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FOREWORD

The Department of Psychology, University of Lagos has continued to expand the frontiers of knowledge through the engagement of cutting edge research by her seasoned faculty members, and the publications of rigorously processed articles in her new journal. This new journal has been welcomed in the academia as a veritable tool for the dissemination of research findings in Nigeria and beyond. The first issue has continued to attract the interest of scholars and researchers and has guided enlightened conversations in the specific areas wherein the studies were conducted; In this edition we are presenting even more fascinating topical issues being addressed by different authors. We hereby invite you to savour these well researched articles. The edition is, as usual, a combination of thought-provoking analyses and discussions on different quests to understanding human behavior and mental processes for a sustainable world; it also highlights promising paths and directions for future intervention. It is hoped that findings from this edition of the journal will furnish the understanding of scholars on how to improve human behaviour for a sustainable society through effective use of modern therapy and intervention models. Finally, this edition has advanced the combined ideas of scholars and academics from different academic disciplines. For this reason, I want to thank everyone who is interested in promoting the boundaries of knowledge, transformation process and ultimately adding to the body of research in behavioural science.

Editor

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Organisational factors, percieved pyschological contract breach and employee turnover intentions among staff of selected tertiary institutions in Lagos State, Nigeria

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Abstract

This study investigates the influence of organisational factors on employee turnover intentions and whether perceived psychological contract breach mediates the effects of these relationships within selected tertiary institutions in Lagos, Nigeria. Guided by clearly articulated research questions and hypotheses, the study adopted a cross sectional survey research design. A total sample of 410 respondents was drawn from a population of 8,353 academic, administrative, and technical staff across three tertiary institutions- University of Lagos, Lagos State University and Lagos State University of Science and Technology, using the Yamane formula for sample size determination. Standardised and previously validated instruments were used for data collection, and data analysis involved correlation and multiple regression techniques. Findings reveal that a heightened perception of contract breach diminished the protective influence of organisational justice and leader–member exchange, while simultaneously intensifying the effects of workload and resilience on turnover intentions. The study recommends the implementation of fair and transparent organisational policies, competitive and equitable remuneration aligned with global standards, and leadership development initiatives to strengthen leader–member exchange quality. It also suggests expanding future research to include other categories of tertiary institutions, such as polytechnics and colleges of education, to evaluate the generalisability of the findings across diverse institutional contexts.

***Keywords*: Psychological contract breach, organisational factors, tertiary institutions**

Introduction

Organisational performance, business continuity and ensuing profitability or otherwise can be determined by the interaction between employees and employers (Asante, Gyensare, El Bouzidi, & Twumasi, 2025). Overtime, employee retention has become a critical challenge for organisations worldwide, especially in higher education where knowledge and institutional performance is the centre of the human capital involved. For an organisation to respond effectively to changes in the business environment, there is the need to build good relationships between employers and employees (Curwen, 2013). Aside from the presence of human resources, organisational factors play a key role in shaping employees' work experience and their decision to stay or leave an organisation. When such factors are aligned with employees' expectations, it promotes job satisfaction and organisational commitment,

reducing turnover intentions. Conversely, when these organisational factors are perceived as insufficient, employees are more likely to consider leaving the company, thereby leading to financial losses, productivity decline, and organisational inability (Osazefua, 2019).

At the heart of employee retention is the psychological contract, an implicit mutual expectation between employee and employer. The breach of this contract (such as unfulfilled promises regarding promotion, recognition, workload, or career progression, feelings of dissatisfaction, distrust, and insincerity) undermines trust, commitment, and satisfaction, leading to turnover intention increment (Armstrong, 2006; Dulac, Coyle-Shapiro, Henderson & Wayne, 2006; Turner & Lee, 2019). Balogun (2012) emphasised that psychological contract breach (PCB) is a key indicator of turnover intention as it undermines employee commitment and increases their willingness to seek other employment.

