

Does Perceived Organizational Support Moderate the Relationship Between Effective Leadership and Psychological Contract Fulfilment Among Police Officers

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Abstract

The study was aimed to investigate if perceived organizational support moderated the relationship between effective leadership and psychological contract fulfilment among police officers. One hundred and seventy-one (171) Police Officers participated in the study, they were selected from different units/police stations in Awka, Anambra State. Psychological Contract Breach and Violation Scale (Robinson & Morrison, 2000), Survey of Perceived Organizational Support (SPOS) (Rhoades *et al.*, 2001) and BCE Leadership style (Nwafor *et. al.*, 2014) were used for data collection. The survey research design was adopted for this study and Pearson Moment Correlation and Hierarchical Linear Regression Statistics was used in testing the research hypotheses. The results revealed that perceived organizational support is closely associated with psychological contract fulfilment at $r = .41, p < .01$, effective leadership is closely associated with perceived organizational support is at $r = .20, p < .01$, Moderated regression analysis showed that effective leadership and perceived organizational support were important factors in predicting psychological contract fulfilment, and this had the adjusted R^2 for the model at .19, and this was significant at $F(3,378) = 10.03, p < .01$. Independently, effective leadership positively and significantly contributed and predicted psychological contract fulfilment $B = .03, p < .01$. Similarly, perceived organizational support positively contributed to psychological contract fulfilment at $B = .02, p < .01$. In Model 2, it was observed that perceived Organizational support moderated the relationship between effective leadership and psychological contract fulfilment ($B = .01, p < .01$). Based on the findings, it was recommended that organizations and leaders should ensure that employee are respected and valued for their contributions in the organization, and their well-being should be prioritized, also imbibe the culture of providing effective leadership by always trying to bridge the communication gap within the ranks of police force.

Keywords: organizational support, effective leadership, psychological contract fulfilment, police officers

Introduction

The behaviour and performance of employees who work in teams and groups have been of interest to scholars (Efficiency, 2020), and the police force is a prime example. Globally,

police officers have the primary responsibilities of maintaining law and order; enforcing the law, preventing crime, emergencies, and providing support services (Hayes et al, 2022). These functions are, however, cumbersome and tiring considering the social, emotional, environmental, and physical hazards faced by these officers in the line of their duties (Dine et al, 2021). Calls for service, which are mostly on a routine, if not daily, basis, constantly challenge an officer's value system and moral sense of right and wrong, which forces them to become solitary or inoculate themselves by becoming impersonal as a form of psychological protection (Hart & Glaser, 2011).

Oftentimes, this isolation spills into their personal lives as described by Thomas (2011), who noted that this solitude can destroy a marriage, foster alcoholism and/or poor physical health, or even affect the way and manner they go about discharging their duties. The question is, in the midst of these risks and challenges, do these officers get the necessary support they need from their organisation? What role does effective leadership play, and are there psychological contracts fulfilled? Scholars believe that the amount of commitment a worker puts into his or her work can be determined by the level of psychological contract fulfilment. Psychological contract theory is believed by many to be closely tied to organisational commitment. Organisational commitment varied based on clustering of psychological contract perception (McDermott et al., 2013).

Psychological contract can be defined as an exchange of promises and contributions between two parties, the employer and the employee, and includes an individual's belief regarding mutual obligations (Isaksson, 2020). When psychological contract obligations have been perceived as having been met, a high level of trust and loyalty between employee and employer is created, which in turn can lead to a satisfied employee (in this case, the public who receives the services of police officers) (Restubog et al., 2010).

Stevenson (2018) citing Rousseau identified three key features of the psychological contract; Subjective; in which perceived obligations are based on what an employee believes they are expected to give, and what they can expect to receive in return, Implicit; That the obligations included in the psychological contract are not explicitly written as in

the formal contract and Mutuality; in which employees believe organisations understand and agree with their perceptions of what is owed by both parties.

