

Examining Moderating Role of Age, Gender, and Marital Status in the Relationships between Perceived Organizational Support and Employee Performance

Chiyem Lucky Nwanzu

Department of Psychology, Delta State University, Abraka,
Nigeria

Email: nwanzuchiyem@gmail.com

Bello Adams

Department of Business Administration, Delta State
University, Abraka, Nigeria

pp 55-63

ABSTRACT

This study examined the predictive relationship between perceived organizational support (POS) and employee performance, and whether age, gender, and marital status moderate the relationship. The research design was cross sectional as data was collected at a point in time. Data were collected with self-report measure from 118 non-teaching staff of a university in Delta State, Nigeria. POS was assessed with Eisenberger, Huntington, Hutchison, and Sowa's (1986) 8-item scale, while employee performance was assessed with Williams and Anderson's (1991) 21-item scale. Results show that while POS positively and significantly predicts employee performance ($\beta = .23$ (118), $p < 0.05$), age, gender and marital status did not moderate the relationship. Consequently, it was concluded that POS is desirable in enhancing employee performance and therefore should be made an integral part of human resource practices.

Keyword: age, gender, marital status, perceived organizational support, and employee performance.

Introduction

Employee performance has been of much concern to both researchers and practitioners, and this is not a misplaced priority as aggregation of individual performance reflects in organizational performance which is the decisive goal of every organization. As employee performance is usually considered as a behavioural outcome, the research concern has been mainly on identification of its individual and organizational precursor. Such understanding has much role in the effort and process of enhancing performance among employees. As has been theoretically proposed (e.g. Ajzen, 1985; Ajzen & Fishbein; 1977) various work attitudes have been examined in relation to employee performance. One work place attitude that has received appreciable research work with employee performance is perceived organizational support (POS). However, while the literature on the relationship between POS and employee performance is huge, there is a methodological weakness that gives impetus to the present study. Relationship between organizational variables is not usually direct, and this has called for the examination of mediator and moderator in relationships. Moderator and mediator are variables that could change the direction and magnitude of, or explain the relationship between two variables. Providing information on how other variables impact a given relationship is of practical value as it guides decisions on how to manipulate variables to achieve desired ends. However, while some studies (e.g. Arshadia, 2011; Guan, Hou, Sun, Zhao, Luan, & Fan, 2014; Zaman, 2018) exist on influence of mediator in POS- employee performance link, there is dearth of study on influence of moderators in the relationship. This leaves the literature lacking in knowledge on variables that alter the direction and size of influence POS could have on employee performance. By investigating moderator role, this study extends the literature on POS – employee performance link

Perceived Organizational Support

Healthy employee-employer relationship is a necessity for organisational performance as it is an indication of conducive, harmonious work environment that give force to productive work behaviour. One gauge of this relationship is expressed in POS, which refers to employees' perceptions about the degree to which the organisation cares about their well-being and values their contribution (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Employees can infer how much their organisations care about their well-being from values, norms, beliefs, practices and structures that exist in the organisation. Employees perceive their organisation as supportive when rewards are deemed fair and when they participate in decisions making, and their supervisors are concern about their welfare. Other factors that influence perception of support employees gets from their organisations are human resource planning, training and development and performance evaluation (Al-

Hawary & Nusair, 2017). Individual personality, that is the characteristic patterns of behaviour and modes of thinking that determine a person's adjustment to the environment (Atkinson, Atkinson. & Hilgard, 1983) is also an influencing factor in employee perception of organizational support (Sheela & Krishnan, 2013). Perceived organisational support is largely considered from the perspective of a social exchange theory, that is employees who received favourable support from their organisations will reciprocated it by engaging in productive work behaviour. As Beheshtifar and Zare (2012) noted, the manner employees interpret how an organisation values them may be vital for determining their attitudes benefiting the organisation.

