

Management and Employees Responsibilities as Determinants of Job Performance in Power Holding Company of Nigeria

Adeniyi Adijat Bola*, Amodu Lateef Olamilekan

Department of Management and Accounting, Faculty of Administration, Obafemi Awolowo University, Ile-Ife, Nigeria

***Corresponding author**
Adeniyi Adijat Bola

Article History

Received: 03.07.2018

Accepted: 17.07.2018

Published: 30.08.2018

DOI:

10.21276/sjbms.2018.3.8.6



Abstract: The study investigated the extent of fulfillment of employment responsibilities between the management and employees of PHCN, areas of employment responsibilities, with a view to ascertaining how this influenced the job performance of employees of PHCN, Ibadan Zone. The descriptive survey design was used for the study. A total of 40 management staff and 240 employees were selected using simple random sampling technique. Data for the study were collected using two instruments namely "Employment Responsibilities Inventory" (ERI), and Employees' Job Performance Scale" (EJPS). The reliability of the instruments was confirmed with the Cronbach Alpha and Split-half results yielded ERI = 0.82 and 0.76 and EJPS = 0.88 and 0.83 respectively. The data collected were analysed using simple percentage, mean, standard deviation and t-test statistical analysis. The results showed that provision of safe working environment ($X=3.12$, S.D = 0.69) and pay increase to maintain standards of living ($X=2.99$, S.D. = 0.77) were the major responsibilities required by the employees from their management. It was showed that 61.3% of the employees reported that their management rarely discharged their employment responsibilities to the workers. Also, it was revealed that there was a significant effect of employment responsibilities on employees' job performance (t-test = 128.9, $p < 0.05$). It thus concluded that poor fulfillment of employment responsibilities has greatly affected the productivity of employees of PHCN, Ibadan Zone.

Keywords: Management, employees, employment responsibilities and PHCN.

INTRODUCTION

Organizational success to a great extent entails working with and through people to achieve organizational goals and objectives. Also, it depends on the efficient and effective performance of workforce that makeup the organization. The efficient and effective performance of the workforce in turn is hinged on the effective discharge of management responsibilities to their employees. When management has the unrealistic and narrow outlook that labour is primarily an appendage to the machine and is to be bought at the cheapest market, its organization will be inefficient, human resources will be wasted and the workers will consider the organization undesirable to work.

For this reason, for any organization to achieve its objectives, it must concentrate on many aspects. As human resource of an organization is considered as an importance resource, organizations always wish to keep well trained and effective work force. However, it is only the employees who satisfy with their job that will exert more effort for better performance. Hence, to make the best use of people as a valuable resource of the organizations, attention must be given to the relationship between staff and the nature and content of their jobs. The management needs to be mindful of

quality of working life of its workforce. This is because it is believed that organization and their responsibilities can have a significant effect on staff performance.

Nowadays competition is very high. Therefore every organization has to compete with other organization. In order to achieve competitive advantage, the organization has to retain its quality staff, organization needs to know that the more rewarding employees are those that are well catered for. To this end, there is a need for the organization to satisfy their employees to achieve their objectives. For this reason, in the opinion of employees, it is important that employees are satisfied with their job for an effective performance and for the growth of the organization.

From the foregoing, it is important that the management creates a healthy relationship with the employees under them. The relationship between management and employee is an important element for achieving organizational goals and objectives. It is assumed that when a safe working environment is established by the management, such may impact on the employee's commitment and willingness to work hard for the organization, and the desire to stay with the organization. However, if the employee discovers that his management is not fulfilling her pact of agreement,

the employee may lose trust in the organization, have job dissatisfaction, which in turn may negatively affect employee contribution to the organizational growth.

The above point is very necessary, because it has the implication on the way employees perform their work. Hence, job performance involves a quantity and quality of outcomes from individual or group effort attainment [1]. Moreover, Robbins [2] described job performance as the amount of effort an individual will exert in his or her job. Job performance implied how the employees fulfill all the responsibilities specified in their job description as well as how conscientiously they perform the tasks that are expected of them.