Organisations do not need to explicitly agree on these obligations; it only matters that the employee thinks they agree. Among the numerous factors influencing these outcomes, leadership and psychological contracts have gained considerable attention. Different definitions for "leader," "leadership," and "effective leadership" abound within the literature. For example, Peter G. Northouse (2018) defined Leadership as a process whereby an individual influences a group of individuals to achieve a common goal. Toney (2000) described a leader as one who focuses on the mission, does the right thing, and maintains an eye on the future. Nadeem Bhatti et al. (2012) defined effective leadership as the extent to which a leader continually and progressively leads and directs their followers to the agreed-upon destination, which is defined by the whole group.

Nwafor et al. (2014) in their BCL leadership model proposed that effective leadership accommodates the BCL acronym, where B = bridging communication gaps, C = contingencies (being able to reward as at when due), and E = evocative orientation (an effective leader should lead by example. Despite the variety of leadership styles and definitions, it is evident that perceived organisational support plays a critical role in mitigating employee dissatisfaction. In cases where leadership may fall short or promises remain unfulfilled, the presence of strong organisational support can alleviate the negative impacts on employee morale, thereby fostering a more resilient and committed workforce (Kennedy et al., 2021).

Perceived Organisational Support (POS) refers to the perceptions of the employees regarding the level to which their organisation thinks highly of the contributions they make and promotes their welfare (Eisenberger et al., 2020). In short, it represents "employees' inferences concerning the organisation's commitment to them" (Eisenberger et al., 1986). Beliefs about the organisation's commitment are thought to stem from employees' interactions with other members who are seen as representatives of the organisation; attributions about those members and interactions are then extended to the entire organisation (Paul, 2020). Based on the social exchange point of view, ([Blau, 1964](#)) and the

norm of reciprocity ([Gouldner, 1960](#)), organisational support holds that employees feel an inner obligation to reciprocate this favorable and supportive treatment received from their organisation by developing favorable attitudes toward the organisation and by helping the organisation reaching its goals (Jameel et al., 2022).

Accordingly, empirical evidence has shown that perceived organisational support is positively related to a reasonable number of positive work-related attitudes and behaviours. A few of these attitudes and behaviours are employees' effective commitment (Eisenberger et al., 2001), work engagement (Caesens et al., 2016), organisational identification (Sluss et al., 2008), and job performance (e.g., Chen et al., 2009; Shoss et al., 2013). Eisenberger et al. (1986) identified three forms of perceived favourable treatment received from an organisation: fairness, supervisor support, and organisational rewards and job conditions. In general, organisational support theory argues that factors under the organisation's control are more likely to be associated with perceived organisational support (POS) because those factors are voluntary, rather than compulsory; if the organisation chooses to be supportive (or not), then it is more meaningful and reflects intent (Eisenberger et al., 1997).

Kottke and Sharafinski (1988) observed that while employees form global perceptions concerning their valuation by the organisation, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being. Because supervisors act as agents of the organisation, having responsibility for directing and evaluating subordinates' performance, employees view their supervisor's favourable or unfavourable orientation toward them as indicative of the organisation's support (Rockstuhl et al., 2020; Levinson, 1965). Considering the role of other organisational members, perceived support from supervisors is very strongly related to POS, with perceived support from coworkers or teams being moderately related (Kurtessis et al., 2017). Supportive supervision has been linked to higher job satisfaction and improved job performance (Edosomwan et al., 2024). Hence, there is a need to investigate how perceived organisational support moderates the relationship between effective leadership and psychological contract fulfilment among police officers in Anambra State.

The Nigerian Police Force, as an organisation, is saddled with the task of achieving a high level of performance and competitiveness through the utilization of the human resources at its disposal. The Force is not devoid of the challenges that today's work environment generally is accompanied with, among which are leadership and other psychological factors, bordering on either psychological contract breach or fulfillment and perceived organisational support among the personnel. Cases have been reported where members of the police force in Nigeria have complained about the management of their affairs, breaches in their expectations, how they are not supported or cared for by their employer and members of the public. Hence, it is imperative to understand the possible antecedents of psychological contract fulfillment because it has a huge impact on the productivity and general effectiveness of the police force as an organisation that is saddled with the responsibility of preventing crime in society.