Employee Performance

Employee performance is a widely researched and highly sought organizational variable as it largely determined individual retention of membership of an organization and has much implication for organizational performance. Employee performance has attracted some related definitions. It is behaviour that are consistent with role expectations and that contribute to organisational performance (Judge & Kammeyer-Mueller, 2012), sociable actions, behaviour, and outcome that employees engage in or bring about that are linked with and contribute to organisational goals (Viswesvaran & Ones, 2000), and the value of employee set of behaviors that contribute, either positively or negatively to organizational goal accomplishment (Colquitt, Lepine & Wesson, 2015). These definitions indicate that job performance has both behavioural and outcome aspects and the two aspects has been demonstrated to relate to some extent. Widely, employee performance is discussed and researched as a two (task performance and organisational citizenship behaviour) dimensions variable. Task performance entails the accomplishment of duties and tasks that are specific in a job description (Murphy, 1989), the proficiency with which an employee performs activities which contribute to the technical core of the organisation (Sonnentag & Frese, 2002). Major antecedents are procedural and declarative knowledge, ability and job experience. Organisational citizenship behaviour (OCB) refers to behaviour of individual that is discretionary, not overtly recognized in the formal reward system, and when put together enhance the effectiveness of the organisation (Organ, 1998). On the basis of Organ's (1988) five-dimension typology of OCB, William and Anderson (1991) grouped OCB into OCB-individual and OCB-organisation. OCB-individual refers to OCB directed at co-workers which include behaviour such as helping co-worker who is absent. OCB-organisation refers to OCB directed at the organisation which includes such behaviour as employee attendance at work being above the norm. This is one of most researched and adopted OCB models. Both task performance and OCB are of necessity to attainment of organisational objectives as the former is concerned with behaviours that are

necessary to complete job tasks, while the latter is needed to protect and advanced the social and psychological environments of the organisation.

HYPOTHESES DEVELOPMENT

Perceived Organizational Support and Employee Performance

Employee's expressions of organizational support indications satisfaction with the work environment, work condition as well as organizational processes such as justice. POS and its representations have been empirically associated with the potential to relate in organizationally beneficial trend with productive work behavior that includes employee performance. For instance, work environmental factors have a significant relationship with job performance, while work motivation mediates the relationship (Jayaweera, 2015), job aids, supervisory support and physical work environment have positive influence on the employee's performance with job aid having the highest predictive influence (Lankeshwara, 2016), perceived organizational justice positively correlates with productive organization behaviour of employees and negatively correlates with negative organizational behavior (Pan, Yan. Hoa, & Bi 2018), organizational support positively and significantly impacts small and medium enterprise (SME) employees' workplace spirituality, citizenship behaviour and consequently their job performance in a significant way (Chinomona, 2012), a high significant correlation between POS, work engagement and citizenship behavior among nurses (Abed, & Elewa, 2016), POS has positive relationship with innovative behaviour (Afsar, & Badir, 2017; Zaman, 2018), compared to organizational commitment and work motivation POS showed highest level of correlation with job performance (Darolia, Kumari, & Darolia, 2010), and POS moderated the relation between job stress and job performance (Nawaz, & Ansari; 2017; Yongxing, Hongfei, Baoguo, & Lei l anaes, 2017).

Social exchange theory (SET) offers explanation for the dominant positive relationship between POS and employee performance. A major proposition of SET that has much bearing with POS – employee performance relationship is the norm of reciprocity that necessitates individuals to respond in positive manners to favourable dealing received from other entity (Blau, 1964, Gouldner, 1960).). On the basis of the theory, employees are in social exchange relationship with their organizations and when they believe that their organization cares about their well-being and values their contribution they will be under obligation to reciprocate by engaging in productive workplace behaviour (e.g employee performance) and avoiding counterproductive workplace behavior. Reciprocity obligation element of SET has received support in a number of studies. For instance, POS positively relate to employees' felt obligation, organizational commitment and in-role performance, and felt obligation mediate in how

POS relate with organizational commitment and in-role performance (Arshadi, 2011).

