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Employees - Employers' Psychological Contract Fulfillment and Organizational Performance in Lagos State Ministry of Agriculture, Nigeria

By

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Abstract

The study analyses the relationship between employees-Employers' psychological contract fulfilment and Organizational performances in Lagos state Ministry of Agriculture, Nigeria. Proportionate Stratified Sampling Technique was used to select 85 (31%) respondents from 276 employees across the departments in the study organization. Validated structured questionnaire with Cronbach Alpha Coefficient of 0.78 was utilized to collect data on selected respondents' socioeconomic characteristics which were measured on ordinal and nominal levels. Employees'-Employers' Psychological Contract Fulfilment, quality of staff welfare scheme, and level of employees' performances were also taken on standardized statements and measured on Likert type of scale. Data collected were subjected to both descriptive and inferential statistics such as frequency counts, percentages and mean scores while Chi Square and Correlation Analyses were used to test the study hypotheses. Results revealed that mean age of the respondents was 34.99±10, married (65.9%) and majorly had BSc. Degrees (63.5%) while majority (75.3%) had spent between 1-9 years on the job. Major Employees' psychological contract fulfilment indices were making personal sacrifices ($\bar{X}=3.29, \pm 0.82$), performance of specified duties ($\bar{X}=3.22, \pm 0.93$) and protection of the organizational corporate image ($\bar{X}=3.14, \pm 0.75$). Employers' psychological Contract fulfilment dimensions were granting of staff promotions ($\bar{X}=3.29, \pm 0.85$) avoidance of employees' turnover ($\bar{X}=3.29, \pm 0.96$) and on the job training opportunities ($\bar{X}=3.05, \pm 0.90$) among others. Prominent welfare scheme for staff were creation of job attachment ($\bar{X}=4.38, \pm 0.86$), maintenance of employees-employers relationship ($\bar{X}=4.20, \pm 0.85$) and; granting of annual, sick and casual leave ($\bar{X}=4.16, \pm 0.93$). Results on organizational performance levels revealed that 47.1% of the respondents were on the higher level of job performances while 21.2% and 31.8% performed on the moderate and low levels respectively. Tested hypotheses established that education ($X^2=0.031, p<0.05$) and official rank ($X^2=0.043, p<0.05$) were significantly related to their organizational performance. PPMC results also indicated significant relationship between organizations' Job performance; and employees' psychological contract fulfilment ($r=0.001, p<0.01$), employers psychological contract fulfilment ($r=0.06, p<0.01$) and quality of staff welfare scheme ($r=0.000, p<0.01$). Organization is recommended to always monitor and fulfil their corporate obligations and quality of staff welfare scheme so as to improve employees psychological contract fulfilment and hence, their organizational performances.

Keywords: Employees-Employers' Psychological Contract Fulfilment, Welfare, Scheme and Organizational Performance.

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Introduction

The current revolution in the organization and industrial sector of most countries' economy require modern and vibrant administrative approaches in order to achieve pre-determined objectives. Most often than not in many countries in sub Saharan Africa, the method and technicalities adopted to actualize the contract fulfilment between employees and employers and many other human resources management phenomena are usually a not acceptable ones thus, affecting the employee's performances and hence, low organizational productivity. Employees' and employers' psychological contracts are sets of non-recorded expectation between the employee and employers of an organization. These are known to be informal arrangement, mutual believes, common ground and perceptions between the two parties (Rousseau, 1995).

Psychological contract refers to a number of unwritten understanding and informal obligation and promises made by employees and employers about their mutual expectations and how each will fulfil their respective responsibilities in an organization. Psychological contract fulfilment in few decades ago gained prominence in the literacy discourse owing to the fact that it moderates the performances of employees, provides information on issues of perception of exception(s) in the employees-employers relationship which include reciprocal promises and obligations, expectation of aims and responsibilities and sanction of rewards associated with such expectation. (Rodwell, et, al 2015). According to Rousseau (1994). Three phase of psychological contract fulfilment were identified. These were mutually phase which is the extent to which the employees and employer hold similar beliefs regarding the content of their psychological contract in other words, if contract terms are salient, openly discussed and agreed by both parties constitutes a high level of mutuality. In the Alignment phase, the degree to which an individual's psychological contract that involves balanced reciprocity between employee and employer obligation were documented. While in reciprocity phase, it explains and document the extent to which both parties report the obligation enacted as equal. Although, in the overall achievement of the organizational goal, many other human resources management phenomena can never be absolutely ignored. Madukwe (2005), identified a number of other administrative principles in organizational dynamics as required by an administrator in carrying out his organizational functions. These principles are ensuring that structure of administrative organization is established in a sub-ordinate and super-ordinate hierarchy of line positions; making an effective administration with authority allocated to an individual or group of individual being clearly defined and understood by them; ensuring that authority assigned to an individual in an organization is commensurate to the responsibility assigned; Two-way channel of communication, vertical and horizontal must be maintained; making effective use of specialists knowledge in planning and implementation of programme; and administrator seeing himself as a controller in the decision making process.

