

Employees' Perceptions of Corruption in Nigeria's Public Service: The Roles of Psychological Contract Breach and Personal Characteristics

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Abstract

From a psychological and organisational behaviour perspective, unmet expectations within the workplace can shape employees' attitudes toward unethical practices, including perceptions of corruption. This study examined the influence of psychological contract breach and personal characteristics on employees' perceptions of corruption in Nigeria's public service. Adopting a survey design, data were collected from 387 employees across various public institutions. Standardized instruments were administered to assess psychological contract breach, personal characteristics, and perceived corruption. Standardised instruments were employed, and data were analysed using multiple regression and univariate analysis of variance (ANOVA). Findings revealed that psychological contract breach significantly predicted perceived workplace corruption [$R = .240$; $R^2 = .058$; $F(2, 384) = 11.753, p < .001$]. Specifically, relational contract breach ($\beta = .120, t = 2.241, p < .05$) and transactional contract breach ($\beta = .239, t = 4.824, p < .001$) independently and positively influenced corruption perceptions, jointly explaining 5.8% of the variance. In contrast, demographic characteristics such as gender, marital status, education, income, length of service, religion, and type of employment showed no significant independent or joint effects [$F(6, 236) = 2.56, p > .05$]. The study concludes that psychological contract breach is a critical organisational factor shaping corruption perceptions in Nigeria's public service, while demographic factors exert minimal influence. It recommends that public organisations prioritise the fulfilment of both relational and transactional obligations as a strategy to reduce corruption perceptions and strengthen ethical workplace practices.

Keywords: *Psychological contract breach, Relational contract, Transactional contract, Perceived workplace corruption, Public service, Nigeria*

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Background to the Study

Workplace corruption has become a pervasive issue in many organisations, especially in developing countries like Nigeria. The Nigerian public sector has been under increasing scrutiny due to rising cases of corruption, which have significantly affected its efficiency, accountability, and overall performance. For instance, World Bank studies put corruption at over \$1 trillion per year accounting for up to 12% of the Gross Domestic Product of nations like Nigeria, Kenya and Venezuela (Ekwueme et al., 2018). Similarly, according to Structure International's Corruption Perceptions Index (CPI) of 2023, Nigeria ranked 150th out of 180 countries, indicating a high level of corruption in both the public and private sectors.

While corruption has often been studied from political and economic perspectives, its psychological underpinnings remain underexplored. Employees' perceptions of corruption are shaped not only by institutional arrangements but also by their personal experiences of fairness, justice, and trust within the organization. One key lens for understanding these dynamics is psychological contract breach. The concept of psychological contract breach, the failure of an organization to fulfill implicit or explicit promises made to employees has been linked to deviant behaviors, reduced commitment, and perceptions of injustice (Rousseau, 1995; Zhao et al., 2007). Research suggests that psychological contract breach can contribute to corruption in public sector organisations by eroding employees' trust in the organisation and its leaders (Dhikru & Adeoye, 2019). When employees feel that their contributions are undervalued or that they are unfairly treated, they may be more inclined to engage in corrupt practices as a form of retaliation or compensation.

Personal characteristics are another important variable that influence human behavior, referring to the individual attributes, demographic factors, and socio-psychological traits that distinguish one employee from another and shape how they interpret organizational life. In organizational psychology and public administration, these characteristics encompass age, gender, education, marital status, tenure, personality traits, socio-economic background, and cultural orientation. The relationship between personal characteristics and employees' perceptions of corruption is multidimensional. For instance, younger employees who have been socialized in anti-corruption discourses are often less tolerant of unethical practices compared to older colleagues who may have normalized corruption after prolonged exposure to systemic dysfunction (Ejiofor & Mbachu, 2021). Gender also plays a role, as studies indicate that women may exhibit stronger ethical sensitivity and lower tolerance for corruption compared to men, although this difference is often less pronounced in highly patriarchal systems (Esarey & Chirillo, 2013). Education is another crucial factor, as higher levels of education broaden ethical awareness, encourage critical thinking, and reduce the likelihood of rationalizing corruption (Agbiboa, 2015). Similarly, tenure influences perception: employees with longer years of service may either adopt a cynical view that corruption is “business as usual” or, conversely, emerge as advocates for integrity, depending on the organizational culture. Collectively, these personal characteristics act as filters through which employees interpret organizational behavior, meaning that two employees exposed to the same corrupt supervisor may perceive and respond to the situation differently depending on their age, education, tenure, or personality. In this way, personal characteristics do not

directly cause corruption but rather shape, intensify, or weaken employees' perceptions of corruption within the public service.

