
Effect of Perceived Organizational Support on Organizational Citizenship Behavior in Selected Manufacturing Firms in North Eastern Nigeria: The Moderating Role of Task Performance and Employee Commitment.

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Abstract

In today's dynamic and unpredictable business climate, manufacturing companies are challenged with enhancing their human resources. This research explores how task performance and employee commitment influence the relationship between perceived organizational support (POS) and organizational citizenship behaviour (OCB) within selected manufacturing firms in Northeastern Nigeria. The study population comprised 202 employees, with a sample of 198 management staff participating from four different firms. Structural equation modeling (SEM), facilitated by SmartPls 4, was used for data analysis. The findings confirmed the direct effects of POS, task performance, and employee commitment on OCB. Importantly, it was revealed that task performance and employee commitment can modify certain relationships. For instance, a stronger positive correlation was found between fairness and employees' OCB for those with high levels of task performance. A similar moderating effect was observed with regards to employees' commitment. Moreover, the study indicated weaker negative correlations between supervisory support, organizational reward, and employees' OCB for individuals with lower levels of task performance and commitment. The study recommends that manufacturing firms, should provide training (through seminars and workshops) to increase employees' awareness of the attributes and behaviors linked to OCB that can foster organizational success.

Keywords: *POS, OCB, Task Performance and Employee Commitment*

1. Introduction

Organizational Citizenship Behavior (OCB) proves indispensable in the manufacturing sector, as evidenced (Osibanjo et al., 2020). This voluntary, positive conduct by employees transcends their formal responsibilities, significantly benefiting firms by enhancing work quality, corporate image, and overall performance. Conversely, the absence of OCB can detrimentally affect a firm's success. Employees driven by OCB not only surpass their regular duties but also contribute to improved teamwork and reduced errors. Notably, the manufacturing industry's unique operational demands underscore the significance of OCB, with activities like mentoring new employees serving as exemplars of such behavior. Similarly, OCB plays a pivotal role in bolstering productivity and success within the manufacturing sector, making it an indispensable component of organizational effectiveness (Opara, 2020).

The motivation for conducting this study stems from the concerning condition of manufacturing firms in Nigeria. For instance, according to Olamide et al. (2013), 60% of manufacturing firms in Nigeria are in a precarious state, with 30% already defunct, and only 10% operating at a sustainable level. This assertion is supported by Vanguard (2019), which highlights that a significant portion of Nigerian manufacturing firms is unproductive. The prevailing economic hardships have stymied organizational progress, and there's a noticeable absence of mechanisms to foster constructive employee feedback (Oluwafemi, & Femi-Ogunyemi, 2020). In a similar vein, the manufacturing firms in Nigeria have been confronted with the factors affecting the OCB: altruism, civic virtue, sportsmanship, leadership supportiveness, organizational justice, courtesy, conscientiousness, negative attitudes of employees and lack of tolerance, inconveniences at work and lack of communication gap in the organizations (Chigozie et al., 2017). As result of these, the firms have been suffering from low productivity, lack of product quality, inefficiency and poor customer satisfaction, lack of employee 's discussions with other teammates before initiating actions that might affect them, high costs and rates of turnover and absenteeism, straitjacketing of staff and reduced innovation and poor survival of the and poor survival of the manufacturing firms (Chigozie et al., 2017). This fact is also corroborated by Abdu and Jibir (2018) that most firms in developing economies like Nigeria are faced with limited human capabilities to be innovative. To combat these setbacks, employees should voluntarily exhibit OCB (Massoud et al., 2020).

The importance of OCB in the Nigerian manufacturing sector is of great concern, especially given the country's challenging economic conditions. Recognizing the costs associated with recruiting and retention, Banwo and Du (2018) emphasized the need for organizations to foster OCB to attract and maintain high-performing employees. Based on these, it has necessitated the research on the effect of OCB on the performance of manufacturing (Ojebola et al., 2020, Ezeanolue & Ezeanyim, 2020). Several factors influencing OCB have been pinpointed, including perceived organizational support (POS), such as: fairness, supervisory support and reward. Crucially, Asgari et al. (2020) have highlighted the role of POS in promoting OCB, suggesting a deeper organizational attachment leads to increased positive behaviors. A number of attempts have been made with respect to the relationship between various dimensions of POS and the OCB, which reported inconsistent findings. Among the studies reported positive associations between the two constructs (POS & OCB) includes: Asgari et al. (2020); Akhtar et al. (2021); Alshaabani et al. (2021); Andrade et al. (2022); Hartono et al. (2023); Lavena et al. (2020); Nabilla and Riyanto (2020); Ridwanand and Tiarapuspa (2022); Sounthary et al (2020); and Sumardjoand Supriadi (2022).