Empirical efforts to identify the role of psychological contract fulfilment within organisations are complex and ongoing, with increased intensity as today's organisations are complex and consistently changing. Although studies have been carried out on the relationship between perceived organisational support and other factors within the workplace, the current study is necessitated by a gap in the extant literature. Firstly, based on the researcher's knowledge and the literature reviewed before the commencement of this study, there is a limited approach as no study has directly linked perceived organisational support to effective leadership and psychological contract fulfilment among the police. Consequently, perceived organisational support is examined in this study as a factor in the relationship between effective leadership and psychological contract fulfilment among police officers.

Although this study has its bases in the area of organisational psychology, it is theoretically and practically relevant to the field of forensic and police psychology and other related fields. Theoretically, the findings of this study will add to the current body of knowledge that exists on how the possible relationship between effective leadership and psychological contract fulfilment is moderated by perceived organisational support which, will not only enhance the well-being of members of the force but also help in effective management of

men and women of the police force, effectiveness of the force as an organisation which in turn guarantees public safety as all balls to how effective and what affects how the police discharge their duties.

The study will reveal and discuss important factors that have to be considered when dealing with members of the police force, from their evaluation, conducting training, and coaching. The findings of this research work can help the police to implement good strategies in increasing workers' welfare, increase their sense of belonging, and trust in the organisation with the aim of improving productivity (preventing and investigation of crime) and other positive workplace behaviours in the organisation.

Theoretical Framework and Hypotheses Development

This study adopts the Social Exchange Theory as the theoretical framework. The social exchange theory was developed by Blau (1964) based on the notion of reciprocity by Gouldner (1960). The social exchange is built on the premise that the human relationship is based on reciprocity. Social exchange theory holds that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. This could explain how employees think, form, and evaluate psychological contract and Perceive Support from their organisation. Human relationship is based on the evaluation of the value we can get from each other. An exchange starts with one party giving a benefit to another. If the recipient reciprocates, and consequently a series of beneficial exchanges occurs, feelings of mutual obligation between the parties are created (Coyle-Shapiro & Morrow, 2006). A broad notion of reciprocity encompasses a feeling of an obligation to repay favorable treatment.

The social exchange theory centered on the norm of reciprocity has been utilised by researchers to explain and describe the motivational basis behind a vast number of employees' behaviour in the organisation, including the formation of positive attitudes in the workplace, such as why employees are committed to the organisation. In the organisation, the employee has needs that they feel should be met by the organisation. When the needs are met adequately, the employee reciprocates these by avoiding negative

organisational behaviour that can hinder the growth of the organisation. Eisenberger *et al* (2001) defined employee feelings of obligation as a “prescriptive belief regarding whether one should care about the organisation's well-being and should help the organisation reach its goals”. Most notably, these exchanges have been used to explain the positive consequences that ensue when employees respond to perceived organisational support (Rhoades & Eisenberger, 2002).

The social exchange theory has been conceptualized in the management literature in two ways: a global exchange relationship between employees and their employer and a more focused, dyadic relationship between subordinates and their superiors. Eisenberger *et al.* (1986) suggested that at the global level, employees form a belief regarding the extent to which the organisation values their contribution and cares about their well-being. High levels of perceived organisational support are thought to create obligations within individuals to repay the organisation. Perceived organisational support is associated with a trust that the organisation will fulfill its exchange obligations (e.g., rewarding employees). The strength of the exchange theory is that human behaviour across various settings is governed by an exchange relationship. The workplace is not an exception. The theory provides the bases for understanding human behaviour in the workplace which is determined by a series of exchanges between the organisation and employees. The weakness of this theory is that it does not strive to create a balance between both parties involved. One of the parties involved could be benefiting more from the relationship than the other.

