that motivational factors, job security and close relationship with co-workers enhance employees work performance.

Similarly, study of psychological contract fulfilment is regarded as the importance of working performance not as cultural performance. Because affective commitment is considered to be the most influential elements as result of expectation, affective commitment (AC) is the most popular form and commonly used in organizational commitment in literature (Freese & Schalk, 2008). Affective Commitment is achieved through emotional contact and involvement tied individuals. With expectation of contact in organization, employees who have strong affective commitment will remain committed and dedicated to organizations. Previous studies have shown that AC was repressively considered to be unconditional incentives of extra-role behaviour (Gautam, Dick, Wagner, Upadhyay & Davis (2015).

Psychological contract theorists believe that the influence of psychological contract breach include the basic destruction of trust and bilateral relations. Robinson (2016) believes that there is selective perception in employee's trust to employer - selective attention. Therefore, there has been negative correlation between employer's trust and perceived psychological contract breach. As outlined by Lambert et al. (2013), trust influence the explanation of employee's social behaviour in mutual relations, so employer's trust may influence the cognition of employee psychological contract breach and interpretation of perception breach, thus affect their perception and attitudinal breach response.

On the other hand, Holman and Axtell (2016) argued that job characteristics are positively associated with psychological contract fulfilment. The results further underlined the research of Turnkley and Feldman (2018) as it also found the relation between psychological contract fulfilment and the attitudinal employee outcomes to be statistically relevant. With the research findings that psychological contract fulfilment mediates the relation between certain job characteristics and attitudinal employee outcomes and that this mediation is further moderated by the perceived obligations for certain employee outcomes, the theories of Hackman and Lawler (2011) and among others Robinson and Kraatz (2014) have been confirmed and further extended.

In an advanced study done by Guzzo and Noonan (2014) the findings outlined that flexible working practice is an important facet of psychological contract. Besides job commitment, employees have familial and social commitments as well, which can sometimes be confronting and provoking to deal with and they may have adverse impact on business. In such cases, use of flexible working practices in attracting and retaining human capital can play a vital role to overcome such situations and have a win-win solution. Peel and Boxall (2015) uphold that flexible working hours and meeting the commitments are likely to create a friendly, welcoming, cordial and responsive work organization that assist employees deal with and manage the practicalities and strain of work/ family conflicts. Employees' views on positive relationship with front line managers tend to have higher level of job satisfaction and positive attitudinal work perception, work commitment and loyalty, which in turn result in yielding higher level of performance (Decottis & Summers, 2017).

Violation of psychological contract is likely to prove disastrous for employment relations and thereby for organizational success (DelCampo, 2009). Morrison and Robinson (1997, cited in Guest and Conway, 2012b) explain that lack of communication and ineffective dissemination of information between employees and employers may cause an imbalance in understanding obligations of both parties, which means breach of contract. Furthermore, the basis for psychological contract is trust and strong emotional reaction and the conditions of psychological contract are revealed if they are violated (Anderson & Schalk, 2018). Pines (2012) illustrates that breaching the agreement of psychological contract may result in stress and weariness among employees, which is likely to jeopardize organizational performance and can cause employment turnover, lack of trust, motivation and commitment towards organization, unhappiness and disoriented organizational behaviour.

Theoretical Framework

The Contract as a Mental Model (Rousseau, 2011)

Promise contract model exist in three forms, that is individual's contract, social group normative contract and implied contracts. A contract is a mental model that people use to frame events such as promises, acceptance, and reliance. The promises that people make have no objectives meanings. Promises are ultimately perceptions of what was sent and what was meant like people create meanings for many events. The close supervision that one sees as controlling may seem supportive and helpful to her co-workers. For instance, two siblings of close age may not recollect similarly the events of their childhood. Similarly, two people in the same setting may not have the same psychological contract.

