Psychological Contract Fulfilment and Employee Performance in the Kenya Police Service, Nairobi County

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ABSTRACT: The study examines the influence of psychological contract fulfillment on employee performance within the Kenya Police Service (KPS) in Nairobi County. Psychological contracts encompass employees' perceived expectations of their employers and play a critical role in shaping workplace dynamics. The research focuses on key dimensions, including perceived organizational support, organizational commitment, organizational citizenship behavior, and organizational justice, and their impact on employee performance. The study employed a mixed-method research design, combining quantitative data from structured questionnaires and qualitative insights through a literature review. Data were collected from a sample of 351 respondents, using stratified random sampling. Descriptive and inferential statistical methods were applied, with regression analysis conducted to determine the relationship between the variables. The findings revealed that perceived organizational support had a strong positive correlation with employee performance ($r = .713$, $p = .031$), with respondents reporting high levels of organizational support, indicated by a mean score of 4.0516 on workplace relationships. However, individual support was rated lower, with a mean score of 2.6410, suggesting room for improvement in personalized attention. Organizational commitment and citizenship behavior showed moderate but non-significant correlations with employee performance, with mean scores of 4.1339 for commitment to work quality and 4.5100 for citizenship behavior. Organizational justice exhibited a weak correlation ($r = .088$) with performance, but fairness in compensation and treatment was highly rated, with a mean score of 4.3686. The study concludes that enhancing perceived organizational support, recognizing organizational citizenship behavior, and ensuring fairness through transparent decision-making processes are critical for improving employee performance in high-stress environments like Kenya Police. Future research should explore these dynamics in other sectors and examine external stressors' impact on employee commitment and performance.

Keywords: Psychological Contract, Employee Performance, Organizational Commitment, Organizational Citizenship Behavior, Organizational Justice, Perceived Organizational Support, Public Sector Performance

I.   INTRODUCTION

1.1 Background information

Employment job performance relates to how workers behave in the workplace and how they do the tasks assigned to them (Aluko et al., 2022). For the public sector, measures of job performance include their commitment to what they do, adherence to timelines, and how well they attain them(Inuwa, 2017). In this regard, employee performance includes elements such as timeliness, punctuality, commitment to duty, quality of work done, completion of tasks, rate of work done. The employment relationship has evolved significantly in recent years, driven by globalization, mergers, and the rapid pace of organizational change (Chang et al., 2020). In this context, psychological contracts, which are the unwritten expectations and obligations between employees and employers, have gained importance(Sachdeva, 2022). Psychological contract is the mutual beliefs, perceptions, and informal duties between an employer and an employee; it sets the relationship dynamics and defines the task to be done (Aluko et al., 2022). These contracts include the perceived obligations that each party believes they owe to the other, influencing employee engagement and organizational behavior (Saurombe & Barkhuizen, 2020). A psychological contract breach occurs when employees believe that their organization has failed to meet its implicit promises, which can lead to reduced organizational commitment, job satisfaction, and overall performance (Naidoo et al., 2019; Kanu et al., 2022).

Psychological contracts are informal but shape the employer-employee relationship, affecting personal and organisational outcomes (Saurombe & Barkhuizen, 2020). Coworkers and managers form employee expectations, which go into these contracts (Naidoo et al., 2019). Transactional contracts focus on monetary exchanges, while relational contracts focus on emotional and social commitments (Gordon, 2020). These contracts originate or grow during pre-employment. Organisations that fulfill or exceed psychological contract requirements have more engaged, motivated, and performing staff (Saurombe & Barkhuizen, 2020).Contracts and job security, trust, and fairness shape employee perceptions of organisational commitments (Naidoo et al., 2019). Unlike legal contracts, psychological contracts influence trust, loyalty, and commitment in the workplace (Danilwan et al., 2020). Employees feel valued and driven to work well when these informal agreements are met, benefiting the organisation (Saurombe & Barkhuizen, 2020). Conversely, psychological contract breaches can cause disengagement and significant turnover (Bellou, 2007; Naidoo et al., 2019).

The importance of psychological contracts has been recognized globally, particularly in competitive industries where retaining top talent is crucial (Du & Vantilborgh, 2020). Studies in Europe and China demonstrate that when employees believe their psychological contract is fulfilled, they show higher levels of commitment and job satisfaction (Karani et al., 2022). In China, knowledge workers demonstrate increased loyalty and performance when their psychological contracts are relationally fulfilled (Shen et al., 2019). In contrast, African employment practices reflect a different understanding of promises, where psychological contract fulfillment can vary significantly across regions, influencing employee behavior differently (Akhigbe & Yakubu, 2021; Ngobeni et al., 2022).