Consequently, the following were hypothesised:

1. Perceived organisational support will positively moderate the relationship between psychological contract fulfilment and effective leadership among police officers
2. Effective leadership will be positively associated with psychological contract fulfilment among police officers
3. Perceived organisational support will moderate the relationship between effective leadership and psychological contract fulfilment among police officers.

Method

Participants and Procedure

One hundred and seventy-one participants were sampled from the police officers within Awka, Anambra State, Nigeria, which is a prominent administrative and educational hub in south eastern Nigeria, and is home to a range of governmental institutions, including the Anambra State Police Command. This command includes officers stationed in Awka, as well as those deployed across various divisions and units within the state. The command encompasses officers of different ranks, including senior officers, middle-level managers, and junior officers, all of whom play critical roles in the enforcement of law and order in the state.

This sampling and selection were based on a convenience sampling technique, since it was not very easy to get officers who were willing to participate or respond to the questionnaires. Before embarking on the field work, the researcher obtained an approval letter from the Head of the Department of Psychology, Nnamdi Azikiwe University, Awka, which helped in gaining access to the participating police officers through the Police Public Relations Officer (PPRO). Basically, an inclusion criterion was developed to help measure these behaviours in the force, effectively. Firstly, only officers who have spent at least two years in the Nigeria Police Force were allowed to participate in the study. This is based on the assumption that 3 years is sufficient for an officer to develop specific behaviours towards the force.

The researcher explained the nature of the research to the participants and thereafter obtained their informed consent. Participants were selected based on availability and willingness to participate in the study. The questionnaires were administered to participants in their workplaces through the assistance of a senior officer and supervisors after obtaining their informed consent. Two hundred and ten five (210) copies of the questionnaire were distributed across all the participating officers within an interval of one week. One hundred and seventy-eight (178) questionnaires were retrieved. However, after

sorting out the questionnaire, 171 were correctly filled out and were used for the analysis of data.

Instruments

Three instruments were used for the collection of data in this study. They are: Psychological Contract Breach and Violation Scale (Robinson & Morrison, 2000), Survey of Perceived Organisational Support (SPOS) (Rhoades et al., 2001), and BCE Leadership style.

Psychological Contract Breach and Violation Scale (Robinson & Morrison, 2000)

The Psychological Contract Breach and Violation scale was developed by Robinson and Morrison (2000). The scale contains five items, with responses on a 1-5 Likert scale ranging from 'strongly disagree' to 'strongly agree' with a Cronbach's alpha of 0.9. Sample items include: "I feel that my employer has come through in fulfilling the promises made to me when I was hired (reversed)" and "Almost all the promises made by my employer during recruitment have been kept so far (reversed). This scale is adopted in this study to measure psychological contract fulfilment as it will be directly scored for items 1-3 and reversely scored for items 4 and 5.

Survey Of Perceived Organisational Support (SPOS) (Rhoades et al., 2001)

Survey of Perceived Organisational Support was first developed by Eisenberger *et al.* (1986) originally with about 36 items. In this study, perceived organisational support (POS) was measured with the eight-item short version of the survey of SPOS (Rhoades et al., 2001). Employees responded using a seven-point Likert-type Scale (0 = strongly disagree, 1=moderately disagree, 2=slightly disagree, 3=neither agree nor disagree, 4=slightly agree, 5=moderately agree, 6=strongly agree).

BCE Leadership Style

The BCE model of leadership was developed by Nwafor et al. (2014). It is a 30-item questionnaire with a 1-6 Likert scale from totally agree to totally disagree. Totally Disagree (TD)=1 Disagree (D) =2 Slightly Disagree (SD) =3 Slightly Agree (SA) =4 Agree (A) =5 Totally Agree (TA)=6. The BCE has a Cronbach's alpha of .76 for bridging communication, .75 for Contingencies and .73 for Evocative Orientation. Items = 1, 4, 5, 10,

11, 12, 19, 20, 21 measures Bridging communication – B – That is leader-subordinate(s) interaction/psychological distance; Items = 2, 6, 7, 13, 14, 15, 22, 23, 24, 28 measures Contingencies – C- that is subordinate/members aspirations and reward system; Item = 3, 8, 9, 16, 17, 18, 25, 26, 27, 29, 30 measures Evocative Orientation –E – “What”- These goals are that leader hope to achieve.

