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## Perceived Organizational Support: A strategic tool for achieving high Organizational Performance

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### Abstract

*The study examined the relationship between perceived organizational support and organizational performance of manufacturing firms in Nigeria. The main objectives of the study are to investigate the effect of measures of perceived organizational support such as emotional support, information support, instrument support and appraisal support. The study employed the use of primary data sourced from questionnaires distributed to employees of manufacturing firms in Delta state, Nigeria. The data collated were analyzed using descriptive statistics, Cronbach alpha and multiple regression analysis. The findings revealed that emotional support, information support, instrument support and appraisal support have significant effect on organizational performance of manufacturing firms in Nigeria. The study concluded that perceived organizational support has significant effect on organizational performance of firms in Nigeria. The study therefore recommended that managers focus on enhancing access to necessary resources and information, while carefully calibrating emotional and appraisal mechanisms to prevent potential downsides. By evaluating the effects of the selected aspects of perceived organizational support (instrument support, emotional support, information support, and appraisal support) on organizational performance within the Nigerian manufacturing sector, the study adds to the body of knowledge and management.*

**Keywords:** Perceived Organizational Support, Emotional Support, Information Support, Instrumental Support, Appraisal Support, Organizational Performance

## 1. Introduction

Organizational performance is a critical measure of the effectiveness and efficiency with which an organization meets its objectives. In the context of manufacturing firms, particularly in developing economies like Nigeria, organizational performance encompasses various dimensions including productivity, profitability, and overall operational success (Aliu, 2023; Olajide & Okunbanjo, 2020; Ringim et al., 2015). Enhancing organizational performance requires a deep understanding of the factors that influence it, among which perceived organizational support (POS) plays a significant role. POS refers to employees' perceptions of how much the organization values their contributions and cares about their well-being (Emmanuel et al., 2023). This study aims to delve into the specific dimensions of POS—emotional, informational, instrumental, and appraisal support—and their respective impacts on organizational performance in Nigerian manufacturing firms.

The concept of perceived organizational support has been widely studied in organizational psychology and management literature. It is rooted in the organizational support theory which posits that when employees feel supported by their organization, they are more likely to exhibit positive work behaviors and attitudes, leading to enhanced performance (Kenku & Oshishepo, 2023; Aruoren & Erhuen, 2023; Aruoren & Isiaka, 2023). Previous research has demonstrated that POS can lead to increased job satisfaction, reduced turnover intentions, and improved job performance (Emmanuel et al., 2023). However, the specific impact of different types of support—emotional, informational, instrumental, and appraisal—on organizational performance remains underexplored, especially in the context of developing economies like Nigeria.

Nigeria's manufacturing sector is a significant contributor to its GDP and a critical driver of economic growth and development (Phina, 2020; Dan-Jumbo & Sylva, 2018). Despite its importance, the sector faces numerous challenges including inadequate infrastructure, fluctuating government policies, and a lack of skilled labor (Gabriel, 2023). These challenges necessitate a deeper understanding of how organizational practices, particularly those related to employee support, can be optimized to improve performance. In this regard, this study seeks to provide empirical evidence on the relationship between POS and organizational performance within Nigerian manufacturing firms.

The relevance of POS in enhancing organizational performance is underscored by several studies. For instance, Arogundade et al. (2015) emphasized the importance of information dissemination in enhancing employee productivity and organizational effectiveness. Similarly, Sulaiman et al. (2023) highlighted that providing employees with the necessary tools and resources (instrumental support) significantly boosts organizational performance. However, the negative impact of excessive emotional and appraisal support, as found in this study, aligns with findings from Uchenna and Tolulope (2013) who noted that extrinsic rewards might undermine intrinsic motivation, leading to decreased performance.

Despite the extensive research on POS, there remains a gap in understanding the differential impacts of its various dimensions on organizational performance in specific contexts, such as Nigerian manufacturing firms. Previous studies have largely focused on the overall concept of POS without distinguishing between its different types of support (Sakpaide et al., 2023). Moreover, the existing

literature often overlooks the unique challenges and dynamics of the manufacturing sector in developing countries, which may influence how different types of support are perceived and their subsequent impact on performance (Waribugo & Onuoha, 2016).