In Nigerian tertiary institutions, especially in Lagos State, the situation is worsened by various factors unique to the sector. Inadequate funding, political interference, poor infrastructure, and limited career opportunities increase employee dissatisfaction. Empirical evidence suggests that breaches of psychological contract obligations are common in these environments. Many employees cite unmet expectations and poor organisational practices as the main drivers of their intention to quit. According to National Bureau of Statistics (NBS, 2022), turnover of teaching and administrative staff in tertiary institutions in Lagos State has increased by about 25% in the past decade. Many of these departures are linked to complaints about organisational policies, unmet expectations, and lack of a supportive work environment. Similarly, PwC Nigeria (2021) found that 60% of Nigerian employees leave their jobs due to dissatisfaction with the workplace culture and poor management practices, while 45% cited lack of career opportunities as their main reason for leaving. In all, these trends do not only disrupt learning process, but also weakens research outcome and undermines institutional stability and reputation (Francis, 2015).

Despite the extensive research on turnover intention, most existing studies have been contextualised in developed economies and corporate environments, where employee-employer relationships differ significantly from those in African public institutions. For example, studies by Park and Kim (2024) and Serin, Qasim & Mansoor, (2022) primarily focus on private-sector organisations in the United States, Asia, or Europe, often overlooking structural peculiarities, such as political interference, unstable funding, and

high levels of institutional bureaucracy, that uniquely affect African higher education institutions. It is worth noting of course that findings from developed settings may not translate effectively to African contexts where economic, cultural, and institutional realities diverge markedly. Consequently, the turnover intention influence of organisational factors and psychological contract breach remains underexplored in Nigeria tertiary education sector.

The loss of experienced academic and administrative staff in public tertiary institutions is believed to have enormous disruptive effect on the learning process; weakening research outcomes and undermining the stability and reputation of these institutions (Francis, 2015). However, research particularly addressing the special circumstances of public tertiary institutions are few and far between and have largely been focused on academic staff or students of such institutions. Studies by Ndagi (2021); Linus, Rufina, Samuel and Ramayah (2020); Gbenu (2013); Nwadiani and Akpotu (2002) have focused on academic staff for their research work.

Research by Linus, Rufina, Samuel and Ramayah (2020) suggested further research to focus on organisational climate with emphasis on factors such as organisational justice, and leader member exchange among others, while Kanu et al (2022) in their study investigating psychological contract breaches and turnover intentions suggested expansion of the study to public universities.

Owing to this, the current study aims to bridge the gap by offering a context-specific, comprehensive examination of how organisational factors shape turnover intentions across multiple employee categories in the selected tertiary institutions in Lagos State, Nigeria. Also, the study appraises the role played by perceived psychological contract breach in mediating the relationship beatween organisational factors and turnover intentions in the selected tertiary institutions in Lagos State, Nigeria. The aim of the study is to investigate the effect of organisational justice (distributive, procedural, interactional justice) Leader Member Exchange (LMX), workload and resilience on Turnover Intentions (TI) and the mediating role of perceived Psychological Contract Breach (PCB) among employees in selected tertiary institutions in Lagos State, Nigeria.

Literature Review

Turnover Intentions

Turnover intentions (TIS) refer to a mental state in which an employee deliberately and consciously chooses to exit from the organisation (Ajzen, 1991; Azanza, Moriano, Molero, & Mangin, 2015; Steil, Floriani, & Bello, 2019). Some of the numerous factors that contribute to turnover intention are job satisfaction, job stress, marital status, gender, age, low pay, lack of recognition, role ambiguity and role conflict, availability of employment opportunities, organisational commitment, organisational justice, social and cultural adjustment, and educational attainment. (Machado, Ramalho, Paula, Maria & Oliveira, 2018; Samad, 2006; Skelton, Nattress, & Dwyer, 2020). Recent empirical research affirms the importance of turnover intentions in predicting actual employee turnover, particularly in higher education and knowledge-intensive sectors. For instance, Hom, Lee, Shaw & Hausknecht, 2022) conducted a meta-analytic review of turnover research spanning five decades and emphasized that turnover intention remains one of the most consistent predictors of actual turnover. Their findings also confirmed the roles of affective commitment, job satisfaction, and perceived organisational support mediating the intention to leave. Similarly, a study by Snyman and Ferreira (2023) on academic staff in sub-Saharan Africa, revealed that poor leadership communication, lack of career development opportunities, and job dissatisfaction significantly predict turnover intentions among university lecturers. These findings highlight the importance of understanding the socio-organisational context, especially in regions like Nigeria, where higher education institutions face underfunding, political interference, and limited institutional support.

