

RELATIONAL PSYCHOLOGICAL CONTRACT AND WORKER SELF-EFFICACY IN THE NIGERIA POLICE FORCE

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ABSTRACT

This study examined the relationship between relational psychological contract and worker self-efficacy in the Nigeria Police Force. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire from officers and men of Zone 16 of the Nigeria Police Force, which comprises Rivers and Bayelsa States Police Commands and headed by an Assistant Inspector General of Police (AIG). The population is made up of ten thousand, six hundred and eighty-seven officers and men of the Zone 16 (Rivers and Bayelsa) of Nigeria Police Force. The sample size for the study was 386 determined using the Taro Yamane sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between relational psychological contract and worker self-efficacy in the Nigeria Police Force. Therefore, the study concluded that relational psychological contract positively enhances worker self-efficacy in the Nigeria Police Force. This implies that when officers perceive a supportive and collaborative relationship characterized by personalized attention, recognition, and social exchange within the psychological contract, they are more likely to develop higher levels of self-efficacy, leading to improved job performance and satisfaction. The study recommends that the Police Authorities should encourage open, honest, and respectful communication between officers and organizational leadership within the Nigeria Police Force.

Keywords: Relational psychological contract, worker self-efficacy, social self-efficacy, emotional self-efficacy, cognitive self-efficacy

INTRODUCTION

Self-efficacy has gained research attention in recent years because of its importance to organizational outcomes. Cherian and Jacob (2013) maintained that a strong self-efficacy exercised by employees, enhances their level of job accomplishment as well as their personal achievements in numerous ways. Thus, workers that possess a strong sense of personal competence in their particular areas of professionalism, usually tackle challenging tasks in these areas and sees such as a challenge to be conquered rather than seeing such as a danger to be avoided. Chaudhary, Rangnekar and Barua, (2012) also asserts that workers with strong or high self-efficacy usually possess great intrinsic interest in their job-related activities, set challenging goals and also maintain strong commitment to such set goals. High degree of self-efficacy is instrumental in the creation of confidence as well as the feelings of serenity, calm in confronting difficult tasks/activities.

Despite the significance of worker self-efficacy in shaping employee attitudes and behavior, there is a notable gap in literature. One major gap is the lack of context-specific studies, particularly in non-Western contexts (Liu, Liao, & Liu, 2019). Similarly, existing research has primarily focused on worker self-efficacy as a predictor to other variables. For instance, Abun, Nicolas, Apollo, Magallanes and Encarnacion (2021) examine the empirical link between employees' self-efficacy and work performance of employees as mediated by work environment. Chan, Kalliath, Brough, O'Driscoll, Siu, Timms, (2017) examine the relationship between Self-efficacy and work engagement: test of a chain model and Kumaran and Nur (2021) examined the influence of self-efficacy on job performance of employees in the online retail sector in Malaysia neglecting the role of psychological contract on workers' self-efficacy. Integration of psychological contract would provide a more comprehensive understanding of worker self-efficacy, enabling the development of context-specific interventions to enhance performance and well-being.

Psychological contracts play a crucial role in shaping employee attitudes and behaviors within the workplace. According to Aggarwal and Bhargava (2009), psychological contracts refer to the unwritten

expectations and obligations between employers and employees. These contracts are based on perceived promises and obligations, which can heavily influence an employee's beliefs, attitudes, and subsequent behaviors. The psychological contract is a dynamic and evolving concept that is influenced by various factors such as organizational culture, leadership styles, and communication patterns. A positive relational psychological contract that includes trust, recognition, opportunities for development, and a supportive work environment can enhance worker self-efficacy. On the other hand, breaches or unfulfilled promises in the relational psychological contract can lead to decreased confidence and lower levels of self-efficacy among employees.

The purpose of the study therefore was to examine the relationship between relational psychological contract and worker self-efficacy in the Nigeria Police Force.

This study was guided by the following research objectives which are to:

- i. examine the relationship between relational psychological contract and social self-efficacy in the Nigeria Police Force.
- ii. examine the relationship between relational psychological contract and emotional self-efficacy in the Nigeria Police Force.
- iii. examine the relationship between relational psychological contract and cognitive self-efficacy in the Nigeria Police Force.