In Kenya, the concept of psychological contracts is relatively new but increasingly relevant. Studies indicate that psychological contract violations, particularly in public sector institutions such as Kenya Airways and the Kenya Police Service, affect employee trust, commitment, and job satisfaction (Amina, 2018; Ombaka & Merecia, 2021). Ensuring psychological contract fulfillment through improved human resource practices can significantly enhance employee performance and engagement, particularly in high-pressure sectors like policing, where consistent service delivery is critical for organizational success (Ombaka & Merecia, 2021).

Unfulfilled expectations in the Kenya Police Service (KPS) cause organizational problems notwithstanding the importance of psychological contract fulfillment. Amina (2018) found that psychological contract breaches increase stress, job dissatisfaction, and police misbehavior. These breaches can also damage public faith in the police, which is connected to officers' integrity and performance (Ombaka & Merecia, 2021). Corruption, misuse of power, and poor service delivery in the KPS have highlighted the need to analyze police performance aspects (Internal Affairs Unit, 2023). Fulfilling psychological contracts influences officers' commitment, motivation, and ethical behavior. Understanding KPS psychological contracts could improve morale, misconduct, and performance, making the police force more reliable and effective. This study assessed the influence of psychological contract fulfillment on employee performance within the Kenya Police Service in Nairobi County. The specific objectives were to:

1. Determine the effect of perceived organizational support on employee performance in the Kenya Police Service in Nairobi County.
2. Establish the role of organizational commitment in influencing employee performance within the Kenya Police Service.
3. Examine the relationship between organizational citizenship behavior and employee performance in the Kenya Police Service.
4. Investigate the influence of organizational justice on employee performance in the Kenya Police Service.

1.4 Significance of the Study

This study is important from an academic and practical standpoint. By examining the connection between employee performance in public sector organizations and perceived organizational support, organizational commitment, organizational citizenship behavior, and organizational justice, it advances academic knowledge in this area. In terms of application, the study offers guidance to legislators and organizational leaders on how to improve worker performance via equitable treatment, encouraging dedication, and supportive behaviours. Management techniques that raise worker engagement, job happiness, and general productivity at work can benefit from this research.

II.   LITERATURE REVIEW

2.1 Theoretical Framework

This study was guided by the social exchange theory, Meyer and Allan's Theory, the Theory of Planned Behaviour, and Adams's Equity Behaviour.

2.2.1 Social Exchange Theory

Social exchange theory, developed by Homans (1961) and Blau (1964), posits that social behavior is driven by exchanges where individuals aim to maximize benefits while minimizing costs.Peter Blau (1964) defined social exchange as "individual voluntary actions motivated by the returns they are expected to bring from others." The exchange concept underpinned the expected outcome. He believes human relationship requires material and social exchange. Employees and employers respond to each other in organizations, establishing a balanced trade. Balanced exchange involves the simultaneous exchange of equal goods. In employment relationships, this theory suggests that employees are motivated by fair exchanges of benefits, with reciprocal obligations based on mutual trust (Blau, 1958; Homans, 1961). Employees respond positively to organizational support (POS), such as greater organizational citizenship (Robinson & Morrison, 1995; Shore & Barksdale, 1998). Effective employee-leader interactions improve performance and social contributions (Cheong et al., 2016). Thus, POS improves employee commitment and performance, emphasizing the importance of fair exchanges in employee engagement and company success(Yunus & Isa, 2022). However, the theory has been criticized on the premise that "it takes human behaviour as an exchange, which is not always true."

2.2.2 Meyer and Allen Theory

Meyer and Allen's (1990) three-component model of organizational commitment—affective, continuation, and normative—provides a thorough explanation of employee commitment. Affective commitment is emotional attachment to the organisation, continuation commitment is the perceived costs of leaving, and normative commitment is obligation to stay (Meyer & Allen, 1990). Strong affective commitment leads to stronger organizational citizenship behavior and performance, while continuation commitment is motivated by departure costs. Culture and socialization shape normative commitment, which boosts employee loyalty and engagement.

2.2.3 Theory of Planned Behaviour

According to the theory of planned behavior (Ajzen & Fishbein, 1980), attitudes, subjective norms, and perceived behavioral control determine an individual's conduct. Intention motivates behavior execution, according to this idea. Work attitudes, social norms, and perceived task control affect employees' intentions to perform well in organisations (Tsai et al., 2022). The theory also explains organizational citizenship behavior, since attitudes toward assisting others and social expectations influence employees' extra-role activity intentions.

2.2.4 Adams Equity Theory

Adams' equity theory (1963) emphasizes fairness in social trades, where people compare input-output ratios. Dissatisfaction from inequity prompts behavioral or attitudinal changes to restore balance. The "benevolents" tolerate under-reward, the "entitleds" maximize results, and the "sensitives" seek balanced input-output ratios (Huseman et al., 1987). Organizational inequality can harm commitment, performance, and citizenship behavior. Maintaining perceived equity and favorable employee attitudes requires organizational justice, which includes distributive, procedural, and interactional fairness.