Hypothesis 1: Perceived organizational support positively predict employee performance
Age, Gender and Marital Status as Potential Moderators

In this study a few demographic variables were proposed as potential moderators in the relationship between POS and employee performance, and this is hinged on two factors. First, some theories (such as sociocultural theory, Eagly & Wood, 2012; **cognitive** social learning theory, Bussey & Bandura, 1999), have acknowledged age, gender and marital status differences in behavior in social settings. In work settings these demographic variables plausibly influence the demands and expectations of employees and perceived organizational justice that have implications for POS - employee performance relationship. Second, substantial number of studies has demonstrated that some demographics variables positively influence employee performance. For instance, demographic factors of age, marital status, educational qualification, job tenure and gender moderately and positively influence job performance (Akbar, Ahmad, Ali, & Naz, 2019; Banjo & Ogunkoya, 2014; Omori, & Bassey, 2019), a significant positive predictive relationship between age, education, job position and work experience and job librarians' task-based and contextual performance (Ugwu, & Ugwu, 2017), sex, marital status, academic qualification, profession, age, income, employment, department, job position, and job tenure significantly relate to organizational citizenship behaviour (Mahnaz, Mehdi, Jafar & Abbolghasem, 2013). Therefore, the thesis of this study is that since certain variability exists within the investigated demographic groups as accounted in sociocultural theory and cognitive social learning theory, and that demographics have direct influence on employee performance as indicated in a number of studies, the demographics are therefore potential moderators in the relationship between POS and employee performance.

Hypothesis 2: Age, gender and marital status separately moderates the relationship between perceived organizational support and employee performance

Methodology

Participants

One hundred and eighteen non-teaching staff of a University in Nigeria participated in the study. The sample size of 118 was adjudged satisfactory as it was in congruent with Dewberry (2004) recommendation that when the effect size expected is unknown, the sample size required for a medium effect size should be adopted. Therefore, the sample size adopted has above 80 percent power of detecting a significant association between each pair (at 0.05 level) of significance, if such an association exists. The sample comprises 58% males, 42% females, 78% unmarried,

and 22% married. Their age mean was 40.19 years (SD, 10.25; range, 42 years). Sixty-nine percent of the participants hold first degree or the equivalent. Nine percent hold post-graduate degrees, while 21 percent hold certificates less than first degree. This is a literate sample and it gives validity to the self-report measure adopted and explained the high return and usable rate of questionnaire.

Instrument

Eisenberger, Huntington, Hutchison, and Sowa's (1986) 8-item POS scale was adopted. Eisenberger, Huntington, Hutchison, and Sowa, (1986) identified 8 item from a confirmatory analysis on the original 36 item POS scale. The 8 items loaded highest in the analysis. Like the original 36-item scale, the short form 8-item version has been reported to be of satisfactory psychometric properties. Sample item is "the organization values my contribution to its well-being". Williams and Anderson's (1991) 21-item scale on employee performance was adopted. The scale was developed on in-role/tasks performance (7- items) and organizational citizenship behavior (14 items). In line with the author's model of OCB, the scale was developed along the dimensions of OCB-Individual (7 items) and OCB-Organization (7 items). Sample items are "fulfill responsibilities specified in job description", "help others who have heavy workloads" and "conserve and protect organizational property". The three sub-scales are widely used in studies and they are well associated with satisfactory psychometric properties. Five-point Likert method of summated rating scale (5-strongly agree, 4- agree, 3- undecided, 2-disagree, 1-strongly disagree) was adopted as it generates enough variability in response that gives validity to statistical outputs (Stone, 1978). For all the scales scores were computed by averaging each participant responses to the items.

