# Perceived organizational support and extra role performance from organizational identification standpoint: Nigerian manufacturing sector evidence

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## Abstract

The study focused on the Nigerian manufacturing sector with the objective of proffering new solutions that will enhance the growth of the sector, whose performance has remained consistently poor over the years. It considered the human elements as determinants of organizational performance and investigated the effect of perceived organizational support (POS) on employees' extra role performance (ERP). Perceived organizational support draws heavily on the feelings of employees that affect their level of attachment to the organization, which is organizational identification (OI) and subsequently their extra role performance. Employing a survey design, a 5-point Likert scale structured questionnaire was administered to a sample size of 351, and data were presented in frequency tables. Analysis and testing of hypothesis were performed using Spearman correlation and regression (ANOVA) at 5% level of significance. It was found that POS has positive and significant effect on employees' ERP. This implies that the way employees carry out their functions is affected by how they view their organizations as being supportive to their individual welfare and overall wellbeing. The study recommends that policies that promote POS should be encouraged as this leads to high employees' OI and ERP. Further recommendation is that management should encourage a work environment where employees feel a sense of belonging that will not only boost their morale but spur them into doing everything within their abilities to enhance organizational growth.

*Keywords:* Organizational support; employee extra role; employee organizational identification; Nigerian manufacturing sector; employee behavior; organizational performance

## 1. Introduction

Historically, organizational identification (OI) has received less attention from organizational psychologists compared to other psychological variables like job satisfaction, motivation, skills, and abilities. Although March and Simon introduced the first model of OI in 1958, significant research on the topic remained limited until the 1980s. This was when scholars began to recognize OI as a distinct and valuable concept in organizational behavior (OB), resulting from Ashforth and Mael's research on the significance of social identity theory (Subba, 2019; Dávila & García, 2012; Ndibe, Onodugo & Agbim, 2022). However, OI dates back to the 17th century, during the era of Karl Marx when there was a power struggle between the two major social classes (capitalist and proletariat) emanating from contradictions in interest over scarce resources (Jessop, 2017). The tussle created group consciousness and consequently, membership of a particular group became a function of a person's relationship to the production resources (Omoyibo, 2012). Two groups were clearly formed, and membership was based on personal needs in relation to available opportunities of satisfying those needs. Thereafter, individuals became connected to the organization to the extent to which they were able to satisfy their need and subsequently used the organization as basis for their social identity development (Weisman, Wu, Yoshikawa & Lee, 2023; and Roth & Wittich, 2013). As a psychological process, OI gives an employee that feel of oneness, belongingness or attachment to the organization. It enables the employees to merge their personal interests, goals and objectives with those of the organization, thereby fostering a sense of belonging and being an integral part of the organization (Divya & Christopher, 2024; Ndibe, Onodugo & Agbim, 2022; Kpakol, Obiora & Jaja, 2016).

Effectiveness of OI is evident on employees' behavior as many scholars assert that the mental and emotional connection between employees and their organizations has the potential of engendering employee creativity and innovation leading to enhanced employee and organizational growth (Jiang, 2024; Liu, Bracht, Zhang, Bradley & van Dick, 2021). Every organization has its primary objective of either to produce goods or provide services based on the need of the society in order to earn income or make profit. Achieving this requires highly motivated individuals who perceive sound sense of connection and identifies with the organization at every opportunity. Therefore, employees' identification and performance can be positively influenced if there is a sense of supervisory support, adequate remunerations, robust training plans and capacity-building programs for the employees (Kazmi & Javaid, 2022). Similarly, POS is a perceived organizational commitment towards its employees. Besides, creating a sense of care for the employees through perceived practical support and socio-emotional support by the employer, POS enhances OI and ERP (Bonaiuto, Fantinelli, Milani, Cortini, Vitiello & Bonaiuto, 2022). In like manner, ERP which includes voluntarily helping colleagues perform their jobs has been found to bolster social relations and functional balances within the organization (Galanti, Fiore, Fantinelli & Cortini, 2021). Hence, these extra role activities not only create good relationship between colleagues but improves employees' job satisfaction and organizational performance (Bonaiuto, Fantinelli, Milani, Cortini, Vitiello & Bonaiuto, 2022). Globally, manufacturing

sector is viewed as a major player in the growth of every developing economy including Nigeria. As a result, the economic growth of Nigeria hinges on the performance of the manufacturing sector. However, for decades now, Nigeria has been faced with both economic and developmental challenges evident in the continuous high rate of inflation, unemployment, and increase in labor migration being experienced in the country (ILO, 2019; Rufai, Ogunniyi, Salman, Oyeyemi & Salawu, 2019) occasioned by low productive activities in the sector. This is regardless of the huge potential it has to solve the problem of unemployment, curb poverty, and earn foreign exchange for the country (Ndibe, Onodugo & Agbim, 2022; Chinyere, Eze, & Nweke, 2018).