However, it is not a gain saying that many organizations today are running at loss and unable to meet up to their set of objectives and goals due to non-compliance to employees-

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employers' psychological contract administration and hence, poor performances in the organization.

Statement of the Problem

Nowadays, a very good numbers of organizations and firms are unable to measure up to their set objectives and goals. Hence, running at loss owing to poor performances of their employees. This is mostly caused by the unidentified employees' psychological contract obligations and low quality of staff welfare scheme, these are unsatisfied motivational factors. Roussaeu, (2000) declared that the performance of any organization is mostly depends on the fulfilment of psychological contracts (relational, transactional, balance and transitional contracts) that exists between the organization and employee. Where the organization provides the necessary facilities towards contributing to the psychological contract fulfilment, all will be well and high performance is guaranteed. Therefore, deploying managerial practices that strive to increase employees' welfare quest, satisfaction, and positive perception about their company's support results in employees' development of favourable attitude towards their employer. (Akgunduz and Sanli, 2017). This employees' psychological contract fulfilment represents the degree to which a company meets its obligation to an employees' behaviour (Karagonlar, *et al.*, 2016). It is against this backdrop that this study is evolved to make an analysis of employees'-employers' psychological contract fulfilment and organizational performances in Lagos State Ministry of Agriculture, Nigeria.

Review of Related Literature

Psychological Contract Fulfilment relates to the issue of perception of exception(s) in the employees-employers' relationship including reciprocal promises and obligations, expectations of aims and responsibilities, and sanction and reward associated with such exceptions (Frankel and Otazo, 1992; Dayton and Yalabik, 2014). In the social exchange theory, the ground breaking researchers in the early days shared a widely accepted and still evolving framework that summarized relational behaviour (Chandwick-Jones,1976). He is of the view that social exchange is a reward activity related to others reactions. Then implication is that, it has a two-sided relationship: Mutually contingent, and mutually rewarding processes which involve 'transaction' or simply 'exchange' (Emerson, 1976). Social exchange involves the idea that reciprocal favours are done with an assumption that later returns will occur on the gesture in question. However, what organization should follow to obtain high performance, Herzberg, (1968), introduced a two-factor model of job satisfaction and motivation (contract fulfilment). He postulated two-factor theory of motivation (hygiene and motivation factor) which was based on the concept that two separate sets of factors 'play a role in both the presence of the employees' job satisfaction and motivational elements in regards to the employees' psychological contract fulfilment which has a positive correlation to the organization performance where the organization creates a quality staff welfare scheme

Methodology

The study was conducted among the employees of Lagos State Ministry of Agriculture, Nigeria. Proportionate stratified sampling method was used to select equal proportion of respondents for this study. Out of 276 respondents, 31% constituting 85 respondents were selected. 17 respondents were selected from Administration on Human Resources, 6 from

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accounts, 8 from Planning Research and Statistics, 14 came from Agricultural and Veterinary Services, 22 from Fishery Services and 4 from Forestry Services. A validated structured interview guide by the professionals in the field of Agricultural Administration; and Agricultural Economics and Farm Management was used to elicit information from the respondents. Also, a reliability test was conducted using 20 employees from another organization. A Cronbach-alpha test of internal constituency was conducted with reliability coefficients of 0.78. Socioeconomic characteristics was measured on ordinal and nominal levels, employees-employers psychological contract fulfilment was taken on sets of generated statements according to Rousseau (2005) and measured on Likert type of scale of Appropriates –Inappropriate, Slightly Inappropriate, Slightly Appropriate, Appropriate and Absolutely Appropriate. Quality of staff welfare scheme was also taken on a number of available welfare packages and measured on Likert Scale of desirability level of Strongly Disagree, Disagree, Neutral, Agree and Strongly Agree while level of organizational performance was taken from generated performance statements according Linda Koopman et al. (2013) with measuring scale of Never, Rarely, sometimes, often and Always. The data collected for the study was subjected to both descriptive statistics such as frequency counts, percentages and mean scores while inferential statistics such as chi-square and correlation analyses were used to test the study hypotheses.