Conceptual Framework



Figure 1: Relational contract and worker self-efficacy

Source: Desk Research, 2024

LITERATURE REVIEW

Theoretical Foundation

Social Exchange Theory

Social exchange theory (SET) is one of the most influential theories in social science, which has implications across various fields, despite its usefulness being a typical social transaction, there is a need to look at it from the lens of psychological transaction to further its evolution and to identify future directions (Ahmad, 2023). Social Exchange Theory portends that persons in relationship are motivated by the goodness of outcomes they expect to receive. Social Exchange Theory is amongst the most significant conceptual models for appreciating workplace conduct. One of the basic tenets of Social Exchange Theory is that relationships develop over time into trusting, loyal, and reciprocal commitments. For this to happen, parties must stand by certain —rules of exchange. Rules of exchange form a —normative meaning of the situation that forms among or is accepted by the participants in an exchange relation (Emerson, 1976). Therefore, the usage of Social Exchange Theory in models of organizational behaviour is outlined on the basis of the exchange rule or belief the researcher relies on. In agreement with the exchange theory the support given to an employee is expected to create fairness in the exchange between the employee and the source of support (the supervisor). Employee will try to maintain equilibrium between the support received and the effort extended.

In other words, upon getting support the employees will tend to respond to fulfil his/her feeling of indebtedness by showing positive work conducts. The support given may directly empower the member of staff to perform better or display positive work approaches (Cook, 2021). His or her performance will consequently be compensated through favorable career outcomes including salary increase, career satisfaction and promotions. Most of management studies focus on expectations of mutual benefit; however, a number of other exchange rules have been delineated in Social Exchange Theory. —Reciprocal exchange is one that does not include clear bargaining (Molm, 2003). Relatively, one party 's actions are reliant on the other's conduct. Because of this, interdependence decreases risk and boosts collaboration (Molm, 2003). The procedure begins when at least one participant makes a —move, and if the other responds, new rounds of exchange start. Once the process is in motion, each consequence can create a self-reinforcing structure. The sequence is likely to be continuous, making it difficult to organize into distinct steps. Precisely, findings propose that individuals with a strong exchange alignment are expected to return a good deed than those low in exchange alignment.

According to the Social Exchange Theory, individuals engage in social exchanges with the expectation of receiving rewards and benefits in return for their contributions. In the context of the Nigeria Police Force, officers may perceive their psychological contract with the organization as a social exchange, where they expect certain rewards, such as job security, career advancement opportunities, and support, in exchange for their commitment and performance. Additionally, officers' self-efficacy, reflecting their belief in their ability to perform their duties effectively, influences their motivation to invest in the social exchange relationship. Understanding these social exchange dynamics can shed light on how officers' perceptions of fairness, trust, and reciprocity influence their attitudes, behaviors, and organizational outcomes within the Nigeria Police Force.

Conceptual Review

Relational Contract

Relational contract according to Nadin and Williams (2012) is either stability, i.e. the situation where the employee is obligated to remain with the firm and to do what is required to keep a job. The employer is committed to offering stable wages, and continuous employment or loyalty while the employee is obligated to keep the organisation's interests above all else and support the firm and be a good organisational citizen. The employer is committed to the wellbeing of its employees and their families. The relational contract in the context of this study is like reciprocal forms of exchange, which generally see work relationships that are broader, more unstructured, and are based on promises and agreements that are more subjectively understood by the exchange partners, i.e. job security in exchange for organisational commitment. Relational psychological contract focused on broad and long-term responsibilities and social emotions such as dedication and loyalty (Wang, Zhu, & Cong, 2008). In general, it deals with individual relationship with employers and considerably influences both personal and professional lives through training and development opportunities.

Concept of Worker Self-Efficacy

Self-efficacy is defined as 'people's judgments of their capabilities to organize and execute courses of action required to attain designated types of performances. It is concerned not with the skills one has but with judgments of what one can do with whatever skills one possesses' (Qusay, 2020). Bandura (1994) describes self-efficacy as an individual's personal judgments of his ability to accomplish a task and this usually supports the importance of a determinant for behaviour performance. There is a general view that people with high degree of self-efficacy usually mould others based on their personal evaluation of their individual level of self-efficacy. Lunenburg (2011) stated that self-efficacy influences the tasks which workers decides to master as well as the objectives and goals which they set to achieve. It is therefore necessary to mention that self-efficacy usually influence the level of effort which the employees put in as well as the strength of perseverance they exhibit when learning challenging tasks.

