

International Journal Research Publication Analysis

Page: 01-24

THE EFFECT OF PSYCHOLOGICAL CONTRACT FULFILMENT ON EMPLOYEE AFFECTIVE COMMITMENT: THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE

¹Isaac Boakye, MPhil, ^{*2}Jemima N. A. A. Lomotey, ³Anthony K. Apekey

¹University of Ghana, Legon, GH.

²PhD, DBA, University of Phoenix, AZ, USA.

³PhD, University of Ghana, Legon, GH.

Article Received: 22 August 2026

*Corresponding Author: Jemima N. A. A. Lomotey

Article Revised: 10 September 2026

PhD, DBA, University of Phoenix, AZ, USA.

Published on: 30 September 2026

DOI: <https://doi-doi.org/101555/ijrpa.3828>

ABSTRACT

This study examined the effect of psychological contract fulfilment on employee affective commitment, with particular focus on the mediating role of organizational justice among employees of multinational corporations (MNCs) in Ghana. Using a quantitative cross-sectional design, data were collected from 385 employees across six MNCs operating in the financial services and telecommunications sectors. Psychological contract fulfilment was measured using the Psychological Contract Inventory, organizational justice was assessed using the Organizational Justice Scale (distributive, procedural, and interactional justice), and affective commitment was measured using the Affective Commitment Scale from the Three-Component Model. Descriptive statistics, Pearson's correlation, hierarchical regression, and mediation analyses were conducted using SPSS and PROCESS macro. Results revealed significant positive correlations between psychological contract fulfilment and organizational justice ($r = 0.56$, $p < .001$), organizational justice and affective commitment ($r = 0.62$, $p < .001$), and psychological contract fulfilment and affective commitment ($r = 0.53$, $p < .001$). Hierarchical regression analyses demonstrated that psychological contract fulfilment significantly predicted affective commitment ($\beta = 0.51$, $p < .001$), and organizational justice mediated this relationship (indirect effect = 0.23, 95% CI [0.16, 0.31]). The findings underscore that employees who perceive their psychological contracts as fulfilled develop stronger perceptions of organizational justice, which in turn enhance their affective

commitment. Implications for human resource management, organizational policy, and employee relations in Ghanaian MNCs are discussed.

KEYWORDS: *Psychological Contract Fulfilment, Organizational Justice, Affective Commitment, Employee Relations, Multinational Corporations, Ghana.*

INTRODUCTION

In contemporary organizational environments, the nature of the employment relationship has evolved significantly, moving beyond formal contractual obligations to encompass implicit expectations and mutual obligations between employers and employees. The psychological contract, defined as an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between the employee and the organization, has emerged as a critical construct in understanding employee attitudes, behaviors, and organizational outcomes (Rousseau, 1995). When employees perceive that their psychological contracts have been fulfilled—that is, the organization has delivered on its promised obligations—they tend to develop positive attitudes toward the organization, including enhanced commitment, trust, and satisfaction (Conway & Briner, 2005). Conversely, psychological contract breach or violation is associated with negative outcomes such as reduced commitment, increased turnover intentions, and diminished organizational citizenship behaviors (Robinson & Morrison, 2000; Zhao, Wayne, Glibkowski, & Bravo, 2007).

Affective commitment, a component of organizational commitment by emotional attachment to, identification with, and involvement in the organization, is particularly sensitive to psychological contract experiences (Meyer & Allen, 1991). Employees who develop strong affective commitment are more likely to exert discretionary effort, remain with the organization, and engage in behaviors that benefit organizational effectiveness (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Understanding the mechanisms through which psychological contract fulfilment translates into affective commitment is therefore essential for organizations seeking to foster a committed and engaged workforce. One such mechanism is organizational justice, which encompasses employees' perceptions of fairness in the workplace, including fairness in resource distribution, decision-making processes, and interpersonal treatment (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Organizational justice has been identified as a key mediator in the relationship between various organizational practices and employee outcomes (Cropanzano, Rupp, Mohler, & Schminke, 2001). When employees perceive that their psychological contracts are fulfilled,

they are likely to view the organization as fair and just, leading to positive reciprocity in the form of enhanced commitment and loyalty. The fulfilment of psychological contracts signals that the organization values its employees, honours its commitments, and treats employees with respect and dignity, all of which contribute to perceptions of justice (Colquitt et al., 2001; Leventhal, 1980). In turn, employees who perceive high levels of organizational justice are more likely to reciprocate with affective commitment, as fairness perceptions engender trust, identification, and emotional attachment to the organization.

In the Ghanaian context, the employment landscape has been significantly shaped by the presence of multinational corporations (MNCs) that bring diverse human resource practices, cultural values, and expectations into the local labour market. Employees in Ghanaian MNCs navigate a complex set of expectations, balancing local cultural norms with organizational policies and practices influenced by global standards. Psychological contract fulfilment may be particularly salient in this context, as employees' expectations are shaped by both local cultural values—such as communalism, respect for authority, and interpersonal relationships—and the formal policies of MNCs (Aryeetey & Baah-Boateng, 2016; Hofstede, 2001). Furthermore, perceptions of organizational justice may be influenced by cultural factors, including power distance and collectivism, which shape how employees evaluate fairness in organizational settings (Mueller & Kim, 2004).

Despite the growing recognition of the importance of psychological contracts, organizational justice, and affective commitment, limited empirical research has examined these relationships within the Ghanaian MNC context. While studies have explored these constructs individually or in dyadic relationships in Western and Asian contexts (Coyle-Shapiro & Kessler, 2000; Tekleab & Taylor, 2003), the mediating role of organizational justice in the psychological contract fulfilment-affective commitment relationship remains underexplored in sub-Saharan Africa. This gap is significant because cultural and institutional factors in Ghana may influence how employees interpret psychological contract fulfilment, evaluate organizational justice, and develop affective commitment. Understanding these dynamics is essential for MNCs seeking to optimise employee relations, enhance commitment, and improve organizational performance in the Ghanaian context.