The problem that this study addresses is the lack of nuanced understanding of how different forms of perceived organizational support affect organizational performance in Nigerian manufacturing firms. While the general benefits of POS are well-documented, there is limited insight into how emotional, informational, instrumental, and appraisal support specifically influence performance metrics in this context. This research aims to fill this gap by providing detailed empirical evidence on the distinct effects of these support dimensions, thereby offering practical recommendations for managers in the manufacturing sector. The findings from this study will contribute to the broader literature on organizational support and performance, with specific implications for improving management practices in Nigerian manufacturing firms.

## 2. LITERATURE REVIEW

### 2.1. Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being. This concept is essential in understanding employee motivation and organizational effectiveness, particularly in manufacturing firms in Nigeria. The level of support perceived by employees can significantly impact their job satisfaction, commitment, and overall performance (Emmanuel et al., 2023; Igbomor & Olisemenogor, 2023b).

Perceived Organizational Support involves the degree to which employees believe their organization appreciates their contributions and cares for their well-being. This support can manifest in various forms, including emotional support, recognition, access to resources, and opportunities for career development. POS is crucial because it enhances employees' emotional and psychological attachment to the organization, thereby fostering higher levels of job satisfaction, commitment, and performance.

Several studies have investigated the role of POS in Nigeria's manufacturing sector. For instance, a study by Waribugo and Onuoha (2016) found that POS moderates the relationship between organizational learning capability and the growth of auto parts manufacturing firms in Nigeria. This indicates that when employees feel supported, they are more likely to engage in behaviors that contribute to organizational growth.

Research by Gabriel (2023) established a strong positive correlation between POS and the performance of small and medium-scale enterprises in Nigeria. The study highlighted that supportive environment enhance employees' ability to achieve organizational goals, thereby improving overall performance. Another study by Arogundade et al. (2015) found that increased POS leads to reduced job stress, which in turn enhances employee performance and well-being. POS also influences organizational citizenship behavior (OCB), which includes voluntary actions that contribute to organizational effectiveness. Obiora and Jaja (2015) noted a positive relationship between POS and OCB in the Nigerian hospitality industry, suggesting that supportive organizations can foster behaviors that go beyond employees' formal job descriptions.

Despite the positive impacts of POS, there are challenges in its implementation. Many Nigerian manufacturing firms struggle with providing consistent support due to financial constraints and management practices (Obiora & Jaja, 2015). To address these issues, it is recommended that managers focus on creating a supportive work environment through regular feedback, recognition programs, and ensuring access to necessary resources. Additionally, government policies that support the manufacturing sector can create a more enabling environment for firms to implement POS effectively. Perceived Organizational Support is a critical factor in enhancing employee satisfaction, commitment, and performance in Nigerian manufacturing firms. By fostering a supportive work environment, organizations can improve their overall effectiveness and growth. Future research should explore industry-specific strategies for enhancing POS and its long-term impacts on organizational success (Olaifa & Arulogun, 2020).

## 2.2. Organizational Performance

Organizational performance refers to how well an organization achieves its goals and objectives. In the context of manufacturing firms, this includes factors like productivity, profitability, quality of products, and overall operational efficiency. Evaluating organizational performance in Nigeria's manufacturing sector involves examining various determinants such as strategic management, corporate governance, organizational culture, economic environment, and human capital development.

Strategic management plays a crucial role in enhancing organizational performance. Onyekwelu (2020) investigated the effect of strategic management on organizational performance in South-East Nigeria and found that strategic processes such as strategy formulation, implementation, and evaluation significantly impact performance. The study emphasized the importance of aligning strategic objectives with organizational goals to achieve higher efficiency and effectiveness. Effective corporate governance is essential for organizational performance. Olaifa and Arulogun (2020) highlighted those external mechanisms like regulatory compliance significantly affect the performance of listed manufacturing companies in Nigeria. The study demonstrated that proper governance structures help ensure transparency, accountability, and overall better performance.