While corroborating the above, McCloy, Campbell, and Cudeck [3] and Motowidlo [4] referred to job performance as the effectiveness of individual behaviours that contribute to organizational objectives. To Schermerhorn, Hunt, and Osborn [1], it is the quantity and quality of the achievement that an individual or a group contributes to the organization. Robbins [2] opined that job performance is the amount of effort an individual will exert in his or her job. Moreover, the essence of job performance relies on "the demands of the job, the goals and missions of the organization, and beliefs in the organization about which behaviours are most valued" [5].

Undoubtedly, the extent of output of work of employees is determined by motivation. If the employee is properly cared for, he will be encouraged to give his best to the upliftment of the goals and aspirations of the organization, but if the organization offers non-challant attitude to employee's motivation the employees will resist work assignment through various means depending on circumstance. This implies that for a corporation to succeed such corporation must find out what the needs or wants of its workers. It is important to realize that the welfare of the workers must be satisfied, otherwise employees will not be encouraged to do their best for the organization.

In Nigeria, the National Electric Power Authority was created by the NEPA Act of 1972. The Act authorized the merger of the activities of the Niger Dam Authority and the Electricity Corporation of Nigeria. The broad aim of the organization according to the NEPA Act of 1972 was to develop and maintain an efficient, coordinated and economical system of electricity supply to all parts of the federation or as the Authority may direct. Apart from this, the corporation was also saddled with the responsibility of supplying of electricity for consumers in Nigeria from time to time as may be authorized by the authority.

Today, PHCN is perhaps one of the inefficient or wasteful corporations in Nigeria. The corporation has been so bastardized to the extent that the corporation is

finding it difficult to fulfill its primary responsibility of providing supply of electricity for consumers in Nigeria from time to time. The situation of the poor power supply has left companies with the option of generating its own power supply, if it must remain in business. While those companies who could not cope are leaving Nigeria to countries where there is adequate power supply. This has thus increased the level the level of unemployment in the country.

In order to address the twin issues of NEPA's poor operational and financial performance, the Federal Government of Nigeria sealed the agreement to change the name of National Electric Power Authority (NEPA) to Power Holding Company of Nigeria (PHCN) on 11th March, 2005. Among its aims are to increase access to electricity services; improve efficiency, affordability, reliability and quality of services; and greater investment into the sector to stimulate economic growth. To achieve this therefore, it is imperative that a friendly working condition be established for the employees of PHCN.

In PHCN, employees and management engage in exchanges in which each party reciprocates the other's contributions [6]. According to the norm of reciprocity [7], when management do not fulfill their promises and obligations, the employee reciprocates by altering his or her contributions to the organization (e.g. by reducing their efforts and performance). Thus, failure to keep promise may likely result employees negative job performance. Moreover, when the organization fulfills its promised obligations, employees may adversely impact organizational productivity.

Also, for organization through the employment process, to attract quality employees to the organization, it is more important for management to devise strategies with which to retain these experienced employees in the service of their organizations in order for management to benefit from the investment already made in them. However, if the employees are not well motivated, it may hinder the employees from putting their best. This may affect the efficiency but encourage sabotage capable of undermining efforts to fix the power sector despite the huge financial investment into the sector.

In previous studies, several factors such as poor funding, corruption, and neglect by the previous administrations have been considered as some of the factors that are responsible for poor performance of PHCN. It is also important to note that for any organization to succeed there should be harmonious relationship between the management and its workers. It also implies that both the management and the employee must keep part of the contractual agreement in the company. However, it is not cleared the extent at which the management staff and employees of PHCN

are violating employment responsibilities between the two parties.

In addition, it is believed that individuals are likely to be especially aggrieved when they observe the organization's actions to be intentional and unjustifiable. Thus, responses to employment contract breach may be especially strong when employees believe that the organization is simply unwilling to live up to the commitments it made [8]. This is why Turnley, Bloodgood & Bolino [9] and Zhao, Wayne, Glibkowski & Bravo [10] believed that violation of employment responsibilities is negatively related to job performance. More specifically, it is expected that employees will reduce both their in- role performance and their organizational citizenship behaviours to a larger extent when they perceive that the magnitude of the psychological contract breach is great and that the organization intentionally renegeed on its promises.