Statement of the Problem

Psychological contract fulfilment, organizational justice, and affective commitment are critical determinants of employee engagement, retention, and organizational effectiveness. Employees who perceive that their organizations have fulfilled their psychological contract

obligations tend to exhibit higher levels of commitment and engagement (Conway & Briner, 2005; Meyer et al., 2002). However, the mechanisms through which psychological contract fulfilment influences affective commitment remain insufficiently understood, particularly in the Ghanaian context. While organizational justice has been proposed as a mediating mechanism linking organizational practices to employee outcomes (Cropanzano et al., 2001), limited empirical research has examined whether justice perceptions mediate the relationship between psychological contract fulfilment and affective commitment in Ghanaian MNCs. Cultural factors, including power distance and collectivism, may influence how employees perceive psychological contract fulfilment and justice, and how these perceptions translate into commitment. This knowledge gap hinders the development of evidence-based human resource strategies for fostering employee commitment in MNCs operating in Ghana.

Purpose of the Study

The purpose of this study is to examine the effect of psychological contract fulfilment on employee affective commitment, with particular focus on the mediating role of organizational justice among employees of MNCs in Ghana. Specifically, the study aims to determine the relationships among psychological contract fulfilment, organizational justice, and affective commitment, and to assess the extent to which organizational justice mediates the psychological contract fulfilment-affective commitment relationship.

Research Objectives

1. To examine the relationship between psychological contract fulfilment and organizational justice among employees of MNCs in Ghana.
2. To assess the relationship between organizational justice and affective commitment among employees of MNCs in Ghana.
3. To determine the relationship between psychological contract fulfilment and affective commitment.
4. To explore the mediating role of organizational justice in the relationship between psychological contract fulfilment and affective commitment.
5. To identify strategies for enhancing psychological contract fulfilment, organizational justice, and affective commitment in MNCs.

Literature Review

Theoretical Literature

This study is grounded in three complementary theoretical frameworks: Psychological Contract Theory, Organizational Justice Theory, and Social Exchange Theory. Together, these theories provide a comprehensive lens for understanding the mechanisms through which psychological contract fulfilment influences affective commitment via organizational justice.

Psychological Contract Theory

Psychological contract theory, developed by Rousseau (1995), posits that employment relationships are governed not only by formal, written contracts but also by unwritten, implicit expectations and obligations that both parties believe exist. The psychological contract comprises an individual's beliefs about the reciprocal obligations between the employee and the organization, including promises regarding compensation, career development, job security, training opportunities, and fair treatment (Rousseau & Tijoriwala, 1998). Unlike formal contracts, psychological contracts are subjective, dynamic, and based on perceptions of mutual exchange.

When employees perceive that the organization has fulfilled its promised obligations, they experience psychological contract fulfilment, which engenders positive attitudes and behaviors, including trust, satisfaction, and commitment (Conway & Briner, 2005). Conversely, perceived breach or violation of the psychological contract leads to negative outcomes, such as reduced commitment, increased turnover intentions, and decreased organizational citizenship behaviors (Robinson & Morrison, 2000; Zhao et al., 2007). Psychological contract theory thus provides a foundation for understanding how employees' perceptions of organizational obligations influence their affective responses to the organization.

The theory also highlights the importance of mutuality and reciprocity in the employment relationship. Employees who perceive that their organization has fulfilled its obligations are more likely to reciprocate through positive attitudes and behaviors that benefit the organization. This reciprocal process is central to understanding the link between psychological contract fulfilment and affective commitment, as employees develop emotional attachment to organizations that honour their commitments.

Organizational Justice Theory

Organizational justice theory focuses on employees' perceptions of fairness in the workplace and has been conceptualized as comprising three distinct dimensions: distributive justice, procedural justice, and interactional justice (Colquitt et al., 2001). Distributive justice refers to perceived fairness in the allocation of outcomes, such as pay, promotions, and rewards, based on contributions and needs (Adams, 1965). Procedural justice pertains to the fairness of the processes and procedures used to make decisions regarding resource allocation and other organizational matters (Leventhal, 1980). Interactional justice involves the quality of interpersonal treatment employees receive from authority figures, including respect, dignity, and information sharing (Bies & Moag, 1986).

Organizational justice theory suggests that employees evaluate the fairness of their work environment based on these dimensions, and their perceptions of justice significantly influence their attitudes, behaviors, and well-being (Colquitt et al., 2001). When employees perceive high levels of distributive, procedural, and interactional justice, they are more likely to trust the organization, identify with organizational goals, and develop strong affective commitment (Rhoades, Eisenberger, & Armeli, 2001). Conversely, perceptions of injustice lead to negative outcomes, including reduced commitment, increased cynicism, and withdrawal behaviors (Cropanzano et al., 2001).

In the context of psychological contracts, organizational justice theory explains why psychological contract fulfilment leads to enhanced commitment. Employees who perceive that their organization has fulfilled its promises are likely to view the organization as fair in its distribution of outcomes, processes, and interpersonal treatment. Justice perceptions, in turn, foster emotional attachment and loyalty, as employees feel valued, respected, and fairly treated (Colquitt et al., 2001). Organizational justice thus serves as a key mediating mechanism linking psychological contract experiences to affective commitment.