In July 2023, the World Bank predicted that inflation would hit 25%, while Klynveld Peat Marwick Goardeler (KPMG) predicted that it would rise to 30% by December 2023 (Okamgba, 2023). Regrettably, in all of these, the worst hit is the manufacturing sector, whose performance has consistently remained very abysmal (NBS, 2024; NBS, 2019; NBS, 2018). The persistent disappointing performance of the sector is apparent from the bi-annual economic review of the Manufacturers Association of Nigeria (MAN) for second half of 2022, where the sector performed poorly in all key indicators (ThisDay, 7 February 2023). The situation was made worse by the withdrawal of fuel subsidy on 29 May 2023 by Bola Ahmed Tinubu led government leading to a good number of multinational companies closing business and leaving Nigeria; and many local businesses struggling for survival. For example, in 2023 alone at least four multinational companies (GlaxoSmithKline Consumer Nigeria Plc, Procter and Gamble, Unilever Nigeria, Sanofi-Aventis Nigeria) stopped operation in Nigeria (Nigerian Tribune, 14 December 2023). Their exit not only pushed up the prices of products manufactured by these companies and increased number of people in the labor market but generally affected the sector's performance and contribution to GDP.

Enormous research carried out in order to proffer solution for this ailing sector had paid so much attention on the non-human challenges, such as: insufficient electricity supply, smuggling and the influx of imported goods, trade liberalization, globalization, elevated exchange rates, and inadequate financial support by the government. There has been little or no emphasis on the behavioral tendencies of the employees and its consequences on the manufacturing sector's overall performance (Oburota & Ifere, 2017; Okon & Osesie, 2017; Sola, Obamuyi, Adekunjo & Ogunleye, 2013; Tomola, Adebisi & Olawale, 2012; Banjoko, Iwuji & Bagshaw, 2012).

The significance of behavioral factors, especially organizational identification of employees cannot be overemphasized, since employees' level of identification with an organization is believed to influence and shape their behavior and decision-making process in the workplace (IPFS, 2017; Lee, Park & Koo, 2015; Selenko and DeWitte, 2017). With these assertions therefore, and using the proxies of OI and OB, the researchers considered it necessary to investigate the connection between perceived organizational support (POS) and extra role performance (ERP) of manufacturing sector workers in southeast geo-political zone of Nigeria. Hence, this study is an attempt to determine the role POS plays in shaping employees' ERP. Specifically, the study investigates the effect of perceived organizational support (POS) on

employee extra-role performance (ERP), vis-à-vis the overall performance of manufacturing organizations in southeastern part of the country.

## 2. Review of Relevant Literature

## 2.1 Perceived Organizational Support (POS)

This refers to workers' perceptions about how much their employer appreciates their contributions and cares about their well-being (Okręglicka, Mittal, & Navickas, 2023; Eisenberger, Malone & Presson, 2016). It is an employee's perceived recognition of his/her contribution to the organization (Luo, 2020). In a social exchange between employers and employees, POS reflects the organization's counterpart to employees' commitment and represents their perception of the organization's dedication to them (Paul, 2020). Organizational support is an important resource that impact on employees' performance. Ensuring that employees understand that they are valued is an important part of effective business. This is shown when employees receive encouragement and assistance as members of the organization (Ma, Zhu, Huang, Zhang, Tan & Luo, 2023; Indeed, 2022). Studies have shown that employees form overall beliefs regarding how much their organizations appreciate their contributions and care about their well-being, and this invariably affects their level of attachment to the organization as well as their performance (Kara, Kırpık, & Kaya, 2021). The norm of reciprocity suggests that individuals often feel a sense of obligation to reciprocate or assist those who have previously supported them (Derya & Zaid, 2022). Hence, individuals who feel more supported by their organizations are more inclined to feel an obligation to reciprocate by maintaining their involvement. This implies that perceived organizational support fosters the integration of organizational membership into an employee's self-identity.

### 2.1.1 Perception

The definition of perception by many scholars has consistently remained the same. For instance, Qiong (2017) defined perception as the process of gaining awareness, understanding, and interpreting sensory information, which affects how people respond to information. Similarly, Williams (n.d.) defined it as the process of recognizing and interpreting sensory information, which influences how individuals react to that information. Perception denotes the translation of physical stimuli into conscious experience and mental representation (Maher, 2024). Based on the view of BusinessDictionary.com, perception is "the process by which people translate sensory impressions into a coherent and unified view of the world around them". It further states that, despite often relying on incomplete and unverified information, perception is frequently linked to reality and plays a key role in shaping and influencing human behavior.