Measures of Worker Self-Efficacy

Social Self-Efficacy

Social self-efficacy is a definite application of self-efficacy theory. Perceived self-efficacy is the trust individual possess in his abilities to organize and execute the required courses of action to achieve set goals (Wood and Olivier, 2006, Bandura, 1997). Perceived social self-efficacy also mean such confidence individual has in his capability to initiate and engage in the necessary social interactional tasks needed to maintain interpersonal relationships (Smith and Betz, 2000). This covers attributes such as ability to negotiate interpersonal conflict, meet new people, display assertiveness in needed social situations, develop friendships, cultivate romantic relationships, and interact in a group setting. (Liu, 2020) describes social self-efficacy as the ability to show personal efficacy in social situations. Social self-efficacy typifies individuals' beliefs of being able to initiate social contact and develop new friendships (Camus, Rajendran & Stewart, 2023). Social self-efficacy is thus the belief in oneself about fulfilling certain tasks that are essential for particular performance objectives (Bandura, 1997).

Emotional Self-Efficacy

The emotional self-efficacy is the psychological and educational literature is seen as a base for the ability of emotional intelligence. And self-efficacy does not include regulate emotions and only, but it includes other elements and dimensions, such as: (recognize and understand emotions, and beliefs of the individual about his emotional abilities). emotional self-efficacy differs from the feature of emotional intelligence, despite the fact that some research indicated that emotional intelligence feature is a constant tendency can be considered or relevant to as self-efficacy or self-concept in emotions, but the emotional self-efficacy reflects the beliefs of the individual of his emotional and dynamic abilities, that are evolving and growing through experiences (Goroshit & Hen, 2014). Choi, Kluemper and Sauley (2013) stated that emotional self-efficacy "is the individual governing of his ability in processing emotional information properly and effectively; it is the power variable that affects the emotional state of an individual and in his performance."

Emotional self-efficacy is an individual's belief in his or her capability to understand and use emotional information (Furnham and Petrides (2003).

Cognitive Self-Efficacy

Cognitive self-efficacy is associated with an individual's ability to learn, process, apply knowledge, analyze, reason, evaluate and decide (Safdar, Batool, & Mahmood, 2021). It is generally based on abilities that seem to be in-born, in that some people can develop abilities that others cannot, at least not with similar effort. And yet cognitive skills must be developed and practiced to reach their full potential. In other words, it is possible to become more skilled, with a little work (Hunter & Schmidt, 2004). Harder, Wagner and Rash (2014) posited that cognitive self-efficacy refers to an individual's basic capabilities in a variety of important areas. McDaniel & Banks (2010) defined general cognitive self-efficacy as the ability that consistently differentiates individuals on mental abilities regardless of the cognitive task or test. Thus, employees with strong cognitive self-efficacy can learn quickly, handle multiple complex tasks simultaneously and be highly productive without needing much supervision.

Empirical Review

Relational Contract and Worker Self-Efficacy

Anyaoku (2022) examined the role of psychological contract on perceived organizational support and job satisfaction among hotel workers in Awka, Anambra State, Nigeria. The study investigated role of psychological contract on perceived organizational support and job satisfaction among hotel workers in Awka, Anambra State, Nigeria. Participants were 139 hotel workers of 44 males and 95 females, age-range 18-33, mean-age 24.80 and SD 4.71. Sample was accidental technique. Instruments were Perceived Organizational Support, Job Satisfaction Survey, and Psychological Contract Scale. The study had factorial design and Multivariate Analysis of Variance. Findings were thus: Relational psychological contract did not indicate significant difference on perceived organizational support at $p > .05$, but indicated significant difference on job satisfaction at $p < .05$; transactional psychological contract indicated significant difference

on both perceived organizational support and job satisfaction at $p < .05$; interaction, relation and transactional psychological contracts did not have significant interaction on perceived organizational support and job satisfaction at $p > .05$.