Distribution of the Respondents according to their Departments

DEPARTMENTS	NUMBER OF EMPLOYEES	31% OF THE EMPLOYEES
Administration and Human resources	56	17
Accounts	20	6
Agricultural planning, research and statistics	25	8
Agricultural services	45	14
Veterinary services	45	14
Fishery services	71	22
Forestry services	14	4
Total	276	85

Source: Author Survey, 2019

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Results and Discussions

Socioeconomics Characteristics of the Respondents

Results on table 2 revealed that the mean age of the respondents was 34.49 ± 10.09 with more than 69% of respondents aged between 25-38 years, 15.3% were aged between 38-57 years and 11.8% were greater than 52 years old. This result shows that larger percentages of the employees were youths who are in their active and productive working age and the results corroborate the findings of Isaac (2011), who reported that most of the agriculture and related employees in South Western Nigeria are in the age range of 20-40 years. However, employees being mostly youths are posted to dangers (Fred, 2003). This is because younger workers have less experience and maturity on job which put them at risk of overestimating their physical and mental capacities. Further on the table is marital status, results on this shows that majority (65.9%) were single while only 34.1% were married. The marriage institution is given pronounced significance in this part of the world because, if employees had family, would make them responsible and very stable on their work schedule and professional line. This assertion supports that of Fapojuwo, (2010). Who declared that a great importance is attached to marriage institution and individual responsibilities both at home and on their jobs because they will sit tight to work and earn a good living for their family members. On the education profile of employees, majority (63.5%) has B.Sc. degrees, 12.9% were working with HND while 10.6% had higher degrees of M.Sc (7.1%) and Ph D. (3.5%) respectively. This result shows that employees were well educated and therefore will assist them to be more competent on their professional lines. This confirms the position of Morris and Jutting (2005) who submitted that education signifies professional competence and economic development. Also, Cardona, (2012) confirm good education to be an impetus behind enhanced knowledge; innovation and competency to build culture for safety and resilience to job hazards at all levels. Years of working experience among the respondents revealed that 50.5% of employees were less than 5 years in the service. 26.9% have spent between 6-10 years while 14.0% had put up between 11-15 years. The results revealed that larger proportion of the respondents were junior staff who have to accept responsibilities from their senior colleagues for delegated responsibility accordingly. This result confirms with Alice, (2011) who declared that ageing workers are less at risk of making mistakes and having accidents at work than younger ones.

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Table 1: Socio-economic Characteristics of the respondents (n=85)

VARIABLES	FREQUENCY	PERCENTAGE (%)	MEAN	SD
SEX				
Male	42	49.4		
Female	43	50.6		
AGE (YEARS)				
≤24	3	3.5	34.49	10.09
25-38	59	69.4		
39-52	13	15.3		
>52	10	11.8		
MARITAL STATUS				
Single	56	65.9		
Married	29	34.1		
EDUCATIONAL STATUS				
SSCE	1	1.2		
NCE	3	3.5		
OND	7	8.2		
HND	11	12.9		
BSc	54	63.5		
MSc	6	7.1		
Ph.D.	3	3.5		
RANK				
Junior Staff	36	42.4		
Mid-level Staff	25	29.4		
Senior Staff	24	28.2		
WORKING EXPERIENCE				
1-9	64	75.3	7.67	5.93
10-18	16	18.8		
19-28	5	5.9		

