

Perceived Organisational Support and Employee Performance: The Moderating Role of Organisational Culture.

SALAU, ADEYEMI NURUDEEN (PH. D)

Research Fellow, Ladoko Akintola University of Technology, Ogbomosho, Oyo State

Abstract- Perceived organizational support arises when the employee has a feeling that employers' cares about his wellbeing, provide assistance in challenging situations without any external pressure. The study examined the significant relationship between perceived organizational support and employee performance and further examined the moderating effect of organizational culture on the relationship between perceived organizational support and employee performance. Two hundred and thirty-three questionnaires were duly completed and returned. Both Linear regression and PPMCC was used in testing and analysing the stated hypothesis. Findings from the study revealed that there was a positive relationship between perceived organisational support and employee performance, so also organisational culture positively moderate the relationship between perceived organisational support and employee performance. The study concluded that the culture of perceived organizational support will give the employees the feeling that employers cares about their wellbeing and that they will provide assistance in challenging situations without any external pressure which will lead to enhances their performances. Therefore, private hospitals needed to come up with policies that promote the culture of organizational support for the employees to have the feelings that the employers' cares about their wellbeing and thereby enhances the performance of their employee.

Indexed Terms- Employee Performance, Perceived Organisational Support, Moderation Effect, Organisational Culture and Stockbroking firm.

I. INTRODUCTION

Business is operating in a dynamic, complicated and insecure environment that may cause unpredictability

in the organization performance (Adewoye and Salau, 2022), it is therefore pertinent that every organization that mean to adjust to all the modifications must applied an appropriate approach that values employee's contributions and sincerely care about them such to retain and enhance their employees' performance. Perceived organizational support refers to general belief of members that the organization values their contributions and considers their wellbeing. With perceived organizational support, members of an organisation will begin to appreciate the organization and put an effort to not only make positive behavior and attitude, but also, produce positive outcome for the organization when they recognize that the organization values their contribution and sincerely care about them (Yu and Lee, 2015).

Organizational support refers to fulfilling the social, emotional and economic needs of individuals (Eisenberger, and Baik, 2016). Organisational support further includes large number of mentoring activities such as: motivation, guidance, educating, and counseling, protection and retention of employees and creating a friendly and good working environment (Baranik, Roling, Com, and Eby, 2010). According to Rhoads and Eisenberger (2002) employees will tend to perceive more support if only employers provides all these facilities and benefits to them voluntarily and without external pressure. Likewise, Chiang and Hsieh (2012) emphasized further that employees will also perceived organizational support when the employers' cares about their wellbeing. Similarly, Chinomona and Sandada (2014) stated that organizational support is about employees' beliefs, to provide assistance in challenging situations and forgive their honest mistakes. It may therefore be sum up that organizational support also include providing, opportunities for enhancing academic and professional

qualification, incentives and other fringe benefits, arranging seminars, promotion opportunities. Furtherance to this, organizational support can also be described to involve recognition of efforts, training, good reward, system and better work condition, fairness and managers support. The major factors which contributed to organizational support are work-life equilibrium, working condition, managers support, fairness and organizational rewards.

Perceived organizational support is capable of producing a feeling of obligation that the organization cares about the employee welfare, it can further aid the attainment of organizational goals. Thus, when employees on the other side feel that their job is threatened, and they are not perceiving any organizational support to mitigate the effect, they might be forced to reciprocate it with work withdrawal.

Bellou (2010) described organizational culture as all interactions of employees within an organization and its associated meaning that employees attach to those behaviors. It can further be expressed as a set of beliefs, values and behaviour patterns that form the core identity of an organisations. Organizational culture could also include: gestures, language, vision, norms, symbols, assumptions, beliefs, and habits and others. Although, organisational culture could be seen to be more complex and must therefore include patterns of values, beliefs, practices symbols, norms and habits that have evolved over time in an organisation. Every organization irrespective of size and industry has its unique culture, this propel this study to examine the moderating effect of organizational culture on the relationship between perceived organizational support and employees' performance.