In this model, reality is not constructed wholly in the minds of the people. However, groups may agree on the same events and their meaning. For example, investment bankers may agree that their firm rewards only those who make profitable deals. This means that members have some common interpretations or social construction of organizational events and their meanings. An agreement between ourselves and others helps us to foster the view that a promise is real and can be relied on. Such agreement helps us to create normative contracts.

The differences in the three models reflect the distinct information available to the interpreters. Our understanding of the mental model is based on the fact that individuals are discontinuous processors of information. Discontinuous information processing means the following:

- Contract – related information is only sought at certain times
- Contract – related information is actively processed in certain times
- Contract tend to endure until a noticeable signal conveys a break (interpretation)

People process information in two ways a systematic controlled and automatic. Information is actively sought and carefully processed to make quality decisions. This type of decision is characterised as "Rational" (Sims & Gioia, 2016). Models of rational decision making such as expectancy theory by Vroom (1964) tend to work well in accounting

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behaviour in non-routine situations inquiring all organizations to tell things to newcomers that they would not bother mention to long timers, for instance, how to do his/her job better.

In contract making, it is expected to search for information broadly early in the initial phases of establishing the relationship. Organisations usually make efforts to socialize new comers and tend to socialize veterans only at the time of change. This is when individuals are actively seeking information on what to do, what to expect “the ropes to skip and ropes to know”. People believe that it is both necessary and appropriate to give and receive commitments at this time.

In this model, people only keep for which they were hired simply because they only search for information that is contract related when they join the organization. Contract related information is mostly likely to be recognised, sought and gathered if people think it is appropriate. New members or transferees unlike veterans are more likely to notice, seek out information and observe information related to their conditions of employment e.g. job demand, rewards and inducements.

3. RESEARCH METHODOLOGY

This study used questionnaires as the major instruments for data collection. The utilization of structured questionnaires enhanced the objectivity and was instrumental in supporting the statistical analysis. The questionnaire for the study contained pre-determined response options. Both the key informants and other administrative staff members responded to the same items.

Using a questionnaire in which predetermined questions were asked in sequence and responses are captured is known as a structured interview and formed part of the research instrument design (Saunders & Lewis, 2012). Further to the definition, a questionnaire survey was the most commonly used method for examining employees psychological work attitude (Freese & Schalk, 2008).

Pre-Testing of the Research Instruments

It was important that pilot study be conducted to enhance validity of the instruments. This was done with fifteen selected administrators from the six major departments of Rongo University. The sampled administrators involved in piloting were never included in the actual study. The reason behind pilot study was to assess the clarity and relevance of the instrument items so that those found inadequate were either discarded or modified to improve their quality. The items were rephrased and modified to avoid ambiguity before they are used for data collection and this increased their validity. The questionnaires were assessed for face and content validity.

Research Validity and Reliability

Reliability and Validity of research instruments were assured.

Reliability Analysis

The measure of internal consistency of the items in each subscale was explored to investigate internal reliability of the instruments. Creswell (2014) asserts that internal consistence is the degree to which an instrument is reliable; error free and consistent across time and across the various items in the scale. Although there are several methods of investigating level of internal consistency, Cronbach’s alpha coefficient is the most reliable test of inter-item consistency reliability. Hence, Cronbach’s alpha coefficient analysis was used to measure the internal consistency of the instruments, because it is the most consistent test of inter-item consistency reliability for Likert scaled or rating scaled questionnaire. The reliability for multi-item opinion items were computed separately for the subscale in the students’ questionnaires and the coefficient alpha of these variables were reported in Table 1.

Table 1: Internal Consistency: Cronbach’s Alpha Results for the Questionnaire

Scale	No. Items	Item Deleted	Cronbach’s alpha	Conclusion
Work Attitude	9	None	.773	Reliable

Source: Author (2019), SPSS Analysis.