Source: Field Survey, 2019

Employees Psychological Contract Fulfilment

Psychological contract fulfilment symbolizes the employees and employers' belief with respect to the employment relationship (Robinson and Rousseau, 1994). According to the result on table 3, major employees' Psychological contract fulfilment indices were making personal sacrifices for the organization (\bar{X} = 3.29, \pm 0.82), performance of specified duties (\bar{X} = 3.22, \pm 0.93) and protection of the organization corporate images (\bar{X} = 3.14, \pm 0.75). The least among the indices were planning to stay on this job for long time (\bar{X} = 2.46, \pm 1.13),

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building contract and relationship outside this organization that enhances my career ($\bar{X} = 2.72, \pm 1.05$) and seeking out assignments that enhances my employment acceptability elsewhere among others. This result is in line with the findings of Biies et.al (1995) who opined that the psychological contract fulfilment among workers result to positive employees' attitudes which in reverse will assist employees in fulfilling their part of the promises in the contract bond. Also, according to Jennifer C. Bonnilla, fulfilment of the employee psychological contract in a healthcare system cited in Jones (2017), norm of reciprocity by their company and harbour positive attitude towards their job and the organization, in return.

Table 3

Table 1: Employees' psychological contract obligations

Statement	AA	A	SA	N	I	Mean±Sd
I make personal sacrifices for the ministry	44(51.8)	24(28.2)	15(17.6)	2(2.4)	0(0.0)	3.29±0.82
I perform specific duties as agreed when hired	40(47.1)	31(36.5)	8(9.4)	5(5.9)	1(1.2)	3.22±0.93
I protect the ministry's image	28(32.9)	44(51.8)	10(11.8)	3(3.5)	0(0.0)	3.14±0.75
I accept increasingly challenging performance standards	35(41.2)	35(41.2)	8(9.4)	6(7.1)	1(1.2)	3.14±0.94
I fulfill the required number of responsibilities	37(43.5)	28(32.9)	14(1.5)	5(5.9)	1(1.2)	3.11±0.96
I build skills to increase my value to the ministry	36(42.4)	32(37.6)	9(10.6)	5(5.9)	3(3.5)	3.09±1.04
I build skills to increase my future employment opportunities elsewhere	36(42.4)	32(37.6)	9(10.6)	5(5.9)	3(3.5)	3.09±1.04
I make myself increasingly valuable to my employer	30(35.3)	34(40.0)	15(17.6)	5(5.9)	1(1.2)	3.02±0.93
I accept new and different performance demands	27(31.8)	37(43.5)	18(21.2)	1(1.2)	2(2.4)	3.01±0.89
I seek out developmental opportunities that enhance my value to this employer	30(35.3)	33(38.8)	12(14.1)	9(10.6)	1(1.2)	2.96±1.01

Source: - Field survey, 2019

Employers' Psychological Contract Fulfilment

Also, in table 4, results on employers' psychological Contract Fulfilment indices were documented. The major indices on this were granting of promotion opportunities to me ($\bar{X} = 3.2a, \pm 0.85$), employers' commitment to retain me in the future ($\bar{X} = 3.27 \pm 0.96$) and training me properly for my current job ($\bar{X} = 3.05, \pm 0.90$) while the least on the series where employers' agreement on short-term employment ($\bar{X} = 2.23, \pm 0.10$), my employers' requirement on me to

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perform a limited set of job for effectiveness ($\bar{X}=2.41\pm 1.11$) and structuring of potential job opportunities outside the organization by my employer ($\bar{X}=2.62, \pm 1.07$). The finding is in line with Van der Vaart et.al. (2013), whose findings supports endeavouring to fulfil psychological contract obligation can help employers retain employees, protecting them and making them comfortable both during and after their services in the organization.

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Table 2: Employer's psychological contract obligation