Existing literature on corruption in Nigeria has largely focused on political, economic, and institutional explanations, with less attention paid to the psychological and individual-level factors that shape employees' perceptions of corruption. While studies have examined governance failures, weak enforcement mechanisms, and socio-economic pressures as drivers of corruption (Ekwueme et al., 2018; Transparency International, 2023), few have explored how breaches of psychological contracts and personal characteristics jointly influence tolerance for, or resistance against, corrupt practices in public organizations. Based on the premise above, this study purposes to assess the effect of psychological contract breach and personal characteristics on employees' perceptions of corruption in Nigeria's public service.

Statement of the Problem

Several reforms and anti-corruption measures have been introduced in Nigeria, yet public sector corruption remains deeply entrenched. In the 2023 Corruption Perception Index (CPI), Nigeria ranked 146th out of 180 countries, reflecting persistent governance and integrity challenges (Transparency International, 2023). The Nigerian Bureau of Statistics (NBS, 2022) reported that 40% of healthcare workers had either witnessed or engaged in corrupt practices, such as accepting bribes for treatment or preferential care. Similarly, a survey by the Independent Corrupt Practices Commission (ICPC, 2023) revealed that 53% of public employees admitted to participating in or observing corrupt activities, including soliciting bribes. Structural and organizational inefficiencies further worsen the problem. According to the Centre for Democracy and Development (CDD, 2023), 62% of civil servants believed corrupt practices were necessary to navigate Nigeria's overly centralized and complex bureaucratic system. Such conditions marked by hierarchical structures, limited oversight, and poor remuneration reduce employee morale and normalize corruption as a survival strategy within the workplace.

A critical yet underexplored dimension of this issue lies in the roles of psychological contract breach and personal characteristics. Psychological contracts represent employees' beliefs about reciprocal obligations with their organizations; when violated, they often lead to cynicism, disengagement, and increased tolerance for unethical practices (Robinson & Rousseau, 1994; Zhao et al., 2007). In addition, personal characteristics such as age, education, tenure, and gender shape employees' ethical orientations. For example, younger and more educated employees tend to demonstrate lower tolerance for corruption compared to older or long-tenured colleagues who may have become desensitized to systemic dysfunction (Ejiofor & Mbachu, 2021; Agbibo, 2015). Yet, few empirical studies in Nigeria have examined how breaches of psychological contracts interact with personal attributes to influence employees' perceptions of corruption. Addressing this gap is essential for developing context-specific strategies that enhance integrity and accountability in Nigeria's public service. Consequently, this study investigates the influence of psychological contract breach and personal characteristics on employees' perceptions of corruption in Nigeria's public service.

Conceptual Clarifications/Literature Review

This section provides conceptual clarifications of the major variables in the study and situates them within existing scholarly literature.

Psychological Contract Breach and Employees' Perceptions of Corruption

The concept of the psychological contract has become a valuable framework for understanding employee attitudes and behaviors beyond formal employment agreements. Rousseau (1995) describes the psychological contract as the unwritten set of expectations between employees and employers concerning fairness, reciprocity, and trust. When these expectations are perceived to be violated a situation known as psychological contract breach employees often experience feelings of betrayal, injustice, and cynicism (Zhao et al., 2007). Such perceptions not only erode organizational commitment but also encourage counterproductive work behaviors, including deviance, withdrawal, and tolerance of unethical practices (Conway & Briner, 2009). In the context of corruption, psychological contract breach can indirectly fuel employees' acceptance of unethical behaviors. For instance, when employees perceive that promised rewards, promotions, or fair treatment have been denied, they may rationalize participation in corrupt acts—such as bribery or misuse of resources as compensation for organizational injustice (Robinson & Morrison, 2000; Dhikru & Adeoye, 2019). Nigerian public institutions, characterized by delayed salaries, inadequate benefits, and opaque promotion processes, present fertile ground for such breaches. Empirical evidence suggests that unmet expectations in these contexts heighten cynicism, reduce moral responsibility, and normalize corruption as a survival strategy (Agbibo, 2015).

