



Moderating effect of Task Performance on the relationship between Perceived Organizational Support and Organizational Citizenship Behavior: Among the Staff of Selected Manufacturing Firms in Nigeria

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ABSTRACT

The present study delves into the relationship between Perceived Organizational Support (POS) and Organizational Citizenship Behavior (OCB) within selected manufacturing firms in Nigeria, specifically emphasizing the moderating role of Task Performance. A descriptive survey method was adopted, targeting a population of 260 employees from these firms, out of which a sample size of 202 was extracted. Data collected was subsequently analyzed using SmartPLS. The study findings reveals that supervisory support, organizational reward significantly influences organizational citizenship behaviour, while, fairness has no significant effect organizational citizenship behaviour. Furthermore, the findings also reveal that task performance has moderating effect on the relationship between organizational reward and effect organizational citizenship behaviour. Task performance has moderating effect on the relationship between fairness, supervisory support and effect organizational citizenship behaviour. The insights derived from this study can be invaluable for manufacturing firms in Nigeria and similar contexts, highlighting the need to foster organizational support and task performance for the greater benefit of overall organizational functioning.

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INTRODUCTION

Organizations today are not only concerned with employee productivity, but also with their willingness to engage in behaviors that go beyond formal role prescriptions, known as Organizational Citizenship Behavior (OCB) (Organ, 1988). One of the most common employee work habits which has received much attention from researchers and management practitioners for its relevance to the organizations' performance is OCB (Rotich, 2022). In a similar vein, the world of business today is filled up with dynamic environment, which characterized with global capitalism that has been unpredictable and complex which made manufacturing firms face fragile challenges that have both internal and external complexities. The era also has many challenges and competition in improving human

resources, demanding employees who are always willing to carry out tasks even though they are not on the job desk and expect voluntary and sincere behavior without having to be ordered (Mangindaan et al., 2020).

OCB is very profitable for the company because it can increase the effectiveness and efficiency of organization and not related to the formal reward system (Berdiyana et al., 2022; Haris et al., 2023; Supriyanto et al., 2020). According to Karimi et al. (2023); Khairunnisa et al. (2023); and Srirahayu et al. (2023) it an employee behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. This form of behavior (OCB) is recognized in research and practice alike as one of the main drivers of a functioning organization and its employees (Bilgen

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& Ulku, 2020; Mukherjee, 2020). It has grown enormously over the past three decades; it improves on significance and sensitive contributions in the behavioral, managerial, and human resource management literature.

A key antecedent to OCB is Perceived Organizational Support (POS), which refers to an employee's belief about the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). Employees that are motivated are a great long term competitive advantages to organization and also add value to self and the organizational performance with effectiveness. When employees receive support from the organization, they will strive to do better for the organization. The better the perception of employees who feel that they have organizational support in the environment where they work will be followed by the high behavior of the OCB concerned (Aprilani et al., 2021; Sari, 2015).

POS is an employee's belief about the level of organizational support and attention that meets the socio-emotional needs, rewards, and well-being of employees due to their implicit or explicit contribution to the organization, as promised by the organization (Ridwa et al., 2020; Susanto, 2023; Sumardjo et al., 2023). One of the challenges in organizations is related to motivating and managing employees in an organization by leaders in a highly competitive world (Aprilani et al., 2021). Lack of organizational fair treatment, poor supervisory support, inadequate organizational rewards, usually render productivity of the employees and the organization to be low and reduction of efficiency and effectiveness as well (Ogunyemi, 2014). Therefore, it is necessary to have support from the organization and concern for the welfare of employees.