### 2.1.2 Perception Processing System

As opined by Pickens (2005), an employee's perception about an organization determines the degree of his dedication or attachment to his employment; and every person's perception goes through four processes namely: stimulation, registration, organization, and interpretation.
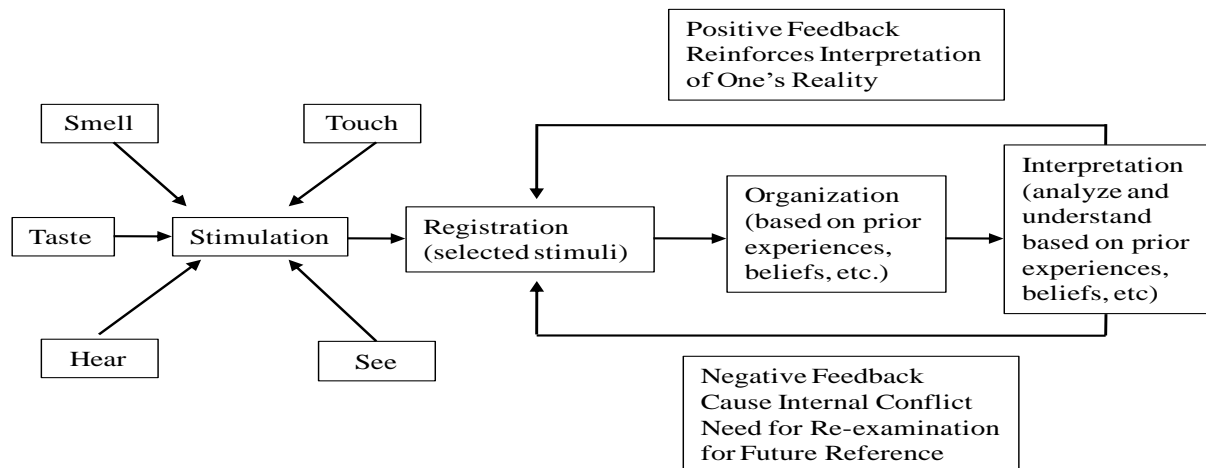
Figure 1: Perception Processing System adopted from Pickens (2005)

The perception processing system model in figure 1 shows the different processes that must occur. Thus, an individual's awareness and acceptance of stimuli are crucial in the perception process. The way stimuli are interpreted is influenced by their existing beliefs, motivation, personality, and attitude. Typically, people prioritize stimuli that address their immediate needs, while ignoring those that might create psychological discomfort or anxiety.

*2.1.3 Factors affecting Employees' Perception*

The following factors known as perceptual errors are likely to occur when an individual tries to interpret stimuli (Mahendra, 2024; Hansan & Vass, 2021; Elnaga, 2012; Robbins & Judge, 2013):

i)    Halo Effect: Halo effect occurs when an individual forms a general impression of someone based on a single characteristic, such as intelligence or appearance, which then influences his/her overall evaluation, perception, or judgment of that person. In this case, the individual mistakenly rates someone highly on multiple traits based on the assumption that they excel in a single trait.

ii)   Stereotyping: This is the inclination to form broad assumptions about individuals based on their association with a specific group. It refers to a conventional image assigned to an entire group of people, leading to them being treated based on a predetermined set of generalized attributes. Stereotyping can result in biased treatment and discrimination. It can also have a positive aspect as it helps to simplify and navigate a complex world but becomes problematic when it leads to overly generalized assumptions about groups of people.

Research indicates that stereotypes exert a significant and often subconscious influence on human behavior. They can be easily triggered across diverse contexts and situations, influenced by factors such as race, gender, religion, physical appearance, disability, and occupation. Despite this, stereotypes as determinant of perception, are habits and biases that are learned over time, and, through training

exercises and raising awareness about issues like bias, racism, sexism, and ageism, they can be unlearned (Hansen & Vass, 2021).

iii)   Contrast Effects: Contrast effects occur when an individual's evaluation of someone's traits is influenced by comparisons with others who exhibit higher or lower levels of those same traits. For example, a person who is highly attractive might be perceived as less attractive when compared to someone exceptionally attractive, compared to how they would be rated independently. Thus, contrast effects highlight how perceptions of a person are shaped by their comparison to others in their environment.

iv)   Projection or Similar-to-Me Error: This is the ascription of a person's perspectives and convictions on other individuals. People most often use themselves as benchmark in perceiving others. Projection is a defense mechanism whereby individuals assign their own attitudes to others as a way to cope with feelings of anxiety or guilt. It can also involve attributing personal negative traits to others, serving as a means of safeguarding self-esteem. For instance, managers who recognize how their own traits and values shape their perceptions of others may be able to evaluate their subordinates more accurately. Similarly, a manager who quickly addresses technical requirements may prioritize this trait in their subordinates, which could lead to an improper evaluation if it is not a relevant criterion.