Table 1 reveals that the sub-scale met the required level of internal consistency of reliability, with the Cronbach's alpha values of 0.773 (employees' psychological work attitude questionnaire). These findings were in line with the recommendation by Oso and Onen (2013) that a coefficient of 0.60 is of moderate reliability while coefficient of 0.70 and above indicates that the instrument has a high reliability. The Cronbach's alpha for all the subscale reveals that the instruments had sufficient reliability for the study. However, some two items (7 and 13) had to be deleted first from the sub-scale of employee performance questionnaires. This resulted to an increase in Cronbach's alpha, that is, it caused improvement in the internal consistency in this questionnaire. However, it was noted that all items were now correlated with the total scale to a good degree in the subscale, after deleting the items which did not appropriately hang out well with others. Therefore, the questionnaires were suitable for data collection because they adequately measured the constructs for which they were intended to measure.

Validity Analysis

Although pilot study was done to improve external validity of the instruments, internal validity of the construct was tested by subjecting the survey data to suitability tests using the Kaiser-Meyer-Olkin measure of sampling adequacy (KMO Index) and the Bartlett's Test of Sphericity (Creswell, 2014). Hence, the internal validity of the questionnaire data set for analysis was assessed for the sub-scale and the results were summarized as in Table 2.

Table 2: KMO and Bartlett's Test

Subscale	Kaiser-Meyer-Olkin (KMO index)	Bartlett's Test for Sphericity		
		Approx. Chi-Square	df	Sig.
Work Attitude	.786	401.169	36	.000

Source: Survey data (2019), SPSS Analysis

Table 2 reveals that the questionnaires had adequate internal validity. Kaiser (1974) asserts that the Kaiser-Meyer-Olkin measure of sampling adequacy index > 0.6 is of adequate internal validity. Likewise, Creswell (2014) recommends that Bartlett's Sphericity test statistic should be less than 0.05 for an adequate internal validity. Bartlett's test for Sphericity are significant ($p < 0.001$, $p = 0.000$) and Kaiser-Meyer-Olkin indexes are all $> .6$ for the subscale of the questionnaire. The Bartlett's Test for Sphericity reports to the significance of the study and shows the validity of responses obtained in relation to the problem the study seeks to address. Consequently, based on the results, it was appropriate to conclude that the data were of adequate internal validity hence it was suitable for further analysis.

Common Method Bias

Common method bias (CMB) happens when variations in responses are caused by the instrument instead of actual predispositions of the respondents that the instrument attempts to reveal. Spector (2006) explains that CMB is the measurement error that is compounded by the sociability of respondents who may provide positive response to project them on positive light. The researchers were aware that the study had a potential problem of Common Method Bias (CMB). In this study, the data for both the independent and dependent variables was collected from the same respondents at the same time, hence raising potential problem of common method bias which could give false adequacy of internal consistency. As a result, the findings from the analysis may be contaminated by the error from the biased instruments. Hence, the study used Harman's single factor score to test for CMB, as explained by Podsakoff, MacKenzie and Podsakoff (2012). The total variance for the single factor computed from component analysis using principal axis factoring method was 19.6% which was far less than 50%. This means that individual factor did not show the majority of the variance (i.e., $< 50\%$) which confirms that common method biasness was not a problem in the study.

Quantitative Data Analysis

Inferential descriptive statistics were used to analyse the quantitative data obtained from the administrators. The descriptive statistics generated mean, standard deviation and frequency of the independent variable and the dependent variable. The descriptive statistics also helped to explore constructs of the variables of the study, to create understanding of the state of affairs as it were in line with the objectives of the study. The inferential statistics helped in making

inferences and drawing conclusions. All data were analysed at a level of significant at 95% (or $\alpha = 0.05$). By this testing level, the researcher allowed 5% per cent error of margin. This means that the results were 95% true as found.

Employees' Psychological Work Attitude on Organizational Commitment

This objective sought to investigate the influence of employees' work attitude as psychological contract on organizational commitment. To address the objective, the level of employee work attitude as psychological contract among administrative staff was explored. This was followed by an investigation of the relationship between the employee work attitude and organizational commitment using inferential statistics.