In the same vein, task performance can be influenced by POS (Aprilani et al., 2021). The idea was also supported by Sari (2022), that POS has the greatest influence in increasing employee level of commitment and the task performance. Thus, employee task performance is another important factor that shapes OCB behavior, also have a direct effect on OCB. Task performance

and the OCB, are significant for organizational survival leading to the demand to strengthen the employee performance. Meaning the higher level of performance is an important indicator of the increased interaction between coworkers. With the high employee task performance, it makes employees feel part of the organization so they feel partly responsible for the achievement of organizational goals. The conditions of employees who have high task performance levels make them work with enthusiasm, carry out work according to targets and even exceed so that in the end can improve OCB level.

The sustainability of any organization in the 21st century, OCB play a vital role due to its potential outcomes that include increased productivity and organizational efficiency (Lau et al., 2020; Manalo et al., 2020; Oluwatunmise et al., 2019), enhance individual and organizational effectiveness (Ahmed et al., 2019; DeClercq et al., 2017; & Yan et al., 2018), enhance employee performance, organizational effectiveness and their survival (Aderibigbe et al., 2019; Cesário & Chambel, 2017; Christiansen & Chandan, 2017; Nguyen & Ngo, 2020; Organ, 2018), and promote work quality, actual performance, service quality and service delivery and good reputation, and hence corporate image. The absence of OCB affects the organizational performance and its reputation (Wang et al., 2019). Thus, employee citizenship is not only likely to enhance organization performance directly, but also to provide a source of competitive advantage that is maintainable in the long run. It is important, then, that organizations and managers have a better understanding of the factors that make employees willing to go the extra mile.

Nigeria's manufacturing sector, a vital contributor to the nation's economy, has experienced rapid growth and transformation over the last two decades (Oyelaran-Oyeyinka, 2019). Yet, the dynamics of employee behavior in this setting remain underexplored. One major characteristic exhibited by this workforce that has drawn the attention of organization is their OCB's behavior (Mirsafian, 2018; Romaiha et al., 2019). According to Alshaabani et al. (2021), employee behavior that is currently demanded by the



organization does not only include in-role behavior, namely carrying out work in accordance with the tasks in the job description, but also extra-role behavior which is the contribution of the employee's extra role to complete organizational work or what is known as OCB. Given the level of maturity of the manufacturing sector in developing countries, the research posit that the undesirable employee behaviors could be as a result of ignoring the practices that address personnel issues (Kasekende et al., 2020). Yet, the dynamics of employee behavior in this setting remain underexplored.

The study of this nature became necessary in Nigeria, because of the worrisome state of manufacturing firms in the country. Study of Abiante (2018); Adeyemo et al., 2019; Daniel & Stanislaus, 2020; Ogah (2018) and Ohue (2018) presents negative implications for the consciousness and morale of the Nigerian employee. In a situation where by the employee's morale is low, attitude to work is often negative, and this portends graver implications for the management of human resources in Nigerian organizations. Consequently, getting 'depressed' employees to deliver on their job description becomes an almost unbeatable challenge. Deficiency in strategies and strategic leadership, inadequate organizational support to employees and so on are characterized by manufacturing organizations in Nigeria (Acho & Abuh, 2018).

This most likely gives the impression that Nigerian employees in manufacturing firms may be far from exhibiting required OCB. Therefore, it has become an issue of great importance to examined the distinct contributions of three conceptually important dimensions of POS developed by Rhoades and Eisenberger (2002): fairness, supervisor support, and organizational rewards on OCB, and by exploring the moderating effect of task performance in selected manufacturing firms in Northeastern Nigeria.

PROBLEM STATEMENT

Organizational citizenship behavior is considered as one of the fundamental behavioral initiatives that could help firms to achieve

sustainable survival in the midst of economic turbulence, and today's organizations depends on their employee's positive behaviors for success (Osibanjo, 2020). Such behaviour in manufacturing firms has also been used to promote work quality, actual performance, service quality, service delivery, good reputation and corporate image, but the absence of it affect the firm's performance and its reputation (Balakrishnan & Raman, 2020).