Moreover, turnover intentions are increasingly examined through psychological contract theory, which emphasizes perceived breaches in implicit agreements between employer and employee (Costa & Neves, 2021). When employees perceive psychological contract violations, such as unfulfilled promises of promotion, job security, or fair treatment, they are more likely to develop turnover intentions. This theory is particularly relevant in the Nigerian academic landscape, where institutional uncertainties and shifting government policies contribute to a fragile psychological contract.

Organisational Factors and Employee Retention

Organisational factors (ORGF) refer to the various elements within an organisation that influence its functioning, culture, and overall effectiveness. These factors cover a wide variety of components that influence both individual and group results and mould the work environment. Organisational factors play a critical role in shaping employee behaviour, motivation, and job satisfaction, ultimately impacting organisational performance and outcomes (Meyer & Allen, 2019). Studies highlight multidimensional organisational factors, including structural variables (such as hierarchy, formalization, and centralisation), leadership styles, communication patterns, performance management systems, and resource availability (Zito, Cortese, Colombo & Molino, 2021). Each of these factors can either promote or hinder employee engagement and productivity. For example, ineffective communication and limited autonomy may lead to job dissatisfaction and disengagement. Conversely, organisations that promote inclusive decision-making and supportive leadership tend to report higher levels of employee well-being and retention (Kim & Beehr, 2021). These dynamics underscore the interconnectedness between organisational design and employee experience.

Furthermore, organisational culture and climate are increasingly recognised as fundamental factors influencing workplace values, behaviors, and shared assumptions. Organisational culture impacts employees' perception of fairness, collaboration, recognition, and innovation (Suharti & Sugiarto, 2022). For instance, organisational cultures characterized by trust, psychological safety, and continuous learning are associated with higher employee satisfaction and lower turnover intentions. In academic institutions, where bureaucratic constraints and top-down leadership often prevail, culture becomes a key determinant of morale and commitment. This is especially true in Nigerian higher education, where organisational inertia and limited managerial support often act as stressors.

Moreover, organisational support systems, such as training and development opportunities, employee recognition programs, work-life balance initiatives, and career advancement pathways, are vital components that influence job satisfaction and loyalty (Lee, Woo & Kim, 2020). According to the Job Demands-Resources (JD-R) model, adequate resources within an organisation can buffer the adverse effects of job demands, leading to increased motivation and lower burnout (Bakker & Demerouti, 2007). Contemporary research also emphasises the role of agile organisational practices such as flexible work arrangements,

digital collaboration tools, and decentralised structures in enhancing adaptability and employee satisfaction, especially in the post-COVID-19 workplace (Chaudhary, Rangnekar, & Barua, 2022).

Psychological Contract and Contract Breach

A key element of the employment relationship is the psychological contract between the employer and employees (Bal, De Lange, Jansen, & Van Der Velde, 2008). Psychological contracts originate from Argyris (1960), who observed that employees hold implicit expectations about their work experiences beyond formal job descriptions or employment agreements. Robinson (1996) further defined the psychological contract as an individual's belief about the mutual obligations between the employer and the employee. These beliefs are usually subjective, informal, and unwritten, yet they significantly influence how employees assess fairness, commitment, and trust within the organisation. Schein (1965) emphasised that psychological contracts are constantly created and re-evaluated through everyday interactions between supervisors and employees. MacNeil (1985) distinguished two types of psychological contracts: relational contracts, which focus on loyalty, long-term commitment, and socio-emotional exchange; and transactional contracts, which are short-term, specific, and financially focused.

Moreover, psychological contract breach (PCB) happens when employees perceive that their employer has failed to fulfill one or more implicit promise or expectation (Zhao, Wayne, Glibkowski & Bravo, 2022). This breach can occur due to issues such as inadequate recognition, limited opportunities for career growth, unmet promotion expectations, or perceived unfairness in workload distribution. PCB has been strongly linked to declines in job satisfaction, organisational commitment, trust, and performance. Importantly, the breach is not solely based on the employer's intentions but on the employee's perception of unmet obligations. This perception creates a subjective yet powerful predictor of adverse outcomes in the workplace, including disengagement, intentions to leave, and workplace deviance.