v)   Pygmalion Effect: The Pygmalion effect, also referred to as a self-fulfilling prophecy, occurs when a person's behavior aligns with someone else's expectations or perceptions, regardless of whether those perceptions are accurate. It is synonymous with an individual's inclination to act in alignment with someone else's expectations. Pygmalion effect could have either a negative or positive result as subordinates will perform based on standards set by the managers. If a manager sets high performance standards for a subordinate, the subordinate is likely to meet those expectations with strong performance. Conversely, if the manager sets low standards, perhaps due to perceiving the subordinate as lacking ability or motivation, the resulting performance will likely be poor. This demonstrates that managers' expectations have a direct impact on their subordinates' performance. Therefore, it is essential for managers to recognize how their own expectations influence the outcomes of their team members.

vi)   Situational Factors: Situations sometimes affect perception. For example, a manager who is working to meet up with time, his or her perception will be influenced by this time constraint. For want of time, he may not pay so much attention to details and could very well disregard specific stimuli, such as requests from other managers.

vii)   Impression Management: Impression management involves the actions we take, the way we perform them, the things we say, and the manner in which we say them, all aimed at shaping how others perceive us. It is a broad phenomenon whereby people attempt to shape the views and actions of others by regulating the way they view

and receive information. Impression management is carried out in such a way as to achieve the objectives of individuals as group or organizational members. Impression management can sometimes be honest and accurate; however, it can also involve exaggeration, deception, or falsehoods.

viii)  Needs and Desire: Another factor that affects perception is need and desire of the individual. The needs and desires of individuals significantly influence their perception. Accordingly, people with varying levels of needs and desires interpret the same situation or object differently. For example, individuals driven by a desire for power are more likely to notice power-related cues, while those with a social orientation focus on interpersonal cues. Therefore, expectations, motives, and interests influence people's perceptions.

## 2.2    Extra-Role Performance (ERP)

Extra role performance (ERP) also known as organizational citizenship behavior (OCB) refers to discretionary actions by employees that go beyond their formal job responsibilities to enhance organizational performance. These discretionary behaviors are intended to help other people in the organization. It shows conscientiousness and support toward the organization (Saad, Mahmood, Ishak & Ramli, 2024; Sadeghi, Ahmadi & Yazdi, 2016). These behaviors include altruism, proactive engagement, cooperation and similar actions that are not formally acknowledged or explicitly recognized within the organization's performance management system (Saad, Mahmood, Ishak & Ramli, 2024). Ludiwikowska, Zakkariya, Aboobaker (2024) views ERP or extra-role behaviors as voluntary actions that go beyond formal job responsibilities and are not directly rewarded but play a crucial role in improving organizational efficiency and effectiveness. These behaviors highlight how engaged employees surpass their defined duties by offering assistance, sharing advice, and contributing to overall job performance. Extra role performance is different from core tasks functions, and this helps to overcome the difficulty faced by many organizations attempting to reward such act (Moss, 2016). ERP is influenced by employees' perception of organizational justice, organizational trust, and organizational learning culture. Trust has effect on employee behavior and significantly affects ERP or OCB, including knowledge and information sharing amongst organizational members. Mutual trust between employees and organizational management is an outcome of organizational trust. Without organizational trust, achieving organizational objectives is highly impossible (Wahda, Mursalim, Fausiah & Ashy, 2020).  Therefore, by promoting a culture that encourages ERP, organizations create a more accommodating and high-performing work atmosphere (Saad, Mahmood, Ishak & Ramli, 2024).

## 2.3 Perceived Organizational Support (POS) as a determinant of Organizational Identification (OI) and Extra Role Performance (ERP)

OI, viewed as the mental link between the employee and the organization fosters a sense of unity and belongingness with the organization, and this invariably enhances commitment, usually exhibited in the form of extra role functions (Ndibe, Onodugo & Agbim, 2022). Employees are valuable assets to any organization, and understanding their roles by

organizational management helps in enhancing employee-employer relationship and subsequent overall performance. As a result, employees having the belief that their organizations appreciate their contributions and also concerned about their well-being results in increased OI and ERP. This aligns with the study by Eisenberger, Malone, and Presson (2016), which noted that POS has significant benefit to both employees and employers. Hence, Rubel, Kee, Daghriri and Rimi (2023) assert that extant literature used POS to predict some employee behavioral outcomes like work performance, turnover intention, job satisfaction, employee innovativeness, creativity and engagement. With POS, members of an organization appreciate the organization not only through positive attitude and behavior, but by producing positive results for the organization. Therefore, recognizing that POS leads to employee trust, commitment, and sense of duty to repay the organization engenders positive reforms that foster high level of employee POS, and successively enhances employee OI and ERP. The implication of which is that low employee POS results to low OI and ERP (Jeong & Kim, 2022).