Other empirical studies consistently show that perceptions of unfairness and broken promises correlate with tolerance for unethical behaviors, lower whistleblowing intent, and higher ethical disengagement (e.g., Robinson & Morrison, 2000; Dhikru & Adeoye, 2019). In resource-constrained public agencies, recurrent experiences of breach (e.g., stalled promotions, delayed salaries) may institutionalize cynical interpretation frames through which employees encounter and interpret corrupt acts. Thus, psychological contract breach represents a critical lens for examining how organizational failures shape employees' perceptions of corruption in the public service.

Personal Characteristics and Employees' Perceptions of Corruption

While organizational structures influence corruption, individual-level characteristics also shape how employees perceive and respond to unethical practices. Personal characteristics refer to demographic, psychological, and socio-cultural attributes such as age, gender, education, tenure, marital status, and personality traits (Ejiofor & Mbachu, 2021). These attributes act as interpretive filters, producing variations in tolerance for corruption across employees exposed to the same organizational environment. Their influence on perceptions of corruption is multidimensional. For instance, younger employees and those with higher levels of education are often less tolerant of corruption, while older or long-tenured employees may normalize unethical practices due to prolonged exposure (Agbibo, 2015). Gender differences have also been reported, with women often displaying stronger ethical sensitivity, though these differences may be muted in patriarchal contexts (Esarey & Chirillo, 2013). In addition, age and tenure, for example, play significant roles. Younger employees,

particularly those socialized under modern anti-corruption discourses, often demonstrate lower tolerance for unethical practices, while older or long-tenured employees may normalize corruption due to prolonged exposure (Ejiofor & Mbachu, 2021). Education also contributes, as higher educational attainment broadens ethical awareness, strengthens critical thinking, and reduces rationalization of corruption (Agbibo, 2015). Gender differences have been observed globally, with women reporting higher ethical sensitivity and lower tolerance for corruption, though this effect is moderated in patriarchal contexts such as Nigeria where institutional constraints limit women's ability to act on ethical concerns (Esarey & Chirillo, 2013).

Objective of the Study

The current study examines the influence of psychological contract breach and socio-demographic factors on employees' perceptions of workplace corruption in Nigeria's public service. Specific objectives include:

- i. Determine the extent to which psychological contract breach (relational and transactional) influences employees' perceptions of workplace corruption in Nigeria's public service.
- ii. Investigate the independent and joint predictive effect of gender, marital status, level of education, income, length of service, religion, and type of employment on employees' perceptions of workplace corruption in Nigeria's public service.

Statement of Hypotheses

After the review of literature, the following hypotheses were formulated for the study:

- 1) Psychological contract breach (relational contract and transactional contract) will significantly impact employees' perceptions of workplace corruption in Nigeria's public service.
- 2) Gender, marital status, level of education, income, length of service, religion and types of employment will independently and jointly predict employees' perceptions of workplace corruption in Nigeria's public service.

Methods

Research Design

This study adopted a quantitative survey research design. The design was considered appropriate because the study sought to obtain data from a large and diverse group of employees in Nigeria's public service and to subject such data to statistical analysis. The survey method is particularly suitable for investigating relationships among variables, testing hypotheses, and generalizing from a sample to the larger population. The study specifically examined the extent to which psychological contract breach (relational and transactional contracts) influences employees' perceptions of workplace corruption, and whether personal variables (gender, marital status, level of education, income, length of service, religion, and type of employment) independently and jointly predict corruption perception. This design allowed for the use of structured questionnaires, ensuring standardization and comparability of responses across the sample.

Population, Sample, and Sampling Technique

The target population for this study consisted of 3,424 employees drawn from selected public sector organizations in Abuja, Nigeria. These institutions were purposively chosen to represent the diversity of Nigeria's public service.

The sample size was determined using Taro Yamane's (1967) formula at a 95% confidence level and 5% margin of error:

$$n = N / (1 + N(e^2))$$

Where:

- n = sample size
- N = population size (3,424)
- e = level of precision (0.05)

$$n = 3424 / (1 + 3424(0.05^2)) = 3424 / (1 + 8.56) = 3424 / 9.56 \approx 358$$

To enhance reliability, the sample size was increased to 398 respondents. Out of this, 387 completed questionnaires were returned and valid for analysis, representing a response rate of 97.2%. A stratified random sampling technique was employed. The organizations were treated as strata, and proportional allocation was applied to ensure fair representation of employees across the selected institutions. Within each stratum, respondents were selected using simple random sampling to minimize bias.