In recent times, PCB has gained increasing relevance in modern organisational settings because of changing workplace norms, technological disruptions, and shifting employee expectations (Jamil, & Mashhady, 2025). In higher education institutions, especially in under-resourced systems like Nigeria, employees often perceive breaches of their

psychological contracts due to inconsistent salary payments, limited promotion routes, inadequate research support, and exclusion from decision-making processes. These breaches weaken trust in university leadership and diminish organisational citizenship behavior (OCB), leading to lower institutional loyalty and higher turnover intentions. Furthermore, in collectivist cultures, relational breaches, such as a perceived lack of respect or support, may be more damaging than transactional ones because they violate the social and emotional basis of the employee-employer relationship (Aboramadan, 2022).

Linking Organisational Factors, Psychological Contract Breach and Turnover Intention

Studies have also pointed out individual and organisational factors that influence the effects of PCBs, for example, psychological resilience, emotional intelligence, and job embeddedness can buffer the negative impact of contract breaches on employee outcomes. Employees with strong emotional regulation skills better cope with disappointment and adjust their expectations. Likewise, organisations that promote transparent communication, supportive leadership, and fairness practices can reduce the chances of psychological contract breaches and repair broken contracts when they occur. Leadership style is especially important. Transformational leaders, who foster trust and shared vision, have been shown to lower perceptions of PCB and improve perceived organisational support.

Theoretical Framework

This study draws on Social Exchange Theory (SET), which posit that employees engage in social relationships based on the anticipation of mutual benefits (Blau, 1964). The theory assumes that interactions are governed by norms of reciprocity, whereby one party's positive actions are expected to be returned by the other. As such, the longevity and quality of a relationship are contingent upon the perceived fairness and balance of the exchange (Emerson, 1976). SET underlines that social behaviours are outcomes of rational decision-making processes where individuals weigh the potential costs and benefits of engaging in, or withdrawing from, social relationships (Cropanzano & Mitchell, 2005). SET thus provides a useful foundation for examining how organisational factors interact with psychological contracts breach to shape employee retention.

Methodology

The study utilising a cross sectional survey design, was conducted in Lagos State, located in the South-West geopolitical zone of Nigeria. Lagos is widely regarded as the commercial and economic hub of the country, contributing significantly to Nigeria's Gross Domestic Product (GDP). The state is home to numerous higher education institutions, diverse industries, and a dense population. It also ranks among the most expensive cities to live in Nigeria, with unique socioeconomic dynamics such as high costs of living, transportation, and housing. These characteristics informed the choice of Lagos State as the study area, given its potential to reflect the complex interplay between organisational factors and employee turnover behaviour.

The target population for this study comprised all categories of employees (academic, administrative, and technical staff) from three selected tertiary institutions in Lagos State. These are the University of Lagos (UNILAG), Lagos State University (LASU), and the Lagos State University of Science and Technology (LASUSTECH). For the purpose of this research, employees were categorised into three main cadres: academic staff, administrative staff, and technical staff.

Table 1: Number of Staff in Tertiary Institutions in Lagos State

Name of Institution	Academic Staff	Administrative Staff	Technical Staff	Total
Unilag	1,219	2,217	825	4,261
LASU	875	1,211	1,106	3,192
LASUSTECH	302	598	-	900
Grand Total	**2,396**	**5,132**	**825**	**8,353**

Source: Registry Unit, various universities (2024)

Also, this study utilised a purposive, stratified sampling technique to enable the capturing of data from the three different cadres of staff in the selected universities. Data collection was done through the use of a structured questionnaire. Moreover, the study calculates the sample size of the total population (see Table 1) with Yamane's (1967) formula (sample size=382).[1]

Owing to this, the research instrument employed for this study is a structured questionnaire titled "Organisational Factors, Turnover Intentions and Psychological Contract Breach Scale (OFTIPCBS) drawn up for the purpose of gathering information/data on the study