Conversely, some studies reported a negative and insignificant association between POS and OCB are: Arar et al. (2019); Ansori and Wulansari (2021); Aprilani et al. (2021); Bramantya and Muafi (2022); Hayati (2020); Jehanzeb (2020); and Ridwan et al. (2020), where fairness, supervisory support, and organizational rewards have less significant or negative contribution to OCB. Likewise, Andriyanti and Supartha(2021); Riyanto et al. (2021) shows that OCB has no direct relationship with POS. Drawing from the assumptions of Baron and Kenny (1986) a when there's an inconsistent relationship between a predictor and acriterion, there could be a moderating influence. Noting the inconsistent findings between POS and OCB, study relied on suggestion given by Zhou et al. (2020) with the opinion that through the use theories and logic a researcher can hypothesized the relationship between the variables. Thus, this study identified the moderating effects of employee commitment (i.e., from attitudes related variable) in

collaboration with task performance (i.e., from organizational performance variable) in strengthened the relationship between POS and OCB.

A work of Harini et al. (2020), and Kara et al. (2021), have found a positive relationship between POS and task performance. Concurrently, research by Ravichandran et al. (2018) indicates a positive and significant association between POS and employee commitment. Likewise, OCB and task performance relationship a significant and positive as established by Akhtar et al. (2021); Yand and Chae (2022) and also viewed OCB and task performance as two distinct facets of overall job performance. This in line with Andriyanti, and Supartha (2021); Aprilani et al. (2021); Balidin (2020); Kartiko et al. (2022); that the relationship between employees' commitment and task performance is happen to be positive and significant. Going by the recommendations assert the importance of considering employee commitment and task performance in a single model, a viewpoint further endorsed by Banwo and Du (2018), and the dual-modulator approach is supported by numerous past studies, such as: Cheema et al.(2019); Manoppo (2020), such approach equally used by Kao et al.(2023). Therefore, the primary objective is to delve into the relationships between the three dimensions of POS (Fairness, Supervisory Support, & Organizational Reward) and OCB, while also assessing the moderating roles of task performance and employee commitment within manufacturing firms in Northeastern Nigeria.

1.1 Research Hypothesis

The following hypotheses formulated based on the research problem statement and in line with the objectives of the study:

HO1: Fairness, supervisory support, organizational rewards, has no significant effect on OCB among employees of selected manufacturing firms in Northeastern Nigeria.

HO2: There is no significant moderating effect of task performance and employee commitment on the relationship between Fairness, supervisory support, organizational rewards and OCB among employees of selected manufacturing firms in North-Eastern Nigeria.

2. Literature Review

2.1 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) refers to the voluntary actions of employees that extend beyond the formal job responsibilities and are not dictated by company rules (Karimi et al., 2023; Haris et al., 2023). OCB is the behaviors willingly carried out by workers outside the formal job requirements and believed to reinforce organization's success (Chepkemoi, 2023; Supriadi, 2022; Srirahayu et al., 2023). Despite not being tied to official rewards, OCB greatly benefits organizations by boosting efficiency and effectiveness (Berdiana et al., 2022; Haris et al., 2023). This behavior, which underpins effective organizational functioning, has gained considerable recognition in both academic and industry circles over the past three decades. Its impact is prominently discussed in behavioral, managerial, and human resource management literature, underlining its crucial role in organizational success (Bilgen & Ulku, 2020; Mukherjee, 2020).

OCB is a distinctive characteristic within the modern workforce that has been recognized for its significant impact (Banwo & Du, 2020). Beyond enhancing team dynamics, unity, and efficiency, OCB encourages employees to exceed formal job descriptions. Alshaabani et al. (2021) emphasize that contemporary organizations value not just the standard in-role behaviors but also these additional, voluntary contributions, defining the broader spectrum of an employee's potential input. Employee who exhibits good citizenship behavior makes a significant contribution to the development of his company and equally acts and behaves in accordance with corporate goals (Obiakor et al., 2024). OCB primarily seeks to strengthen interactions between employees in organizations

as they execute formal duties, as highlighted by Bilgen & Ulku (2020). More than just fulfilling official roles, OCB encourages official behaviors, extra-role attitudes, and altruistic activities, promoting responsible corporate participation (Lumineau et al., 2023; Massoud et al., 2020). This behavior is pivotal for enhancing an organization's competitiveness and adaptability, especially crucial in rapidly changing environments (Desimone, 2020). Given its significance, it's essential for organizations to discern the factors that motivate employees to exceed their standard duties.

2.2 Perceived Organizational Support (POS)

Perceived organizational support (POS) significantly influences OCB, as it relates to employee's belief in the extent of support receive from organization. POS reflects the degree to which an organization meets the socio-emotional needs and rewards its employees for the contributions (Susanto, 2023). According to Koroglu et al. (2022) POS is a worker's assumption that is oriented to a sense of confidence in how far a company or organization assesses performance, provides support, and sympathy for the welfare of workers. Osman et al. (2015) found a strong correlation between POS and OCB, suggesting that when employees feel adequately supported, they are more inclined to go above and beyond in their roles. Further studies, like those from Aprilani et al. (2021) and Sari (2022), corroborate this, emphasizing that positive perceptions of organizational support led to heightened OCB. POS is highlighted as a critical factor in shaping employee behavior, employees who sense strong support going above and beyond in their duties, termed as OCB (Sumardjo et al., 2023). It identified as a key influencer of positive employee behaviors, boosting overall performance, and enhancing task performance and commitment (Aprilani et al., 2021). Additionally, Sari (2022) affirms that POS significantly increases employee commitment levels and task performance.