Table 1: Presentation of the sample allocation across the organizations based on stratified proportionate sampling

Organization	Population (N)	Proportion (%)	Allocated Sample (n)
Niger Delta Power Holding Company	708	20.7%	82
Nigerian Revenue Service	329	9.6%	38
Federal Ministry of Transportation & Education	859	25.1%	100
Federal Ministry of Health	770	22.5%	89
Federal Ministry of Labour and Employment	758	22.2%	89
Total	3,424	100%	398

Note: Of the 398 questionnaires distributed, 387 were retrieved and valid for analysis.

Instruments for Data Collection

Data were collected using a structured questionnaire, divided into three sections: A, B, and C

Section A: Socio-Demographic Data

This section collected background information on respondents, including gender, marital status, level of education, income, length of service, religion, and type of employment. These variables were included to examine their independent and joint predictive effects on perceptions of workplace corruption.

Section B: Psychological Contract Breach Scale

This section measured employees' perceptions of psychological contract breach, adapted from Robinson and Morrison (2000). The original Psychological Contract Breach Scale (PCBS) was developed to capture employees' beliefs that their employer has failed to fulfill promised obligations. The instrument measures two major domains of psychological contract breach. The first is relational contract breach, which refers to the failure of the employer to provide socio-emotional support, loyalty, or long-term commitment to employees. The second is transactional contract breach, which reflects the failure of the employer to provide tangible benefits such as pay, promotions, or job security. The adapted version used in this study comprised 18 items, with responses rated on a 5-point Likert scale ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*. Higher scores indicate stronger perceptions of contract breach. Robinson and Morrison (2000) reported Cronbach's alpha values ranging from 0.84 to 0.92 across different samples, indicating high internal consistency. In the present study, a pilot test yielded a Cronbach's alpha of 0.87 for the overall scale, thereby confirming its reliability in the Nigerian context.

Section C: Perceptions of Workplace Corruption Scale

This section assessed employees' perceptions of corruption within their organizations. The instrument was adapted from Transparency International's Corruption Perceptions Survey and modified to fit workplace and organizational contexts. The scale covered different forms of workplace corruption, including bribery, favoritism, embezzlement, nepotism, and abuse of office. The adapted version consisted of 20 items, measured on a 5-point Likert scale ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*. Higher scores reflect higher perceptions of workplace corruption. Previous studies using corruption perception measures (e.g., Kaufmann, Kraay, & Mastruzzi, 2010; Transparency International, 2023) have reported acceptable reliability indices, with Cronbach's alpha values of 0.80 and above. In the present study, the adapted workplace version was subjected to a pilot test, which yielded a Cronbach's alpha coefficient of 0.85, indicating strong internal consistency.

Validity and Reliability of the Instruments

1. Validity: Face and content validity were established through expert review by three scholars in organizational psychology and corruption research, who confirmed the clarity, relevance, and comprehensiveness of the items.
2. Reliability: A pilot test conducted with 30 employees outside the main sample produced Cronbach's alpha coefficients above the recommended threshold of 0.70 for both scales (Psychological Contract Breach Scale = 0.87; Perceptions of Workplace Corruption Scale = 0.85), indicating strong internal consistency.

Data Analysis

Data were analyzed using the Statistical Package for the Social Sciences (SPSS): Descriptive statistics (frequency, mean, standard deviation) summarized demographic characteristics. Multiple regression analysis tested the influence of psychological contract breach on perceptions of corruption. Univariate ANOVA or hierarchical regression tested the independent and joint predictive roles of socio-demographic variables. Significance was determined at 0.05 alpha level.

Demographic Characteristics of the Respondents

This section captures the demographic characteristics of the respondents as presented in Table 2.

Table 2: Frequency Table Representing Demographic Characteristics of Respondents.