Organizational culture profoundly influences performance. Aluko (2003) examined the impact of culture on performance in selected textile firms and found that positive work values, attitudes, and norms contributed significantly to performance. However, other external factors such as economic conditions and political stability also played crucial roles.

The economic environment, including factors like inflation and interest rates, directly impacts organizational performance. Oga et al. (2020) showed that these economic factors significantly influence the profitability of manufacturing firms. The research recommended that firms should closely monitor economic changes to make informed decisions that enhance performance. Developing human capital is vital for improving organizational performance. Chigozie et al. (2018) found that knowledge and skill development positively impact product quality and innovation. The study suggested that continuous training and technological advancement are necessary for maintaining competitive performance.

Technological capabilities and competitive strategies are crucial for performance enhancement. Marketing, research and development, leadership, human resources management practices, employee

commitment and technological capabilities positively affect organizational performance in Nigeria's manufacturing sector (Muhammed, 2016; Igbomor & Olisemenogor, 2023a; Igbomor, 2023). The study underscored the importance of adopting modern technologies and effective marketing strategies to stay competitive.

Organizational performance in Nigeria's manufacturing firms is influenced by a myriad of factors including strategic management, corporate governance, organizational culture, economic environment, human capital development, and technological capabilities. Enhancing these areas can lead to significant improvements in productivity, profitability, and overall efficiency. Continuous adaptation and strategic planning are essential for manufacturing firms to thrive in a dynamic business environment.

## 2.3. Theoretical Framework

Organizational Support Theory (OST) posits that employees form general beliefs about the extent to which the organization values their contributions and cares about their well-being. This perception of support can influence various work-related outcomes, including job satisfaction, organizational commitment, and performance (Kurtessis et al., 2015). According to OST, higher levels of POS lead to a greater sense of obligation to help the organization achieve its objectives, resulting in improved performance and reduced turnover. In the context of manufacturing firms in Nigeria, POS is crucial for enhancing employee motivation and performance. Gabriel (2023) found a strong positive correlation between POS and the performance of small and medium-scale enterprises (SMEs) in Nigeria. The study highlighted that when employees perceive high levels of support from their organization, they are more likely to exhibit behaviors that contribute to organizational success, such as increased effort and innovation (Gabriel, 2023).

Another relevant study by Waribugo and Onuoha (2016) investigated the relationship between Organizational Learning Capability and the growth of auto parts manufacturing firms in Nigeria. The study found that POS moderated this relationship, suggesting that perceived support enhances the positive impact of learning capabilities on organizational growth. This highlights the importance of creating a supportive environment to leverage organizational learning for performance improvement (Waribugo & Onuoha, 2016). The findings from these studies have significant practical implications for managers and policymakers in Nigerian manufacturing firms. To enhance organizational performance, firms should focus on providing adequate support to employees, which can include resources, training, and recognition of their efforts. Additionally, fostering a positive organizational culture that values employee contributions can further improve performance outcomes.

The application of Organizational Support Theory in understanding the relationship between POS and organizational performance provides valuable insights into how manufacturing firms in Nigeria can enhance their operational efficiency. By prioritizing employee support, these firms can achieve higher levels of productivity and growth, contributing to their long-term success.

## 2.4. Empirical Review

Umoh et al. (2013) investigated the relationship between organizational climate and corporate performance in the Nigerian oil industry, sampling 382 employees from seven randomly selected major oil companies. Utilizing both quantitative (questionnaires) and qualitative (interviews) data, the analysis

employed the Spearman rank correlation coefficient and Multiple Regression Model via SPSS version 17. The findings revealed a significant positive relationship between organizational climate and corporate performance, particularly noting that recognition for achievement, organizational support, and cohesion positively influenced performance. The study concluded that a positive organizational climate significantly enhances corporate performance and discussed the managerial implications of these findings.