2.3 Fairness

Procedural justice concerns the fairness of the ways used to determine the distribution of resources among employees (Green-berg, 1990). Shore and Shore (1995) suggested that repeated instances of fairness in decisions concerning resource distribution should have a strong cumulative effect on POS by indicating a concern for employees' welfare.

2.4 Supervisory Support

Supervisory support, defined as employee's general views about the degree to which their supervisors' value their contribution and care about their well-being (Casper et al., 2011). Not only do employees form global perceptions concerning their valuation by the organization but they also form similar perceptions concerning the degree to which supervisors' value their contributions and care about their well-being (Kottke & Sharafinski, 1988). Since supervisor's act as agents of the organization, who have responsibility for directing and evaluating subordinates' performance, employees would view their supervisor's favorable or unfavorable treatment toward them as an indication of the organization's level of support (Eisenberger et al., 1986).

2.5 Organizational Rewards

According to the definition by Malhotra et al. (2007), organizational rewards include all monetary or non-monetary benefits paid to the employees based on their contributions to the organization. Employees considered that the recognition, organization's wages, and promotion opportunities would affect employee certain behaviors. Human resource practice showed that rewarding the employee for his work performance should have a positive impact on the POS (Shore & Shore, 1995). Signaling theory proposes that early job assignments, promotions, and other organizational experiences based on human resources decisions serve as signals about an employee's potential (Sheridan et al., 1990).

2.6 Employee Commitment

Meyer and Allen (1991) referred employee commitment as a psychological state that characterizes the employee 's relationship with the organization, and has implications for the decision to continue membership in the organization. Recently, the concept of employee commitment also defined as a process in which people identify themselves and interact with their company without any intention to quit (Jameel et al., 2020). Employee commitment represents the characteristics of the collaboration among organizational staff and the firm itself that influence the retention of their membership in the organization (Jameel et al., 2020). Employee commitment reflects attitudes and feeling beyond the typical organizational rule and procedures of the organization in regards to duties and performance (Fazriyah et al., 2018).

2.7 Task Performance

Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman & Motowidlo, 1993). Task performance defined as actions that contribute to organizational goals that are under employee's control (Rotundo, 2002). The concept also refers to an individual's proficiency in activities which contribute to the organization's 'technical core could serve as determining factor in the survival on non-survival of the organization, it has become imperative to have a clear understanding of the factors that may give rise to or prevent its occurrence (Adekiya et al., 2020).

2.8 Empirical Review

Sounthary, et al. (2020) investigate the impact of perceived supervisor support and POS and OCB. The study proposes and tests the relationship between perceived supervisor support and POS and OCB of nurses working in selected private hospital by considered only the nurses working in ICU. Based on the analysis, the concluded that perceived supervisory support creates positive and significant impact towards POS. The dimension of POS creates positive and significant impact towards OCB of nurses in selected private hospitals in Tiruchirappali, Tamilnadu, India. Result equally provided that POS create positive impact towards OCB which can help managers to determine where to focus on organizational resources to develop strategies to positively influence more nurse's work-related behaviors that aid in attaining organizational goals.

Ridwan, et al. (2020), this study aims to analyze the effect of perceived organizational support, organizational commitment and organizational citizenship behavior on employee performance both partially and simultaneously on SPMI Private University in West Sumatra. The population of this study is all employees who work in SPMI units of Private Universities in West Sumatra, amounting to 241 people. Where of the 241 people taken 30 as a sample of validity and reliability test so the rest there are still 211 people. While the number of samples taken using the saturation sampling technique, which is a sampling technique by taking the entire population that is 211 samples. The approach in this study uses a quantitative approach to the survey method and uses path analysis, followed by determination analysis (R Square), partial hypothesis testing (t-test) and simultaneous (F test) with alpha 5 percent (0.05). Before further analysis, the classical assumption test performed. Analysis tools using SPSS version 21.0 for Windows. The results showed that perceived organizational support, organizational commitment and organizational citizenship behavior had a positive and significant effect on employee performance both partially and simultaneously on SPMI Private University in West Sumatra.

Aprilani, et al. (2021). Study the Effect of POS and Organizational Commitment to OCB Nurse Dr. Tadjuddin Chalid. With the aims to analyze the effect of POS on OCB of

nurses, analyze the effect of POS on nurses' organizational commitment, analyze the effect of organizational commitment on OCB of nurses, and analyze the direct and indirect effects of POS on OCB through commitment of nurses in Dr. Tadjuddin Chalid Makassar. The study used a cross sectional study design using 106 nurses as respondents at Dr. Tadjuddin Chalid Makassar. The results of the analysis showed that POS is related to organizational commitment of nurses, POS is related to OCB of nurses, organizational commitment is related to OCB of nurses, variables POS and organizational commitment have a direct effect on OCB of nurses, and there is no influence. The direct variable POS for OCB through organizational commitment of nurses at Dr. Tadjuddin Chalid Makassar. Therefore, this study used POS and Organizational Commitment independent variables and OCB as dependent variable, unlike the present study where the employee commitment serves as a moderator between the POS and OCB.