Social Exchange Theory

Social exchange theory (Blau, 1964) provides a foundational explanation for the reciprocal processes underlying psychological contract fulfilment, organizational justice, and affective commitment. According to social exchange theory, individuals engage in relationships based on the expectation of mutual benefit and reciprocity. Employees who perceive that their organization has fulfilled its obligations and treated them fairly feel a sense of obligation to reciprocate through positive attitudes and behaviors (Cropanzano & Mitchell, 2005).

The norm of reciprocity, articulated by Gouldner (1960), suggests that individuals repay favorable treatment with favorable responses. When organizations fulfil their psychological contract obligations, employees interpret this as favorable treatment, leading to positive reciprocity in the form of enhanced commitment, trust, and engagement. Similarly, perceptions of organizational justice signal that the organization values and respects employees, eliciting reciprocal commitment and loyalty (Rhoades et al., 2001). Social exchange theory thus integrates psychological contract fulfilment and organizational justice, explaining how these factors collectively influence affective commitment through reciprocal processes.

In the Ghanaian context, social exchange processes may be shaped by cultural values emphasizing collectivism, interpersonal relationships, and communal obligations (Hofstede, 2001). Employees may place particular importance on relational exchanges, including fairness, respect, and fulfilment of mutual obligations, which may amplify the effects of psychological contract fulfilment and organizational justice on affective commitment.

Empirical Literature

Empirical research has extensively examined the relationships among psychological contract fulfilment, organizational justice, and affective commitment, providing evidence for the hypothesized linkages and mediation effects.

Psychological Contract Fulfilment and Organizational Justice

Research has consistently demonstrated that psychological contract fulfilment is positively associated with perceptions of organizational justice. Employees who perceive that their organization has fulfilled its promised obligations tend to view the organization as fair in its distribution of outcomes, procedures, and interpersonal treatment (Tekleab & Taylor, 2003; Coyle-Shapiro & Kessler, 2000). For example, a study by Johnson and O'Leary-Kelly (2003) found that psychological contract fulfilment was significantly correlated with procedural and interactional justice perceptions, suggesting that fulfilled contracts signal organizational fairness.

Similarly, Deery, Iverson, and Walsh (2006) reported that psychological contract fulfilment enhanced employees' perceptions of distributive and procedural justice in a sample of Australian service employees. The authors argued that when organizations fulfil their promises, employees interpret this as evidence that the organization is committed to fair treatment and equitable resource allocation. This finding aligns with social exchange theory,

which suggests that fulfilled obligations foster trust and positive perceptions of the organization's intentions.

In the African context, studies have confirmed the positive relationship between psychological contract fulfilment and justice perceptions. Ogunyemi, Ogunyemi, and Akinbode (2017) found that psychological contract fulfilment significantly predicted organizational justice perceptions among Nigerian bank employees, with interactional justice emerging as the strongest correlate. This suggests that in collectivist cultures, interpersonal treatment and relational fairness are particularly important in shaping employees' justice perceptions.

Organizational Justice and Affective Commitment

The relationship between organizational justice and affective commitment has been extensively documented in the literature. Meta-analyses have confirmed that all three dimensions of justice—distributive, procedural, and interactional—are significantly and positively associated with affective commitment (Colquitt et al., 2001; Meyer et al., 2002). Employees who perceive high levels of fairness in their organizations develop stronger emotional attachment, identification, and involvement, as justice perceptions signal that the organization values and respects its employees.

For instance, Rhoades et al. (2001) found that organizational justice, particularly procedural and interactional justice, was a significant predictor of affective commitment among a sample of American employees. The authors suggested that fair treatment engenders trust and positive exchange relationships, leading to enhanced commitment. Similarly, Agarwal (2010) reported that distributive, procedural, and interactional justice each independently predicted affective commitment in Indian organizations, with interactional justice demonstrating the strongest effect.

In the Ghanaian context, research has confirmed the importance of organizational justice in shaping employee commitment. A study by Asamani, Naab, and Ansah-Nyarko (2016) found that procedural and interactional justice significantly predicted affective commitment among Ghanaian healthcare workers, with fairness in decision-making processes and interpersonal treatment emerging as key determinants. These findings highlight the cross-cultural relevance of organizational justice in fostering commitment.

Psychological Contract Fulfilment and Affective Commitment

The direct relationship between psychological contract fulfilment and affective commitment has been well-established in empirical research. Studies consistently report that employees

who perceive their psychological contracts as fulfilled exhibit higher levels of affective commitment (Conway & Briner, 2005; Coyle-Shapiro & Kessler, 2000; Zhao et al., 2007). Psychological contract fulfilment signals that the organization is committed to its employees, honors its promises, and values employee contributions, leading to emotional attachment and identification with the organization.

For example, Tekleab and Taylor (2003) found that psychological contract fulfilment was a strong predictor of affective commitment among American employees, with fulfilled obligations regarding career development, training, and job security being particularly influential. Similarly, a longitudinal study by Deery et al. (2006) demonstrated that psychological contract fulfilment predicted changes in affective commitment over time, confirming the causal direction of the relationship.

In the African context, studies have confirmed the positive association between psychological contract fulfilment and affective commitment. Njoroge and Yazdanifard (2014) reported that psychological contract fulfilment significantly enhanced affective commitment among Kenyan employees, with relational contract elements, such as job security and career development, being particularly important. In Ghana, Mensah, Asiamah, and Adjei (2017) found that psychological contract fulfilment was positively associated with affective commitment in the banking sector, suggesting that employees who perceive fulfilled obligations develop stronger emotional attachment to their organizations.

The Mediating Role of Organizational Justice

A growing body of research has examined the mediating role of organizational justice in the relationship between organizational practices and employee outcomes. Studies suggest that justice perceptions serve as a key mechanism through which organizational policies, practices, and leadership behaviors influence employee attitudes and behaviors (Cropanzano et al., 2001; Colquitt et al., 2001). In the context of psychological contracts, organizational justice may mediate the effect of psychological contract fulfilment on affective commitment, as fulfilled contracts signal organizational fairness, which in turn fosters commitment.