2.2 Empirical review

Based on empirical study, perceived organizational support (POS), commitment, citizenship behavior (OCB), and fairness are crucial to employee performance. These elements are interdependent in motivating, involving, and maximizing worker productivity, according to several studies. First, employee behavior is heavily influenced by perceived organizational support (POS). The term "POS" reflects how employees feel the organization values their contributions and cares about them. Employee engagement and performance are stronger when they feel supported by their organization. According to Shabbir Naz and Trivedi (2021), POS enhances worker performance, especially when combined with organizational fairness. They noted that perceived fairness in organizational procedures boosts employees' faith in their leaders, encouraging them to work more. Gemilang and Riana (2021) found that high employee engagement and POS boost worker output. Their findings show that organizational support, such as open communication and career advancement, motivates workers to work harder and perform better. According to Sabir et al. (2022), POS improves staff performance by providing a helpful and inspiring workplace.

Employee success depends on organizational commitment's emotive aspect(Pramudita et al., 2021). Employee affective commitment, or emotional attachment, has been linked to higher job performance and fewer company departures. Lang'at (2018) found that emotional connections between people and organizations boost engagement and productivity. Suryani and Tentama (2020) found that affective commitment drives organizational commitment. Affective commitment among employees improves the possibility that they will go above and beyond to help the company succeed. Normative commitment and continuance ensure that employees stay with the organization for ethical or practical reasons.

Beyond official job tasks, organizational citizenship behavior (OCB) includes selfless deeds that advance the organization. Altruism, civic virtue, and sportsmanship are examples of OCB behaviors that have a major beneficial influence on organizational success. Research indicates that workers who participate in out-of-

class behavior (OCB) are more likely to enhance team productivity and organizational success. However, as mentioned by Jehanzeb and Mohanty (2020), unfulfilled psychological contracts might weaken OCB, which consequently results in decreased performance. They maintained that workers are less inclined to act in ways that advance organizational success when they believe there has been a breakdown in their psychological contract.

Another main factor influencing worker performance is organizational fairness(Suleman et al., 2019). Employees use distributive, procedural, and interactional justice to evaluate how fair company policies are. Employees' sense of justice is enhanced when rewards, decision-making procedures, and interpersonal treatment are perceived as fair (Mylona & Mihail, 2019). This increases employee commitment and motivation. Studies show that workers are more likely to be engaged and productive when they believe that their workplace is fair (Khan et al., 2020). Fairness is perceived favorably by the workforce, which improves performance and job satisfaction by making them feel appreciated and respected (Burton et al., 2018; Akrama et al., 2020).

Seeck and Parzefall (2008) indicated that very little is known about the employees' role in influencing the psychological contract and its content in everyday work and about employees' perceptions of their psychological contract obligations" (p. 474). Therefore, there is a need to question the extent to which psychological contract research in its current form is able to capture the employment relationship as experienced by employees, as suggested by Conway and Briner (2009, p. 485). More research is needed to determine how the four types of employment connections affect outcomes. Adding outcomes and mediators like trust in the relationship between psychological contract fulfilment and turnover intentions may assist clarify the relationships. This research benefits firms and managers in talent management. A worldwide talent war is underway due to globalization. This war for talent has raised employee expectations, and dissatisfied workers will quit for a more desirable company(Lawler, 2005).