Based on the assumption of reciprocal relationship, employees who perceived a high level of organizational support are likely to demonstrate strong commitment, which in turn manifests as enhanced POS and ERP. This relationship is described as an exchange relationship where the two parties – employer and employee – play perceived equal roles shown in the form of commitment. Where commitment is seen as a social exchange relationship in which POS signifies the employer's contribution, while the employee's commitment is reflected through ERP. Having such exchanges implies that both parties are following the reciprocity norm and are obligated to return complimentary treatment. More importantly, this exchange relationship is mutually beneficial in the sense that both the employee and the employer (organization) find fulfillment and growth (Kpakol, Obiora & Jaja, 2016). Therefore, an employee's perception of the organization's reasons for providing positive or negative treatment plays a key role in shaping their sense of support for their employer, which on the other hand affects their OI and ERP. Consequently, POS boost employees' OI and intensifies that sense of obligation in them to help achieve the organization's goals, based on the belief that their increased efforts will lead to greater rewards (Hoo, Tatt, & Teck, 2024).

## 3. Foundational Theory

The underlying theory for the study is "symbolic interactionism theory". Symbolic interactionism originated from George Gerbert Mead in 1934, but the name "Symbolic interactionism" was coined by Herbert Blumer in 1969 (Carter & Fuller, 2015). The focus of the theory is that individuals behave towards objects based on the meanings they personally assign to them, and these meanings are shaped and adjusted through an interpretive process, which subsequently helps them in shaping and constructing their sense of self and identity (Sichach, 2023; Syamsudin, Haerani, Damayanti, Fattah, 2022). It argues that meaning given is formed through human social interactions within a situational context, where individuals continuously interpret and respond to their surroundings, themselves, and others based on the meaning they have given (Pansiri, 2023; Hewitt, Mills, Hoare & Sheridan, 2022). This implies that group members attribute meaning to objects based on how they have evaluated and

interpreted these objects, which then direct behavior or reciprocal action towards them. It is important to note that the meaning, which may or may not be correct is based on personal perception and changes over time (Aksan, Kisac, Aydin, Demirbuken, 2009). The theory underscores how and why employees' POS affects their ERP. Since employees' POS is based on personal interpretation, which may not necessarily be true, whatever meaning given affects the employee's ERP. Thus, if employees feel that the organization appreciates, values and supports them, they reciprocate by showing commitment and helping the organization succeed, including performing extra role functions. They perform these extra roles as a result of their high level of organizational identification.

## 4.       Empirical Review

The study carried out by Salau (2022), revealed a positive relationship between POS and employee performance. The objective of the study was to examine the effect of POS on employee performance, and the moderating effect of organizational culture on the relationship of the two variables. The finding was based on 233 completed questionnaires tested using linear regression and PPPMC. Also, Andriyanti and Supartha (2021) examined the effect of POS on OCB using job satisfaction as a mediating variable at Adiwana Unagi Suites, Ubud in Indonesia. Adopting both interviews and questionnaires to elicit data and analyzing same using descriptive statistics, single test, path analysis and the VAF test found that POS had a significant positive effect on OCB and job satisfaction. Maan, Abid, Butt, Ashfaq and Ahmed (2020) carried out a study on POS and job satisfaction: a moderated mediation model of proactive personality and psychological empowerment. Analyzing data collected from 936 employees of manufacturing and service sectors in Punjab Province of Pakistan, the study findings revealed that POS positively affected employee psychological empowerment and job satisfaction. The study further found that the relationship between POS and job satisfaction is weaker when employees' proactive personality is higher than when it is lower. The implication of the result being the need to reinforce to employees' psychological empowerment and job satisfaction through organizational support. In similar manner, Obiora and his colleague carried out research to explore the connection between POS and OCB. They used five measures for OCB - altruism, conscientiousness, civic virtue, courtesy and sportsmanship - as criterion variables on a sample size of 1450 workers drawn from a population of 3768. The study units comprised managers and workers and cross-sectional survey was adopted. The study revealed a strong connection between organizational support, conscientiousness and courtesy. The study also showed a positive relationship between the independent variable and other dependent variables (Obiora & Jaja, 2016). Furthermore, Subba (2019) conducted a study to investigate the mediating effect of organizational identification (OI) in correlation between POS and job satisfaction. The study was on "Antecedent and consequences of organizational identification: a study in the tourism sector of Sikkim". It aimed to establish the role of OI as a mediating variable in the relationship of POS and knowledge-sharing behavior. Survey data were collected from 246 respondents and the conceptual framework were tested using explorative factor analysis, in addition to confirmatory factor analysis and structural equation modeling. The findings revealed that perceived organizational support serves as a precursor to OI, while

job satisfaction and knowledge-sharing behavior are outcomes of organizational identification. Additionally, Schuh, van Quaquebeke, Göritz, Xin, de Cremer and van Dick (2016) conducted a study on "Mixed feelings, mixed blessing? How ambivalence in organizational identification relates to employees' regulatory focus and citizenship behaviors". The experimental study sought to expand the understanding of organizational identification by proposing and empirically examining its key antecedents and outcomes. Using a sample of 199 employees, the study found that organizational identification and ambivalent identification interactively influence employees' willingness to engage in organizational citizenship behavior. Additionally, it revealed that the impact of organizational identification on citizenship behavior diminishes significantly when employees experience ambivalent identification. A subsequent field study, involving 564 employees from diverse organizations and industries assembled using an online data collection platform based in Germany called Wiso-Panel, replicated these findings (Schuh et al., 2016).