Level of Employee Work Attitude as a Psychological Contract

Employee work attitude as a psychological contract was measured using nine Likert-scaled items whose contracts were indicators' of employee work attitudes as psychological contract. Using the five level responses, from strongly disagree (1) to strongly agree (5), the respondents indicated their level of agreement on statements that reflected level of employee work attitudes as psychological contract. The views were summarized in means and standard deviations as presented in Table 3 and discussed below.

Table 3: Employee Work Attitude as a Psychological Contract

Attitudes Statements	Mean	Standard deviation
1. I have all the tools that I need to do my job successfully	4.14	1.02
2. I have asked for training to do my job better	2.16	0.98
3. I always know when changes, that affect my job, are conducted	2.38	1.15
4. I think the university, cares about me as an employee	2.22	1.01
5. I always get constructive feedback about my work	3.25	1.14
6. I could be better at my work if I had some/more training or professional development.	2.84	1.20
7. I can expect my employer to treat me in a consistent and predictable fashion	3.24	1.02
8. Staff promotion and recruitment procedure is not clear in this organization	3.12	1.35
9. My pay is adequate and other benefits are fair to the volume of work I do	2.05	1.06
Mean average level of work attitude	2.82	1.23

Source: Survey Data (2019)

The results of the survey established that there is moderate positive attitude of the administrative staff in Rongo University. In a scale of 1 to 5, it was reflected by an overall employee work attitude rating of 2.82, but with a fairly diverse opinion among the respondents as indicated by a fairly high standard deviation of 1.23. On the need for training and development, the results of the survey reveal that just a small proportion of the administrative staff confirmed (mean=2.16; SD=0.98) that they had asked for training to do their job better. In fact, more than a half (mean=2.84; SD=1.20) of the respondents observed that they could be better at their work if they had some/more training or professional development.

With regard to job knowledge and resources, the findings of the study show that majority of the administrative staff have the right tools and equipment to carry out their job responsibilities. This was proved by a high rating of 4.14 (SD=1.04) on the item, "I have all the tools that I need to do my job successfully". This implies that the university provides all the

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necessary tools to the employees. Behaviour and attitudes of administrative staffs are noted to be influenced quite significantly by an individual's perception of his obligations and perceptions on how well the other party working within the same organization but in different department though doing similar duties have been treated.

However, on employee recognition and appreciation, the results of the survey reveal that although there are some aspects of recognition and appreciation where the administrative staffs were satisfied, in other areas they felt that more was needed to be done. For example, when the study sought to know what the respondents think on the care the university provides to them, only a small proportion of them thought the university, adequately cares about them as an employee. Many of them think that the care from the university is inadequate; they feel less valued and less appreciated by the university. This was reflected to mean a low work attitude, as implied by a mean of 2.22 (SD=1.01). On the flip flop, the results of the study indicate that there is relatively high expectation (mean= 3.24; SD= 1.02) by the staff that the university would treat them in a consistent and predictable fashion, which is an indicative of strong positive attitude. However, on the question whether the money they are paid is equivalent to their job responsibilities, the results of the study established that only a small proportion of the administrative staff accepted that their pay is adequate. Others refuted the claim that what they are paid and other benefits they receive are commensurate to the volume of work they do. This was translated from a low adequacy rating of 2.05 in the scale of 1 to 5. On the same note, the study show that although many of the administrative staff were somewhat satisfied with promotion procedures, others hold the view that staff promotion and recruitment procedure is not clear in the university, as was translated from a mean a response rate of 3.12 (SD=1.35).

Likewise, as an indicator of an employee attitude, the study sought to know the respondents thought about the university's level of communication to the staff. Hence, the respondents were asked whether they could access all the information their need at work to get their job done. It emerged, that only a small proportion of the sampled staffs agreed (mean=2.38; SD=1.15) that they always know when changes, that affect their job, are conducted. This implied that many of the respondents held a general feeling that they are not adequately communicated on issues affecting their job. On the contrary, many of the respondents hold fairly a strong view (mean=3.25; SD=1.14) that they always get constructive feedback about their work. This reflects a fairly strong positive employee attitude to work.