2.3 Conceptual Framework

Figure 1 shows the conceptualization of the variables that were used in this study.The independent variables of the study are, perceived organizational support, organizational commitment, organizational citizenship behaviour and organizational justice. The independent variable is employee performance.
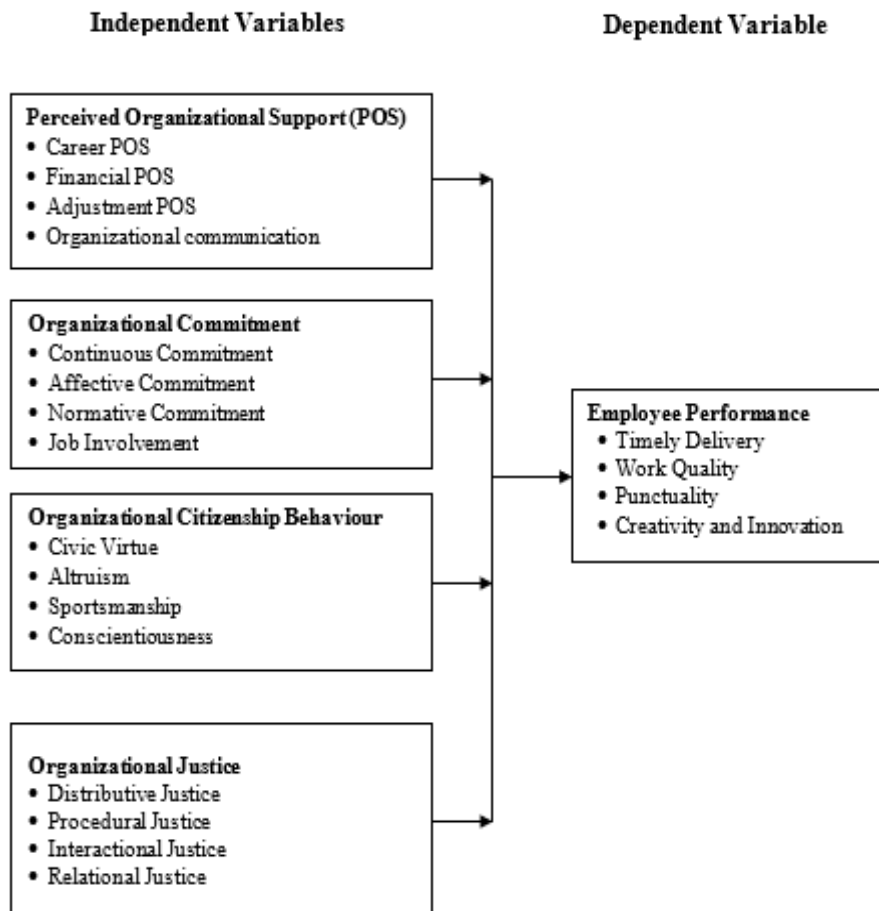

Figure 1: The Conceptual Framework

2.4 Hypotheses
1. H1: There is no significant relationship between perceived organizational support and employee performance in the Kenya Police Service.
2. H2: There is no significant relationship between organizational commitment and employee performance in the Kenya Police Service.
3. H3: There is no significant relationship between organizational citizenship behavior and employee performance in the Kenya Police Service.
4. H4: There is no significant relationship between organizational justice and employee performance in the Kenya Police Service.

III. METHODOLOGY

3.1 Research Design

The study used mixed methods research design. To address the overarching research question, we used a sequential exploratory mixed methods design (Creswell & Clark, 2007). Mixed method research combines qualitative and quantitative methodologies to address a single research question. The methodology was appropriate for this study because it provided a detailed understanding of the correlation between contract fulfilment variables such as perceived organizational support (POS), organizational commitment, organizational citizenship behaviour, and organizational justice, and how they influence employee performance. The use of quantitative and qualitative data facilitated the triangulation of the findings. Consequently, the approach ensured the validity and reliability of the study. It was possible to obtain numerical data on relationships between variables and rich descriptions and explanations of the relationships.

3.2 Population and Sampling

The target population for the study was from the Kenya Police Service in Nairobi County.In this case, a total of 4,540 employees were targeted. Besides, the study used stratified random sampling to select representatives for the study. According to Kothari (2000), a stratified random sample is used when a population is not homogeneous making it the most appropriate sample to come up with the target sample. Using Fisher's (1983) formula for sample size calculation, based on 95% confidence interval and proportion (p) of 0.5, the sample size was determined to be 354. However, the response late was 99.15%, as responses were collected from 351 respondents.

3.3 Data Collection Instruments:

Structured questionnaire was a key instrument for collecting data for the study. The researcher administered questionnaires containing mainly closed and open-ended questions to the sample respondents, and according to Polit and Beck (2003), this allowed for intensity and richness of individual perceptions in respondent responses. Each respondent received the same set of questions in exactly the same way. Secondary data was collected through a review of written literature to complement the primary data.

3.4 Data Analysis

Data analysis was conducted using descriptive and inferential statistics. Descriptive statistics, including frequencies and percentages, were used to summarize demographic data. Inferential analysis involved regression analysis to examine the relationship between perceived organizational support, organizational commitment, organizational citizenship behavior, organizational justice, and employee performance. The Statistical Package for Social Sciences (SPSS) was utilized for data analysis, ensuring accurate and reliable results. Hypotheses were tested at a 95% confidence level, with significance established at p-values less than 0.05.The model below was used to represent the relationship between employee performance as a linear function of the independent variables.