[1] n=N/1+N(e)2=8353 / 1 + 8353 (0.05)2 = 382

variables with the aim of answering the research questions and testing the relevant hypotheses. The questionnaire is divided into seven sections (A -G) with each section constructed to gather data on different variables of the research. The main variables include:

- Turnover Intentions: Turnover Intentions is measured using a three-item scale developed by Mobley, Horner, & Hollingsworth in 1978 and adopted from Yin-Fah, Foon, Chee-Leong and Osman (2010). "An exploratory study on turnover intention among private sector employees". *International journal of business and management.* Responses are rated by five-point scaling from 1= "Strongly disagree" to 5= "Strongly agree".
- Psychological Contract Breach: Psychological Contract Breach (PCB) scale was adapted from a measure developed by De Vos, Buyens, and Schalk (2003) and two items from a measure developed by Tekleab and Taylor (2003) adopted from Chen, Tsui, and Zhong's (2008) to assess Psychological Contract Breach. A 5-point scale ranging from -2 = 'receive much less than promised' to +2 'receive much more than promised' was used.

- Procedural justice is measured utilising 6 items measuring employees' perception of procedural justice developed by Niehoff and Moorman in 1993 and adopted from Wever and Ybema, (2024)"Procedural Justice and the Design of Administrative Dispute Resolution Procedures". *Soc Just Res*. Responses are rated by a 5-point rating scale ranging from strongly disagree (SD) = 1 to strongly agree (SA) = 5.

Distributive Justice

Distributive justice is measured with 5 items from a scale developed by Niehoff and Moorman in 1993 and adopted from Wever and Ybema, (2024) "Procedural Justice and the Design of Administrative Dispute Resolution Procedures". *Soc Just Res*. Responses are rated by a 5-point rating scale ranging from strongly disagree (SD) = 1 to strongly agree (SA) = 5.

Interactive or Interactional Justice

This is measured with 4 items from a scale developed by Niehoff and Moorman in 1993 and adopted from Wever and Ybema, (2024) "Procedural Justice and the Design of Administrative Dispute Resolution Procedures". *Soc Just Res*. Responses are rated by a 5-point rating scale ranging from strongly disagree (SD) = 1 to strongly agree (SA) = 5.

Workload

The Subjective Workload Assessment Technique (Reid & Nygren, 1988), otherwise known as SWAT is a subjective rating technique that uses three levels - low, medium, and high, for each of three dimensions of time load, mental effort load, and psychological stress load to assess workload. The scale is adapted from Rubio, Díaz, Martín and Puente, (2004). "Evaluation of subjective mental workload: A comparison of SWAT, NASA-TLX, and workload profile methods". *Applied psychology.* The scale consists of nine items, three of which measure time load, three measure mental effort load and the last three psychological stress load. Responses are rated by a 5-point rating scale ranging from strongly disagree (SD) = 1 to strongly agree (SA) = 5.

Leader Member Exchange

Leader Member Exchange (LMX) is measured using a scale that was developed by Graen and Uhl-Bien in 1995 and adopted from Graen and Uhl-Bien, (1995). "Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective". *Leadership Quarterly*. The scale consists of 7 items. Responses are rated by five-point scaling from 1= "Strongly disagree" to 5= "Strongly agree".

Resilience

The Brief Resilience Scale developed by Smith et al. in 2008, and adopted from Salisu and Hashim, (2017), "A critical review of scales used in resilience research". *Journal of Business and Management*, is used to measure resilience. The scale contains 6 items. Responses are rated by five-point scaling from 1= "Strongly disagree" to 5= "Strongly agree".

In addition, the data used in this study was collected by administering copies of a structured questionnaire which was distributed to selected employees of the University of Lagos, Lagos State University and Lagos State University of Science and Technology while taking into consideration that the data must be representative of the different cadres - academic, administrative and technical staff based on the sample size which had been predetermined. The questionnaire was designed using a Likert scale format to gauge the degree of agreement or disagreement with various statements related to turnover intentions, psychological contract breach, organisational justice (procedural, distributive and interactional), Leader Member Exchange, workload and resilience. The questionnaire was utilised for the data collection

process. To avoid common method bias, factor analysis (Harman's single factor test) was utilised.