Procedure

The questionnaires were administered to the participants at the work place. Data were collected through convenience sampling technique as participants were used on the basis of availability. A total of 145 questionnaires were distributed, within an interval of 2 weeks, 118 were received and were used for data analysis. This return rate is satisfactory as it exceeded survey response rate levels and trends in organizational research (Baruch & Holton, 2008). Specifically, Baruch and Holton (2008) reported average response rate of 52.7% (SD. 20.4) and 35.7% (SD 18.8) for studies that utilized data collected from individuals and organizations respectively. This study adopted self-report measure for data collection; therefore, some procedures that control for common method variance were implemented. The covering letter attached to the questionnaires clearly informed the participants of their anonymity and confidentiality, and the phrase "there is no wrong or right answer" that aimed at urging the respondents to answer questions as

honestly as possible (Eichhorn, 2014; Limpanitgul, 2009). The rating format for the measure followed Likert method of summated rating with five response options. A five - point rating scale typically gives enough variability in response which validity to statistical outputs, and also controls the effects of central tendency (Stone, 1978). Finally, the independent variable (POS) and the dependent variable (employee performance) were presented in a separate sheet of paper with introductory note and instruction that were worded differently. This presentation create physical gap and curtail the flow of thought from one variable to the other (Eichhorn, 2014, Tehseen, Ramayah, & Sajilan, 2017).

Design and Statistical Tests

The design was cross-sectional and non-random sampling technique (convenience) was adopted in the distribution of the questionnaires as participants were used on the basis of availability. The use of non-random sample is a common feature in organization studies, particularly in this research location as sampling frames are often not available or extremely difficult to access. Data were collected and analyzed at individual level. The hypotheses were tested with regression analysis. IBM SPSS Statistics version 23 was the adopted software

Results

Reliability and validity Tests

Reliability for each multiple item scale was tested with Cronbach's alpha, results of the test are reported in Table 1. Overall, strong reliability is observed as coefficient alphas ranged between .68 to .88. The obtained Cronbach's alpha statistics also offer support for convergent validity of the scales (Gabson, 2013). The various dimensions of employee performance correlate as would be theoretically expected and this offer support the convergent validity of the scale. Content validity was achieved by adopting scales from the literature (Mirijana, Ana, & Marijuana, 2018). Mean scores and standard deviations of the variables were also presented in Table 1. The mean scores ranged between 3.27 and 3.96, which on a 5-point scale indicate moderate scores. Table 2 shows inter-correlation coefficients of the studied variables. The degree of correlation between the predictor and the criterion variables was modest; indicating the absence of multicollinearity in the model. Regression analysis was the adopted statistical tool for test of the hypotheses and as a parametric test assumptions associated with its usage were taken into consideration in the design of the study. For instance, data collected were independent of each other which met the independent response requirement. Likert scale format adopted met the requirement for interval scaling. Durbin-Watson test statistics ranged between 1.98 and 2.26, and as Field (2013) suggested these values are within the acceptable level with reference to autocorrelation.

Table 1: mean, standard deviation and Cronbach's alpha on the studied Variables

	Mean	Sd	Coefficient Alpha	No. of Item
Age	40.27	8.49		
Gender	1.41	.49		
Marital Status	1.23	.42		
POS	3.35	.92	.88	8
IRB	3.94	.69	.81	7
ERB- in	3.48	3.48	.75	7
ERB-org	3.84	.70	.68	7
EP	3.67	.60	.84	21

Perceived Organizational Support (POS), In-role Behavior (IRB), Extra-role Behavior (Individual) (ERB - in), Extra-role Behavior (Organization) (ERB -Org), Employee Performance (EP)

Table 2: correlation matrix on the studied variables

	Age	Gender	Marital Status	Educational Qualification	POS	IRB	ERB-in	ERB-org
Age	1							
Gender	.02	1						
MS	-.45**	-.12	1					
POS	-.03	-.15	.18	.01	1			
IRB	-.07	-.16	.14	-.19	-.01	1		
ERB- in	-.15	-.15	.11	-.06	.19	.39**	1	
ERB-org	-.29**	-.06	.24*	-.10	.17	.53**	.45**	1
EP	-.22*	-.10	.21	-.11	.23*	.54**	.85**	.82**

Perceived Organizational Support (POS), In-role behavior (IRB), Extra-role behavior (individual) (ERB - in), Extra-role behavior (organization) (ERB -Org), Employee Performance (EP), Marital Status (MS), * < .05; ** < .01