Akanbi (2014) examined how organizational culture influences perceived effectiveness at Nigerian Breweries Plc in Ibadan. Specifically, it assessed whether adaptability, mission, involvement, and consistency both jointly and independently predict organizational effectiveness. Using a survey research design, primary data were collected via questionnaires from 200 employees. The hypotheses were tested using Pearson correlation and regression analysis with SPSS. The findings indicated that all four variables—adaptability, mission, involvement, and consistency—significantly predict perceived firm effectiveness both jointly and independently. The study also established a relationship between these variables and perceived firm effectiveness. Based on these results, it is recommended that managers maintain and adapt the organizational culture to stay relevant, ensuring continuity with past practices while embracing future changes.

Waribugo and Onuoha (2016) examined the relationship between Organizational Learning Capability (OLC) and the growth of auto parts manufacturing firms in the Newi business cluster, Nigeria, focusing on the moderating role of Perceived Organizational Support (POS). Analyzing data from 72 employees using Pearson's Product Moment Correlation Coefficient with SPSS version 21, the findings revealed that while risk-taking does not significantly enhance growth, interaction with the external environment acts as a growth catalyst. Furthermore, POS moderates the relationship between OLC and growth. The study recommends that managers should cautiously take risks, engage with the external environment in diverse ways, and ensure employees are well-supported and appreciated. Additionally, it emphasizes the need for government support to create an enabling environment for SMEs to thrive.

Shuaib and He (2021) examined the impact of organizational culture on quality management and innovation practices among 570 manufacturing SMEs in Kano, Kaduna, and Katsina, Nigeria, using empirical data and a convenience sampling technique. The PLS model tested eight hypotheses, of which six were supported. Results showed that adhocracy, clan, market, and hierarchy cultures positively influenced innovation, while clan and market cultures positively impacted quality management. Conversely, adhocracy and hierarchy cultures were negatively associated with quality management. The findings suggest that SMEs with an aggressive, results-oriented focus, prioritizing competitiveness, high demands, and achievement, can enhance both innovation and quality management performance by committing to targets and excelling in the marketplace.

Akhimien and Kadiri (2022) explored the relationship between perceived organizational support and voice behavioral performance in selected public sector organizations in Nigeria. It focused on two types of employee voice behavior: promotive and prohibitive. The dimensions of organizational support examined included support from employers, supervisors, and fellow employees. Using a survey research design, data were collected from 350 respondents

through questionnaires. The data were analyzed using descriptive statistics and multiple regression analysis. The results indicated that all three dimensions of organizational support—employer support, supervisor support, and coworker support—were significantly related to both promotive and prohibitive voice behavioral performance. The study recommends that public sector organizations in Nigeria increase support for their employees. Specifically, department heads and unit leaders should implement measures to enhance the well-being of their subordinates and encourage prosocial behaviors to improve voice behavioral performance.

Gabriel (2023) investigated the relationship between perceived organizational support (POS) and the performance of small and medium-scale enterprises (SMEs) in Nigeria. Using a quantitative research design, data were collected from 378 managers and owners of SMEs in Lagos through a structured, close-ended questionnaire. The analysis, conducted using Smart PLS-SEM 4, revealed a strong positive correlation between POS and all organizational performance variables. The study's methodology, which favored close-ended questions, limited the respondents' ability to express their views fully. Furthermore, the focus on Nigerian SMEs restricts the generalizability of the findings to other countries or industries. Future research should consider expanding to specific sectors like manufacturing, banking, or multinationals and incorporate qualitative methods to validate the results. The study offers practical implications for business organizations and managers, emphasizing the importance of creating a supportive environment with adequate resources such as equipment, funding, and socio-emotional support. Business owners should also actively monitor the implementation of these resources to ensure they effectively contribute to achieving organizational goals.