Design/Statistics

The survey research design was adopted for this study. Pearson Moment Correlation and Hierarchical Linear Regression Statistics were used in testing the research hypotheses. The empirical data were managed and analysed with the IBM Statistical Package for the Social Sciences (SPSS) version 23.

Result

Table 1: Mean, Standard Deviation and Correlation coefficients of the study variables.

<i>Variables</i>	<i>Mean</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>
Psychological contract fulfilment	15.59	3.38	1		
Effective leadership	100.45	3.5	.22**	1	
Perceived org. Support	25.04	4.42	.41**	.20**	1

* Correlation is significant at 0.05 level (2-tailed)

** Correlation is significant at 0.01 (2-tailed)

The result in Table 1 revealed that perceived organisational support is closely associated with psychological contract fulfilment at $r = .41$, $p < .01$. Thus, the first hypothesis of the study was accepted. Consequent upon this, perceived organisational support (autonomy,

appreciating employee new ideas, providing job security) is interpreted by the employees as having their employers meeting with their psychological contract fulfilment. This entails that Police officers that perceive their organisations to be highly supportive of the inputs and job roles would invariably assume/believe the organisation is diligently meeting up with the contract/pacts it had earlier signed; psychological contract fulfilment. Secondly, the result further proved that effective leadership is closely associated with perceived organisational support is at $r = .20, p < .0.1$. Thus, the second hypothesis of the study was accepted. Impliedly, a Police force that imbibe provision of effective leadership orientation (bridging gaps in communication) to their officers/personnel is way ahead fulfilling the contract/pacts in entered with them. Thus, the officers usually interpret as meeting up with their own side of the bond.

Table 2: Moderated regression analysis for the interaction between perceived organisational support, effective leadership, and psychological contract fulfilment.

Predictors	<i>R</i> ²	<i>DF1</i>	<i>DF2</i>	<i>F</i>	<i>B</i>	<i>Std Error</i>	<i>T</i>	<i>LLCI</i>	<i>ULCI</i>
Model 1	.19	3	(386)	10.03**					
Effective leadership					.03*	.01	2.04	.01	.04
Perceived organisational support					.02*	.01	3.5	-.01	.02
Model 2	.01	1	(216)	1.7					
Effective leadership *Perceived organisational support					.01**	.00	2.3	.00	.00

** = $p < .01$, * = $p < .05$; these represents the significant values of the test; $R^2 = R$ Square.

The result of the moderated regression analysis, using process macro showed that in the Model 1, effective leadership and perceived organisational support were important factors in predicting psychological contract fulfilment, and this had the adjusted R^2 for the model at .19, and this was significant at $F_{3(378)} = 10.03$, $p < .01$. Independently, effective leadership positively and significantly contributed and predicted psychological contract fulfilment $B = .03$, $p < .01$. This entails that manifestation of effective leadership has a way of working on the psyche of officers who perceive and interpret this leadership style to be part of the contract fulfilment of the Police force. Similarly, perceived organisational support positively contributed to psychological contract fulfilment at $B = .02$, $p < .01$. This is invariably suggesting that perceived Organisational support could be part and parcel of psychological contract fulfilment. Organisations that build and embed an organisational support system for the employees are also fulfilling some form of psychological contracts.

In Model 2, it was observed that perceived Organisational support moderated the relationship between effective leadership and psychological contract fulfilment ($B = .01$, $p < .01$). Hence, the third hypothesis was accepted. This implies that there is a positive relationship between effective leadership, psychological contract fulfilment and perceived organisational support. Interestingly, it was found that increase in effective leadership, increased Organisational support and thereby brought about psychologically fulfilled employees (psychological contract fulfilment).