In line with Social Exchange Theory (SET) (Liao et al., 2019) companies need to give support to frontline workers, in order to obtain higher incentive to work hard and enhances their performance. Although, several studies have found a link between perceived organizational support and employee performance, few studies that have examined the relationship between perceived organizational support practices and employee performance in Nigeria focused majorly on higher institutions and banks. For example, while

Arogundade, Arogundade and Adebajo (2015) examined the impact of perceived organizational support on job stress among selected public and private sector employees in Nigeria, Nwosu and Adams (2019) examined the moderating role of age, gender, and marital status in the relationships between perceived organizational support and employee performance in non-teaching staff of university in Delta State while, Ikon and Nwoye (2019) determine the kind of existing relationship between perceived organizational support and employee performance in some selected Commercial Banks in South East Nigeria. The study therefore, examined how significant it can be for organizations to develop organizational culture that is capable of promoting their workers' perceptions. However, this study is significant to explore and gain insights on the relationship between perceived organisational support and employee performance via the mediating role of organizational culture by providing answers to the questions of whether perceived organizational support positively predict employee performance? If organizational culture moderates the relationship between perceived organizational support and employee performance?

II. RESEARCH HYPOTHESIS

The researcher tested the following null hypothesis in this study:

H₀₁: Perceived organizational support does not positively predict employee performance.

H₀₂: Organisational culture does not have a significant moderating effect on the relationship between Perceived organizational support and employee performance.

III. LITERATURE REVIEW

- An Overview of Perceived Organizational Support in Private hospital.

According to Rhoades, *et al*, (2002) perceived organizational support refers to the extent to which employees feel that their organization values their contribution and cares about their well-being. Perceived organizational support is capable of producing a feeling of obligation that the organization cares about the employee welfare. Employees will have to assist their organization when they noticed a

support also enhances the level of employees' commitment. Employees would psychologically be willingly devoted to the organization, when they perceived their organisational support, this will further have contributed positively to their job commitment. Employers support attitude and behaviours towards employees will inform the employee attitude to work and job performance. Perceived organizational support is an important concept in the literature of an organization's behaviour where organizational support can provide an explanation of the relationship between organizational treatment, attitudes and behaviour of employees towards their work and organization. In line with Huang and Chen (2014) perceived organizational support are in three dimensions of reward and environment, justice and superior support. Employees' Performance

Organizations have come to realised that developing a distinctive dynamic characteristic to have a competitive advantage in order to survive the complex, dynamic and turbulent business environment is key. The way and manner employees perform their role either wittingly or unwittingly can have a direct impact on the success or otherwise of any organization as it ultimately reflects in the organizational performance. Employee performance is the quality and quantity work which is achieved by an employee in carrying out their duties according to responsibilities (Moehariono 2012). The performance is the result of work achieved by someone in carrying out a task given based on their ability and experience in working. Performance is the ultimate result of the activity (Wheelen and Hunger, 2002), performance of the employees depends on the employees' aptitude and skills, motivation and the leadership styles. Therefore, managers must maintain a sound leadership method to enhance their employees' performance.

The employees' performance can be measured by comparing the actual results achieved by their ability on all the set-out programs and objective strategy (Bakal, 1999). However, Judge and Kammeyer-Mueller, (2012) view employee performance as a behaviour that are consistent with role expectations which contribute to organisational performance. Employee performance is a determining tool in achieving organizational goals, since good performance is a step towards achieving

organisational goals, improve employee performance needs to be sought for. Therefore, employee performance is one of the interesting problems to be studied in order to juxtaposed it with the organisational goals or performance.

- Organizational culture

A strong identification with an institution's cultural orientation is paramount for institutional success. However, organisational culture can also be applied to improve workers' commitment and promote organizational effectiveness. According to Cameron and Quinn (2006) organizational culture is defined as an enduring set of the core values, assumptions, interpretations and approaches that characterize organizations and their members. Every organization has is culture but it is not all culture that can promote workers' commitment. The main components of an effective corporate culture are the organization's mission and goals, reward system, work environment, management style, effective communication and career development, benefits and rights (Tohidi and Jabbari, 2012). In SMEs, it is easy for small number of people to unite under common belief and values which is mostly influenced by the owners. Organizational culture remains one of the main factors required for understanding organizations. A strong culture is a powerful tool to drive behavior, because it helps employees to do a better job so that each employee at the beginning of his career needs to understand the culture and how culture is implemented.

Cameron, et al., (2006) asserted that organizational culture is a persistent set of values, beliefs, and assumptions that described organizations and their members. Organizations in health sector should be encouraged to have those cultures that are suitable to the workers and stakeholders in the sector. Also, organizational culture is commonly perceived as a strength or source of competitive advantage, but there is a strong possibility that it could be the potential hurdle in the successes of an organization (Asif and Sajjad, 2018).