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \acute{\epsilon}$. When $\beta_5 = 0$.............equation 3.1

Where; Y= Employee performance
$\acute{\epsilon}$= Error factor associated with research instruments
α =the constant
βs= Beta coefficients,
X_1=Organizational support
X_2= Organizational commitment
X_3= Organizational citizenship behaviour
X_4= Organizational Justice
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IV. RESULTS

4.1 Socioeconomic Characteristics of the Respondents

The table 1 summarises the socioeconomic characteristics of the respondents. Based on the summary on gender, the majority of respondents were male (59.8%), while females made up 40.2% of the sample. Regarding the level in the organisation, most respondents were at the lower level (52.1%), followed by middle

level (31.9%) and top level (14.5%). About 5 respondents (1.4%) did not disclose their level. In terms of years with the organisation, the largest proportion of respondents (42.7%) had been with the organisation for 1 to 5 years, followed by those who had been with the organisation for over 10 years (28.5%).As for education, high school education is the most common (50.7%), followed by diploma (15.1%), and degree (10.3%). Further, it was found that 40 respondents (11.4%) had a master's degree, 27 respondents (7.7%) had a PhD, while 17 respondents (4.8%) had primary education. Finally, in terms of age, the largest group of respondents fell between 26 and 35 years old (41.0%), followed by those between 18 and 25 years old (22.2%). As per the findings, 60 respondents (17.1%) were between 36 and 40 years old, while 69 respondents (19.7%) were between 41 and 60 years old.

Table 1: Demographic Characteristics of Study Respondents

		Frequency	Percent
Gender	Female	141	40.2
	Male	210	59.8
	Total	351	100.0
Level in the Organisation	Undisclosed	5	1.4
	Lower Level	183	52.1
	Middle Level	112	31.9
	Top Level	51	14.5
	Total	351	100.0
Years with the Organisation	Undisclosed	4	1.1
	1 to 5 Years	150	42.7
	6 to 10 Years	57	16.2
	Less than 1 Year	40	11.4
	Over 10 Years	100	28.5
	Total	351	100.0
Education	Degree	36	10.3
	Diploma	53	15.1
	High School	178	50.7
	Masters	40	11.4
	PhD	27	7.7
	Primary	17	4.8
	Total	351	100.0
Age	Between 18 and 25 Years	78	22.2
	Between 26 and 35 Years	144	41.0
	Between 36 and 40 Years	60	17.1
	Between 41 and 60 Years	69	19.7
	Total	351	100.0

Source: Researcher (2024)

4.2 Descriptive Analysis

The study aimed to examine the influence of psychological contract fulfilment on employee's performance. First, it was necessary to assess respondent's perceptions of key constructs such as perceived organizational support, organizational commitment, organizational citizenship behaviour, organizational justice, and employee performance. The subsections below present the findings on how specific independent variables impact employee performance.

4.2.1 Perceived Organizational Support

The descriptive results show a mixed perception of perceived organizational support (POS) (Table 2). Employees rated workplace relationships favourably, with a mean score of 4.0516, indicating a generally supportive work environment. However, individual support, such as personal concern from the organization, was rated lower, with a mean score of 2.6410. This suggests that while employees feel supported in the general workplace context, personalized support is lacking.

Moreover, the organization's willingness to assist employees during personal or family emergencies was positively viewed, with a mean of 4.0484. This indicates that employees trust the organization to provide

support in critical situations, a key element of POS.The gap in personalized concern suggests that while the organization performs well in fostering relationships and providing general support, there is room for improvement in offering tailored assistance to individual employees. Addressing this gap could enhance employee satisfaction and performance, as employees who feel personally valued are likely to be more engaged and motivated. Overall, POS plays a significant role in shaping employee performance, and improving individualized support could further boost organizational effectiveness.

Table 2: Perceived Organizational Support

	Prompt	Mean	Std. Dev
1	Our organisation has helped build positive relationship in the work place	4.0516	1.17819
2	Organisation really cares about building supportive behaviours	3.4786	1.47512
3	Organisation strongly considers extra-role behaviours	4.0256	1.25899
4	My organisation shows little concern for me	2.6410	1.38231
5	My organisation is willing to help me if I need a special favour	4.0484	1.11890
6	Help is available from my organisation when I have a problem	3.5442	1.42535
7	My supervisor understands when I talk about personal or family issues that affect my work	3.9373	1.22663
8	My co-workers are helpful in getting the job done.	3.3675	1.54881
9	I find organizational communication within my department effective	3.8974	1.26977

4.2.2 Organizational Commitment

Organizational commitment, particularly affective commitment, was reflected strongly in the study's findings (Table 3). Many respondents demonstrated a high commitment to achieving performance targets, with a mean score of 4.1339 for maintaining work quality. This suggests that employees are emotionally invested in the organization's success and are motivated to contribute to its performance goals.However, the study also showed areas where self-motivation was lower, with a mean score of 3.5286. This indicates that while many employees are committed to the organization's broader goals, intrinsic motivation may be lacking for some. This could be due to misalignment between personal values and organizational culture or a perceived lack of personal development opportunities.The high commitment to work quality reflects a positive organizational culture that emphasizes performance. However, the lower self-motivation levels suggest that organizations should focus on providing more opportunities for personal and professional growth. Enhancing intrinsic motivation could lead to increased organizational commitment, improving employee retention and performance. Overall, while organizational commitment is generally strong, there is a need to address factors that could enhance individual motivation and engagement.