In the contrary, Spector [11] explained that if employees are not satisfied with their conditions the organisation, they may remain in that organisation and engage in counter-productive behaviours such as poor service, destructive rumours, theft and sabotage of equipment. Turnover, absenteeism and counter-productive behaviour results in a financial cost to the organisation in terms of lost productivity and replacement costs. Dissatisfied employees have also been found to report such physical symptoms as tension, anxiety, disturbed sleep patterns, tiredness, depression [12, 13] and stiffness in muscles and joints [14]. These represent a very significant cost to the psychological and physical well-being of the employee, and an indirect financial cost to the organisation in terms of sub-optimal performance and sick leave.

Another important point is that if there is strain relationship between management and employee, it may result to employment contract violation. According to Wocke and Sutherland [15], employment contract is the expectations an employees have a of benefits, based on the employee contract is the expectations an employees have of benefits, based on the employee and employer contribution to the employment relationship [16]. Again, Anderson and Schlak [17], Rousseau and Schalk [18], employment contract is a unique and subjective set of belief, implying that aspects of the employment relationship be beyond the terms set in formal agreements. In other words, it is an individual's belief regarding the terms and conditions of a reciprocal exchange agreement between that person and another party. It is based on the premise that management has agreed to certain obligations in return for an employee's contributions to the organization [9]. The non-realization of work expectations may be perceived as a lack of fulfillment of the employment contract, and it seen as a violation of employment contract.

Consequent upon this, the study is designed to investigate the extent of fulfillment of employment responsibilities between the management and employees of PHCN, areas of employment responsibilities, with a view to ascertaining how this influences the job performance of employees of PHCN in Ibadan Zone.

OBJECTIVES AND THE STUDY

The specific objectives of the study were to:

- Ascertain the frequency of fulfillment of employment responsibilities between the management and employees of PHCN, Ibadan Zone;
- Investigate the employment responsibilities between management and employees of PHCN, Ibadan Zone; and
- Determine the effect of employment responsibilities on job performance of employees of PHCN.

Research Questions

- How often do the management and employees of PHCN, Ibadan Zone fulfill their employment responsibilities?
- What are the employment responsibilities between management and employees of PHCN?

Hypothesis

- There is no significant effect between employment responsibilities and job performance of employees of PHCN, Ibadan Zone.

METHODOLOGY

The descriptive survey design was employed for this study. The population of the study comprised all management staff and employees of Power Holding Company of Nigeria, Ibadan Zone. Simple random sampling technique was employed to select the study sample. Eight districts were selected out of the 19 districts in the four states that made of Ibadan Zone of PHCN, using simple random sampling technique. From the districts selected, a total of 40 management staff and 240 employees were selected using simple random sampling technique. Data for the study were collected using two instruments namely "Employment Responsibilities Inventory" (ERI), and Employees' Job Performance Scale" (EJPS). The instruments were dully validated and the reliability was carried out. Thus, the Cronbach Alpha and Split-half results for the two instruments yielded ERI = 0.82 and 0.76 and EJPS = 0.88 and 0.83 respectively. The data collected were analysed using simple percentage, mean, standard deviation and t-test statistical analysis. The hypothesis was tested at the 0.05 level of significance.

RESULTS

Research Question One: How often do the management and employees of PHCN, Ibadan Zone fulfill their employment responsibilities?

From Table-1a, the employees responded that 61.3% of the management staff rarely fulfilled the employment responsibilities, 37.9% of the employees

revealed that management of PHCN sometimes kept the employment responsibilities, while the remaining .8% of the employees reported that management always fulfilled their management responsibilities. Judging from the above responses, it can be summarized that management of PHCN hardly ever discharge their responsibilities to their employees.

Table-1a: Frequency of Fulfillment of Employment Responsibilities by the Management of PHCN (Employees' Perspective)

Frequency of Fulfillment of Employment Responsibilities	Frequency	Valid Percent
Always	2	.8
Sometimes	91	37.9
Rarely	147	61.3
Total	240	100.0

Table-1b: Frequency of Fulfillment of Employment Responsibilities by the Employees of PHCN (Managements' Perspective)

Frequency of Fulfillment of Employment Responsibilities	Frequency	Valid Percent
Always	2	5.0
Sometimes	18	45.0
Rarely	20	50.0
Total	40	100.0

Table-1b revealed the perspective of management towards the frequency of fulfillment of employment responsibilities by the employees. The responses showed that 50% of the management reported that their employees rarely carried out their employment responsibilities. Again, 45% of the management responded that their employees sometimes fulfilled their responsibilities while it was also reported

by the management that only 5.0% of the employees always fulfilled their employment responsibilities. From the above, it was evident that both parties rarely fulfilled their employment responsibilities.