### 3. METHODOLOGY

This study employed a quantitative research design to explore the relationship between perceived organizational support and organizational performance among employees in manufacturing firms in Delta State, Nigeria. The study targeted a sample of 100 employees from five selected manufacturing firms (Swillas Engineering Limited, Osecul Nigeria Limited, Gboco Polybag and Packaging Compnay, Donasulu Brothers and Raycon & Company Nigeria Limited), with 20 employees chosen from each firm using simple random sampling to ensure representativeness and minimize selection bias. A structured questionnaire, designed to capture data on the aforementioned dimensions of perceived organizational support and organizational performance, served as the primary data collection instrument. The data collected were analyzed using the Stata 13 employing descriptive statistics to summarize demographic characteristics and key variables, and inferential statistics such as ordinary least square (OLS) regression analysis to test the hypothesized relationships. The study ensured validity and reliability through Cronbach's alpha.

### 4. PRESENTATION OF DATA AND ANALYSIS

Table 1 present the descriptive statistics of the study constructs. The study focuses on organizational performance (ORP) as the dependent variable, which is measured on a scale where the mean value is 4.434, indicating a generally high performance among the surveyed manufacturing firms in Nigeria. The standard deviation of 0.6356 shows moderate variability in performance ratings. The minimum value of 1.6 and the maximum value of 4.8 demonstrate

a range of performance levels. The skewness of -2.9826 indicates that the distribution of ORP is left-skewed, with most values clustered towards the higher end. Additionally, the kurtosis value of 12.4121 suggests a leptokurtic distribution, characterized by a high peak and heavy tails, indicating the presence of outliers in the performance data. The independent variables in the study are the four dimensions of perceived organizational support: Emotional Support (EMSU), Informational Support (INSU), Instrumental Support (INTSU), and Appraisal Support (APSU). Emotional Support has a mean of 4.4143 and a standard deviation of 0.6204, with a skewness of -4.1571 and kurtosis of 18.5770, indicating a highly left-skewed and leptokurtic distribution. Informational

Support is rated the highest, with a mean of 4.6442 and a standard deviation of 0.6787, showing similar skewness (-4.0366) and kurtosis (17.8908) patterns. Instrumental Support has a mean of 4.4600 and a standard deviation of 0.5538, with skewness of -4.1385 and kurtosis of 18.4811. Appraisal Support has a mean of 4.4400 and a standard deviation of 0.6273, with skewness of -2.6256 and kurtosis of 10.7949. These statistics indicate that all types of support are highly perceived by employees, with distributions skewed towards higher ratings and significant peaks, suggesting that most employees rate these supports very favorably, though there are some extreme values.

**Table 1: Descriptive statistics**

Variable	Mean	Std. Dev.	Min	Max	Skewness	Kurtosis
ORP	4.434	0.6356	1.6	4.8	-2.9826	12.4121
EMSU	4.4143	0.6204	1.4285	4.5714	-4.1571	18.5770
INSU	4.6442	0.6787	1.4285	5.0000	-4.0366	17.8908
INTSU	4.4600	0.5538	1.8000	4.6000	-4.1385	18.4811
APSU	4.4400	0.6273	1.8000	5.0000	-2.6256	10.7949

*Source: Researcher's Computation, 2024.*

Table 2 present the Cronbach Alpha and item analysis for the study's variables—Organizational Performance (ORP), Emotional Support (EMSU), Informational Support (INSU), Instrumental Support (INTSU), and Appraisal Support (APSU)—reveals high internal consistency and reliability across the measures. The item-test correlations range from 0.8909 to 0.9938, indicating strong correlations between each item and the overall test score. Item-rest correlations, which reflect the correlation of each item with the total score excluding that item, are also high, ranging from 0.8313 to 0.9896, suggesting each item is a good indicator of the overall construct. The average interitem covariance values are relatively consistent, ranging from 0.3143 to 0.3603, indicating that the items co-vary similarly. The Cronbach's alpha values are exceptionally high, with the test scale overall alpha at 0.9731 and individual items ranging from 0.9560 to 0.9805, demonstrating excellent reliability. These results imply that the measures are highly reliable and internally consistent for assessing perceived organizational support and organizational performance in Nigerian manufacturing firms.