Statements	AA	A	SA	N	I	Mean ±Sd
My employer grants me opportunities for promotion	43(50.6)	27(31.8)	13(15.3)	1(1.2)	1(1.2)	3.29±0.85
My employer makes commitments to retain me in the future	40(47.1)	36(42.4)	3(3.5)	3(3.5)	3(3.5)	3.27±0.96
My employer trains me properly for my current job.	30(35.3)	36(42.4)	14(16.5)	4(4.7)	1(1.2)	3.05±0.90
My employer supports me to attain the highest possible levels of performance	29(34.1)	31(36.5)	20(23.5)	4(4.7)	1(1.2)	2.97±0.93
My employer permits me with opportunity for career development within the firm	28(32.9)	35(41.2)	16(18.8)	3(3.5)	3(3.5)	2.96±0.99
My employer assigns jobs that enhance my external marketability.	30(35.3)	29(34.1)	20(23.5)	5(5.9)	1(1.2)	2.96±0.96
My employers help me develop externally marketable skills	26(30.6)	32(37.6)	25(29.4)	1(1.2)	1(1.2)	2.96±0.87
My employer supports me in meeting increasing higher goal.	26(30.6)	36(42.4)	17(20.0)	5(5.9)	1(1.2)	2.95±0.92
My employer enables me to adjust to new challenging performance requirement	22(25.9)	37(43.5)	21(24.7)	5(5.9)	0(0.0)	2.89±0.85
My employer is concern for my personal welfare and well-being	25(29.4)	33(38.8)	18(21.2)	6(7.1)	3(3.5)	2.83±1.04
My employer makes decisions with my interests	25(29.4)	30(35.3)	20(23.5)	9(10.6)	1(1.2)	2.81±1.01
My employer structures potential job opportunities outside the organization	18(21.2)	35(41.2)	17(20.0)	12(14.1)	3(3.5)	2.62±1.07
My employer requires me to perform only a limited set of duties.	17(20.0)	22(25.9)	29(34.1)	13(15.3)	4(4.7)	2.41±1.11
My employer agrees on short-term employment	7(8.2)	34(40.0)	25(29.4)	10(11.8)	9(10.6)	2.23±1.10

Field Survey, 2019

Quality of Staff Welfare Scheme.

On table 5, quality of staff welfare scheme was documented, results reveals that creation of Job attachment to the employees (\bar{X} =4.38, ± 0.86), maintenance of proper relationship with staff (\bar{X} =4.20, ± 0.85), and granting of sick leave, earned leave and casual leave (\bar{X} =4.16, ± 0.93), were the major welfare scheme enjoyed in the organization by the employees, others

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were training programmes ($\bar{X} = 4.16, \pm 0.93$), good working condition ($\bar{X} = 4.10, \pm 0.95$), among others while the least were commensurate salaries ($\bar{X} = 3.38, \pm 0.95$), comfortability of the working hours maintenance ($\bar{X} = 3.58, \pm 0.79$), and appreciation system ($\bar{X} = 3.87, \pm 1.17$), among others. This result reveals that the welfare packages for the employees were well attended to by the organization. This will motivate them to put up their best for better performances. The findings is in support of Aggarwal and Bhargava, (2010) who states that social exchange theory states that the exchange relationship is based on cost and rewards, when the rewards are met, employees are more motivated to continue their hardworking attitudes and hence good organizational performances.

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Table 3: The quality of staff welfare scheme

Statements	SA	A	U	D	SD	mean ± S.D
Creating job attachment to the employee	50(58.8)	22(25.9)	9(10.6)	4(4.7)	0(0.0)	4.38±0.86
Maintaining proper relationship with staff	36(42.4)	35(41.2)	9(10.6)	5(5.9)	0(0.0)	4.20±0.85
Earned leave, Sick leave, Casual leave	38(44.7)	30(35.3)	10(11.8)	7(8.2)	0(0.0)	4.16±0.93
Training conditions are conducive to increase the efficiency of the employees	33(38.8)	38(44.7)	9(10.6)	3(3.5)	2(2.4)	4.14±0.91
Working conditions well defined for the employees	37(43.5)	25(29.4)	19(22.4)	3(3.5)	1(1.2)	4.10±0.95
Promotion and development are well related in the organization	33(38.8)	32(37.6)	15(17.6)	5(5.9)	0(0.0)	4.09±0.89
Giving proper job information	25(29.4)	48(56.5)	7(8.2)	5(5.9)	0(0.0)	4.09±0.78
Transferring communication to every staff	32(37.6)	37(43.5)	10(11.8)	3(3.5)	3(3.5)	4.08±0.97
Consideration of the family is given priority.	32(37.6)	32(37.6)	15(17.6)	5(5.9)	1(1.2)	4.04±0.95
Provision of safety appliances at work	33(38.8)	27(31.8)	16(18.8)	7(8.2)	2(2.4)	3.96±1.06
Training program.	30(35.3)	30(35.3)	18(21.2)	6(7.1)	1(1.2)	3.96±0.98
Authority is given to every employee in executing the work	21(24.7)	44(51.8)	13(15.3)	5(5.9)	2(2.4)	3.90±0.92
Appreciation systems	34(40.0)	20(23.5)	22(25.9)	4(4.7)	5(5.9)	3.87±1.17
Comfortability of the working hours maintenance	9(10.6)	38(44.7)	33(38.8)	4(4.7)	1(1.2)	3.58±0.79
Commensurate salary to the employees	10(11.8)	29(34.1)	32(37.6)	12(14.1)	2(2.4)	3.38±0.95