Given this, the model specified in this study follows previous empirical outline by Addae and Boso (2021) and Anees, Heidler, Cavaliere & Nordin, (2021) who demonstrated the empirical relationship between perceived and experienced organisational factors on the intentions of workers to turnover. The study sought to determine the mediating role of psychological contract breach (*PCB)* in the relationship between the *ORGF* variables and *TIS*. Hence, an interactive model is specified in this case as:

$$TIS_i = \beta_0 + \beta_1 ORGF_i + \pi(ORGF \times PSYCB)_i + \beta_2 federal_i + \beta_3 sex_i + \beta_4 academic_i + \beta_5 cadre_i + \beta_6 experience_i + \varepsilon_i \quad (1)$$

Where the coefficient π represents the influence of psychological contract breach on the relationship between *ORGF* and *TIS*.

Following the model, data analysis was conducted using descriptive and inferential statistics. Descriptive statistics which include frequency distribution, means and standard deviation summarised the demographic information and responses to the questionnaire items. Inferential statistics comprising correlation and regression analyses will be used to determine interaction outcomes and relationships. The Statistical Software Package for Social Sciences (SPSS) version 24 was utilised to process the socioeconomics while regression in STATA was used to analyse the coded data obtained from the data collection.

Data Analysis and Presentation of Results

This section presents and discusses the findings of the study. In line with the objectives of the current paper, a total of 471 copies of the structured questionnaire were administered, out of which 410 valid responses were correctly completed and returned, representing a response rate of 87.05% of the total sample. Table 2 shows that the respondents are fairly distributed across both state and federal public universities in Lagos State.

Table 2: Distribution of Respondents

University	Frequency	Percent
Lagos State University, Ojo	48	14.63
Lagos State University of Science and Technology, Ikorodu	112	34.15
University of Lagos	168	51.22
Total	328	100.0

Source: Field Survey, 2025

The background characteristics of respondents from the field survey is presented in Table 3. The sex distribution shows that 62.8% of the respondents are male indicating that males constitute nearly two-thirds of the respondents. This also suggests a greater male participation in academic institutions' employment in Lagos State. 89.8% of the respondents are over 40 years of age, with the majority of respondents (59.1%) falling within the prime working age of 40–55 years range. indicating a middle-aged dominant sample. This group likely represents individuals in their prime working years or at peak career stages. The age distribution therefore suggests a mature sample with a greater chance of broader social and economic view. Christianity (73.8%) and Islam (25.6%) are the predominant religions in the sample. Also, 92.7% of respondents are married and only 2.4% are single. This suggests that the sample is largely composed of individuals in stable family units. Given that the survey involves university institutions, almost all respondents (99.4%) possess a higher degree with 43.3% holding master's degrees and 33.5% having a Ph.D. This educational profile would tend to influence responses to questions about career and professional development.

Table 3: Demographic Information of Respondents

Variable	Frequency	Percent
Sex		
Female	122	37.2
Male	206	62.8
Age (years)		
25-39	30	9.1
40-55	194	59.1
Over 55	104	31.7
Religion		
Christianity	242	73.8
Islam	84	25.6
Others	2	0.6
Marital Status		
Single	8	2.4
Married	304	92.7
Divorced/separated	10	3.0
Widowed	6	1.8
Educational qualification		
WAEC/GCE/SSCE	2	0.6
OND/NCE/A-levels	6	1.8
B.Sc./B.A./B.Ed./HND	68	20.7
M.Sc./MBA/M.A./M.Ed.	142	43.3
Ph.D.	110	33.5

Source: Field Survey, 2025

Further, background information of respondents in relation to career and professional characteristics is presented in Table 4. The survey sample consists of a highly educated, experienced, and predominantly mid- to senior-level workforce in the surveyed institutions. Academic (38.4%) and administrative (45.1%) staff are dominant. The majority of respondents are in mid-level salary grades (CONTISS 9-12/CONUASS 3-4, 36.0%) and are affiliated with the registry (67.7%) or Arts/Law/Social Sciences/Management Sciences faculty (53.1%). The majority of respondents also have 10–20 years of experience (45.7%), followed by 21–30 years (25.0%). This indicates a highly experienced sample and it aligns with the age distribution (59.1% aged 40–55, 31.7% over 55) and the high proportion of mid- and senior-level staff in the career cadre data. Only 18.9% of respondents have less than 10 years of experience which is also consistent with the low proportion of younger respondents (9.1% aged 25–39) and junior staff (3.7% in CONTISS 1-5).