S/No	Items	Group	Frequency	Percentage
1	Age	20 – 81	837	100.00
		Total	387	100.00
2	Gender	Male	211	54.5
		Female	166	42.9
		Missing	10	2.6
		Total	387	100.00
3	Marital Status	Single	75	19.4
		Married	266	68.7
		Separated	16	4.1
		Divorced	10	2.6
		Widow/widower	16	4.1
		Missing	4	1.0
Total	387	100.00		
4	Religion	Christianity	281	72.6
		Islam	90	23.3
		Others	9	2.3
		Missing	7	1.8
		Total	387	100.00
5	Length of Service	1 – 10 Years	232	59.9
		11 – 20 Years	113	29.2
		21 – 30 Years	36	9.3
		Missing	6	1.6
		Total	387	100.00
6	Cadre	Junior Staff	214	55.3
		Senior Staff	171	44.2
		Missing	2	0.5
		Total	387	100.00
7	Type of Employment	Permanent	296	76.5
		Contract	55	14.2
		Part time	32	8.3
		Missing	4	1.0
		Total	387	100.00
8	Level of Education	Primary	13	3.4
		Secondary	14	3.6
		Tertiary	352	91.0
		Missing	8	2.1
		Total	387	100.00
9	Income	High	130	33.6
		Moderate	142	36.7
		Low	101	26.1
		Missing	14	3.6
		Total	387	100.00
10	Public Sector	NDPHC	80	20.7
		MOH	87	22.5
		MOT	97	25.1
		FIRS	37	9.6
		Labour and Employment	86	22.2
		Total	387	100.00

Source: Field Survey (2025)

Results

Hypothesis 1: This hypothesis stated that psychological contract breach (relational contract and transactional contract) will significantly predict employees' perceptions of corruption in Nigeria's public service. This was tested using multiple regression analysis and the result is presented in Table 3.

Table 3: Summary of Multiple Regression Showing the Psychological Contract Breach Prediction on Employees' Perceptions of Corruption in Nigeria's Public Service.

DV	Predictor(s)	R	R ²	F	df	β	t	p
<i>Employees' Perceptions of Corruption</i>	Constant	.240	.058	11.753**	2, 384			
	Relational Contract					.120	2.241	<.05
	Transactional Contract					.239	4.824	<.001

** $p < .001$

The results in Table 3 show that psychological contract breach significantly predicted employees' perceptions of corruption in Nigeria's public service [$R = .240$, $R^2 = .058$, $F(2, 384) = 11.753$, $p < .001$]. Together, relational and transactional contract breaches explained approximately 5.8% of the variance in perceptions of corruption. Specifically, relational contract breach contributed significantly and positively to employees' perceptions of corruption [$\beta = .120$, $t = 2.241$, $p < .05$]. Transactional contract breach also exerted a significant positive effect [$\beta = .239$, $t = 4.824$, $p < .001$].

These results indicate that when employees perceive breaches in either relational or transactional aspects of the psychological contract, they are more likely to perceive corruption within their organizations. Thus, hypothesis one was supported.

Hypothesis 2: This hypothesis proposed that gender, marital status, level of education, income, length of service, religion and types of employment will independently and jointly predict *employees' perceptions of corruption* in Nigeria's public service. This hypothesis was tested using univariate analysis of variance and the result is presented in Table 4.

Table 4: Summary of Univariate Analysis of Variance Showing Influences of Personal Characteristics on Employees' Perceptions of Corruption in Nigeria's Public Service.

Source of Variation	Type III Sum of Squares	df	Mean Square	F	Sig
Gender	17.79	1	17.79	.883	.348
Marital Status	173.38	4	43.34	2.15	.075
Level of Education	13.93	2	6.96	.346	.708
Income	23.38	2	11.69	.580	.561
Length of Service	35.30	2	17.65	.876	.418
Religion	66.79	2	33.39	1.66	.193
Type of Employment	12.74	2	6.37	.316	.729
Gender*Marital Status*Level of Education*Income*Length of Service*Religion*Type of Employment	103.20	6	51.60	2.56	.079
Error	4755.68	236	20.15		
Total	541089.00	343			

Result in table 4 shows that there was no significant independent effect of gender [$F(1, 236) = .883; p > .05$], marital status [$F(4, 236) = 2.15; p > .05$], level of education [$F(2, 236) = .346; p > .05$], income [$F(2, 236) = .580; p > .05$], length of service [$F(2, 236) = .876; p > .05$], religion [$F(2, 236) = 1.66; p > .05$] and type of employment [$F(2, 236) = .316; p > .05$] on employees' perceptions of corruption in Nigeria's public service. The result further showed that there was no significant joint effect of gender, marital status, level of education, income, length of service, religion and type of employment on employees' perceptions of corruption in Nigeria's public service [$F(6, 236) = 2.56; p > .05$]. Based on this result, hypothesis two was therefore rejected.