Research Question Two: What are the employment responsibilities between management and employees of PHCN?

Table-2a: Mean Frequency of Management's Responsibilities to the Employees of PHCN (Employees' Perspective)

S/n	Items	Number	Sum	\bar{X}	S.D	Rank
1.	Provision of safe working environment	240	749	3.12	0.69	1 st
2.	Pay increase to maintain standards of living	240	717	2.99	0.77	2 nd
3.	Support to learn new skills	240	716	2.98	0.87	3 rd
4.	Allow for participation in decision making	240	678	2.83	0.85	4 th
5.	Respectful treatment	240	667	2.78	0.82	5 th
6.	Fair pay for the responsibilities of the job	240	663	2.76	0.80	6 th
7.	Fair pay in comparison to employees doing similar work	240	653	2.72	0.81	7 th
8.	Fringe benefits	240	648	2.70	0.72	8 th
9.	Good work-private balance	240	645	2.69	0.88	9 th
10.	Freedom to the do job	240	636	2.65	0.79	10 th
11.	Respectful treatment	240	630	2.62	0.84	11 th
12.	Flexible working scheme	240	624	2.60	0.78	12 th
13.	Up to date training and development	240	621	2.59	0.91	13 th
14.	Career support and mentoring	240	613	2.55	0.96	14 th
15.	Pay for performance	240	605	2.52	0.79	15 th

The results in Table-2a showed the responses of the employees to the responsibilities of the management to the employees of PHCN. The result revealed that majority of the employees agreed that the most responsibility which the management performed

to the employees was the provision of safe working environment of employees to the organisation with \bar{X} =3.12, S.D = 0.69). It was followed by pay increase to maintain standard of living (\bar{X} =2.99, S.D = 0.77)

and support to learn new skills ($\bar{X} = 2.98$, S.D = 0.87). However, up to date training and development ($\bar{X} = 2.59$, S.D = 0.91), career support ($\bar{X} = 2.55$, S.D =

0.96) and pay for performance ($\bar{X} = 2.52$, S.D = 0.79) were the least responsibilities which the employees considered they got from the organization.

Table-2b: Mean Frequency of Employees' Responsibilities to the Organisation (Management' Perspective)

S/n	Items	Number	Sum	\bar{X}	S.D	Rank
1.	Work hard and are efficient	40	142	3.55	0.50	1 st
2.	Cooperate well with colleagues	40	138	3.45	0.50	2 nd
3.	Assist colleagues	40	134	3.35	0.48	3 rd
4.	Deliver quality in their work	40	134	3.35	0.74	4 th
5.	Accept a transfer to another project/ department	40	132	3.30	0.82	5 th
6.	Get along well with colleagues	40	128	3.20	0.69	6 th
7.	Work extra hours if necessary	40	128	3.20	1.02	7 th
8.	Look for ways to save costs	40	127	3.17	0.75	8 th
9.	Adapt to changes in the way how the work is done	40	126	3.15	0.74	9 th
10.	Look for better ways of doing the job	40	124	3.10	0.84	10 th
11.	Share information with colleagues	40	122	3.05	0.88	11 th
12.	Work unpaid hours to finish a task	40	122	3.05	0.90	12 th
13.	Look for ways to save cost	40	119	2.98	0.97	13 th
14.	Volunteer tasks that are not part of their job	40	105	2.62	0.93	14 th
15.	Look for better ways of working within the department	40	102	2.55	1.04	15 th

The results in Table-2b revealed that most management staff believed that being working hard and efficient ($\bar{X} = 3.55$, S.D = 0.50), cooperate well with colleagues ($\bar{X} = 3.45$, S.D = 0.50) and to assist colleagues ($\bar{X} = 3.35$, S.D = 0.48) were the most responsibilities performed by the employees of PHCN. But, it was found that look for ways to save costs ($\bar{X} = 2.98$, S.D = 0.97), volunteer tasks that are not part of

their job ($\bar{X} = 2.62$, S.D = 0.93) and look for better ways of working within the department ($\bar{X} = 2.55$, S.D = 1.04) were the least responsibilities the employees carried out in the organization.