IV. EMPIRICAL REVIEW

- Perceived Organisational support and Employee Performance

Muhammad, Ahmed and Irfan, (2019) analyse the relationship of perceived organizational support with secondary school teachers' performance in Punjab. SPSS version 20 was used to analyse obtained data. The results showed that the perceived organizational support has significant relationship with teachers' performance.

Mabasa, Ngirande, and Shambare, (2016) examined the relationship between perceived organizational support, job satisfaction and organizational commitment in higher institute of learning. Structural Equation Modelling techniques was used to test the hypothesized relationships. The study concluded that there is a significant relationship between perceived organizational support and organizational commitment.

Ikon, and Nwoye (2019) studied the relationship between perceived organizational support and employee performance in some selected Commercial Banks in South East Nigeria. Three hundred and eight questionnaires were duly returned. The study concluded that Perceived Organizational Support had a significant positive relationship with employee performance.

- Moderating Role of Organisational Culture on the Relationship Between perceived organizational support and Employee Performance.

Chen, Hao, Ding, Feng, Li and Lian, (2020) investigated the mediating role of employee attitude between organizational support and employee performance, and the moderating role of organizational justice (OJ) in China. One hundred and eighty respondents from 7 large automotive manufacturing enterprises, while Multiple linear regressions were used to test the hypotheses. The study revealed that reinforcing organizational support has a positive effect on frontline workers' performance also, organizational justice plays a strong moderating role between organizational support and employee attitudes.

Jeong and Kim, (2021) examined the effect of perceived organizational support and perceived organizational politics on organizational performance and the mediation role of differential treatment in Korea. The sample population of the study were 1206

employee from 67 corporations. The study concluded that differential treatment mediated the relationship between perceived organizational support, perceived organizational politics and organizational performance.

Vieira-dos Santos, and Gonçalves, (2018) examined how organizational culture and internal marketing can impact on the organizational support of employees of institutions of higher learning. The study has a sample population of 635 employees. The findings indicated that organizational culture and internal marketing contribute to the explanation of perceived organizational support in higher institutions.

Salau, Genty and Olanipekun, (2022) examined the nsecurity on employees' performance with mediating role of perceived organisational support among selected stockbroking firms in Lagos State, Nigeria One hundred and fifty-eight questionnaires were duly completed and returned by the respondents. PPMCC was used in testing and analysing the stated hypothesis. Findings from the study revealed that perceived organisational support significantly mediate the effect of job insecurity and employee performance.

V. THEORETICAL FRAMEWORK

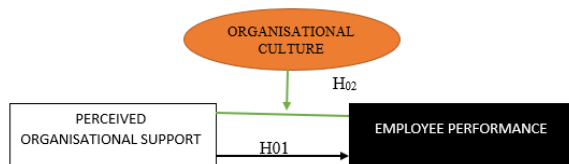
- Organizational Support Theory

This work was anchored on Organizational Support Theory (OST). Organizational Support Theory was propounded by Eisenberger, Huntington, Hutchinson. Organizational Support Theory holds that in order to meet socio-emotional needs of employees and to assess the benefits of increased work effort, employees evaluate and form a general perception concerning the level at the organization values their contributions and cares about their well-being (Krishhan and Mary, 2012). Such perceived organizational support would improve employees' felt obligation to help the organization attain its goals, and their expectation to improved performance would be adequately rewarded (Rhoades and Eisenberger, 2002). Behavioural outcomes of perceived organisational support would include increases in in-role and extra-role performance and decreases in stress and withdrawal behaviours such as laziness, absenteeism, low morale and turnover.

The Organizational Support Theory stipulates that employees tend to assign human-like characteristics to organizations and thus encourage the development of perceived organizational support (Eisenberger et al., 1986). The management team, supervisors and organizational leaders are often seen to be acting on organization's intentions rather than their personal desire (Levinson, 1965). This personification of the organization is enhanced by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviours; and by the power the organization's agents exert over individual employees. On the basis of this belief that these individuals are acting out the organizations wishes; employees make their judgement on how they are valued by the organisation in accordance with the way and manner those leaders treat and value them.

This theory is linked with the work in that it talks about the values placed on employees by an organization or her agents be it the management team, supervisors, heads of several departments and other leaders. The more employees perceive they are valued, the more they would feel obligated to help the organization in various ways to achieve their goals. Also, organization should have a supportive culture and each sector be encouraged to have those cultures that are suitable to the workers and stakeholders in their sector.