Source: Field Survey, 2019

Organizational Performance

Organizational Performance refers to the measure of the achievement of an organization according to the goal or standards. Results on table 6 revealed the performance profile of the employees. Among the performance indices investigated for this study according to Linda Koopmans et.al. (2013), showed that fulfilling my responsibility (\bar{X} =2.61, ± 1.44), working to keep my job knowledge up-to-date (\bar{X} =2.56, ± 1.42), demonstration of flexibility (\bar{X} =2.52, ± 1.37), and communication with others for desired results were the major contracts fulfilled. Others were learning from feedback (\bar{X} =2.44, ± 1.41), and challenging work tasks, when available (\bar{X} =2.37, ± 1.39), while the least were opening to criticism of my work (\bar{X} =1.97, ± 1.3), and starting new tasks myself when my old ones were finished. Level of organizational performance rating revealed that 47.1% of the employees performed at high level, 21.2% at moderate level while 31.8% performed at Low Performance level. In this

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result, it is obvious that organization, Lagos State Ministry of Agriculture, Nigeria, performed at moderate level in their cooperate responsibilities. This result Corroborates the finding of Lam et.al. (2002) who declared that employees will be motivated through enhancing welfare schemes and employers' fulfilment of contact obligations. Therefore, management should consider them as partners in contributing to organizational success and increased productivity

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Table 4: Organizational performance

Statements	A	O	S	R	N	Mean ±Sd
Fulfilling my responsibilities	36(42.4)	12(14.1)	15(17.6)	12(14.1)	10(11.8)	2.61±1.44
I worked at keeping my job knowledge up-to-date	31(36.5)	19(22.4)	13(15.3)	11(12.9)	11(12.9)	2.56±1.42
I have demonstrated flexibility	27(31.8)	22(25.9)	16(18.8)	9(10.6)	11(12.9)	2.52±1.37
Communicating with others led to desired result	35(41.2)	12(14.1)	13(15.3)	12(14.1)	13(15.3)	2.51±1.51
I tried to learn from the feedback I got from others on my work	26(30.6)	21(24.7)	15(17.6)	11(12.9)	12(14.1)	2.44±1.41
Challenging work tasks, when available	21(24.7)	29(34.1)	8(9.4)	15(17.6)	12(14.1)	2.37±1.39
Taking initiative when there was a problem to be solved	23(27.1)	20(23.5)	15(17.6)	20(23.5)	7(8.2)	2.37±1.32
I understood others well during work	24(28.2)	19(22.4)	16(18.8)	12(14.1)	14(16.5)	2.31±1.44
Ability to perform my work well with minimal time and effort	27(31.8)	18(21.2)	7(8.2)	16(18.8)	17(20.0)	2.25±1.55
I recovered fast, after difficult situations or setbacks at work	23(27.1)	18(21.2)	16(18.8)	12(14.1)	16(18.8)	2.23±1.46
I was able to cope well with uncertain and unpredictable situations at work	14(16.5)	21(24.7)	23(27.1)	21(24.7)	6(7.1)	2.18±1.19
Working towards the end result of my work	33(38.8)	14(16.5)	4(4.7)	3(3.5)	31(36.5)	2.17±1.79
Keeping in mind the result that I had to achieve in my work	37(43.5)	6(7.1)	3(3.5)	9(10.6)	30(35.3)	2.12±1.83
I started new tasks myself, when my old ones were finished	16(18.8)	19(22.4)	20(23.5)	13(15.3)	17(20.0)	2.04±1.39
I was opened to criticism of my work.	15(17.6)	19(22.4)	16(18.8)	19(22.4)	16(18.8)	1.97±1.38

Source: Field Survey, 2019, Note: SD=Standard Deviation Value in parenthesis = Percentage

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Testing of Study Hypotheses

Relationship between Respondents' Socioeconomic Characteristics and Organizational Performances

Significant relationship between the socioeconomic characteristics of the respondents and their organizational performance was investigated. According to Chi-square results on table 7, there was a significant relationship between educational level ($\chi^2 = 0.031$, $P < 0.05$) and employees' rank ($\chi^2 = 0.043$, $P < 0.05$), and organizational performance.