Kaura, and Randhawa (2021) study on the title "Exploring the influence of supportive supervisors on organizational citizenship behaviors: Linking theory to practice". The study aim examines the relationship between supervisory support and organizational citizenship behavior (OCB) prevailing in the Indian food processing industry and the mediating role-played by participation and job involvement in explaining this relationship. Data collected from 509 employees working in largescale food processing companies and were analyzed using structural equation modelling (SEM) and bootstrapping procedure. The findings reveal that supportive supervisors play a significant role in developing OCB; and participation and job involvement partially mediate the relationship between supervisory support and organizational citizenship behavior, and in the presence of both the variables strengthens this relationship.

Kao, Cho and Kao (2023), conduct a study aimed to examined the POS and OCB: A study of the moderating effect of volunteer participation motivation, and cross-level effect of transformational leadership and organizational climate. The study used the front-liners of Taiwan's National Immigration Agency as the subjects, with a total of 289 employee questionnaires. The findings of this study revealed that employees' POS had a positive effect on OCB, while volunteer participation motivation had a moderating effect on the relationships between the variables. Additionally, transformational leadership and organizational climate were found to have a cross-level effect on enhancing employees' POS, boosting their motivation to volunteer, and triggering more OCB in employees.

2.9 Theoretical Review

2.9.1 Organizational Support Theory (OST)

The organizational support theory (OST) was propounded by Eisenberger, et al. (1986). The theory is often used to understand POS and its implications (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). A central aspect of this theory is the idea that "POS initiates a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards" (Kurtessis et al., 2017). Thus, felt obligation refers to employees' belief that they are obligated "to care about the organization's welfare and to help the organization reach its objectives" (Eisenberger et al., 2001). Furthermore, Eisenberger et al. (2001) found that felt obligation mediated the relationship between POS and outcomes like employee commitment, and in-role performance, suggesting that feelings of obligation can result in positive attitudes and behaviors on the part of employees, such OCB. The theory suggests that POS triggers employees to engage in OCB (Eisenberger et al., 2001).

Several factors may explain this surge in scholarly interest in POS, including its relationships with organizationally relevant outcomes such as citizenship behavior. OST considers the development, nature, and outcomes of POS. According to the theory, employees develop POS in response to socioemotional needs and the organization's readiness to reward increased efforts made on its behalf. The theory is an application of social-exchange theory to the employer–employee relationship. As such, OST maintains that, based on the norm of reciprocity, workers trade effort and dedication to their organization for such tangible incentives as pay and fringe benefits and such socio-emotional benefits as esteem, approval, and caring (Eisenberger et al., 1986). Rhoades and Eisenberger found that POS has three main categories of antecedents: fairness, favorableness of organizational rewards and job conditions (which includes such job aspects as training, autonomy, and role stressors), and supervisor support.

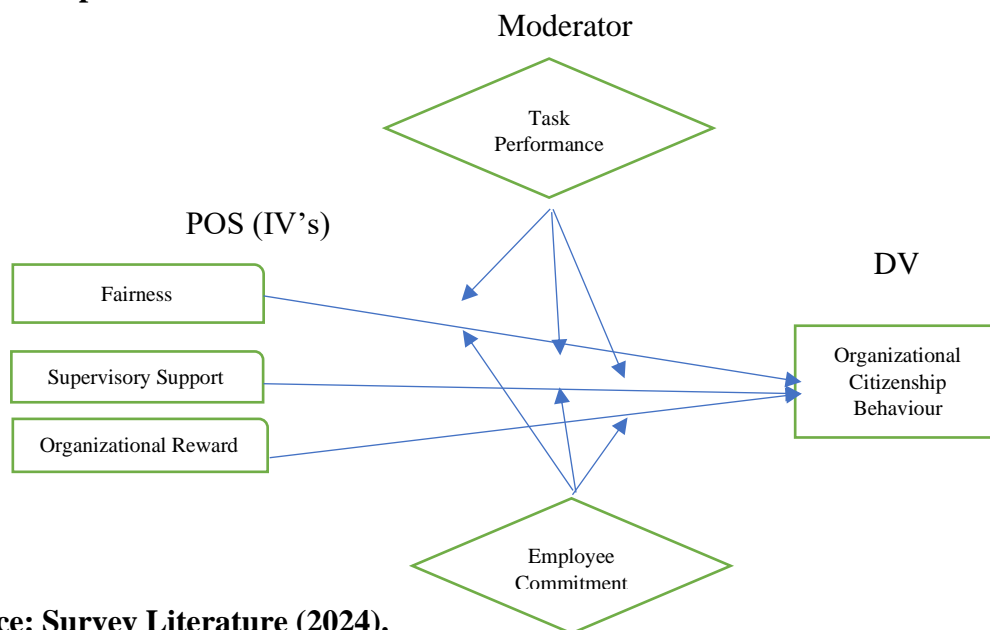
The role of employees' attributions of discretionary treatment based on the notion employees value resources more if they are voluntarily given rather than forced (Blau, 1964). For supervisor support, it is related to POS to the extent that the supervisor is viewed as an agent or representative acting on behalf of the organization. The main consequences of POS: commitment, performance, citizenship behavior, withdrawal behaviors, job-related affect, and strain. OST specifies three processes underlying the relationship between POS and its consequences. First, based on the reciprocity norm, employees who perceive organizational support feel obligated to reciprocate toward the organization. Second, POS helps to fulfill socio-emotional needs such as needs for esteem, approval, and affiliation, leading to organizational membership and role status becoming part of one's social identity and helping to reduce occupational strain and to enhance employee well-being (Rhoades & Eisenberger, 2002). Finally, POS helps to determine the organization's readiness to reward efforts made on its behalf (Rhoades & Eisenberger, 2002).