VI. CONCEPTUAL MODEL



Source: Researcher Conceptual Model (2022)

VII. METHODOLOGY

The study is an exploratory one based on both primary and secondary sources of information. In order to obtain relevant data for the study, the quantitative method and descriptive survey design was applied and used in this study in order to establish the correct relationship between perceived organisational support and employee performance and further describe how organisational culture moderate the relationship

between perceived organisational support on employee performance. The study population consisted of (2886) private hospitals in Lagos state according to Health Facilities Monitoring and Accreditation Agency, (HEFAMAA), only 233 questionnaires were returned out of 351 questionnaires administered by the researcher. However, the study adopted purposive and simple random sampling techniques to draw the sample from the population. PPMCC was also used to analyse the hypothesis formulated.

VIII. RESULTS AND DISCUSSIONS

Descriptive Analysis of Demographic Report. Age of the study respondents: about 85(36.48%) of the respondents were between 20-29years of age; 71(30.47%) of the respondents were between 30-39years of age, 46(19.74%) were between 40-49years of age and 31(13.31%) between 50-59years. Therefore, ages between 20-29years represent the majority of the respondents in the study. The gender classification of the participated respondents in the study is shown thus: male respondents are 65(27.90%) while female respondents were 168(72.10%). Therefore, female represent the simple majority that participated in the study. The demographic analyses of the respondents based on marital status is shown thus: the respondents who are single were 64(27.47%) while, 121(51.93%) of the respondents are married and 21(11.16%) of the respondents are widowed while 22(9.44%) are separated. Married respondents represent the largest participants in the study. The classification of the respondents on the basis of formal education. Results further shows that a 101(43.34%) of the respondents had O'Level certificate holders and Trained Nurse, 74(31.76%) are National Diploma/NCE/Registered Nurse/Health Technologist graduate, while 48(20.60%) are B.Sc./HND graduate while 10(4.30%) are Masters/Ph.D. holders. Most of the respondents are O'Level certificate holders and Auxiliary or Trained Nurse category.

To determine if the firm has any supportive culture: 169(72.53%) of the respondent perceived supportive culture in the hospitals, 64(27.47%) of the respondent did not of the respondent perceived supportive culture in the hospitals. Most of the participants perceived supportive culture in the hospitals.

• Test of Hypotheses:

Hypothesis 1

The table 1 indicates that correlation between perceived organizational support and employees' performance is significant ($n=233$, $R = 0.657^{**}$ $R^2 = 0.464$, and $p = 0.000 < 0.01$). Therefore, the null hypothesis which state that, "Perceived organizational support does not positively predict employee performance" is rejected. Hence, it is concluded that there is a significant relationship between perceived organizational support and employees' performance.

The result of present study is in agreement with the empirical studies such as those of: Salau and Genty, (2022) and Farooqi, Ahmed and Ashiq (2019) who concluded that there is a strong positive significant relationship between perceived organisational support and employee performance. Maan, Abid, Butt, Ashfaq and Ahmed, (2020) which demonstrated that perceived organisational support positively influenced psychological empowerment and job satisfaction.

Table 1: Multiple Linear regression table Showing the significant effect of perceived organizational support on employees' performance.

Std. Error of the estimate=.231	$R^2=.464$		R^2 Adj=.415	$R=.657$	$F=4.519$
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(constant)	2.056	.167		12.286	.000
Innovativeness	.466	.040	.650	11.583	.000

Source: researcher Analysis, 2022. Dependent Variable: Employees' Performance.

• Hypothesis 2

In table 2, there exist a positive significant moderating effect of the organisational culture on the relationship between perceived organizational support and employee performance. However, organisational

culture has a significant moderating effect on the relationship between Perceived organizational support and employee performance ($n= 233$, $.714$, $p < 0.05$) and ($n= 233$, $R=.736$, $p < 0.05$) we therefore, reject the null hypothesis (H_{02}) (which state that organisational culture does not have a significant moderating effect on the relationship between Perceived organizational support and employee performance) and accept the alternate hypothesis which state that organisational culture has a significant moderating effect on the relationship between Perceived organizational support and employee performance.

The result of present study is in agreement with the empirical studies such as those of: Salau, (2022) who opined that organizational culture has a positive moderating effect of on the relationship between succession planning and SMEs performance. Vieira-dos Santos, and Gonçalves, (2018) organizational culture contribute to the explanation of perceived organizational support.