## 5.      Methodology

The study targeted a population of 3875 employees from 10 registered member-organizations of the Manufacturers Association of Nigeria (MAN) in the southeast region of Nigeria. These 10 manufacturing firms were selected from a sampling frame of 243 registered MAN member organizations in the region using a multi-stage sampling approach. A survey design was employed, and data were collected through a structured questionnaire administered to a sample of 351 respondents, determined using Godden's formula. Stratified sampling was adopted, with Bowley's proportional allocation formula used to distribute the sample across strata. The questionnaire, designed by the researcher, utilized a 5-point Likert scale and underwent validation through face and content validity. Reliability was assessed using the test-retest method, yielding a Spearman rank correlation coefficient of 0.79, signifying high reliability. Specific questions on how the organization cares about the employee well-being; getting help from the organization when they are faced with problems; and availability of policies that support and promote employees' well-being were raised. Other questions include, how often they provide support to co-workers as a way of showing commitment to the organization; and if their sense of receiving support from their organization affect their behavior and job performance? Out of the 351 questionnaires distributed, 320 were completed and deemed usable. Data were summarized in frequency tables with percentages, and hypothesis was tested using Spearman correlation and regression analysis, facilitated by the Statistical Package for Social Sciences (SPSS) version 20. The decision criterion for hypothesis testing was to reject the null hypothesis ($H_o$) if the p-value was less than 0.05.

## 6.  Results and Discussion

Five questions were asked aimed at establishing the degree to which perceived organizational support affects employee extra-role performance. The results and findings shown as responses received from the respondents are presented in the following frequency tables using simple percentages.

Table 1. Your organization cares about your well-being

| Questions | Options | Frequency | Percentage |
|---|---|---|---|
| Your organization cares about your well-being | Strongly disagree | 2 | 0.63 |
| | Disagree | 4 | 1.25 |
| | Undecided | 5 | 1.56 |
| | Agree | 205 | 64.06 |
| | Strongly agree | 104 | 32.50 |
| Total respondents | | 320 | 100 |

Source: Field work, 2024.

Table 1 reveals that out of the 320 respondents, only 2(0.63%) strongly disagreed with the statement that their organization prioritizes their well-being. 4(1.25%) of the respondents disagreed with the assertion, whereas 5(1.56%) were undecided. Conversely, 205(64.06%) of the respondents agree that their organization cares about their well-being, while 104(32.5) strongly approved the statement. This indicates that over 90% of the respondents believe their organizations are concerned about their well-being.

Table 2. Help is available in time of problem

| Question | Options | Frequency | Percentage |
|---|---|---|---|
| Your organization makes help available when you have a personal problem | Strongly disagree | 6 | 1.87 |
| | Disagree | 9 | 2.81 |
| | Undecided | 12 | 3.75 |
| | Agree | 195 | 60.94 |
| | Strongly agree | 98 | 30.63 |
| Total of respondents | | 320 | 100 |

Source: Field work, 2024.

Table 2 demonstrates that 293(91.57%) of 320 respondents are of the opinion that their organizations are available to provide help for them in times of problems. Only 15(4.68%) of the respondents think otherwise, whereas 12(3.75%) are undecided. The employees having strong conviction that their organizations will be there for them, especially in challenging times when they are faced with personal problems, will motivate them to perform beyond their statutory duties.

Table 3. Organization has policies that support employee's well being

| Question | Options | Frequency | Percentage |
|---|---|---|---|
| My organization has policy that supports my well-being | Strongly disagree | 15 | 4.69 |
| | Disagree | 13 | 4.06 |
| | Undecided | 17 | 4.06 |
| | Agree | 201 | 62.81 |
| | Strongly agree | 74 | 23.13 |
| Total | | 320 | 100 |

Source: Field work, 2024.

Table 3 indicates that 275(85.94%) of 320 respondents are in agreement that their organizations have policy that support their well-being. Only 28 respondents representing 8.75% of the sample did not agree that their organizations have policy that supports their well-being, whereas 17(5.31%) were undecided. This means that having a supportive policy for employee well-being is considered a motivating factor for employee's extra-role performance.