For instance, Johnson and O'Leary-Kelly (2003) found that procedural and interactional justice mediated the relationship between psychological contract fulfilment and organizational commitment. Employees who perceived fulfilled contracts viewed organizational processes and interpersonal treatment as fair, leading to enhanced commitment. Similarly, a study by Saks (2006) demonstrated that organizational justice mediated the relationship between psychological contract fulfilment and employee

engagement, with justice perceptions explaining a significant portion of the variance in engagement.

In the African context, Ogunyemi et al. (2017) reported that organizational justice partially mediated the relationship between psychological contract fulfilment and affective commitment among Nigerian bank employees. The authors suggested that perceptions of fairness in resource distribution, decision-making processes, and interpersonal treatment transmitted the effects of psychological contract fulfilment to affective commitment. These findings highlight the importance of organizational justice as a mediating mechanism in the psychological contract-commitment relationship.

Despite these empirical insights, limited research has examined the mediating role of organizational justice in the psychological contract fulfilment-affective commitment relationship in Ghanaian MNCs. Cultural and contextual factors may influence the strength and nature of these relationships, necessitating empirical investigation in the Ghanaian setting.

METHODOLOGY

Research Design

This study employed a quantitative cross-sectional research design to examine the relationships among psychological contract fulfilment, organizational justice, and affective commitment. The cross-sectional approach was appropriate for assessing the associations between variables at a single point in time and testing the hypothesized mediation model (Creswell & Creswell, 2018). The quantitative methodology allowed for objective measurement of variables and statistical analysis of relationships.

Population and Sampling

The target population comprised permanent, full-time employees of MNCs operating in Ghana's financial services and telecommunications sectors. These sectors were selected because they have significant MNC presence, a diverse workforce, and a strong emphasis on employee relations and commitment. Employees were required to have at least one year of tenure with their organizations to ensure familiarity with organizational policies and practices.

Stratified random sampling was employed to select employees from six MNCs (three in financial services and three in telecommunications), ensuring representation across sectors, organizational levels, age, and gender. A total of 385 employees were selected from a target population of approximately 2,800, based on Krejcie and Morgan's (1970) sample size table.

This sample size provided adequate statistical power for correlation, regression, and mediation analyses.

Data Collection Instruments

Three primary instruments were used in this study:

1. Psychological Contract Fulfilment Scale: The Psychological Contract Inventory (PCI) developed by Rousseau (2000) was adapted to measure employees' perceptions of psychological contract fulfilment. A 15-item scale assessed fulfilment of transactional obligations (e.g., compensation, job security) and relational obligations (e.g., career development, training, support). Responses were recorded on a 5-point Likert scale ranging from 1 (not at all fulfilled) to 5 (fully fulfilled).

2. Organizational Justice Scale: The Organizational Justice Scale (Colquitt, 2001) was used to measure employees' perceptions of fairness in the workplace. The scale comprised 20 items assessing distributive justice (4 items), procedural justice (7 items), and interactional justice (9 items). Responses were recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3. Affective Commitment Scale: The Affective Commitment Scale from the Three-Component Model of Commitment (Meyer & Allen, 1991) was used to measure emotional attachment, identification, and involvement with the organization. The scale comprised six items, with responses recorded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Demographic information, including age, gender, education level, tenure, and organizational sector, was also collected.

Validity and Reliability

To ensure content validity, all instruments were reviewed by three experts in organizational psychology, human resource management, and industrial relations. The instruments were pretested with a pilot sample of 40 employees from two MNCs not included in the main study. Based on feedback, ambiguous items were reworded to enhance clarity and cultural relevance in the Ghanaian context. Reliability analysis yielded Cronbach's alpha values of 0.87 for the psychological contract fulfilment scale, 0.90 for the organizational justice scale, and 0.88 for the affective commitment scale, exceeding the recommended threshold of 0.70 (Nunnally & Bernstein, 1994).

Data Collection Procedure

Ethical approval was obtained from the relevant institutional review boards. Permission to conduct the study was secured from the human resource departments of the participating MNCs. Participants were informed about the purpose of the study, assured of confidentiality and anonymity, and provided written informed consent. Surveys were administered during work hours in designated meeting rooms under the supervision of trained research assistants. Data collection occurred over a six-week period, with a response rate of 86% (n = 331).

Data Analysis

Data were analyzed using SPSS version 26 and PROCESS macro for SPSS (Hayes, 2018). Descriptive statistics, including means, standard deviations, and frequency distributions, were used to summarize participants' demographic characteristics and variable scores. Pearson's correlation coefficients were calculated to examine the bivariate relationships among psychological contract fulfilment, organizational justice, and affective commitment. Hierarchical regression analyses were conducted to test the predictive effects of psychological contract fulfilment on affective commitment, and to assess the mediating role of organizational justice using the bootstrapping method with 5,000 resamples (Hayes, 2018). Statistical significance was set at $p < 0.05$.

Ethical Considerations

This study adhered to strict ethical principles. Participation was voluntary, and participants were informed of their right to withdraw at any time without consequence. Informed consent was obtained from all participants. Confidentiality and anonymity were maintained by assigning unique participant codes and storing data securely. Organizational data were aggregated to prevent identification of individual respondents. The study was conducted in accordance with the ethical guidelines of the institutional review board.

ANALYSIS AND RESULTS

This section presents the statistical findings of the study, focusing on the relationships among psychological contract fulfilment, organizational justice, and affective commitment. Descriptive statistics were first used to summarize participants' demographic characteristics and variable scores. Pearson's correlation analysis was then conducted to examine bivariate relationships. Finally, hierarchical regression and mediation analyses were performed to test the hypothesized relationships.