In today's competitive global market, manufacturing firms need more than just routine performance from their employees; they also require additional voluntary efforts that can improve the overall efficiency and effectiveness of the organization. Previous studies have identified the manufacturing sector as one of the areas in which the issue of OCB seems critical (Opara, 2020).

A growing body of research suggests that when employees perceive that their organization supports them, they are more likely to engage in behaviors that go beyond their formal job descriptions (Rhoades & Eisenberger, 2002). There is a common impression that Nigerian workers are reluctant to act, feel unconcerned and deceitful in their approach to work, and they also lack the zeal to work, lack spirit of altruism, conscientiousness, sportsmanship, civic virtue, courtesy, commitment and dedication to work (Opara, 2020). These are the major issues facing contemporary manufacturing organizations in northeastern part of Nigeria, as also observed by the study conducted by Abdu and Jibir (2018); Abiante, (2018); and Ganiyu et al. (2020). Such impolite and unethical behaviors can negatively affect the performance level and competitiveness of their organizations (Igudia & Ohue, 2018).

The indications of the low OCB behavior of these employees show that it is still rare and difficult to find OCB in these firms within the area. As observed, OCB is mostly influence by employee perceived level of fairness, good supervisory support, and adequate organizational rewards (Ali-Asgari et al., 2020; Saoula et al., 2018). Failure to align strategies with employee's initiatives have contributed to inability of the employees to achieve sound OCB (Asgari et al.,



2020; Dike, 2014; Galpin & Wittington, 2012; Gorski, 2017; Organ et al., 2006; Yang, 2010).

The Nigerian manufacturing firms are into extinction and few operate at a sustainable level, because of the operating environment of business occasioned by global capitalism that has been unpredictable, complex and competitive (Osibanjo et al., 2020). The economic woes afflicting Nigeria today have made it almost impossible for organizations to take significant strides in their drive towards organizational excellence. Businesses are struggling to survive the hostile economic environment (Okwuagu et al., 2017). Whereas, managers are not keen in creating and allowing a formalized mechanism that encourages employees to contribute constructive ideas for improving the organization in which they work (Aswin & Rahyuda, 2017; Tumiwa & Pandowo, 2020). Organizations need to improve human resources in a way to maintain the high standard of OCBs (Massoud et al. 2020). Since, recruiting and retaining qualified employees is costly and crucial to organizational success, thus, organizations should increase efforts to support OCB, in order to attract and retain employees who will go beyond standard expectations and demonstrate superior performance (Banwo & Du, 2018).

Objectives of the Study

The general objective of the study was to investigate the relationship between POS, and task performance on OCB of employees from selected manufacturing firms in North-Eastern Nigeria. Specifically, the objectives seek to:

1. To examine the significant effect of fairness on OCB among employees of selected manufacturing firms in North-Eastern Nigeria.
2. To determine whether supervisory support significantly affect OCB among employees of selected manufacturing firms in North-Eastern Nigeria.
3. To determine whether organizational rewards significantly affect OCB among employees of selected manufacturing firms in North-Eastern Nigeria.

LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

Katz and Kahn (1966) conducted the earlier work on OCB, and later Bateman and Organ (1983), where the concept defined as a behavior beyond role requirements that is organizationally functional. Organ (1997) as a behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. Organ (1988) included five aspects as part of such phenomenon: altruism (i.e., voluntary contribution to others, sacrifice, peace, hope, moral and prevention of work-related events). Conscientiousness (i.e., behavior that guide a person in performing the duties above the expected level; such as punctuality in performing tasks). Sportsmanship (i.e., tolerating complications and inevitable problems of work without objection). Civic virtue (i.e., responsible partnership and commitment to the life of the organization). In addition, courtesy (i.e., polite behaviors that prevent workplace problems such as helping other to prevent problems or action to reduce others' problems). Manalo et al. (2020) referred OCBs as an uncharacteristic extra job activity that facilitates an organization's success and productivity. Thus, in such behaviors in OCB not ordinarily rewarded and its omission not understood as punishable (Onyishi et al., 2020).