This result indicates that employees' level of education and rank on the job are capable of positively enhancing their performances. The finding agrees with Morris and Jutting (2005), who posit that education signifies professional competence and economic development.

Table 7: Test of significant relationship between the socio-economic characteristic of the respondents and the organizational performance

Variables	Chi-Square	Df	p-value	Decision
Sex	3.626	2	0.163	NS
Marital Status	5.591	2	0.061	NS
Educational Level	20.961	12	0.051	NS
Religion	0.555	2	0.758	NS
Rank	9.835	4	0.043	S

Source: Field Survey, 2019

Relationships between Employees- Employers' Psychological contract fulfilment and organizational performance.

According to table 8, the results of Pearson Product, Moment Correlation analysis revealed that there was a significant relationship between employees' psychological contract fulfilment ($r=0.001$, $p < 0.01$) and employers' psychological contract fulfilment ($r=0.020$, $p < 0.01$); and the organizational performance. This result shows that fulfilment of psychological contract by both the employee and employers are capable of improving organizational performance positively: This result supports the findings of Brown, (2007), who posited that fulfilment of the contract obligations (promises) is conducive towards the formation of an enduring organizational relationship and hence, enhanced performances accordingly.

Table 8: Test of significant relationship between employees' psychological contract fulfillment and organization performance

Variable	r- value	P-value	Decision
Employees' psychological contract fulfilment and organization performance	0.001**	0.001	S
Employers' Psychological Contract Fulfilment	0.020	0.000	S

Source: Field Survey, 2019

Note: S=Significant

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Relationship between the Quality of Staff Welfare Scheme and Organizational Performance

It was raised that quality of staff welfare scheme was not significantly related to the employees' performances in the organization. Results of correlation analysis on table 9 reveals that there was a significant relationship between quality of staff welfare scheme ($r=0.040$, $p < 0.01$) and organizational performance. This result shows that good and quality staff welfare administration enhances organizational performances. This agrees with and Bhargava, (2010) who found that exchange relationship is based on costs and rewards; when the rewards are met employees are more motivated to continue with job operations and hence better performances.

Table 9: Test of significant relationship between quality of staff welfare scheme and organization performance

Variable	r- value	P-value	Decision
Quality of staff welfare scheme and organization performance	0.407**	0.000	S

Source: Field Survey, 2019, Note: S=Significant, **. Correlation is significant at the 0.01 level

Conclusions and Recommendations

The expected infinitesimal increment in the organizational performance is made possible by the psychological contract fulfilment of the employees and employers accordingly when an enabling working condition is created. When employee derives satisfaction on his job, there is a greater level of commitment he would put towards the performance. This study was designed to provide analysis on employees'- employers' psychological contract fulfilment and organizational performance in Lagos state ministry of Agriculture, Nigeria. A validated structured interview guide with Cronbach –Alpha test of internal consistency having a very high coefficient was used to collect data for the study. Both descriptive and inferential statistics were employed to process the data. Results revealed that education and rank of the staff in the office are capable of improving the performance of the staff in the organization; major indices of psychological contract fulfilment among employees and employers were making personal sacrifices for the ministry and granting employees opportunities of promotions respectively. Quality welfare scheme provided for the employees were creation of job attachment for staff, maintenance of proper relationship with staffs; and granting of earned leaves, sick leave and casual leaves. Organizational performance in the organization was at moderate level, educational level, staff rank, employees and employers psychological contract fulfilment, quality of welfare scheme were positively and significantly related to organization performances. Organization is recommended to enhance their fulfilment of psychological and welfare scheme in order to obtain high performance in the organization. Individual with high education are recommended for appointment while more training should be approved for the staff to enhance their performances in the organization.

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