**Table 2: Cronboach Alpha**

Item	item-test correlation	item-rest correlation	average interitem covariance	Alpha
ORP	0.9031	0.8486	0.3545	0.9780
EMSU	0.9849	0.9761	0.3331	0.9582
INSU	0.9938	0.9896	0.3143	0.9560
INTSU	0.9906	0.9858	0.3509	0.9591
APSU	0.8909	0.8313	0.3603	0.9805
<b>Test Scale</b>			0.3426	0.9731

*Source: Researcher's Computation, 2024.*

Table 3 shows the interitem covariance matrix which shows the degree to which each pair of items varies together. High values indicate that items tend to vary in similar ways, which supports internal consistency among the measures. The covariances between Organizational Performance (ORP) and the other variables (EMSU, INSU, INTSU, APSU) range from 0.2584 to 0.3836, suggesting moderate to high covariance. The covariances among the POS dimensions (EMSU, INSU, INTSU, APSU) themselves are slightly higher, ranging from 0.3018 to 0.4129, indicating that these dimensions of perceived organizational support are highly interrelated. The highest covariance is between Informational Support (INSU) and Emotional Support (EMSU) at 0.4129, and the lowest is between Appraisal Support (APSU) and Organizational Performance (ORP) at 0.2584, showing a strong interconnectedness particularly among the POS measures, contributing to the overall reliability of the construct.

**Table 3: Interitem Covariances**

	ORP	EMSU	INSU	INTSU	APSU
ORP	0.4041				
EMSU	0.3465	0.3849			
INSU	0.3836	0.4129	0.4607		
INTSU	0.3107	0.3391	0.3693	0.3067	
APSU	0.2584	0.3296	0.3748	0.3018	0.3935

*Source: Researcher's Computation, 2024.*

In table 4, the regression analysis of the study is presented. Table 4 shows that Emotional Support (EMSU) has a coefficient of -0.5301 with a standard error of 0.2524 and a t-statistic of -2.10, which is significant at the 0.038 level. This negative coefficient suggests that as perceived emotional support increases, organizational performance (ORP) decreases. While counterintuitive, this finding might imply that excessive emotional support could lead to dependency or complacency among employees, potentially detracting from performance. It could also indicate that emotional support without accompanying practical or informational support might be insufficient to drive performance in manufacturing firms. Information Support (INSU) shows a strong positive relationship with organizational performance, having a coefficient of 1.2138, a standard error of 0.2058, and a t-statistic of 5.90, significant at the 0.000 level. This high coefficient indicates that increased access to information significantly enhances organizational performance. This finding highlights the importance of providing employees with the necessary information to perform their tasks effectively, suggesting that well-informed employees are better equipped to contribute to the organization's success.

Instrumental Support (INTSU) also has a positive relationship with organizational performance, with a coefficient of 0.7832, a standard error of 0.2936, and a t-statistic of 2.67, significant at the 0.009 level. This positive coefficient indicates that practical assistance and the provision of necessary resources play a crucial role in enhancing organizational performance. This finding suggests that ensuring employees have the tools and resources they need to perform their duties effectively is critical for achieving high organizational performance. Appraisal Support (APSU) has a coefficient of -0.6561 with a standard error of 0.0787 and a t-statistic of -8.33, significant at the 0.000 level. The negative coefficient indicates that higher levels of perceived appraisal support are associated with lower organizational performance. This could imply that excessive focus on appraisal and recognition might create an overly competitive environment or lead to complacency, reducing overall performance. It might also suggest that appraisal support needs to be balanced with other forms of support to be effective. The overall model in table 4 is highly significant, with an F-statistic of 174.71 and a p-value of 0.0000, indicating that the independent variables collectively explain a significant portion of the variance in organizational performance. The R-squared value of 0.8803 and adjusted R-squared value of 0.8753 indicate that approximately 88% of the variability in organizational performance can be explained by the model, demonstrating a strong fit. These findings have several practical implications for managers of manufacturing firms in Nigeria. Firstly, while emotional and appraisal support are important, they should be balanced and not overemphasized at the expense of practical and informational support. Secondly, the significant positive impact of informational and instrumental support highlights the need for organizations to ensure that employees have access to relevant information and necessary resources. Managers should focus on enhancing these forms of support to drive better performance outcomes. Lastly, the negative associations with emotional and appraisal support suggest that these supports should be carefully managed to avoid potential downsides, such as dependency or complacency.