Hypothesis

There is no significant effect between employment responsibilities and job performance of employees of PHCN, Ibadan Zone.

Table-3a: T-Test Analysis of Effect of Employment Responsibilities on Employee's Job Performance (Employees' Perspective)

Variables	N	\bar{X}	S.D	d.f	t.test	p
Employment Responsibilities	240	51.4	7.6	239	128.03	* < 0.05
Job Performance	240	47.4	5.6			

*p < 0.05 (Significant)

Results in Table-3a showed the response of the employees on the effect of the employment responsibilities on job performance of the employees. It was revealed from the t-test result that mean and standard deviation of employment responsibilities were 51.4 and 7.6, while job performance had mean and

standard deviation values of 47.4 and 5.6 respectively. Also, the result indicated that t-test value was 128.03, d.f = 39 at p < 0.05 level of significance. This result showed a significant effect of employment responsibilities on job performance of employees. Hence, the null hypothesis is rejected.

Table-3b: T-test Analysis of Effect of Employment Responsibilities on Employees' Job Performance (Managements' Perspective)

Variables	N	\bar{X}	S.D	d.f	t.test	p
Employment Responsibilities	40	44.4	12.9	39	70.8	* < 0.05
Job Performance	40	43.3	3.9			

*p < 0.05 (Significant)

From Table-3b, the result showed that employment responsibilities yielded mean and standard

values of 44.4 and 12.9, while job performance had mean and standard deviation values of 43.3 and 3.9.

Also, the result indicated that t-test value was 70.8, d.f = 39 at $p < 0.05$ level of significance. This result indicated that there was significant effect of employment responsibilities on job performance of employees. Therefore, the null hypothesis was rejected.

DISCUSSION

The findings of this study has revealed that both the management and employees of PHCN rarely fulfilled the employment responsibilities between them. Although, the employees found the working conditions as not being friendly, yet they remained in the service to keep their job. However, this may affect their contribution to the organization. For instance, if the employee discovers that his management is not fulfilling her pact of agreement, the employee may loss trust in the organization, have job dissatisfaction, which in turn may negatively affect employee contribution to the organizational growth. The above statement is confirmed by Spector [11] that if employees are not satisfied with their conditions the organisation, they may remain in that organisation and engage in counter-productive. It may even make the employees not to be committed to the organisation they are working [19].

Also, the findings on the responsibilities of employees and management indicated that the employees of PHCN agreed that most prevailing responsibilities of management to their employees were provision of safe working environment, pay increase to maintain standards of living, support to learn new skills and allow for participation in decision making, while management equally believed that the major responsibilities of employees to the organisation were to work hard and be efficient, cooperate well with colleagues and to assist colleagues. These results are supported with the earlier research carried out by Van Dyne and LePine, [20] and Workman and Bommer [21] that the obligations of the employees to the organizations are to work hard and be efficient and cooperate with colleagues. While, Organs (1988) responded by listing the responsibilities of the employer to its employees to include high pay, safe environment and staff mentoring.

Finally, the results from the hypothesis showed that employment responsibilities greatly affect the job performance of employees. This findings has earlier been established by Turnley, *et al.*, [22] and Zhao *et al.*, [10] that employment responsibilities is negatively related to job performance. Buttressing this statement, Turnley and Felman [9] agreed that contract violation has negative influence on the work process. According to them, the negative influence can result in an increase of the number of leaving employees, a higher staff absence and a reduced loyalty to the organization. Even, it may make the employees to reduce both their in-role performance and their organizational citizenship behaviours. This makes the organisation to suffer [22,

23]. Judging from this, one may agree that the prevailing problem being experienced in PHCN might not be divorced from the working condition through which the employees are working. No wonder, despite all the money being spent by the government on the organisation, the problem of poor productivity persists.

CONCLUSION/ RECOMMENDATIONS

Arising from the study, it has been established that the extent through which the management and employees keep their responsibilities go a long way in determining the fulfillment or otherwise the objectives of that organisation. Employees of PHCN could not contribute their best to the organisation because of low quality of working conditions in the organisation.