Ho1: *There is no statistically significant influence of employee work attitudes psychological contract on organizational commitment among the administrative staff of Rongo University*

To investigate whether there is any statistical significant influence of employee work attitude psychological contract on organizational commitment among the administrative staff of Rongo University, the null hypothesis was tested. A simple linear regression analysis was conducted, with scores on employee work attitude psychological contract as the predictor variable and organizational commitment among the administrative staff as the dependent variable. Both the levels of employee work attitude psychological contract and organizational commitment were computed from frequency of responses and converted into continuous scale. All the negatively worded statements were reversed, such that high scale ratings implied high perceived level of employee work attitude psychological contract and high organizational commitment and vice-versa. Mean response across a set of questions of Likert scale responses was computed to create continuous variable that is suitable for the use parametric data, as explained by Johnson and Creech (1983) and Sullivan and Artino (2013). The significant level (p-value) was set at .05, such that if the p-value was less than 0.05, the null hypothesis would be rejected and conclusion reached that a significant difference exists. If the p-value was larger than 0.05, it would be concluded that a significant difference does not exist. Table 4 shows the regression analysis results in SPSS output.

Table 4: Influence of Employee Work Attitude as a Psychological Contract on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.292 ^a	.086	.074	.24892

a. Predictors: (Constant), Attitudes on work

The findings of the study shows that there is positive correlation (R=.086) between employee work attitude psychological contract and organizational commitment among the administrative staff, with high positive employee work attitudes psychological contract associated to improved organizational commitment among the staff and vice-versa.

It is evident that employee work attitude psychological contract accounted for 8.6%, as signified by Adjusted R² =.086, of the variation of organizational commitment among the staff. This finding implies that variation in employee work attitude psychological contract explains 8.6% of the variability in organizational commitment among the staff. This is a fairly large influence on a dependent variable by a predictor; hence, it reveals the importance of employee work attitude psychological contract on organizational commitment. Table 5 shows the coefficients values of regression model influence of employee work attitude psychological contract on organizational commitment among the staffs.

Table 5: Coefficients- Influence of Employee Work Attitude as a Psychological Contract on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	2.893	.110		26.298	.000	2.674	3.111
Attitudes on work	.114	.042	.292	2.752	.007	.032	.197

a. Dependent Variable: Organizational Commitment

$$Y = \alpha + \beta x + \epsilon$$

$$\text{Organizational Commitment} = 2.893 + 0.114x + \text{error term.}$$

From the model it is evident that the slope coefficient for employee psychological performance contract was 0.114 with a standard error of .042, implying that there is 95% confidence that organizational commitment improves with the confidence interval of (0.032, 0.197) units for each one unit improvement in the employee positive work attitude. Similarly, an increase on employee work attitude contract by one standard deviation results to improvement of organizational commitment among the staff by .292 standard deviations.

However, to investigate whether employee work attitude psychological contract was a significant predictor to improvement of organizational commitment among the staff, Analysis of Variance was conducted, in line with the recommendation by Tabachnick and Fidell (2001), as shown in Table 6.

Table 6: ANOVA- Influence of Employee Work Attitude as a Psychological Contract on Organizational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	.469	1	.469	7.576	.007 ^b
1 Residual	5.019	81	.062		
Total	5.488	82			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Attitudes on work

From the ANOVA output, there is enough evidence to conclude that the slope of the population regression line is not zero, meaning employee work attitude psychological contract is significant predictor to organizational commitment among the staff F (1, 81) =7.576, p=.000 <.05; Adjusted R²=.086. Therefore, it was concluded that there is statistically significant influence of employee work attitude psychological contract on organizational commitment among the administrative staff of Rongo University.