Table 3: Organisational Commitment

	Prompt	Mean	Std. Dev
1	I am very glad that I chose this organization to work for over others I was considering at the time I joined.	4.0085	1.21064
2	Deciding to work for this organization was a definite mistake on my part	1.9117	1.28759
3	I care about the fate of this organization	3.8205	1.35192
4	My values and the organization's values are very similar	3.9658	1.33907
5	For me, this is the best of all possible organizations to work for	3.7236	1.38378
6	I feel very little loyalty to this organization	1.9487	1.32781
7	I don't feel part of this organization	1.7749	1.29529
8	I am often involved in my job tasks and responsibilities	3.9715	1.23487
9	I feel a sense of obligation to remain with the organisation	3.8205	1.37081

4.2.3 Organizational Citizenship Behavior

The study found that organizational citizenship behavior (OCB) improved efficiency and work quality (Table 4). OCB's efficiency impact mean score was 4.5840, indicating that employees typically volunteer to improve performance. Proposing fresh ideas and taking initiative improve processes and boost productivity. With a mean score of 4.5100, OCBs improved work quality. Employees worked hard to execute duties well and

kept up with industry changes via learning. This shows that people own their responsibilities and contribute beyond job obligations, improving the company's performance. However, voluntary OCBs may demotivate employees over time because formal reward systems rarely acknowledge them. These behaviors must be acknowledged and encouraged in the workplace to maintain employee engagement. Recognizing OCBs makes employees feel valued and pushed to work more. OCBs improve efficiency and work quality;thus, organizations should encourage them.

Table 4: Organisational Citizenship Behaviour

	Prompt	Mean	Std. Dev
1	I normally work beyond the normal working hours	4.1175	1.32199
2	I complain about the limited resources allocated to the Kenya Police service.	3.8803	1.18198
3	I endeavour to protect the image of the Kenya Police service	3.9943	1.28913
4	I contribute opinions that will improve organisational effectiveness	4.1567	1.15187
5	I volunteer to improve the effectiveness of the organisation like orienting new employees, solving conflicts among employees.	3.8120	1.40162
6	I appreciate my colleagues for their accomplishments	3.8746	1.31853
7	I often demonstrate conscientiousness in my work (e.g., completing tasks thoroughly and on time, following organisational rules and procedures)?	3.8405	1.34065
8	I often exhibit good sportsmanship by accepting decisions even when I disagree with them	3.9972	1.21537

4.2.4 Organizational Justice

The study's findings indicate that perceptions of organizational justice are closely linked to employee performance. Respondents rated fairness in compensation and treatment by senior management highly, with a mean score of 4.3686 (Table 5). This suggests that employees perceive the organization's reward and decision-making processes as fair, which enhances their job satisfaction and motivation.Employees who perceive fairness in the workplace are more likely to exhibit higher levels of commitment and performance. The positive perception of organizational justice contributes to a sense of being valued and respected, which is essential for maintaining a motivated and engaged workforce. Fair treatment in terms of distributive, procedural, and interactional justice creates a work environment where employees are more willing to contribute to the organization's success.However, the study also highlights that organizational justice must be consistently applied across all levels of the organization to maintain employee trust and motivation. Ensuring fairness in decision-making and resource distribution is critical for sustaining high levels of employee performance. Organizations should prioritize transparency and equitable treatment to foster a culture of trust and collaboration, ultimately leading to better performance outcomes.

Table 5: Organisational Justice

	Prompt	Mean	Std. Dev
1	I am treated fairly by my employer/superior	3.8091	1.32688
2	There is a clear grievance procedure at my work place	3.9145	1.32389
3	I have a positive attitude towards my workload and level of pay	3.9371	1.33137
4	My seniors are unbiased in their job decisions and I have a right to appeal job decisions made by my superiors	3.9231	1.23163
5	My seniors treat me with respect and dignity	4.3686	0.83863

4.2.5 Employee Performance

Employee performance was assessed on the basis of various indicators. Specifically, the construct was analysed in terms of employees' efficiency, task achievement, work quality, and innovation and creativity. Employee efficiency was greatly improved by creativity, with a mean score of 4.5840 and a standard deviation of 0.74694 (Table 6). Career development (mean 3.7464) also boosts efficiency, although less. The work environment was critical for efficiency, with a mean of 4.1709. Survey respondents said employees meet goals on time (mean = 4.4286) but are less self-motivated (mean = 3.5286). Quality and innovation were rated 3.9145 and 4.3229, respectively.