Discussion

The present study tested the moderation effect of perceived organisational support on the relationship between effective leadership and psychological contract fulfilment among police officers. After the analysis of data, the result confirmed the model of the study and accepted the three research hypotheses since there is statistical evidence from data that perceived organisational support moderated the relationship between effective leadership and psychological contract fulfilment among Police personnel. The results confirmed the close association between perceived organisational support and psychological contract fulfilment, effective leadership and perceived organisational support among Police officers.

First, it was hypothesised that perceived organisational support would be associated with psychological contract fulfilment among police officers. This first hypothesis (H_1) was accepted as perceived organisational support was indeed closely associated with psychological contract fulfilment among police officers. Based on this, perceived organisational support (autonomy, appreciating employee new ideas, providing job security) is interpreted by the employees as having their employers meeting with their psychological contract fulfilment. This entails that Police officers who perceive their organisations to be highly supportive of the inputs and job roles would invariably assume/believe the organisation is diligently meeting up with the contract/pacts it had earlier signed; psychological contract fulfilment. Theoretically, Organisational support theory (Eisenberger *et al.*, 1986; Eisenberger *et al.*, 1997; Shore & Shore, 1995) offers support for the finding. The theory posits that to meet the social and emotional needs of the employees, and to determine the organisation's readiness to reward increased job efforts, employees develop global beliefs concerning the extent to which the organisation values their contributions and cares about their well-being. In this theory, Eisenberger *et al.* (1986) posit that the development of perceived organisational support is driven by the employees' tendency to assign human-like characteristics to the organisation. The employee perceives the organisation's actions as its actual intention towards them. Giving the organisation human-like features stems from the organisation's legal, moral and financial responsibilities for the actions taken by its agents through the organisational policies, norms and culture which provides continuity and prescribes role behaviours, and by power the organisation's agents show over the individual employee. Rooting on this, the employees form favourable or unfavourable attitude towards the organisation based on the way they are being treated. Based on this, officers who perceive that their new ideas are appreciated, and the security of their jobs are assured and that they have autonomy in their work place interpreted as having their psychological contract being met or fulfilled by the force. This entails that Police officers that perceive their organisations to be highly supportive of the inputs and job roles would invariably assume/believe the organisation is diligently meeting up with the contract/pacts it had earlier signed; psychological contract fulfilment.

The second hypothesis (H₂), which stated that effective leadership is associated with psychological contract fulfilment was also accepted as effective leadership is closely associated with psychological contract fulfilment among police officers. A Police force that imbibes provision of effective leadership orientation (bridging gaps in communication) to their officers/personnel is way ahead fulfilling the contract/pacts in entered with them. Thus, the officers usually interpret as meeting up with their own side of the bond. Empirically, this finding validates Agarwal et al., (2021) "A Psychological Contract Perspective of Vertical and Distributed Leadership in Project-Based Organisations" where they examined the relationship between two leadership styles (vertical and distributed), conceptualized through types of decisions made (strategic and operational/tactical), and the state of psychological contract (fulfilment/breach) at three different levels of the organisational hierarchy in project-based organisations. Their study suggested that three factors facilitate a specific leadership style (vertical or distributed): organisational culture, knowledge sharing (bridging communication gap in BCE model of Nwafor et al, 2014) and project management practices, which in turn impact the state of psychological contract (fulfilment/breach). A flexible, collaborative organisational culture supports knowledge sharing and the adoption of agile methods, enabling distributed leadership and leading to psychological contract fulfilment.