Table 1: Pearson Product Moment Correlation Table Showing the Moderating Effect of Organisational Culture on the Relationship between Perceived Organizational Culture and Employee Performance.

	Employee Performance	Perceived Organizational Support	Organizational Culture
Employee Performance	1		
Perceived Organizational Support	Pearson Correlation Sig. (2-tailed) N 233	1	
Organizational Culture	Pearson Correlation Sig. (2-tailed) N 233	Pearson Correlation Sig. (2-tailed) N 233	1

N	233	233	233
---	-----	-----	-----

*. Correlation is significant at the 0.05 level (2-tailed). **. Correlation is significant at the 0.01 level (2-tailed).

CONCLUSIONS AND RECOMMENDATIONS

This paper focused on the effect of relationship between perceived organisational support and employee performance with the mediating role of organisational culture. The study unveils how important it is for organizations to imbibe a culture that can promote their workers' support perceptions. From the result of the hypothesis tested, the researcher concluded that there is a positive relationship between perceived organisational support and employee performance, so also organisational culture positively moderates the relationship between perceived organisational support and employee performance.

The study therefore concluded that the culture of perceived organizational support will give the employees the feeling that employers cares about their wellbeing and that they will provide assistance in challenging situations without any external pressure which will lead to enhances their performances. Based on the findings of this study, researcher recommended that organizations need to implement culture of support in order to enhances the performance of their employee.

REFERENCES

- [1] Adewoye, J. O and Salau, N.A. (2022). Appraisal of Talent Management Impact on Some Selected Small and Medium Enterprises in Lagos State, Nigeria. *IRE Journals*, 5(7), ISSN:2456-8880.
- [2] Bohle, S.A, Chambel. J.S. Medina, F.M and Cunha, D.S (2018). The Role of Perceived Organizational Support in Job Insecurity and Performance. *Journal of Business Management*, 58(4), 393-404.
- [3] Chen,T, Hao, S, Ding, k, Feng, X, Li, G and Lian, X, (2020). The impact of organizational support on employee performance. *The International Journal*, 42(1), 166-179.
- [4] Chinomona. R. & Sandada, M. (2014). Organisational support and its influence on teachers job satisfaction and job performance in Limpopo Province of South Africa. *Mediterranean Journal of Social Sciences*, 5(9), 208-214.
- [5] Ikon, M.A and Nwoye C.O (2019). Perceived organizational support and employee performance in selected commercial banks in south east Nigeria. *International Journal of Business and Management Review*, 7(5), 85-108.
- [6] Jeong, Y and Kim, M (2021). Effects of perceived organizational support and perceived organizational politics on organizational performance: Mediating role of differential treatment. *Asia Pacific Management Review*, <https://doi.org/10.1016/j.apmr.2021.08.002>.
- [7] Judge, A. T., & Kammeyer-Mueller, D. J. (2012). Job Attitudes. *Annual Review of Psychology*. 63:341–67.
- [8] Mabasa, F. D, Ngirande, H and Shambare, R (2016). The relationship between perceived organizational support and organizational commitment among academics: the mediating effect of job satisfaction. *Investment Management and Financial Innovations*, 13(3).
- [9] Muhammad, M.T, Ahmed, S and Irfan, A (2019). Relationship of Perceived Organizational Support with Secondary School Teachers' Performance. *Bulletin of Education and Research*, 41(3), 141-152.
- [10] Rhoades,L., and Eisenberger,R.(2002).Perceived organizational support: Areview of the literature.*J.Appl.Psychol.*, 87(4), 698.
- [11] Salau, N. A, Genty, K. I and Olanipekun, L. O. (2022). Job insecurity on employees' performance with mediating role of perceived organisational support in stockbroking firms in Lagos State. *Iconic Research and Engineering journals*, 6(1), 2022.
- [12] Salau, N. A. (2022). Succession Planning as a Panacea to SMEs, becoming a Generational Enterprise in Nigeria: The Moderating Role of Organizational Culture. *Iconic Research and Engineering journals*, 5(8), 2022.
- [13] Vieira-dos Santos, J. and Gonçalves, G. (2018). Organizational culture, internal marketing and perceived organizational support in Portuguese

higher education institutions. Journal of Work and Organizational Psychology, 34, 38-45. <https://doi.org/10.1080/15237060.2019.1644444>