Table 6: Employee Performance

		Mean	Std. Dev
	Employee Efficiency		
1	Employees creativity improves their efficiency	4.5840	.74694
2	Career progression improves employees' efficiency	3.7464	1.25861
3	Our work environment helps to improve efficiency	4.1709	0.89402
	Task Achievement		
1	Employees achieve their set target at the required time	4.4286	0.81130
2	Employees are self-motivated to achieve set goals	3.5286	1.30155
3	Employee competence level helps to improve delivery of services	4.0057	1.25306
	Work Quality		
1	Employees work quality has improved	3.9145	1.20171
2	Employees ensure that quality services are provided to customers	4.5100	0.76665
3	Our organisation culture emphasizes on work quality	4.1339	0.69838
	Innovation and Creativity		
1	I often propose new ideas or solutions to improve work processes	4.3229	0.85398
2	I am always updated with new trends or developments in my field that could enhance my work	4.0857	0.91066
3	I believe I can think outside the box and come up with original ideas	4.0743	0.84309

4.3 Hypothesis Testing

To ascertain the connections between employee performance, perceived organizational support, organizational commitment, organizational citizenship behavior, and organizational justice, a correlation analysis was conducted. The summary of findings is presented in Table 7.

Table 7: Correlation Results

Correlations						
		Perceived Organisational Support	Organisational Commitment	Organisational Citizenship Behaviour	Organisational Justice	Employee Performance
Perceived Organisational Support	r	1				
	p					
	N	9				
Organisational Commitment	r	.232	1			
	p	.549				
	N	9	9			
Organisational Citizenship Behaviour	r	.517	.605	1		
	p	.189	.112			
	N	8	8	8		
Organisational Justice	r	.425	.080	-.390	1	
	p	.476	.899	.517		
	N	5	5	5	5	
Employee Performance	r	.713[*]	.305	.531	.088	1
	p	.031	.426	.175	.888	
	N	9	9	8	5	12
*. Correlation is significant at the 0.05 level (2-tailed).						

As shown, it was established that perceived organisational support has a strong positive and significant correlation of .713 with employee performance. It follows that employee performance tends to rise along with perceived organizational support. However, although it is not significant, organizational commitment and employee performance have a moderately positive connection (.305). The results indicate that although there is a weaker correlation between perceived organizational support and employee performance, higher levels of organizational commitment are linked to better performance. Thirdly, there is a non-significant moderate

positive association (.531) between employee performance and organizational civic behavior. Higher employee performance is correlated with higher levels of organizational citizenship behavior, according to the research. Lastly, there is aweak non-significant positive association between organizational justice and employee performance (.088).

Furthermore, a regression analysis was carried out to determine if perceived organisational support, organisational commitment, organisational citizenship behaviour, and organisational justice can predict employee performance. Tables 8-10 present a summary of the findings.

Table 8: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869[a]	.755	.614	.127
a. Predictors: (Constant), POJ, POS, POC, POCB				

Source: Researcher (2024)

Table 9: Regression ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.349	4	.087	5.380	.027[b]
	Residual	.114	7	.016		
	Total	.463	11			
a. Dependent Variable: EP						
b. Predictors: (Constant), POJ, POS, POC, POCB						

Source: Researcher (2024)

Table 10: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.697	1.536		-1.756	.122
	POS	.255	.159	.316	1.598	.154
	POC	.660	.494	.349	1.338	.223
	POCB	.819	.498	.454	1.645	.144
	POJ	.033	.390	.021	.086	.934
a. Dependent Variable: EP						
b. Predictors: (Constant), POJ, POS, POC, POCB						

In this case: POJ = Perceived Organisational Justice, POS = Perceived Organisational Support, POC = Perceived Organisational Commitment, POCB = Perceived Organisational Citizenship Behaviour, and EP = Employee Performance

No statistically significant associations were found between perceived organizational support, commitment, citizenship behavior, and justice and employee performance. All variables have Sig. values over 0.05, supporting the claim. All independent variables predict the dependent variable favorably. Keeping all other variables unchanged, a one-unit increase in perceived organizational support increases employee performance by 0.255 units. A one-unit increase in organizational commitment boosts employee performance by 0.660 units. Thirdly, if all other variables remain constant, employee performance should increase by 0.819 units for every unit of organizational citizenship behavior. Finally, one unit of organizational justice increases employee performance by 0.033 units. Based on the findings, the following model equation was created.

$$Y = -2.697 + 0.255X_1 + 0.660X_2 + 0.819X_3 + 0.033X_4$$

Where:

Y is the Employee Performance.

X_1 is the Perceived Organisational Support.

X_2 is the Organisational Commitment.

X_3 is the Organisational Citizenship Behaviour.

X_4 is the Organisational Justice.

The predictor equation confirmed that employee performance is influenced by the independent variables, perceived organisational support, organisational commitment, organisational citizenship behaviour, organisational justice when all the other variables are constant.