Table 4. Provide support to co-workers to achieve organizational set target

| Questions | Options | Frequency | Percentage |
|---|---|---|---|
| How often do you provide support to your co-workers in order to achieve organizational set target | Never | 4 | 1.25 |
| | Rarely | 8 | 2.50 |
| | Sometimes | 4 | 1.25 |
| | Often | 149 | 46.56 |
| | Always | 155 | 48.44 |
| Total | | 320 | 100 |

Source: Field work, 2024.

As seen in table 4 above, only 4(1.25%) of 320 respondents have never provided support to their co-workers in order to achieve organizational set target; 8(2.50%) of the respondents rarely provide support to co-workers; and only 4(1.25%) feels they sometimes support their colleagues in doing their work. However, 149(46.56%) of the respondents said they often provide support to their co-workers in order to achieve organizational set target. Similarly, 155(48.44%) said they always assist their colleagues in doing their work. This generally suggests that most of the respondents like to provide assistance and would assist their colleagues in their given tasks where necessary in order to achieve the organizational goals.

Table 5. Support by organization affects willingness to perform unofficially assigned roles

| Question | Options | Frequency | Percentage |
|----------|---------|-----------|------------|
| To what extent does the feeling of being supported by the organization affect your willingness to carry out functions that are not within your officially assigned roles? | Small extent | 7 | 2.19 |
| | Some extent | 11 | 3.44 |
| | Moderate extent | 110 | 34.38 |
| | Great extent | 98 | 30.63 |
| | Very great extent | 94 | 29.37 |
| Total | | 320 | 100 |

Source: Field work, 2024

An insignificant number of 7(2.19%) of the 320 respondents held that the perceived support received from the organization to a small extent affects their willingness to carry out function that are not within their officially assigned role. Similarly, 11(3.44%) of the respondents said to some extent, and 110(34.38%) of the respondents said, to a moderate extent it affects their willingness to perform unassigned roles. Besides, 98(30.63%) of the respondents to a great extent feel that they are being supported by their organization, and this informs their willingness to work beyond their officially assigned tasks. Similarly, 94(29.37%) affirms to a very great extent that the support they receive from their organization affect their willingness to carryout extra-role function. This implies that employees need support by their organizations as this has a significant positive impact on their willingness to do more than what has been officially assigned to them. Such as helping other colleagues perform their own duties and generally lending support to ensure that the organization achieves its objective.

## 7.    Test of Hypothesis

$H_o$:    Perceived organizational support does not affect employees' extra-role performance

**Correlations of the Variables**

| | | | Organization cares about employee wellbeing | Help is available in time of problem | Organization has policies that support employee's wellbeing | Employee often provide support to co-workers to achieve organizational set target | Support by the organization affects willingness to perform unofficially assigned roles |
|---|---|---|---|---|---|---|---|
| Spearman's rho | Organization cares about employee wellbeing | Correlation Coefficient | 1.000 | -.159** | .192** | .042 | .082 |
| | | Sig. (2-tailed) | .000 | .004 | .001 | .456 | .141 |
| | | N | 320 | 320 | 320 | 320 | 320 |
| | Help is available in time of problem | Correlation Coefficient | -.159** | 1.000 | -.265** | -.126* | -.062 |
| | | Sig. (2-tailed) | .004 | .000 | .000 | .025 | .273 |
| | | N | 320 | 320 | 320 | 320 | 320 |
| | Organization has policies that support employee's wellbeing | Correlation Coefficient | .192** | -.265** | 1.000 | .666** | .800** |
| | | Sig. (2-tailed) | .001 | .000 | .000 | .000 | .000 |
| | | N | 320 | 320 | 320 | 320 | 320 |
| | Employee often provide support to co-workers to achieve organizational set target | Correlation Coefficient | .042 | -.126* | .666** | 1.000 | .855** |
| | | Sig. (2-tailed) | .456 | .025 | .000 | .000 | .000 |
| | | N | 320 | 320 | 320 | 320 | 320 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Support by the organization affects willingness to perform unofficially assigned roles | Correlation Coefficient | .082 | -.062 | .800** | .855** | 1.000 |
| | Sig. (2-tailed) | .141 | .273 | .000 | .000 | .000 |
| | N | 320 | 320 | 320 | 320 | 320 |

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

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

The correlation results shows that employees' level of perception of how the organization cares about their wellbeing has statistically positive but weak relationship with how employees provide support to coworkers, rho (320) = 0.042, p < 0.05. This finding reveals that the more care employees receive from the organization, the more likelihood that they will provide assistance to colleagues to get their work done in order to achieve the organizational goals.