Cavanaugh and Noe (1999) investigated the relationship between relational components of psychological contract, and work experience and work outcome. The sample is made up of 500 participants who attended informal break- fast seminars conducted by the Employer Education Service of the University of Minnesota United States and data were analyzed using regression analysis. Work outcomes studied include – job satisfaction, participation in development activities and intention to remain with the employer. Results show that relational components of psychological contract mediated the relationship between work experience and intention to remain with the employer and job satisfaction. On the other hand, no relationship was found among work experience, relational component of psychological contract and participation in developmental activities.

Oyelakin and Agu (2017) conducted a study on the mediating role of relational psychological contract on the relationship between work place spirituality and employee turnover intention in Nigeria banks. The study examined the effect of workplace spirituality (meaningful work, inner life and community) on employee turnover intention in Nigeria banks mediated by relational psychological contract. Data were collected from a sample of 357 employees in 21 Deposit Money Banks located in Kaduna State. Structural Equation Model was used to explore the effect. Findings revealed that meaningful work has positive, significant effect on employee turnover intention while inner life and community were found to have insignificant effect on employee turnover intention. Relational psychological contract was found to have fully mediating effect between workplace spirituality (inner life, meaningful work and community) and employee turnover intention. The most explanatory variable of the study is the relationship that exists between meaningful work and relational psychological contract.

Based on the foregoing, the study thus hypothesized that:

H₀: There is no significant relationship between relational contract and social self-efficacy in the Nigeria Police Force.

H₀₂: There is no significant relationship between relational contract and emotional self-efficacy in the Nigeria Police Force.

H₀₃: There is no significant relationship between relational contract and cognitive self-efficacy in the Nigeria Police Force.

METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. This study was domiciled in Zone 16 of the Nigeria Police Force, comprising Rivers State and Bayelsa States Police Commands headed by an Assistant Inspector General of Police (AIG). The Rivers State Police command has nine Area Commands, 52 Police Divisions and 25 Out-stations headed by a Commissioner of Police. Also, the Bayelsa Police Command has 6 Area Commands and 27 Divisions. The population is made up of ten thousand, six hundred and eighty-seven (10, 687) officers and men of the Zone 16 (Rivers and Bayelsa) of Nigeria Police Force. The sample size for the study was 386 determined using the Taro Yamane sample size determination formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics while the partial correlation was used to test the moderating effect. The tests were carried out at a 0.05 significance level.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1: Interpreting Correlation Coefficients

Rho	Interpretation
$\pm .00 - .19$	Very weak correlation
$\pm .20 - .39$	Weak correlation
$\pm .40 - .59$	Moderate correlation
$\pm .60 - .79$	Strong correlation
$\pm .80 - .99$	Very Strong correlation
± 1	= Perfect correlation

Source: Cooper and Schindler (2014)

Table 1 shows that the '+' sign of Rho points a direct and positive relationship, while '-' sign of Rho shows an indirect or inverse relationship. Thus, the Rho sign indicates the direction of relationship between the predictor and criterion variables. This section was therefore used to present the answers to our research questions and test the earlier postulated hypotheses. However, we commenced by first presenting a proof of existing relationships using a scatter graph. Generally, the decision rule for the acceptance or rejection of hypothetical statements is premised on the adoption of a 0.05 significance threshold due to its 95% test on all hypotheses.

Table 2: Correlation matrix for relational contract and worker self-efficacy measures

			Relational Contract	Social Self Efficacy	Emotional Self Efficacy	Cognitive Self Efficacy
Spearman's rho	Relational Contract	Correlation Coefficient	1.000	.748**	.701**	.864**
		Sig. (2-tailed)	.	.000	.000	.000
		N	328	328	328	328
	Social Self Efficacy	Correlation Coefficient	.748**	1.000	.875**	.963**
		Sig. (2-tailed)	.000	.	.000	.000
		N	328	328	328	328
	Emotional Self Efficacy	Correlation Coefficient	.701**	.875**	1.000	.910**
		Sig. (2-tailed)	.000	.000		.000
		N	328	328	328	328
	Cognitive Self Efficacy	Correlation Coefficient	.864**	.963**	.910**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	328	328	328	328

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output Version 23.0

H₀₁: There is no significant relationship between relational contract and social self-efficacy in the Nigeria Police Force.