According to the theory, employees develop a general perception concerning the extent to which the organization values their contributions and cares about their well-being (POS). OST has attracted considerable interest because of the potential value of viewing the employee–organization relationship from the employees' viewpoint, the clarity of the POS construct, and the strong associations of POS with affective organizational commitment, job satisfaction, and other attitudinal outcomes such as OCB. Rhoades and Eisenberger's (2002) meta-analytic review indicated that POS is related to the major hypothesized antecedents of POS (fairness, and supervisor support), attitudinal consequences (e.g., organizational commitment), and task performance. OST, emphasizing social exchange, attribution, and self-enhancement, has been considerably elaborated in the past few years (e.g., Aselage & Eisenberger, 2009; Baran et al., 2012; Eisenberger & Stinglhamber, 2011).

The theory further argued that, POS strongly depends on employees' attributions concerning the organization's intent behind their receipt of favorable or unfavorable treatment. In turn, POS initiates a social exchange process wherein employees feel obligated to help the organization achieve its goals and objectives and expect that increased efforts on the organization's behalf will lead to greater rewards. POS also fulfills socioemotional needs, resulting in greater identification and commitment to the organization, an increased desire to help the organization succeed, and greater psychological well-being.

Finally, OST invokes SET wherein employment is viewed as the trade of effort and loyalty by the employee for tangible benefits and social resources from the organization (Cropanzano & Mitchell, 2005). POS should elicit the norm of reciprocity, leading to a felt obligation to help the organization, as well as the expectation that increased performance on behalf of the organization will be noticed and rewarded. As a result, employees with high POS should engage in greater job-related efforts, resulting in enhanced in-role job performance and extra-role performance helpful to the organization. With regard to affective organizational commitment, employees seek balance in their relationship with the organization by developing favorable attitudes and behaviors consistent with POS. Thus, felt obligation resulting from POS has been found to be positively related to affective organizational commitment, and employee performance (Eisenberger et al., 2001). Consequently, regarding the manufacturing firms within the Northeastern Nigeria, may be able to trigger employees' OCB through POS.

2.10 Conceptual Framework



Source: Survey Literature (2024).

Figure 1: Framework of the study

3. Methodology

This study adopts descriptive research design. The population for the study consists of 260 employees from the selected manufacturing firms within Northeastern Nigeria as at March, 2023 with the sample size of the study is 202 employees determined using Krijcie and Morgan table (1970). The data were obtained from the employees in the selected firms and analyzed using structural equation modeling (SEM) with the help of Smart PLS 4, to determine the influence of IV's on DV, and to measure the discrepancy that exist between absorb and expected frequencies as stated in null hypothesis.

4. Results and Discussion

Assessment of Significance of the Structural Model

Subsequently when the measurement model is found worthwhile based on Reliability and Validity, it is expected that the structural model be discussed to examine the real effect of the path coefficients of the study variables. For the purpose of this study standard bootstrapping using 5000 bootstrapped samples to assess the significance of path

coefficients were employed as suggested by (Hair et al., 2014; Ringle et al., 2015). Figure below shows the estimates for the structural model, without moderation effect.