Lastly, it was hypothesized that perceived organisational support will positively moderate the relationship between effective leadership and psychological contract fulfilment among police officers. This hypothesis (H₃) was accepted as perceived organisational support was indeed a significant and positive moderator of the relationship between effective leadership and psychological contract fulfilment among Police officers. This implies that effective leadership and perceived organisational support were important factors in predicting psychological contract fulfilment among the Police. According to the research findings, effective leadership positively and significantly contributed and predicted psychological contract fulfilment among Police Personnel $B = .03$, $p < .01$. This means that manifestation of effective leadership has a way of working on the psyche of officers who perceive and interpret this leadership style to be part of the contract fulfilment of the Police force. This finding is supported by Wu & Chen (2015) group-level model analysis

which involved empowering leadership, psychological contract fulfilment, knowledge exchange, and service performance. They found that empowering leadership was positively related to psychological contract fulfilment and knowledge exchange; psychological contract fulfilment was positively related to knowledge exchange. It is also in congruence with the 'E' (evocative orientation) in Nwafor et al. (2014) BCE leadership model where they opined that Evocative leaders achieve leadership effectiveness through the following attributes; Inspire and generate creative approaches, empower trusting relationship and environments, Focus on bringing individual and organisational action into alignment with a large sense of purpose and contribution for the greater achievement of goals, Support and maintain self-organizing and high performing teams, maintain a holistic perspective amid complex interdependencies, Foster collaboration and learning among diverse groups and tradition, Nurture important initiatives into their full expression, Anticipate, welcome and adapt to change with agility, coordinate people masterfully to make vision real, discern right action and make courageous decisions, effectively ensure that all perspectives are heard, Inspire workers enthusiasm to act with integrity and take a stand for what is life-affirming, effective resolution of conflict, cultivate personal discipline through a daily reflective practice, change undesirable behaviour by changing identified underlying factors (Nwafor et al., 2014).

Implications and Recommendations

The findings of this study also have some salient implications for managerial practice within the Police force. As suggested by the extant literature and this study, perceived organisational support (autonomy, appreciating employee new ideas, providing job security) and effective leadership (bridging communication gaps) have been observed to have a positive close relationship with psychological contract fulfilment. This finding implies that officers who perceive that they have autonomy in their workplace, job security, and their new ideas are appreciated, and a police force that imbibe provision of effective leadership orientation (bridging gaps in communication) to their officers/personnel is way ahead fulfilling the contract/pacts it entered with them as the officers usually interpret it as

meeting up with their own side of the bond or interprets it as having the Force meeting with or fulfilling their psychological contract.

Therefore, it becomes pertinent to provide a solution to the observed relationship between perceived organisational support, effective leadership and psychological contract fulfilment. Since perceived organisational support and effective leadership is associated to psychological contract fulfilment and according to the extant literature, psychological contract fulfilment is said to increase employee work commitment and reduces work sabotage behaviour, it then behoves on the leadership of the Police force to provide support (autonomy, appreciating employee new ideas, providing job security) and effective leadership (bridging communication gap) to promote psychological contract fulfilment among the officer.

It is recommended that organisations should ensure that employees are respected and valued for their contributions in the organisation, and their well-being should be prioritised. This is important because perceived organisational support has the capacity to increase psychological contract fulfilment and, by implication, reduce negative workplace behaviour. Also, leaders should imbibe the culture of providing effective leadership by always trying to bridge the communication gap within the ranks of the police force. This is important because officers see this as a form of support and contract fulfilment from the force.

Limitations and Suggestions for Future Studies

Although the present study has made some novel contributions to the effective leadership, perceived organisational support paradox and psychological contract fulfilment literature, the study is not without limitations. The study relied on self-report measures and a convenience sampling technique, which may bias findings. Self-report data is usually vulnerable to common method and social desirability bias, which may have artificially inflated the relationship among the variables in the study. Future studies should attempt to map the highly complex interplay between psychological contract fulfilment, perceived organisational support and effective leadership. Investigating the dimensions of perceived organisational support and including other variables in the study will provide a better

understanding of this complex interplay. Given the number of officers that were sampled and the area of the study, collecting data from a larger sample of officers and increasing the locality of the study would be recommended, as it would help to overcome the limitation of generalisation.

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