It is therefore recommended that even as human resource of an organization is considered as an importance resource, so employees, who satisfy with their job, will no doubt exert high effort in the sustenance organization. To this end, the management is advised to make the best use of their employees as valuable resource of the organization. Attention needs to be given to the quality of working life. The management needs to understand how best to make work more satisfying for staff and to overcome obstacles to effective performance.

In conclusion, for employees of PHCN to be efficient and effective, it is also recommended that such employees need to first of all understand that they have great contribution and sacrifice to make in the organization. Hence, it is recommended that employees consistently meet the formal performance requirements of their job, carefully perform tasks that are expected of them and adequately complete all the duties assigned to them.

REFERENCES

1. Schermerhorn, J., Hunt, J., & Osborn, R. (2005). *Organizational behaviour*. John Wiley & Sons. Inc.: Hoboken, NJ, USA.
2. Robbins, S. P. (2005). *Essentials of organizational behavior (8th ed.)*. Upper Saddle River, NJ: Prentice Hall.
3. McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A confirmatory test of a model of performance determinants. *Journal of applied psychology*, 79(4), 493.
4. Motowidlo, S. J. (2003). Job performance. *Handbook of psychology: Industrial and organizational psychology*, 12, 39-53.
5. Befort, N., & Hattrup, K. (2003). Valuing task and contextual performance: Experience, job roles, and ratings of the importance of job behaviors. *Applied HRM Research*, 8(1), 17-32.
6. Blau, P. M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.

7. Gouldner, A. W. (1960). The norm of reciprocity: a preliminary statement. *American Sociological Review*, 25, 161-178.
8. Robinson, S. L., & Wolfe Morrison, E. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525-546.
9. Turnley, W. H., & Feldman, D. C. (2000). Re-examining the effects of psychological contract violations: Unmet expectations and job dissatisfaction as mediators. *Journal of Organizational Behaviour*. 21(1), 25-42.
10. Zhao, H., Wayne, S., Glibkowski, B., & Bravo, J. (2007). The impact of psychological contract breach on work-related outcomes: A Meta-analysis. *Personnel Psychology*, 60(3), 647-680.
11. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes and consequences*, Thousand Oaks, CA, Sage Publications, Inc.
12. Frese, M., (1985). Stress at work and psychosomatic complaints: a causal interpretation. *Journal of Applied Psychology*, 70, 314-28.
13. Chen, A. F., O'Brien, T., Tsutsui, M., Kinoshita, H., Pompili, V. J., Crotty, T. B., ... & Katusic, Z. S. (1997). Expression and function of recombinant endothelial nitric oxide synthase gene in canine basilar artery. *Circulation research*, 80(3), 327-335.
14. O'Driscoll, M. P., & Beehr, T. A., (1994). Supervisor behaviors, role stressors and uncertainty as predictors of personal outcomes for subordinates. *Journal of Organisational Behavior*, 15, 141-155.
15. Wocke, A., & Sutherland, M. (2008). The impact of employment equity regulations on psychological contract in South African. *The International Journal of Human Resources Management*. 19(4) 528-542.
16. Cole, C. (2004). In the South African non-banking financial services industry, are knowledge worker psychological contract component preferences culturally neutral? *MBA Thesis. Gordon Institute of Business Science, University of Pretoria*.
17. Anderson, N., & Schalk, R. (1998). The psychological contract in retrospect and prospect. *Journal of Organizational Behaviour*, 19, 637-647.
18. Rousseau, D., Schalk, R., & Schalk, M. R. (Eds.). (2000). *Psychological contracts in employment: Cross-national perspectives*. Sage.
19. Robinson, S. L., & Morrison, E. (1995). Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behaviour. *Journal of Organizational Behaviour*. 16(3), 289-298.
20. Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: evidence of construct and predictive validity. *Academy of Management Journal*, 41, 108-119.
21. Workman, M., & Bommer, W. (2004). Redesigning computer call centre work: a longitudinal field experiment. *Journal of Organizational Behavior*, 25, 317-337.
22. Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. *Academy of management review*, 27(4), 505-522.
23. Bunderson, J. S. (2001). How work ideologies shape the psychological contracts of professional employees: Doctors' responses to perceived breach. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 22(7), 717-741.