Table 2 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.748 on the relationship between relational contract and social self-efficacy. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in social self-efficacy was as a result of the adoption of relational contract. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding

the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between relational contract and social self-efficacy in the Nigeria Police Force.

H₀₂: There is no significant relationship between relational contract and emotional self-efficacy in the Nigeria Police Force.

Table 2 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.701 on the relationship between relational contract and emotional self-efficacy. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in emotional self-efficacy was as a result of the adoption of relational contract. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between relational contract and emotional self-efficacy in the Nigeria Police Force.

H₀₃: There is no significant relationship between relational contract and cognitive self-efficacy in the Nigeria Police Force.

Table 2 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.864 on the relationship between relational contract and cognitive self-efficacy. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in cognitive self-efficacy was as a result of the adoption of relational contract. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between relational contract and cognitive self-efficacy in the Nigeria Police Force.

DISCUSSION OF FINDINGS

The findings showed that there is a strong relational contract and worker self-efficacy in the Nigeria Police Force. This finding is in alignment with a study conducted by Aykan (2014), in the manufacturing industry business in Turkey, found a positive association between relational contract and turnover intentions.

According to the study, employee loneliness perceptions played a mediating function in linking relational contract and employee turnover intentions. The findings agreed with Paille (2016) that relational agreements exhibited a major influence on the workforce retention. Although focus of the aforementioned study focused more on intentions to leave as the dependent variable, performance of academic staff is the dependent variable for this study. In evaluating the impact of psychological contract violation on turnover intention, with focus to perception of employee loneliness, a study conducted by Aykan (2014), in the manufacturing industry business in Turkey, found a positive association between relational contract and turnover intentions. According to the study, employee loneliness perceptions played a mediating function in linking relational contract and employee turnover intentions. The findings agreed with Paille (2016) that relational agreements exhibited a major influence on the workforce retention. Although focus of the aforementioned study focused more on intentions to leave as the dependent variable, performance of academic staff is the dependent variable for this study.

The current study is not in tandem with Anyaoku (2022) who examined the role of psychological contract on perceived organizational support and job satisfaction among hotel workers in Awka, Anambra State, Nigeria and the finding revealed that relational psychological contract did not indicate significant difference on perceived organizational support at $p > .05$. Bravo, Won and Chiu (2019) examined the relationship between psychological contract and three work attitudes, job satisfaction, affective commitment, and turnover intention in a sample of National Collegiate Athletic Association coaches. The study found that relational contract had positive influences on both job satisfaction and affective commitment. Job satisfaction had a positive influence on affective commitment, which negatively led to turnover intention, while affective commitment had no significant influence on turnover intention. Similarly, the currently finding amplify the earlier finding of Cavanaugh and Noe (1999) who investigated the relationship between relational components of psychological contract, and work experience and work outcome and the finding showed that relational components of psychological contract mediated the relationship between work

experience and intention to remain with the employer and job satisfaction. On the other hand, no relationship was found among work experience, relational component of psychological contract and participation in developmental activities.

Oyelakin and Agu (2017) conducted a study on the mediating role of relational psychological contract on the relationship between work place spirituality and employee turnover intention in Nigeria banks. The study examined the effect of workplace spirituality (meaningful work, inner life and community) on employee turnover intention in Nigeria banks mediated by relational psychological contract. Findings revealed that meaningful work has positive, significant effect on employee turnover intention while inner life and community were found to have insignificant effect on employee turnover intention. Relational psychological contract was found to have fully mediating effect between workplace spirituality (inner life, meaningful work and community) and employee turnover intention. The most explanatory variable of the study is the relationship that exists between meaningful work and relational psychological contract.

CONCLUSION AND RECOMMENDATION

The study concludes that relational psychological contract positively enhances worker self-efficacy in the Nigeria Police Force. This implies that when officers perceive a supportive and collaborative relationship characterized by personalized attention, recognition, and social exchange within the psychological contract, they are more likely to develop higher degree of self-efficacy, leading to improved job performance and satisfaction.

Therefore, the study recommends that the Police Authorities should encourage open, honest, and respectful communication between officers and organizational leadership within the Nigeria Police Force.

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