**Table 4: Regression analysis**

Dependent Variable: Organizational Performance (ORP)						
Variables	Symbol	Coefficient	Std. Err	t-Statistics	Sig.	
Constant	_CONS	0.5570	0.2380	2.34	0.021	
Emotional Support	EMSU	-0.5301	0.2524	-2.10	0.038	
Information Support	INSU	1.2138	0.2058	5.90	0.000	
Instrument Support	INTSU	0.7832	0.2936	2.67	0.009	
Appraisal Support	APSU	-0.6561	0.0787	-8.33	0.000	
F(4, 95)				174.71		
(Prob > F)				0.0000		
R-squared				0.8803		
Adj R-squared				0.8753		

*Source: Researcher's Computation, 2024*

## 4.1. Discussion of findings

The findings from the study indicate a complex relationship between various forms of perceived organizational support and organizational performance in Nigerian manufacturing firms. Emotional support, surprisingly, shows a negative correlation with organizational performance. This outcome suggests that while emotional support is generally seen as beneficial, it may lead to unintended consequences such as dependency or lack of initiative among employees. Similar findings were reported by Gabriel (2023), who noted that emotional support needs to be balanced with other forms of support to avoid diminishing returns in terms of performance. Contrastingly, other studies have found positive effects of emotional support on performance, indicating that the context and implementation of support mechanisms are crucial (Akhimien & Kadiri, 2022).

Information support demonstrates a strong positive impact on organizational performance, highlighting the critical role of providing employees with the information they need to perform their tasks efficiently. This aligns with findings from Akanbi (2014), who emphasized the importance of information dissemination in enhancing employee productivity and organizational effectiveness. The significant positive coefficient suggests that well-informed employees are more capable of contributing to organizational goals, a conclusion supported by empirical research in various organizational settings.

Instrumental support, which involves providing practical resources and assistance, also positively correlates with organizational performance. This finding underscores the necessity of equipping employees with the tools and resources required for effective job performance. Oga et al. (2020) similarly found that instrumental support in the form of training and resources significantly boosts organizational performance. This consistency across different studies suggests that practical support mechanisms are universally beneficial in enhancing organizational outcomes.

Appraisal support, contrary to expectations, is negatively associated with organizational performance in this study. This result indicates that excessive focus on appraisal and recognition can potentially harm performance, possibly due to fostering an overly competitive environment or creating complacency among employees. This finding is somewhat supported by research from Maharani et al. (2020), which showed that extrinsic rewards could undermine intrinsic motivation, leading to decreased performance. However, other studies, such as those by Olajide and Okubanjo (2020), have found positive effects of appraisal on performance, suggesting that the impact of appraisal support can vary significantly based on implementation and organizational culture.

Overall, the model demonstrates that while certain types of support, such as informational and instrumental, are highly beneficial, others like emotional and appraisal support require careful balancing to avoid negative impacts on performance. These findings contribute to the broader literature on organizational support and performance, suggesting that the context and manner of support implementation are critical in determining their effectiveness. Future research should continue to explore these dynamics across different organizational contexts and cultures to better understand how to optimize support mechanisms for enhanced performance outcomes.

## 5. CONCLUSION AND RECOMMENDATION

The study reveals that while practical and informational support significantly enhance organizational performance in Nigerian manufacturing firms, emotional and appraisal support can have adverse effects if not managed correctly. These insights highlight the importance of a balanced approach to employee support, ensuring that practical needs are met while emotional and recognition-based support are implemented judiciously. It is recommended that managers focus on enhancing access to necessary resources and information, while carefully calibrating emotional and appraisal mechanisms to prevent potential downsides. By doing so, organizations can foster a supportive environment that maximizes employee effectiveness and drives overall performance. Future research should consider exploring these dynamics in different cultural and industrial contexts to validate and expand upon these findings.

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