Test of Hypotheses

Table 3 shows simple regression analysis predicting employee performance (and its dimension) from POS. Composite analysis revealed that POS positively and significantly predicted job performance, ($\beta = .23$ (118), $p < 0.05$). This statistic confirmed hypothesis 1. The observed B-value indicates that one-unit increase in POS brings .25 unit increased in employee performance. The R2 also indicates that POS account for 5% variance in employee performance. On the basis of Cohen's (1988) criterion, R2 of .05 indicates small effect

size. The analysis of variance test (ANOVA), $f(1; 118) = 6.57$, $p < 0.05$, indicated that the regression was statistically significant; meaning job performance can be predicted from POS (good model). The small difference between R2 (.05) and adjusted R2 (.045) which is .0005 indicates a good cross validation; that is this model has the potential to apply to other samples from the same population. However, dimensional analysis revealed that POS positively and significantly predict only extra-role behavior (individual), ($\beta = .19$ (118), $p < 0.05$), with small effect size and accounted for 5% variance.

Table 3: simple regression analysis on predictive relationship perceived organizational support has with employee performance.

	Perceived organizational support					Durbin Watson
	B	SE	Beta	R ²	T	
Employee performance	.15	.05	.23**	.05	2.56	2.26
In-role behavior	-.01	.07	.01	-.01	-.09	1.98
Extra-role behaviour (ind)	.15	.07	.19**	.05	2.18	2.26
Extra-role behavior (org)	.13	.06	.17	.02	1.90	2.17

** < .05 (Two-tailed)

In Table 4 tests of moderator effect of age, gender and marital status on the relationships between POS and employee performance and its dimensions were presented. The results indicate that the three demographic variables were not moderators in the relationship between POS and employee performance. However, gender moderated the relationship between POS and in-role behaviour.

More so, a combination of POS and age, POS and gender and POS and marital status positively and significantly predict employee performance, and each pair accounted for 8% variance in employee performance. The effect size (r^2) for each combination was small, indicating inconsequential practical importance.

Table 4: test of age, gender and marital status as moderators in POS-employee performance relationship.

Model	<i>Employee Performance</i>		In-role Behavior		Extra-role Behaviour (Ind)		Extra-role Behavior (Org)	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Constant	3.66 **	.05	5.09**	1.15	2.93**	1.23	5.68**	1.15
POS (Centered)	.11*	.05	-.28	.33	.30	.35	-.27	.33
Age	-.01*	.01	-.02	.02	.01	.03	-.05	.02
POS x Age	.01	.01	.01	.01	-.01	.01	.01	.01
	$R = .29^*$, $R^2 = .08$		$R = .13$ $R^2 = .01$		$R = .23$ $R^2 = .05$		$R = .33^{**}$ $R^2 = .11$	
Constant	3.68 **	.05	5.82**	.72	4.39**	.74	4.11**	.74
POS (Centered)	.16 **	.06	-.46*	.20	-.19	.21	-.05	.21
Gender	-.07	.11	-1.28**	.49	-1.01*	.50	-.51	.50
POS x Gender	.22	.12	.31*	.14	.25	.14	.14	.14
	$R = .29^{**}$, $R^2 = .08$		$R = .26^*$ $R^2 = .06$		$R = .28^*$ $R^2 = .08$		$R = .20$ $R^2 = .04$	
Constant	3.74**	.05	3.16**	.85	3.28**	.86	2.75**	.86
POS (Centered)	.12 *	.06	.14	.23	.04	.24	.20	.24
Ms	.25	.14	.73	.70	-.21	.71	.68	.71
POS x MS	.01	.16	-.13	.19	.09	.19	-.09	.19
	$R = .29^*$, $R^2 = .08$,		$R = .16$ $R^2 = .02$		$R = .24$ $R^2 = .05$		$R = .27^*$ $R^2 = .07$	