Regression Analysis

The study sought to establish a linear model that could be used to describe the optimal level of organizational commitment among the administration staff of Rongo University given various aspects of psychological contracts. This was done by use of multiple regression analysis, where all the variables were factored in the model. The multiple-regression did not only help to investigate how well the set of the independent variables were able to predict the level of organizational commitment among the administrative staff, it also provided information about the relative contribution of each of the psychological contract. Each aspect of psychological contract was evaluated in terms of its predictive power, over and above that offered by the other entire psychological contract. It enabled the researcher to know how much unique variance, in the dependent variable, each of the psychological contracts explained. This was shown by coefficients values in Table 7.

Table 7: Regression Analysis Model summary output: Employees’ Work Attitude on Employee Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.588	.573	.16913

a. Predictor: (Constant) Attitudes on work

In Table 7, it is evident that the employees’ work attitude in general accounted for 57.3%, as signified by Adjusted coefficient of $R^2=.573$, of the variation in organizational commitment among employees.

Table 8: Analysis of Variance- Employees’ Psychological Work Attitude on Employee Organizational Commitment

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.228	3	1.076	37.621	.000 ^b
Residual	2.260	79	.029		
Total	5.488	82			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Employee Recognition, Attitudes on work, Employee Motivation

Further, ANOVA results output (Table 8) indicates that the model as a whole is significant, $F(3, 79) = 37.621, p = .000 < .05, R^2=.573$. This confirms that the model is a significant predictor of the level of organizational commitment among the administrative staff.

4. CONCLUSIONS

The objective studied the employees’ work attitude as a psychological contract on Organizational Commitment among the administrative staffs of Rongo University. The results of the survey established that there is moderate positive attitude of the administrative staff in Rongo University. In a scale of 1 to 5, it was reflected by an overall employee work attitude rating of 2.82, but with a fairly diverse opinion among the respondents as indicated by a fairly high standard deviation of 1.23. On the need for training and development, the results of the survey reveal that just a small proportion of the administrative staff confirmed (mean=2.16; SD=0.98) that they had asked for training to do their job better. In fact, more than a half (mean=2.84; SD=1.20) of the respondents observed that they could be better at their work if they had some/more training or professional development.

It is evident that employee work attitude psychological contract accounted for 8.6%, as signified by Adjusted $R^2 = .086$, of the variation of organizational commitment among the staff. This finding implies that variation in employee work attitude psychological contract explains 8.6% of the variability in organizational commitment among the staff. This is a fairly large influence on a dependent variable by a predictor; hence, it reveals the importance of employee work attitude psychological contract on organizational commitment.

From the ANOVA output, there exists enough evidence to conclude that the slope of the population regression line is not zero, meaning employee motivation contract is significant predictor improvement to organizational commitment among the staff $F(1, 81) = 28.471, p = .000 < .05$; Adjusted $R^2 = .251$. Therefore, it was concluded that there is statistically significant influence of motivation psychological contract on organizational commitment among the administrative staff of Rongo University. When employees perceive that the organization has breached the psychological contract, the employees may respond to this by a strong decrease in work performance and they may respond by lowering their level of trust and commitment to the organization. Organizations should be aware that by fulfilling their promises and obligations, employee work attitudes are influenced which may affect performance and work performance. To avoid decreases of trust, satisfaction, and work commitment among employees, the university should design and implement human resource policies and practices in such a way that psychological contract breach is prevented.

5. RECOMMENDATIONS

Analysis of the data shows that employees' psychological contract and its dimensions have a significant effect on the job performance, so company must pay more attention to psychological contract between employees and organization, including transaction dimension, relational dimension, and team member dimension. In the past, company used to only focus on transaction dimension, emphasizing opportunity of wages, bonuses, benefits and salaries, but these are not enough. Companies also need to pay attention to relationship dimension. Organizations should focus on the broader and long-term future development of employees and social emotional interaction by carrying out training and education, establishing good promotion mechanism, providing a stable job security and staff career planning. Similarly, companies cannot ignore effects of team member dimension, they should be concerned about employees' personal life and growth, create good working conditions, ensure employee unity harmony while providing employees enough autonomy.

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