V. DISCUSSION

This study sought to examine the nexus between fulfilment of psychological contract and employee performance, using the case of the Kenyan police. The study's findings offer important new perspectives on the connections between employee performance and important organizational characteristics, including perceived organizational support (POS), organizational commitment, organizational citizenship behavior (OCB), and organizational justice. The research, which highlights the significance of employees feeling supported by their employer, is backed by the considerable association found between POS and employee performance. According to Shabbir et al. (2021), trust is fostered by organizational support, and trust motivates employees to perform better. In a similar vein, Gemilang and Riana (2021) discovered that employee performance is improved when engagement and POS are combined. This means that employee emotional engagement should be a priority for organizational support mechanisms in addition to resource provision.

On the other hand, albeit demonstrating a somewhat positive link, the study found that organizational commitment did not statistically significantly relate to employee performance. This stands in mild contrast to the literature, since numerous research have demonstrated favorable relationships between dedication and performance, particularly when possibilities for growth and development are offered (Suryani and Tentama, 2020; Lang'at, 2018). Since organizational commitment is commonly regarded as a measure of a worker's loyalty and devotion, the study's lack of statistical significance may indicate that variables like working conditions or outside stressors—particularly in the police force—mitigate the expected benefits.

Although exceeding statutory job requirements is one behavior that contributes to overall performance, it may not necessarily directly improve measurable performance results, as seen by the moderately favorable but non-significant association that OCB showed with employee performance. Cho and Johanson (2018) as well as Ma and Wilson (2016) have demonstrated in a similar manner that although OCB is advantageous, it may not always be immediately compensated, resulting in inconsistent findings about its correlation with performance. The weak and non-significant correlation between organizational justice and employee performance supports the idea that while employees value fairness in treatment, this perception alone may not significantly boost performance, especially in public sector environments like the Kenya Police Service. Burton et al. (2018) and Akrama (2020) found that perceived justice improves performance when combined with trust and job satisfaction.

The study found that perceived organizational support (POS) increases worker performance by encouraging engagement and trust, supporting Shabbir et al. (2021) and Sabir et al. (2022). Although there was a marginally positive link, this study found no significant relationship between organizational commitment and performance, unlike Sabir et al. This implies that external influences may lessen commitment's effect on Kenya Police Service performance. Cho and Johanson (2018) and Wilson (2016) found that organizational citizenship behavior (OCB) improves group outcomes but not individual performance. Mylona and Mihail (2019) and Khan et al. (2020) found that fairness increases employee happiness and trust but may not improve performance, especially in public sector settings. The poor link between organizational fairness and performance supports this.

According to the theory of social exchange, a person's relationship with another is formed through a process of weighing the benefits and costs (cost-benefit analysis), examines the trade-offs involved in interpersonal relationships(Yunus & Isa, 2022). Consequently, the theory takes into account the social and emotional problems in the working relationship as well as how the other party perceives them.This shows that the Kenya Police Service should improve its organizational support mechanisms to boost personnel performance, as perceived organizational support builds trust and engagement. Career development and recognition improve organizational commitment and performance, though not statistically. Rewards for organizational citizenship behaviors (OCB) boost teamwork and productivity.

Although the study found little correlation between organizational justice and performance, transparent and fair decision-making processes are crucial for employee trust and work satisfaction. These methods could make the Kenya Police Service and other high-stress public sector organisations more welcoming, fair, and performance-driven. The study concludes that organizational elements including POS, commitment, OCB, and fairness affect worker performance. Plans that provide strong support, inspire dedication, recognize above-and-beyond initiatives, and ensure parity can improve Kenya Police Service performance. These findings apply to the Kenya Police Service and other stressed-out public sector enterprises. These factors promote worker performance, job satisfaction, and effectiveness when prioritized by employers.

VI. CONCLUSION

The study's findings on psychological contract fulfillment and Kenya Police Service worker performance are insightful. The importance of a supportive workplace was shown by the positive correlation between perceived organizational support (POS) and employee performance. These qualities boost employee engagement, but extraneous factors may affect performance. Performance was moderately positively correlated with organizational commitment and citizenship behavior (OCB). Fairness may not always boost performance, but it

maintains trust and job satisfaction. Performance was weakly linked to organizational justice.In practical terms, the Kenya Police Service may enhance psychological contract fulfillment by improving professional development possibilities and mentorship programs, among other support systems, to encourage organizational commitment and involvement. Ensuring clear decision-making procedures and recognizing OCB through legal incentives are crucial in bolstering perceptions of equity. The study's conclusion is that when there is a psychological contract and positive employee interactions, performance will be high. Managers should therefore be aware that there are other equally significant aspects that will boost performance in addition to the psychological contract's provision.Nonetheless, the study has limitations, such as focusing just on one public sector institution and using self-reported data, which can be biased. In addition to examining the influence of external stresses and their effects on employee commitment and performance in high-stress workplaces like law enforcement, future research could investigate these links in other industries or geographical areas.

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