** < .01; * < .01 (Two-tailed)

Perceived Organizational Support (POS), Marital Status (MS), * < .05; ** < .01

Discussion

This study examined predictive relationship between POS and employee performance, and whether age, gender and marital status separately moderate the relationship. The study takes the extant literature further as it examined moderator in POS-employee performance relationship. Extant literature lacked study on moderators in POS-employee performance relationship. Two hypotheses were developed and tested. The first hypothesis that tested whether POS positively and significantly predict employee performance was supported. The observed direction of finding is congruent with extant studies (e.g. Abed, & Elewa, 2016; Chinomona, 2012; Darolia, Kumari, & Darolia (2010); Jayaweera, 2015; Lankeshwara, 2016; Pan, Yan. Hoa, & Bi, 2018; Yongxing, Hongfei, Baoguo, & Lei lanales, 2017). As proposed in social exchange theory, POS positively influence employee performance as the latter symbolizes for

the employees' recognition and justice, experiences that enhanced job satisfaction, organizational commitment and work engagement among others that enhance employee performance. However, analysis of the relationship between POS and the dimensions (task performance, extra-role behaviour -individual and extra-role behaviour-organization) of employee performance revealed that POS only significantly predict extra-role behaviour (individual). A plausible explanation for this finding is that the atmosphere of support from the organization is being replicated by the employees among themselves. Hypothesis 2 on whether age, gender and marital status separately moderate the relationship between POS and employee performance was not supported. This study is a pioneer in the empirical search for moderators in POS and employee performance relationship. However, the findings with regard to hypothesis 2 were contrary to expectations that were guided by sociocultural theory and cognitive **social learning theory**. None of

the three demographic variables investigated in this study moderated the relationship between POS and employee performance. A plausible explanation for this finding is the difficulty of detecting moderator. Moderator effects are difficult to detect because they are typically small since the variance accounted for by moderator is that which is left over after taking into account both the independent variable and the moderator. (Jex, & Britt, 2008).

Implication for Practice

One of the findings of this study is that POS has organizationally desirable influence on employee performance. Therefore, organizational support should be an integral part of human resource practices in organizations. Organizations can institute and enhance POS among the employee through practices that registered a sense of recognized and fair treated among employees. Such practices could be having employees (or through representation) participate in decision making and equity in distribution of resources and rewards. More so, analysis revealed that age, gender and marital status are not moderator in the relationship between POS and employee performance. On the basis of this finding it is recommended that organizational effort to enhance employee performance through POS should be applied to every category of the demographic variable investigated. In other words, the degree of effort to enhance employee performance through POS should be equally applied to males and females and married and unmarried. Analysis also revealed that POS significantly influence only one (extra-role behaviour - individual) out of the three aspects of employee performance investigated. Organizational practitioners should be guided by this finding that effort to enhance employee performance through POS specifically worked on extra-role behaviour – individual.

Limitation and Recommendation for Future Studies

However, this study has some limitations that should guide interpretation, application of the findings and future research. The present study is correlational and such research design does not identify nor make possible interpretation of causal relationship. Future studies should explore field experiment and longitudinal studies to achieve causal interpretation. Demographics are inclusive, but only three (age, gender and marital status) were examined in this study. Future studies should include others such as pay, educational qualification, rank in the organization to enable wider adoption of findings. It has been noted in this paper that the chance of detecting moderator effect is slim simply because it

is typically very small. The sample size adopted in this study can only see significance if the population effect size is medium. This plausibly account for the non-significant results obtained from the moderator analysis. Future studies on demographic as potential moderators in POS and employee performance relationship should use sample size that has the potential to detect significance if it does exist even when the population effect size is very small.