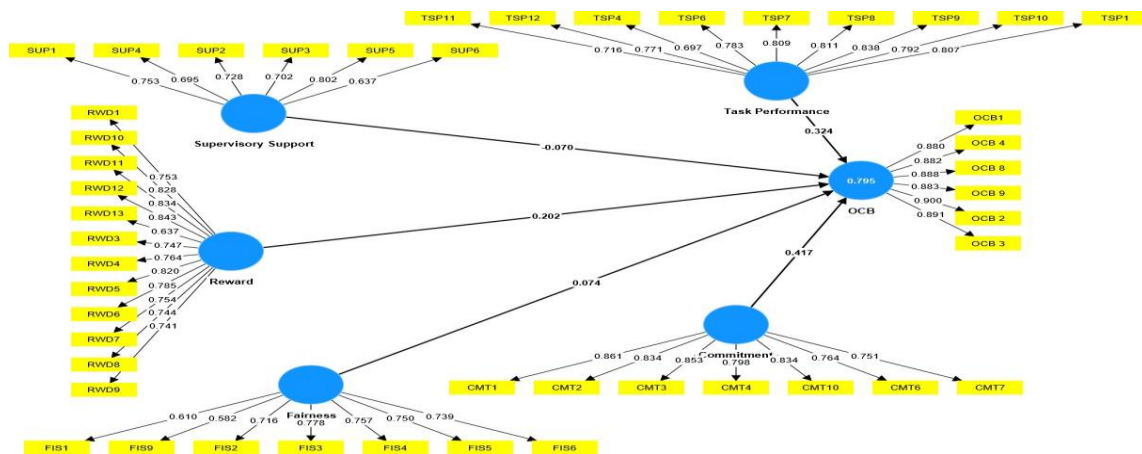


Figure 2: Structural Model without Moderators

From the stated hypothesis in chapter one, Hypothesis one (HO1) which predicted that fairness does not have significant effect to OCB in the selected manufacturing firms in Northeastern Nigeria. However, the result (Table 1, Figure 2) revealed a significant positive effect between fairness and OCB at ($\beta = 0.074$, $t = 2.841$, $p = 0.005$), i.e., not supporting Hypothesis one.

Table 1: Structural Model Assessment without Moderation

Direct Relationship	Beta – Value	Sample Mean (M)	Standard Deviation (STDEV)	T -Statistics (IO/STDEVI)	P - Values	Remark
Fairness -> OCB	0.074	0.076	0.026	2.841	0.005	Positively Significant
Org. Reward -> OCB	0.202	0.201	0.040	5.079	0.000	Positively Significant
Sup. Support -> OCB	-0.070	-0.069	0.031	2.248	0.025	Negatively Significant

Source: Smart PLS Output, 2023

Hypothesis two (Ho2) started that is supervisory support not significantly affect to in the selected manufacturing firms in Northeastern Nigeria. But the result (Table 1, Figure 2) indicated that supervisory support had a significant positive effect on OCB in the selected manufacturing firms in Northeastern Nigeria at ($\beta = 0.202$, $t = 5.079$, $P = 0.000$), not supporting Hypothesis two. Likewise, in an attempt to examining the effect of organizational reward on OCB, the result in the table 1 and figure 2 also shown that organizational reward had a significant but negative effect on OCB at ($\beta = -0.070$, $t = 2.248$, $p = 0.025$), not supporting Hypothesis three.

Assessment of Variance Explained in the Endogenous Latent Variables

One of the useful steps for evaluating the structural model in PLS-SEM is the R squared value, which is also known as the coefficient of determination (Hair et al., 2011; Hair et al., 2012). The R-squared value represents the proportion of variation in the dependent variable (s) that can be explained by one or more predictor variable (Ramayah et’ al, 2018).

It is equally indicating the percentage of the variance in the endogenous variable that the exogenous variables explain collectively. Although the acceptable level of R² value depends on the research context (Hair et al., 2010), the study of Falk and Miller (1992) propose an R-squared value of 0.10 as a minimum acceptable level in order for the variance explained of a particular endogenous construct to be deemed adequate. Whereas, Chin (1998) suggests that the R-squared values of 0.67, 0.33, and 0.19 in PLS-SEM can be considered as substantial, moderate, and weak, respectively. Table below presents the R-squared values of the endogenous latent variables.

Table 2: Variance Explained in the Endogenous Latent Variable

Latent Variable	R-square	R-square adjusted
Organizational Citizenship Behaviour (OCB).	0.825	0.820

Source: Smart PLS Output, 2023

The table 2, indicated that the research model explains 82.5 percent of the total variance in employee's organizational citizenship behaviour in the selected manufacturing firms within the Northeastern Nigeria. This suggests that the five sets of exogenous latent variables (i.e., Fairness, Supervisory Support, Organizational Reward, Task Performance and Employee Commitment) collectively explain 82.5 percent of the variance of the OCB while the remaining 17.5 percent is explained by other variables not captured in the current study. Hence, based on Chin's (1998) and Falk and Miller's (1992) guidelines the endogenous latent variable showed acceptable levels of R-squared values, which were considered as substantial (Hair et al., 2014).

Testing Moderating Effect

This study adopted the use of a product indicator approach using Partial Least Squares Structural Equation Modeling to detect and estimate the strength of the moderating effect of task performance and employee commitment on the relationships between perceived organizational support (fairness, supervisory support, organizational reward) and OCB. This particular approach (product indicator) is considered appropriate in this study because it has always shown a higher prediction accuracy compared to two-stage approach and orthogonalizing approach especially when the sample size (≥ 200 sample size) or the number of indicators per construct is medium to large (≥ 4 indicators), as indicated by Ramayah et al. (2018). Similarly, the study of Hair et al. (2014) recommends the product indicator method when the research purpose is hypothesis testing. In addition, the moderating variable is continuous (Rigdon et al., 1998). According to Henseler and Fassott (2010) the results of the product term approach are usually equal or superior to those of the group comparison approach and suggested using the product term approach always.