Descriptive Statistics

The sample consisted of 331 respondents (response rate: 86%), comprising 55% male and 45% female participants. Respondents' ages ranged from 21 to 58 years, with a mean age of 33.8 years ($SD = 7.2$). Educational levels included bachelor's degree (48%), master's degree (30%), diploma/certificate (15%), and secondary education (7%). Organizational tenure ranged from 1 to 18 years, with a mean of 5.7 years ($SD = 4.1$). The sample was distributed across the financial services (52%) and telecommunications (48%) sectors.

Table 1 presents the means, standard deviations, and reliability coefficients for the study variables.

Table 1: Descriptive Statistics and Reliability Coefficients.

Variable	Mean	SD	Cronbach's Alpha
Psychological Contract Fulfilment	3.54	0.72	0.87
Organizational Justice	3.72	0.69	0.90
Distributive Justice	3.48	0.78	0.84
Procedural Justice	3.65	0.74	0.85
Interactional Justice	3.89	0.66	0.88
Affective Commitment	3.68	0.71	0.88

Note: $N = 331$. All variables measured on a 5-point scale.

The descriptive statistics indicate moderate-to-high levels of psychological contract fulfilment ($M = 3.54$), organizational justice ($M = 3.72$), and affective commitment ($M = 3.68$). Among the justice dimensions, interactional justice had the highest mean ($M = 3.89$), suggesting that employees generally perceive fair interpersonal treatment from their leaders and colleagues.

Correlation Analysis

Pearson's correlation coefficients were computed to examine the bivariate relationships among psychological contract fulfilment, organizational justice (and its dimensions), and affective commitment. The results are presented in Table 2.

Table 2: Pearson Correlation Matrix.

Variable	1	2	3	4	5	6
1. Psych Contract Fulfilment	1.00					
2. Organizational Justice	.56**	1.00				
3. Distributive Justice	.48**	.78**	1.00			
4. Procedural Justice	.52**	.86**	.58**	1.00		
5. Interactional Justice	.53**	.85**	.51**	.61**	1.00	
6. Affective Commitment	.53**	.62**	.45**	.56**	.59**	1.00

*Note: $N = 331$. $*p < .001$ (two-tailed).

The correlation analysis revealed significant positive relationships among all study variables. Psychological contract fulfilment was moderately correlated with organizational justice ($r = 0.56$, $p < .001$), with the strongest relationships observed with interactional justice ($r = 0.53$) and procedural justice ($r = 0.52$). Organizational justice was strongly correlated with affective commitment ($r = 0.62$, $p < .001$), with interactional justice showing the strongest association ($r = 0.59$) among the justice dimensions. Psychological contract fulfilment also demonstrated a moderate positive correlation with affective commitment ($r = 0.53$, $p < .001$). These findings support the hypothesized relationships and provide preliminary evidence for the mediation model.

Hierarchical Regression Analysis

Hierarchical regression analyses were conducted to examine the predictive effects of psychological contract fulfilment on affective commitment, and the role of organizational justice in this relationship, while controlling for demographic variables (age, gender, education level, tenure, and sector). The results are presented in Tables 3 and 4.

Table 3: Hierarchical Regression of Psychological Contract Fulfilment on Affective Commitment.

Model	Predictors	B	SE	β	t	Sig.
1	Age	0.01	0.01	0.06	1.12	.264
	Gender	-0.03	0.04	-0.04	-0.78	.436
	Education Level	0.07	0.03	0.11	2.21	.028
	Tenure	0.02	0.01	0.07	1.38	.168
	Sector	0.05	0.03	0.08	1.65	.101
	$R^2 = 0.06$, Adjusted $R^2 = 0.05$, $F(5, 325) = 4.15$, $p = .001$					
2	Psychological Contract Fulfilment	0.51	0.04	0.52	11.28	.000
	$\Delta R^2 = 0.25$, Adjusted $R^2 = 0.30$, $F(6, 324) = 24.82$, $p < .001$					

The regression results indicate that demographic variables explained a modest proportion of variance in affective commitment ($R^2 = 0.06$). Education level emerged as a significant predictor ($\beta = 0.11$, $p = .028$), suggesting that employees with higher education levels reported greater affective commitment. When psychological contract fulfilment was added to the model, it became the strongest predictor of affective commitment ($\beta = 0.52$, $p < .001$), increasing explained variance by 25%, resulting in a total adjusted R^2 of 0.30. This indicates

that psychological contract fulfilment significantly predicts affective commitment, explaining a substantial portion of its variance.

Table 4: Hierarchical Regression for Mediation Analysis.

Model	Predictors	B	SE	β	t	Sig.
DV: Organizational Justice						
1	Controls	—	—	—	—	—
	Psychological Contract Fulfilment	0.54	0.04	0.56	12.45	.000
	$R^2 = 0.32$, Adjusted $R^2 = 0.31$, $F(6, 324) = 25.61$, $p < .001$					
DV: Affective Commitment						
2	Controls	—	—	—	—	—
	Psychological Contract Fulfilment	0.30	0.05	0.30	6.14	.000
	Organizational Justice	0.42	0.05	0.41	8.32	.000
	$R^2 = 0.41$, Adjusted $R^2 = 0.40$, $F(7, 323) = 32.47$, $p < .001$					

In the mediation analysis, psychological contract fulfilment significantly predicted organizational justice ($\beta = 0.56$, $p < .001$), explaining 32% of its variance ($R^2 = 0.32$). When both psychological contract fulfilment and organizational justice were included as predictors of affective commitment, both remained significant: psychological contract fulfilment ($\beta = 0.30$, $p < .001$) and organizational justice ($\beta = 0.41$, $p < .001$). The effect of psychological contract fulfilment on affective commitment reduced from $\beta = 0.52$ (in Table 3) to $\beta = 0.30$ when organizational justice was included, suggesting partial mediation. The total model explained 41% of variance in affective commitment (Adjusted $R^2 = 0.40$).