Discussion of Findings

The study investigated the influence of psychological contract breach and personal characteristics on employees' perceptions of corruption in Nigeria's public service. The first hypothesis tested the predictive effect of relational and transactional psychological contract breaches on perceptions of corruption. Findings revealed that both relational and transactional breaches significantly predicted employees' perceptions of corruption. This implies that when employees perceive unmet expectations regarding loyalty, socio-emotional support, pay, or promotions, they are more likely to perceive their organizations as corrupt. These findings are consistent with Robinson and Morrison (2000), who argued that psychological contract breach erodes trust and fosters negative evaluations of organizational practices. It also aligns with the equity theory perspective, which posits that perceived imbalance in the exchange relationship can trigger negative perceptions, including corruption.

The second hypothesis examined whether personal characteristics (gender, marital status, education, income, length of service, religion, and type of employment) independently and

jointly influenced employees' perceptions of corruption. Results from the univariate ANOVA showed no significant independent or joint effects of these variables. This suggests that demographic factors are less influential in shaping corruption perceptions compared to organizational and psychological factors. This outcome corroborates previous studies (e.g., Ekwueme et al., 2018) that emphasized organizational practices and cultural norms, rather than demographic differences, as stronger determinants of corruption perception.

Conclusion

The study investigated the influence of psychological contract breach and personal characteristics on employees' perceptions of corruption in Nigeria's public service. Findings revealed that both relational and transactional contract breaches significantly predicted corruption perception, confirming that unmet organizational promises and broken trust heighten employees' sensitivity to unethical practices. In contrast, personal characteristics such as gender, marital status, education, income, length of service, religion, and employment type did not significantly influence corruption perception, either independently or jointly. These results suggest that perceptions of corruption are shaped more by organizational treatment and the fulfillment of expectations than by demographic factors. The study therefore highlights the importance of psychological contract management in reducing corruption perceptions. Theoretically, it extends psychological contract theory into corruption studies, and practically, it emphasizes that building trust, fairness, and transparency in public institutions can reduce employees' perceptions of corruption.

Implications for Organisational Psychology

The findings of this study carry several important implications for the field of organisational psychology, particularly within the context of Nigeria's public service. The findings of this study underscore the central role of psychological contract management in organisational psychology, particularly within Nigeria's public service. The significant influence of psychological contract breach on employees' perceptions of corruption highlights the importance of trust and fairness in employer–employee relationships. Rather than focusing on demographic characteristics such as gender, marital status, or education which showed little effect interventions should target systemic organisational processes that shape perceptions of fairness, equity, and ethical conduct. Furthermore, the study demonstrates the need to cultivate organisational climates grounded in transparency, accountability, and open communication. Psychological contract breach can also serve as an early warning signal of broader ethical or corruption-related challenges. Organisational psychologists can therefore work with management to design employee perception surveys, contract monitoring programmes, and feedback systems that proactively address breaches, rebuild trust, and reduce negative perceptions of corruption.

Recommendations

Based on the study findings, the followings recommendation is made:

1. Public service organizations should ensure that promises made to employees, whether relational or transactional, are consistently honored.
2. Policies on promotions, remuneration, and benefits should be clear and accessible to

- minimize misunderstandings and suspicion.
3. Platforms for employee feedback and dialogue should be institutionalized to reduce feelings of exclusion and breach.
 4. Leaders and managers should be trained in psychological contract management and ethical leadership.
 5. Regular audits of employee perceptions of fairness and integrity should be conducted to detect early warning signs of corruption perceptions.

Suggestions for Future Studies

This study opens avenues for further research on the relationship between psychological contract breach and employees' perceptions of corruption. Future studies should consider incorporating additional constructs such as organizational justice, job satisfaction, and leadership style as possible mediators or moderators to provide a more comprehensive understanding of the underlying mechanisms. Comparative research between public and private sector organizations is also recommended, as this may reveal sector-specific differences in how corruption is perceived and addressed. In addition, longitudinal studies would be valuable for capturing changes in corruption perceptions as psychological contracts develop and evolve over time. Qualitative approaches, such as in-depth interviews and focus group discussions, could provide richer insights into the nuanced ways employees interpret breaches of contract and associate them with corruption. Finally, conducting cross-national comparative studies across African countries would help determine whether these findings are unique to Nigeria or reflect broader governance and cultural patterns on the continent.

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