References

- Abed, F., & Elewa. A. H. (2016). **The relationship between organizational support, work engagement and organizational citizenship behavior as perceived by staff nurses at different hospitals.** *IOSR Journal of Nursing and Health Science* 5, (4) 113-123.
- Afsar, B & Badir, Y. (2017). Workplace spirituality, perceived organizational support and innovative work behavior: The mediating effects of person-organization fit. *Journal of Workplace Learning* 29(2)95-109.
- Akbar, F., Ahmad, I., Ali, Z., & Naz, A. (2019). **Assessing the effect of demographic variables on organizational citizenship behavior and organizational justice,** *Clinical Social Work and Health Intervention*, 10(2), 1-12.
- Atkinson, L. R., Atkinson, C. R. & Hilgard, R. E. (1983). *Introduction to psychology* (8thed). New York: Harcourt Bruce Jovanovich.
- Al-Hawary S. I., S & Nusair, I., K., W (2017). Impact of human resource strategies on perceived organizational support at Jordanian public universities, *Global Journal of Management and Business Research: Administration and Management* 17 (1) 1-15
- Ali, H. F., Rizavi, S. S., Ahmed, I. & Rasheed, M. (2018). Effects of perceived organizational support on organizational citizenship behavior - Sequential mediation by well-being and work engagement. *Journal of the Punjab University Historical Society*, 31(2) 55-63.
- Ajzen, I. (1985). From intentions to actions: A theory of planned behavior. In J. Kuhi & J. Beckmann (Eds.), *Action. control: From cognition to behavior* (pp. 11.39). Heidelberg: Springer.
- Ajzen I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical literature. *Psychological Bulletin*, 84, 888-918.
- Arshadia, N. (2011). The relationships of perceived organizational support (POS) with organizational commitment, in-role performance, and turnover intention:

- Mediating role of felt obligation, *Procedia - Social and Behavioral Sciences* 30, 1103 – 1108
- Banjo, H & Ogunkoya, O. (2014). Demographic variables and job performance: Any link? (A case of insurance salesmen), *AUDCE*, 10(4), 19-30.
- Baruch, Y., & Holtom, B. C. (2008). Survey response rate levels and trends in organizational research. *Human Relations*, 61(8), 1139-1160.
- Beheshtifar, M. & Zare, E. (2012), Effect perceived organizational support on employees' attitudes toward work, *Science Series Data Report*, 4(9), 28-34.
- Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.
- Bussey K, Bandura A. (1999). Social cognitive theory of gender development and differentiation. *Psychological Review*. 106,676–713
- Cohen, J. (1988). *Statistical power analysis for the behavioural sciences* (2nd) Hillsdale NJ: Lawrence Erlbaum.
- Colquitt A., J, Lepine, J. A, & Wesson, J. M. (2015). *Organizational behavior: Improving performance and commitment in the workplace* (4th ed) New York: McGraw-Hill.
- Chinomona, R. (2012). The impact of organizational support on work spirituality, organizational citizenship behaviour and job performance: The case of Zimbabwe's small and medium enterprises (SME) sector. *African Journal of Business Management*, 6 (36) 10003-10014,
- Darolia, C. R., Kumari, P & Darolia, S (2010). Perceived organizational support, work motivation, and organizational commitment as determinants of job performance. *Journal of the Indian Academy of Applied Psychology*, 36, (1), 69-78.
- Dewberry, C. (2004). *Statistical methods for organizational research: Theory and practice*. New York: Routledge.
- Eagly, A. H., & Wood, W. (2012). Social role theory. In P. A. M. Van Lange, A. W. Kruglanski, & E. T. Higgins (Eds.), *Handbook of theories of social psychology* (pp. 458-476). Thousand Oaks, CA.: Sage Publications.
- Eichhorn, R. B (2014). Common method variance. Retrieved on 25/09/2019 from techniques <https://www.semanticscholar.org/paper/Common-Method-Variance-TechniquesEichhorn/2693d0aa990aa0b07b58f227f168e96349892746>.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Farooquia, S and Nagendra, A (2014). The impact of person organization fit on job satisfaction and performance of the employees. *Procedia Economics and Finance* 11, 122– 129.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. (4th ed) Los Angeles: Sage
- Gabson, D. G. (2013). *Validity and Reliability*. USA; Statistical Associated Blue Books Series.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Guan, X., Hou, Y., Sun, T., Zhao, L. Luan, Y-Z., & Fan, L-H. (2014). The relationship between job performance and perceived organizational support in faculty members at Chinese universities: A questionnaire Survey, *BMC Medical Education* 14(1) 1-10.
- Jex, M. S. & Britt, W. T. (2008) *Organizational psychology: A scientist-practitioner approach* (2nd ed.). Hoboken, New Jersey. John Wiley & Sons, Inc.
- Javanmard, N. (2012). The impact of spirituality on work performance. *Indian Journal of Science and Technology* 5 (1) 1961-1966.
- Jayaweera, T (2015). Impact of work environmental factors on job performance, mediating role of work motivation: A study of hotel sector in England. *International Journal of Business and Management*, retrieved on 22/04/2019 from <https://www.semanticscholar.org/paper/Impact-of-Work-Environmental-Factors-on-Job-Role-of-Jayaweera/68a6677081558f8475557619cdc387377d38abb>
- Judge, A. T., & Kammeyer-Mueller, D. J. (2012). Job Attitudes. *Annual Review of Psychology*. 63:341–67
- Lankeshwara, P. (2016). A study on the impact of workplace environment on employee's performance: With reference to the Brandix Intimate Apparel – Awissawella. *International Journal of Multidisciplinary Studies*, 3(1) 46-57.
- Limpanitgul, T. (2009). *Methodological considerations in a quantitative study examining the relationship between job attitudes and citizenship behaviour*. Retrieved on 03/09/2011 from <http://www.edamba.eu/Userfiles/file/limpanitgul%20Thanawutpdf>
- Mahnaz,, A.M., Mehdi, M., Jafar, K. M., & Abbolghasem, P. (2013). The effect of demographic characteristics on