The pattern of distribution of the career cadre and experience of respondents can constitute some limitation to the survey. The data may be disproportionately skewed towards senior and experienced staff with less representation of junior staff and other less-experienced employees. Given that turnover intentions can be greatly influenced by the depth of affiliation with the organisation (related to junior versus senior staff), this can generate certain bias in the data analysis. This is one of the reasons why the cadre and experience of respondents are included as controls in the empirical model specification. It mitigates possible survey or data collection biases.

Table 4: Professional Background Information of Respondents

Item	Frequency	Percent
Job Role		
Academic staff	126	38.4
Administrative staff	148	45.1
Bursary staff	18	5.5
Technical staff	36	11.0
Faculty of Academic Staff		
Arts/Law/Social Sciences/Management Sciences	104	53.1
Library/Environmental/Education	38	19.4
Medical/Pharmacy	6	3.0
Pure Sciences/Engineering	48	24.5
Units of Non-academic Staff		
Bursary	24	11.8
Registry	132	67.7

Technical	48	23.5
Career Cadre		
CONTISS 1-5	12	3.7
CONTISS 6-8/CONUASS 1-2	56	17.1
CONTISS 9-12/CONUASS 3-4	118	36.0
CONTISS 13/CONUASS 5	68	20.7
CONTISS 14-15/CONUASS 6-7	74	22.6
Experience (years)		
10-20 years	150	45.7
21-30 years	82	25.0
Greater than 30 years	34	10.4
Less than 10 years	62	18.9

Source: Field Survey, 2025

Four sets of regression results are reported and discussed in Table 5. Starting with the objective that appraise the mediating role of psychological contract breach in the relationship between organisational factors and turnover intentions in the selected tertiary institutions. The focus of the results is on the interaction terms which show the mediating role of PCB on the relationships between the selected organisational factors and turnover intentions.

The first column shows the results with the interaction of PCB and an average measure of organisational justice (ORGJ). In the result, the coefficient of overall organisational justice is negative but only passes the significance test at the 10% level. The coefficient of the interaction term (ORGJ×PCB) is significant at the 5% level and is also negative. The second column in the result shows the interaction of PCB with workload. The coefficient of workload in the estimate is positive and significant. This shows that increased workload clearly leads to higher turnover intentions by university workers in Lagos State. The coefficient of the interaction between workload and PCB is however negative and significant at the 1% level. This shows that the effect of WKLD on TIS also varies with PCB levels. The negative coefficient suggests that the turnover intentions-increasing effect of workload is weaker when there is a higher perception of psychological contracts fulfilment by the employees (higher PCB).

In addition, the coefficient of LMX is also negative in the result in Table 5 (third column) and shows that clearly, positive leader-member exchange reduces turnover intentions. The coefficient of the interaction term is also negative and highly significant. A similar result is obtained for the interaction with resilience (column 4).

Table 5: Results of Interaction Estimates

Variable	1	2	3	4
ORGJ	-0.235 (-1.31)			
ORGJ×PCB	-0.082* (-2.05)			
WKLD		0.775** (4.52)		
WKLD×PCB		-0.207** (6.92)		
LME			-0.241 (-1.74)	
LME×PCB			-0.149** (4.71)	
Resilience				0.749** (4.59)
RESIL×PCB				-0.207** (-6.70)
Federal	-0.140 (-1.08)	-0.020 (-0.16)	-0.038 (-0.30)	-0.045 (-0.36)
Sex	0.240* (2.12)	0.194 (1.69)	0.178 (1.51)	0.143 (1.22)
Academic	-0.378** (-3.05)	-0.286* (-2.36)	-0.320* (-2.55)	-0.274* (-2.27)
Cadre	-0.190** (-3.36)	-0.155* (-2.72)	-0.185** (-3.21)	-0.175** (-3.11)
Experience	-0.102 (-1.56)	-0.097 (-1.41)	-0.087 (-1.27)	-0.101 (-1.46)
_cons	5.280** (13.84)	2.850* (5.16)	4.276** (11.23)	3.044** (6.69)
Adj. R-Sq.	0.237	0.219	0.194	0.217
F-Stat.	13.52	10.67	8.62	9.96