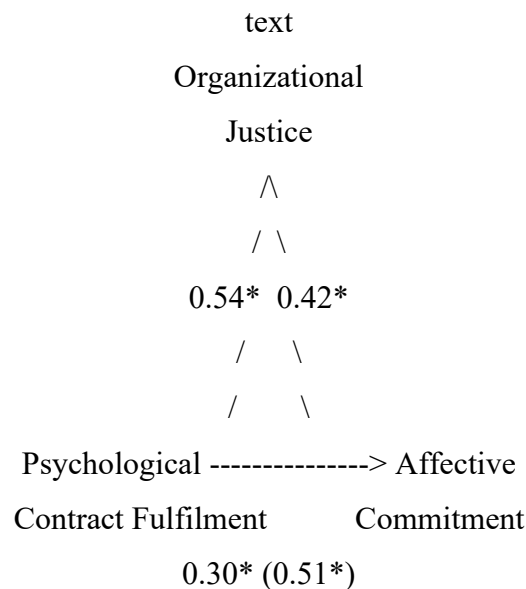
Mediation Analysis

To formally test the mediating role of organizational justice in the relationship between psychological contract fulfilment and affective commitment, the PROCESS macro (Model 4) with 5,000 bootstrap resamples was employed (Hayes, 2018). The results are presented in Table 5 and Figure 1.

Table 5: Mediation Analysis Results.

Path	Effect	SE	t	p	LLCI	ULCI
Psych Contract Fulfilment → Organizational Justice (a)	0.54	0.04	12.45	.000	0.45	0.62
Organizational Justice → Affective Commitment (b)	0.42	0.05	8.32	.000	0.32	0.52
Psych Contract Fulfilment → Affective Commitment (c)	0.51	0.04	11.28	.000	0.42	0.59
Psych Contract Fulfilment → Affective Commitment (c')	0.30	0.05	6.14	.000	0.20	0.40
Indirect Effect (a × b)	0.23	0.04	—	—	0.16	0.31

Note: Bootstrap sample size = 5,000. LLCI = Lower Level Confidence Interval; ULCI = Upper Level Confidence Interval.

**Figure 1: Mediation Model.**

*Note: Values represent standardized coefficients. $p < .001$. Value in parentheses is total effect.

The mediation analysis revealed that organizational justice significantly mediated the relationship between psychological contract fulfilment and affective commitment. The indirect effect ($a \times b$) was 0.23 (SE = 0.04, 95% CI [0.16, 0.31]), with the confidence interval not containing zero, confirming a significant indirect effect. The direct effect of psychological contract fulfilment on affective commitment remained significant after controlling for organizational justice ($c' = 0.30$, $p < .001$), indicating partial mediation. This suggests that organizational justice partially transmits the effect of psychological contract fulfilment to affective commitment, consistent with the hypothesized model.

DISCUSSION OF RESULTS

The findings of this study provide robust empirical support for the hypothesized relationships among psychological contract fulfilment, organizational justice, and affective commitment. The results confirm significant positive relationships among all three variables, with organizational justice partially mediating the relationship between psychological contract fulfilment and affective commitment. These findings align with theoretical expectations and prior empirical research, while also contributing novel insights specific to the Ghanaian MNC context.

Psychological Contract Fulfilment and Organizational Justice

The strong positive relationship between psychological contract fulfilment and organizational justice ($\beta = 0.56$, $p < .001$; $r = 0.56$) confirms that employees who perceive their psychological contracts as fulfilled tend to view the organization as fair and just. This finding is consistent with social exchange theory (Blau, 1964) and psychological contract theory (Rousseau, 1995), which suggest that fulfilled obligations signal organizational commitment to fair treatment, leading to enhanced justice perceptions. The strongest correlations were observed with interactional justice ($r = 0.53$) and procedural justice ($r = 0.52$), indicating that psychological contract fulfilment is particularly associated with perceptions of fair interpersonal treatment and decision-making processes.

This finding aligns with prior research demonstrating that psychological contract fulfilment enhances perceptions of distributive, procedural, and interactional justice (Tekleab & Taylor, 2003; Deery et al., 2006; Johnson & O'Leary-Kelly, 2003). In the Ghanaian context, where interpersonal relationships and respect for authority are culturally valued, the strong association between psychological contract fulfilment and interactional justice is noteworthy. Employees may interpret fulfilled psychological contracts as evidence that the organization respects and values them, which is particularly salient in collectivist cultures (Hofstede, 2001; Mueller & Kim, 2004). The finding that psychological contract fulfilment explained 32% of the variance in organizational justice underscores the importance of fulfilling obligations in shaping employees' fairness perceptions.

Organizational Justice and Affective Commitment

The significant positive relationship between organizational justice and affective commitment ($\beta = 0.41$, $p < .001$; $r = 0.62$) confirms that employees who perceive high levels of fairness in the workplace develop stronger emotional attachment and identification with the

organization. This finding is consistent with organizational justice theory (Colquitt et al., 2001) and prior empirical research demonstrating that justice perceptions are strong predictors of affective commitment (Rhoades et al., 2001; Agarwal, 2010; Meyer et al., 2002). Among the justice dimensions, interactional justice demonstrated the strongest correlation with affective commitment ($r = 0.59$), followed by procedural justice ($r = 0.56$) and distributive justice ($r = 0.45$).