- organizational citizenship behavior in the selected teaching hospitals in Tehran. *African journal of business management*, 7 (34), 3324-3331
- Mirijana, B., C, Ana, A., & Marijuana, M-S. (2018). Examining determinants of entrepreneurial intention in Slovenia: Applying the theory of planned behavior and innovative cognition, *Economic Research-Economiska Isstrazivanja*, 33(11) 1453-1471.
- Murphy, K. R. (1989). Dimensions of job performance. In R. F. Dillon and J. W. Pellegrino (eds). *Testing: Theoretical and Applied Perspectives*. New York: Praeger.218-47.
- Nawaz, A & Ansari, N. (2017). Impact of job stress on job performance with perceived organizational support as a moderator. *Governance & Management Review*, 2(1) 1-23.
- Omori, E. A. & Basse, O. P. (2019). Demographic characteristics and workers' performance in public service in Nigeria, *International Journal of Research and Innovation in Social Science (IJRISS) III(II)*, 1-6
- Organ, D. W. (1988). *Organizational citizenship behavior - The good soldier syndrome*. (1st ed.). Lexington, Massachusetts/Toronto: HD.C. Heath and Company
- Pan, X, Yan, C., Hoa, Z, & Bi, W. (2018). The effects of organizational justice on positive organizational behavior: Evidence from a large-sample survey and a situational experiment. *Frontiers in Psychology*, 8:2315
- Sheela, V. M. & Krishnan, J. (2013). Impact of personality and attitude on perceived organisational support: A research study, *International Journal of Human Resource Management and Research*, 3(2) 83-94.
- Stone, E. (1978), *Research methods in organizational behavior*. Glenview, IL: Scott, Foresman.
- Tehseen, S. T. Ramayah, T., & Sajilan, S. (2017). Testing and Controlling for Common Method Variance: A Review, *Journal of Management Sciences*, 4(2)142-168
- Ugwu, C. I., & Ugwu, M., E. (2017). Demographic Variables and Job Performance of Librarians in University Libraries in South East Nigeria
- Viswesvaran C, & Ones, D. S. (2000). Perspectives on models of job performance. *International Journal of Selection and Assessment* 8(4) 216-26.
- Williams, L., J. & S. Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601-617.
- Yongxingl, G., Hongfei, D., Baoguo, X., & Leilanales, M. (2017). Work engagement and job performance: The moderating role of perceived organizational support, *Anales de Psicologia*, 33, 708-713.
- Zaman, Q. (2018). Mediating effect of perceived organizational support on the relationship between leader- member exchange and the innovation work behavior of nursing employees: A social exchange perspective. *COJ Nurses Health care*, 4, (3) 1-11.