Therefore, to apply the product indicator approach in testing the moderating effects of task performance and employee commitment on the relationship between POS and OCB the product terms between the indicators of the latent independent variable and the indicators of the latent moderator's variable need to be created, hence, these product terms would be used as indicators of the interaction term in the structural model as started by Kenny and Judd (1984). Moreover, the study by Cohen's (1988) provided the guideline for determining the effect size was used to determine the strength of the moderating effects. Thus, figure 3 and table 3 show the estimates after applying the product indicator approach to examine the moderating effect of task performance and employee commitment between exogenous and endogenous latent variable.

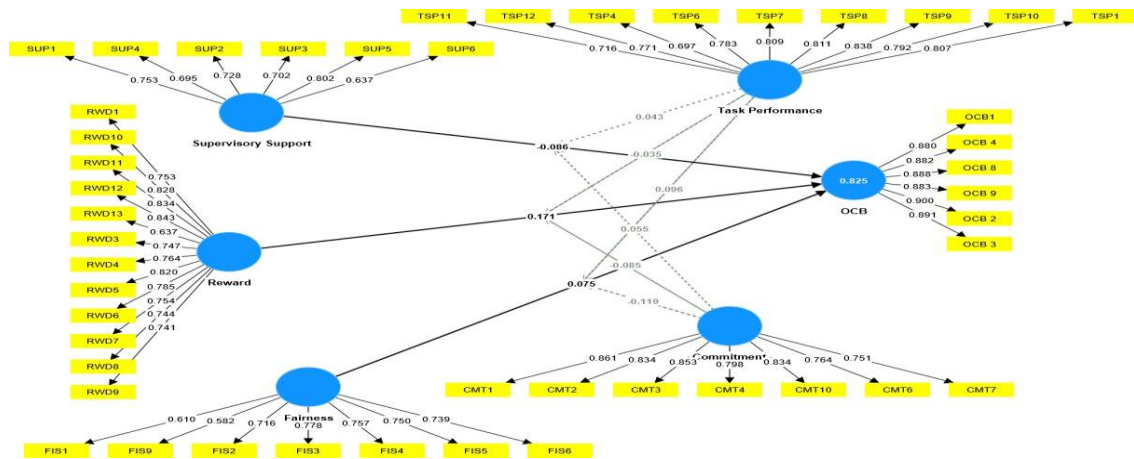


Figure 3: Structural Model with Moderation (Full Model)

Regarding the moderating role of task performance in the relationship between fairness and OCB in the selected manufacturing firms within the Northeastern Nigeria, the result (see table 3 below) indicated that task performance had a significant positive moderating effect on fairness and OCB at ($\beta = 0.096$, $t = 1.987$, $p = 0.047$). Hence, Hypothesis 4 was not supported.

Table 3: Result of the Moderation Test

Moderation Relationship	Beta – Value Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T -Statistics (IO/STDEVI)	P - Values	Remark
Task Performance × Fairness → OCB	0.096	0.091	0.049	1.987	0.047	Positively Moderated
Task Performance × Sup. Support → OCB	0.043	0.033	0.046	0.930	0.352	Not Moderated
Task Performance × Org. Reward → OCB	-0.035	-0.048	0.067	0.522	0.602	Not Moderated
Empl. Commitment × Fairness → OCB	-0.119	-0.106	0.053	2.241	0.025	Negatively Moderated
Empl. Commitment × Sup. Support → OCB	0.055	0.053	0.050	1.084	0.278	Not Moderated
Empl. Commitment × Org. Reward → OCB	-0.085	-0.069	0.061	1.382	0.167	Not Moderated

Source: Smart PLS Output, 2023

The results in Table 3, and the Figure 4.6 indicated that the interaction terms representing supervisory support, OCB x task performance at ($\beta = 0.043$, $t = 0.930$, $p = 0.352$) was statistically not significant. Hence, Hypothesis 5 was supported. This revealed that task performance does not moderate the relationship between the supervisory support and OCB. The Table 3 and the Figure 3 shown that task performance had an insignificant negative moderating effect on relationship with organizational reward and OCB at ($\beta = -0.035$, $t = 0.522$, $p = 0.602$), hence, the Hypothesis 6 was equally supported.

Furthermore, regarding the moderating role of employee commitment in the relationship between fairness and OCB among the employees in selected manufacturing firms, the result in Table 3 above shown that employee commitment had a significant negative moderating effect on relationship with fairness and OCB at ($\beta = -0.119$, $t = 2.241$, $p = 0.025$), which indicated the significant level at 10%, hence the Hypothesis 7 was not supported. With regards to Hypothesis 8, the result in Table 3 and the Figure 3 above indicated that the interaction terms representing supervisory support, OCB at ($\beta = 0.055$, $t = 1.084$, $p = 0.278$) was statistically insignificant. This simply revealed that employee commitment does not moderate the relationship between supervisory support and OCB. Finally, hypothesis 9 posited that employee commitment does not moderate the relationship between organizational reward and OCB. This hypothesis was also supported because the interaction between organizational reward and employee commitment in predicting OCB was not significant at ($\beta = -0.085$, $t = 1.382$, $p = 0.167$).