Similarly, having organizational policies that support and promote employees' wellbeing has a statistically positive and significant relationship with employees' willingness to perform unofficially assigned roles, rho (320) = 0.800, p < 0.01. In addition, employees' willingness to help coworkers has statistically positive and strong relationship with supportive policies for employee, rho (320) = .855, p < 0.01. Thus, having organizational policies that are not anti-employees raises their level of organizational identification (OI) and subsequently motivate them into extra-role performance (ERP). Regrettably, the finding further shows that while the organization may seem to have policies that support employees' wellbeing, these employees hardly get assistance from the organization when the need arises, rho (320) = -0.265, p < 0.01. This could discourage them from providing the needed assistance to colleagues as shown in this result, rho (320) = -0.126, p < 0.05.

**Regression Analysis**

## Model Summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| | | | | |

| 1 | .852ª | .725 | .724 | .50928 |

a. Predictors: (Constant), Perceived organizational support

b. Dependent Variable: Employees' extra-role performance

**ANOVAª**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 217.645 | 1 | 217.645 | 839.151 | .000ᵇ |
| | Residual | 82.477 | 318 | .259 | | |
| | Total | 300.122 | 319 | | | |

a. Dependent Variable: Employees' extra-role performance

b. Predictors: (Constant), Perceived organizational support

**Coefficientsª**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | -1.181 | .175 | | -6.756 | .000 |
| Perceived organizational support | 1.135 | .039 | .852 | 28.968 | .000 |

a. Dependent Variable: Employees' extra-role performance

The regression sum of squares (217.645) exceeds the residual sum of squares (82.477), indicating that the model explains a substantial portion of the variation in the dependent variable. The significance value (0.000) is below 0.05, confirming that the variation accounted for by the model is not random, and demonstrates that the model provides a statistically reliable prediction of the outcome variable, making it a good fit for the data. The correlation coefficient (R) of 0.852 indicates a strong positive relationship between perceived organizational support and employees' extra-role performance. The coefficient of determination ($R^2$) reveals that 72.5% of the variation in employees' extra-role performance is accounted for by perceived organizational support as indicated by the $R^2$ value of 0.725. In order to ensure that the $R^2$ is not overfitting because of unnecessary predictors, but reflects the input variables, an adjustment for the number of $R^2$ predictors was performed. The adjusted $R^2$ value was 0.724, which

suggests that very few of the predictors might be unnecessary. Testing for the presence of autocorrelation in the predictor variable using Durbin-Watson test statistic was not necessary because the study used a survey research design (questionnaire for data collection). Consequent upon the statistically positive and significant relationship between perceived organizational support and employees' extra-role performance, the null hypothesis is rejected, and the alternative hypothesis is accepted.

## 8. Practical Implication of the finding for Policymakers and Manufacturing Sector Leaders

Human beings in their relationships have the tendency of interpreting the actions and inactions of the other party, and the outcome of this either make or mar the relationship. Similarly, in organizations, there exist a relationship (psychological contract) between the employer and employee, which is beyond the formal terms and conditions usually stated in the employment contract. Psychological contract captures the silent expectations and perceptions that both parties have towards each other. For organizations to prosper, it is important that employees perform beyond their officially assigned functions – helping and assisting others to achieve the overall organizational goal. As revealed in the study, the extent to which employees are willing to perform extra roles depends on the extent to which they feel that the organization cares about their wellbeing. This is also what boosts their level of organizational identification. This means that employees' performance will increase, if the employees have the sense of being cared for by their employers. Therefore, the implications of this revelations for manufacturing sectors leaders and policymakers are: (i) ensure that policies that promote employees' wellbeing are seen to be of serious concern for the management; (ii) beyond having good employee policies, efforts should be made to ensure its implementation; (iii) discourage management decisions that are perceived to be "anti-employee"; (iv) constantly communicate and share those ideas that increase the level of employees' sense of oneness with the organization, interpersonal relationship and team work. Implementation of these suggestions will boost ERP, because once the employees feel that the organization is highly committed to their overall wellbeing, they will definitely reciprocate by performing extra role and doing all within their ability to ensure that the organization succeeds. The overall outcome becomes an improved organizational performance.

## 9. Conclusion and Recommendations

The study achieved its objective and has been able to show the effect of POS on ERP in manufacturing organizations in Nigeria. It has also proffered suggestions on what can be done by policymakers and organizational leaders to enhance POS and ERP in organization in order to improve organizational performance. Additionally, the study adds to empirical studies and will serve as a reference material for policymakers, manufacturing sector leaders and researchers, who are tirelessly working on how the performance of the Nigerian manufacturing sector can be enhanced. However, the major limitation of the study is that it concentrated only on one (1) geopolitical zone, which is the southeast with only five (5) states, whereas Nigeria has six (6) geopolitical zone with a total of thirty-six (36) state and the federal capital territory

– Abuja. Secondly, other sectors, like the service sector, were not covered. Hence, it is recommended that further study in the area should consider the service sector and other geopolitical zones in Nigeria.

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