Source: Survey Data using STATA

Discussion

The results show that that the effect of organisational justice on TIS varies depending on the level of PCB. Since higher PCB means greater contract fulfilment, the negative coefficient of the interaction terms suggests that the turnover intention-reducing effect of organisational justice is stronger when there is greater psychological perception of contracts fulfilment

(higher PCB).

In particular, when PCB is low (high psychological contract breach), the effect of organisational justice on turnover intention is closer to the main effect (-0.235). This indicates that fairness in the organisation has a limited impact on reducing turnover intentions when employees feel that the employers have broken promises. On the other hand, when PCB is high (low psychological contract breach), the effect of organisational justice is amplified. The total effect = -0.235 + (-0.082 × PCB). Thus, fairness in the organisation has an amplified effect on reducing turnover intentions when employees feel that the employers are fulfilling promises.

Further, the result also indicates that at higher levels of psychological contracts breaches, the effect of workload on turnover intention is closer to the main effect (0.775), implying that high workload strongly increases turnover intentions when employees feel the employer has broken promises. However, at low levels of psychological contracts breach, the effect of workload on turnover intentions is reduced, implying that high workload has a lesser capacity to increase turnover intentions when employees feel the employers are keeping to promises.

The results also show that the capacity of a better supervisor-employee relationship to reduce turnover intentions is higher for employees with higher levels of psychological contracts fulfilment. Essentially, psychological perception of contract breaches is shown to limit the capacity of improved leadership to mitigate turnover intentions within the sampled work environment. The result shows that resilience has a significant positive effect on turnover intentions. This indicates that those more resilient workers tend to be more prone to higher levels of turnover in the organisations. Moreover, the interaction term has a negative coefficient indicating that increased psychological perception of contract breach can reduce the positive effect of resilience on turnover intentions among university workers in Lagos State.

In all, the results above all reveal that the interaction terms are all significant in the four estimates. This implies that psychological contract breach has a significantly negative mediation role in the relationship between organisational factors and turnover intentions of employees in selected tertiary institutions in Lagos State. In other words, university organisations that are associated with higher levels of psychological contract breaches will more likely experience higher levels of turnover intentions, irrespective of the level of

organisational performance. This result is in line with findings by Estreder et al (2020) and Vogelgesang (2021), indicating that psychological contract breaches area critical issues of trust. When these occur, employees overlook positive organisational experiences in their turnover consideration.

Conclusion

This study examined the influence of organisational factors on turnover intentions and the mediating role of psychological contract breach among employees in tertiary institutional organisations in Lagos State, Nigeria. The key findings from the study indicate that psychological contract breach significantly mediates the effects of organisational factors on turnover intentions of employees. A high perception of psychological contract breach by employees was shown to reduce the ability of organisational justice and leadership-member exchange to inhibit turnover intentions. On the other hand, high perception of psychological contract breach significantly increases the ability of large workloads and workers' resilience to further intensify turnover intentions of employees among tertiary institutions in Lagos State. This result supports the earlier findings of Kanu et al. (2022). There is clear evidence from the study that psychological perception on contracts need to be fulfilled to ensure that quality organisational systems will promote employee retention strategies. Thus, there is need to consistently ensure fulfilment of psychological contracts by delivering promised rewards, support and career development opportunities. Perceptions of contract breaches need to be urgently and completely addressed. Establishment of regular employee engagement surveys to identify unmet expectations can go a long way in facilitating of psychological perception on contracts fulfilment among employees of tertiary institutions.

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