Evidence from the path coefficients was used to plot the moderating effect of task performance on the relationship between fairness and OCB via simple slope analysis. Graphically, figure 3 depicted that task performance moderated the relationship between fairness and OCB (i.e., the p. value is within the threshold of < 0.05). Similarly, employee commitment also moderates the relationship between fairness and OCB (i.e., the p. value is within the threshold of < 0.05), but negatively.

5. Conclusion

This study examined the influence of POS on OCB within manufacturing firms in Northeastern Nigeria, considering how task performance and employee commitment moderate these effects. The findings highlight the importance of POS in fostering OCB, alongside the significant roles of task performance and employee commitment. Through surveys conducted among manufacturing employees, the study identified several factors contributing to OCB enhancement. The findings indicate that factors like fairness, supervisory support, and organizational rewards are significant in influencing OCB within manufacturing firms in Northeastern Nigeria, similar to other organizational settings. Moreover, task performance and employee commitment enhance the impact of fairness on OCB within this context. This study enriches the understanding of OCB dynamics in Northeastern Nigeria's manufacturing sector, stressing the need to consider contextual factors in interventions promoting positive employee behaviors.

6. Recommendations

In view of the study findings, the following recommendations were made: Manufacturing firms in Northeastern Nigeria should prioritize transparent decision-making processes, equitable resource distribution, and valuing employees to enhance perceptions of fairness. This will serve to cultivate OCB. Providing guidance and resources to supervisors is crucial for fostering a supportive work environment conducive to OCB. Investing in the development of supervisory skills and support mechanisms can significantly contribute to employee engagement and positive organizational outcomes. Aligning rewards with desired behaviors and ensuring fairness in distribution is essential. By recognizing and

reinforcing OCB through reward systems, organizations can encourage continued engagement and commitment among employees. Prioritizing fairness perceptions alongside investing in task performance and employee commitment contributes to promoting positive employee behaviors and organizational effectiveness. This holistic approach addresses both individual and organizational needs, fostering a culture of engagement and dedication. Despite the lack of moderation by task performance, enhancing supervisory support remains critical. Positive relationships and support from supervisors play a significant role in fostering employee engagement and facilitating OCB. Continuously optimizing organizational reward systems to recognize and reinforce OCB is necessary for sustaining a culture of engagement and commitment within the organization. This ongoing effort ensures that employees feel valued and appreciated for their contributions. In conclusion, creating a fair, supportive, and rewarding work environment is vital for promoting OCB and ultimately contributing to organizational success in Northeastern Nigeria's manufacturing sector, in alignment with the principles of organizational support theory.

7. Practical Implication

Based on the research findings, the study has contributed to practical implications in terms of human resource management practices in the context of manufacturing firms in Northeastern part of Nigeria. Firstly, the results suggest that fairness and supervisory support are important consideration in managing and improving employees' OCB at workplace. Here, manufacturing firms can make considerable efforts in minimizing the occurrence of employees' poor OCB by encouraging leaders' fairness and support to employees through organizing workshop, training and executive seminars on Anti-discrimination and Harassment Policies, thereby improve employee's OCB at workplace. Furthermore, to establish and enforce strict policies against discrimination, harassment, and any form of unfair treatment. Employees should feel safe and confident in reporting incidents without fear of retaliation. Likewise, to come up with "Employee Voice" i.e., to also create mechanisms for employees to express their opinions, concerns, and suggestions openly, also to encourage an open-door policy, conduct regular employee surveys, and establish focus groups to gather feedback and insights these can enhance the OCB behaviours among employees in selected manufacturing firms in Northeastern Nigeria. Moreover, there should be a "Leadership Role Modeling" i.e., leaders and top management should lead by example and demonstrate fairness in their decision-making processes and they should equally actively engage in OCB and promote a culture of fairness and equality. Not only but to also encourage supervisors to model OCB themselves.

Secondly, the findings suggest that organizational reward is significantly negatively related to OCB at the study context. Thus, management of the firms could improve on the issue of employee's OCB by not much use of rewards as a strategy. For example, management of such firms should avoid any tendency of offering rewards attributes such as providing employees with assistance in exchange for their efforts, but rather concentrating full attention on employee development through investing in training and development programs that enhance employees' skills and competencies. Also providing opportunities for growth and learning can motivate employees to engage in OCB as they feel valued by the organization. These can be achieved by increasing discussion through general meetings, departmental or units meeting on the negative influence of rewards on employee's OCB.

Finally, the empirical evidence of moderating role of task performance and employee commitment has been identified as critical to improving OCB's performance among employees and therefore need to be employed by the management of selected firms thereby integrating this variable for their respective companies. Furthermore, unit and departmental heads in Northeastern manufacturing firms could consider employee with high task performance and the commitment skills as a selection criterion when making delegation and giving supervisory support decisions or any desire responsibility among employees.

8. Suggestion for Further Research

Future research could explore alternative factors or strategies for fostering OCB in similar contexts, while qualitative inquiries could provide deeper insights into the region's unique challenges and dynamics, guiding targeted interventions to improve organizational effectiveness and employee well-being.

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