The particularly strong effect of interactional justice on affective commitment in this Ghanaian sample is consistent with cultural values that emphasize interpersonal relationships, respect, and dignity (Hofstede, 2001). Employees who feel that they are treated with respect, dignity, and fairness by their leaders and colleagues develop stronger emotional attachment to the organization. This finding aligns with research in other African contexts, where interactional justice has been identified as a key determinant of employee commitment (Asamani et al., 2016; Ogunyemi et al., 2017). The results highlight the importance of interpersonal treatment and communication in fostering affective commitment, suggesting that organizations should invest in leadership training and respectful workplace practices.

Psychological Contract Fulfilment and Affective Commitment

The direct relationship between psychological contract fulfilment and affective commitment ($\beta = 0.52$, $p < .001$; $r = 0.53$) confirms that employees who perceive their psychological contracts as fulfilled develop stronger emotional attachment to the organization. This finding is consistent with psychological contract theory (Rousseau, 1995) and extensive empirical research demonstrating that fulfilled obligations lead to enhanced commitment (Conway & Briner, 2005; Coyle-Shapiro & Kessler, 2000; Zhao et al., 2007). Psychological contract fulfilment signals that the organization honors its commitments, values employee contributions, and is invested in employee well-being, all of which foster affective commitment.

The finding that psychological contract fulfilment explained 25% of the variance in affective commitment underscores the importance of managing employee expectations and fulfilling promises in the employment relationship. In the Ghanaian MNC context, where employees may have high expectations regarding career development, job security, and support, fulfilling these expectations is critical for fostering commitment. The results suggest that organizations that consistently deliver on their obligations are more likely to develop a committed, engaged, and loyal workforce.

Mediating Role of Organizational Justice

The mediation analysis confirmed that organizational justice partially mediates the relationship between psychological contract fulfilment and affective commitment (indirect effect = 0.23, 95% CI [0.16, 0.31]). This finding provides empirical support for the hypothesised mediation model, demonstrating that psychological contract fulfilment enhances affective commitment through its positive effects on organizational justice. Employees who perceive fulfilled psychological contracts develop stronger perceptions of fairness in resource distribution, decision-making processes, and interpersonal treatment, which in turn foster emotional attachment and identification with the organization.

This mediating role is consistent with social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005), which suggests that fulfilled obligations and fair treatment elicit positive reciprocity in the form of commitment and loyalty. The partial mediation finding indicates that psychological contract fulfilment also has a direct effect on affective commitment beyond its influence on organizational justice. This direct effect may be explained by the fact that psychological contract fulfilment directly signals organizational commitment and care, independently of justice perceptions, or through other mediating mechanisms such as trust, perceived organizational support, or job satisfaction (Rhoades et al., 2001; Saks, 2006).

The mediation effect is particularly significant in the Ghanaian context, where cultural values emphasize fairness, reciprocity, and relational harmony. Employees who perceive fulfilled psychological contracts and fair treatment are likely to reciprocate with enhanced commitment, as these experiences align with cultural expectations of mutual obligation and respect. The findings suggest that organizational justice serves as a key mechanism through which psychological contract experiences translate into affective commitment, highlighting the importance of fairness perceptions in the employment relationship.

CONCLUSION AND RECOMMENDATIONS

Conclusion

This study examined the effect of psychological contract fulfilment on employee affective commitment, with particular focus on the mediating role of organizational justice among employees of MNCs in Ghana. The findings provide robust empirical support for the hypothesized relationships, confirming that psychological contract fulfilment significantly and positively predicts organizational justice and affective commitment, and that organizational justice partially mediates the psychological contract fulfilment-affective commitment relationship. Psychological contract fulfilment explained 25% of the variance in

affective commitment, and when combined with organizational justice, the model explained 41% of the variance, underscoring the importance of both factors in fostering employee commitment.

The study contributes to the literature by extending psychological contract theory, organizational justice theory, and social exchange theory to the Ghanaian MNC context. The findings highlight the critical role of psychological contract fulfilment in shaping employees' perceptions of fairness and their emotional attachment to the organization. In the Ghanaian context, where cultural values emphasise interpersonal relationships, respect, and reciprocity, psychological contract fulfilment and organizational justice are particularly influential in fostering affective commitment. For MNCs operating in Ghana, investing in practices that fulfil employee expectations and promote fairness is essential for building a committed and engaged workforce.

Recommendations

Based on the findings, the following recommendations are made for MNCs, human resource practitioners, and policymakers:

- 1. Enhance Psychological Contract Fulfilment:** Organizations should develop clear and realistic expectations regarding the employment relationship and consistently fulfil their promises to employees. This includes delivering on commitments related to compensation, career development, job security, training, and support. Regular communication about organizational policies and changes can help manage expectations and prevent perceptions of breach.
- 2. Promote Organizational Justice:** MNCs should implement policies and practices that enhance perceptions of distributive, procedural, and interactional justice. This includes ensuring fair and transparent resource allocation, involving employees in decision-making processes, providing opportunities for voice and appeal, and training leaders to interact with employees respectfully and with dignity.
- 3. Invest in Leadership Development:** Leaders play a critical role in shaping both psychological contract fulfilment and organizational justice perceptions. Leadership development programmes should emphasize transformational and servant leadership behaviors, including effective communication, empathy, fairness, and support. Leaders should be equipped to manage employee expectations, provide constructive feedback, and demonstrate commitment to employee well-being.

4. Develop Comprehensive Employee Relations Policies: Organizations should develop and communicate policies that address employee concerns regarding fairness and fulfilment of obligations. This may include grievance procedures, performance management systems, career development frameworks, and recognition programmes that align with employee expectations.

5. Conduct Regular Employee Surveys: Regular employee surveys can help monitor perceptions of psychological contract fulfilment, organizational justice, and affective commitment. Feedback from surveys should be used to identify areas for improvement and develop targeted interventions to address employee concerns.

6. Foster a Culture of Transparency and Open Communication: Organizations should cultivate a culture that values transparency, open communication, and mutual respect. Providing employees with information about organizational decisions, changes, and performance can enhance perceptions of procedural justice and psychological contract fulfilment.

7. Conduct Contextual Research: Further research should explore the cultural and contextual factors that influence the relationships among psychological contract fulfilment, organizational justice, and affective commitment in Ghana and other developing economies. Comparative studies across sectors and industries would provide valuable insights into the generalizability of the findings.

Limitations and Future Research

While this study provides valuable insights, several limitations should be acknowledged. First, the cross-sectional design precludes causal inference; longitudinal and experimental studies are needed to establish causal relationships among psychological contract fulfilment, organizational justice, and affective commitment. Second, the study relied on self-report measures, which may be subject to social desirability and common method bias. Future research should incorporate multi-source data, including supervisor ratings and objective performance measures, to enhance validity. Third, the sample was drawn from the financial services and telecommunications sectors, limiting generalizability to other industries. Future studies should examine these relationships in manufacturing, healthcare, hospitality, and other sectors to assess the robustness of the findings.

Fourth, the study focused on affective commitment as the outcome variable; future research should examine other commitment dimensions (continuance and normative commitment) and other employee outcomes, such as job satisfaction, turnover intentions, and organizational

citizenship behaviors. Fifth, while the study identified organizational justice as a mediator, other mediating mechanisms, such as trust, perceived organizational support, and work engagement, warrant investigation. Finally, qualitative research could provide deeper insights into employees' subjective experiences of psychological contract fulfilment, justice, and commitment in the Ghanaian context, enriching the understanding of these complex organizational phenomena.

REFERENCES

1. Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). New York, NY: Academic Press.
2. Agarwal, U. A. (2010). The impact of perceived organizational justice on affective commitment: The mediating role of trust. *International Journal of Indian Culture and Business Management*, 3(6), 647–664.
3. Aryeetey, E., & Baah-Boateng, W. (2016). *Understanding Ghana's growth success story and job creation challenges*. Accra: Institute of Statistical, Social and Economic Research.
4. Asamani, J. A., Naab, F., & Ansah-Nyarko, M. (2016). The influence of organizational justice on employee commitment in the Ghanaian healthcare sector. *Journal of Health Management*, 18(4), 523–539.
5. Bies, R. J., & Moag, J. S. (1986). Interactional justice: Communication criteria of fairness. In R. J. Lewicki, B. H. Sheppard, & M. H. Bazerman (Eds.), *Research on negotiation in organizations* (Vol. 1, pp. 43–55). Greenwich, CT: JAI Press.
6. Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: John Wiley & Sons.
7. Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400.
8. Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445.
9. Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work: A critical evaluation of theory and research*. Oxford, UK: Oxford University Press.
10. Coyle-Shapiro, J. A. M., & Kessler, I. (2000). Consequences of the psychological contract for the employment relationship: A large scale survey. *Journal of Management Studies*, 37(7), 903–930.

11. Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks, CA: Sage Publications.
12. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
13. Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. In J. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 20, pp. 1–113). Greenwich, CT: JAI Press.
14. Deery, S. J., Iverson, R. D., & Walsh, J. T. (2006). Toward a better understanding of psychological contract breach: A study of customer service employees. *Journal of Applied Psychology*, 91(1), 166–175.
15. Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25(2), 161–178.
16. Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). New York, NY: Guilford Press.
17. Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, CA: Sage Publications.
18. Johnson, J. L., & O'Leary-Kelly, A. M. (2003). The effects of psychological contract breach and organizational cynicism: Not all social exchange violations are created equal. *Journal of Organizational Behavior*, 24(5), 627–647.
19. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.
20. Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In K. Gergen, M. Greenberg, & R. Willis (Eds.), *Social exchange: Advances in theory and research* (pp. 27–55). New York, NY: Plenum Press.
21. Mensah, J. K., Asiamah, N., & Adjei, F. A. (2017). Psychological contract and employee commitment in Ghanaian banks. *Journal of African Business*, 18(2), 211–229.
22. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
23. Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20–52.

24. Mueller, C. W., & Kim, Y. S. (2004). Justice perceptions, organizational commitment, and organizational citizenship behavior: A cross-cultural comparison. *Journal of World Business*, 39(3), 269–279.
25. Njoroge, S. W., & Yazdanifard, R. (2014). The impact of psychological contract on employee commitment in Kenyan organizations. *International Journal of Management and Commerce Innovations*, 2(1), 152–160.
26. Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory* (3rd ed.). New York, NY: McGraw-Hill.
27. Ogunyemi, O. A., Ogunyemi, T. O., & Akinbode, J. O. (2017). Psychological contract, organizational justice and employee commitment in Nigerian banks. *Journal of Psychology in Africa*, 27(4), 321–328.
28. Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825–836.
29. Robinson, S. L., & Morrison, E. W. (2000). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 21(5), 525–546.
30. Rousseau, D. M. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Thousand Oaks, CA: Sage Publications.
31. Rousseau, D. M. (2000). *Psychological contract inventory: Technical report*. Pittsburgh, PA: Carnegie Mellon University.
32. Rousseau, D. M., & Tijoriwala, S. A. (1998). Assessing psychological contracts: Issues, alternatives and measures. *Journal of Organizational Behavior*, 19(S1), 679–695.
33. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
34. Tekleab, A. G., & Taylor, M. S. (2003). Aren't there two parties in an employment relationship? Antecedents and consequences of organization-employee agreement on contract obligations and violations. *Journal of Organizational Behavior*, 24(5), 585–608.