Moreover, OCB is necessary because it improves the resource's utilization and reduces the need for more formal control mechanisms, and does not require a lot of expense (Claudia, 2018). An organization's fulfillment of employees' basic needs by contributing to social cohesion and quality of life in society and offering employees an inspirational, stimulating, and supportive work environment should positively affect employees' willingness to improve their work skills, motivation, general initiative, and proactive behavior (Meynhardt et al., 2018). Employees who engage in OCB have a positive experience toward themselves and their work, which creates a spillover effect onto overall life satisfaction (Meynhardt et al., 2018; Ghavifekr & Mugat, 2018). Employee with an OCB act beyond their



duty and express their efforts, energy and insight to flourish their abilities for the benefit of the organization (Asqari et al., 2020). Whereas, organizations that are not able to develop their effectiveness without the willingness of volunteers to collaborate (Asqari et al., 2020).

Perceived Organizational Support (POS)

Perceived organization support (POS) is simply referred to as employee perception regarding the extent to which the organization give support to its employees, and the extent of the organizations readiness to provide assistance when needed (Pack, 2005). POS refers to the employees' perceptions regarding the extent, to which the organizations assess their contribution and care about their welfare (Rhoades & Eisenberger, 2002). According to Claudia (2018) if employee received a high level of POS, then the employee will absolutely absorb their membership of the organization into their identities and then develop a relationship and more positive perception about their organization.

When this anticipated, the interchange cycle will continue to grow whereas when the organizations deal with their employees with a good deal of interest and focus on them, they mostly convey the messages that the organization values them, so that the employees will be profitable (Shahi et al., 2017). Employee's perception of how an origination values his or her may be vitae foe determining if any attitudes or behavior benefiting the organization emerge from the social exchange relation (Umar & Abubakar, 2017). POS increases employees' felt obligation to help the organization in achieving its goals, their affective commitment, and their expectation of reward for improved performance (Akhtar et al., 2021).

Fairness

Organizational fairness is widely considered as fundamental aspect of employees' experience that makes an important contribution to POS (Rhoades & Eisenberger, 2002). This idea equally supported by the work of Kurtessis et al. (2017) which, found that fairness made a strong unique contribution to POS. Fairness provides a

reference for which employees make judgments about one's standing and worth in the organization (Tyler & Blader, 2000). There are numerous reasons why fairness perceptions matter within an organization. One reason is that perceived fairness provide motivation to engage in positive behaviors without the use of instrumental control mechanisms (discipline sanctions). A second important reason is that fairness judgments used to evaluate one's status within a group or organization that linked to employee satisfaction and individual behaviors and attitudes (Tyler, 2011).

Supervisor Support

Supervisory support defined as employee's general views about the degree to which their supervisors value their contribution and care about their well-being (Casper et al., 2011). Supervisor support refers to employees' view that their supervisor values their contributions and cares about their well-being (Eisenberger et al., 2002). Supervisor support characterized as a general perspective of subordinates regarding the extent to which supervisors give importance to their contribution, think about their prosperity, and give instrumental and enthusiastic help (Florence & Christian, 2003).

Organizational Rewards

According to Malhotra et al., (2007), organizational rewards include all monetary or non-monetary benefits paid to the employees based on their contributions to the organization. Human resource practice showed that rewarding the employee for his work performance should have a positive impact on the POS (Shore & Shore, 1995). Shore and Shore, (1995) identified two key types of human resources practices that related to POS. The first concerns discretionary practices that imply investment by the organization in the employee. Employees will possibly view these human resources decisions as valued indicators of the organization's favorable valuation of their contributions and concern for their well-being as they perceive links between the decisions and valued rewards. An



array of human resources practices has been studied in relation to POS, including recognition, pay, promotions, job security, autonomy, role stressors, and training (Rhoades & Eisenberger, 2002).

Task Performance

Task performance can be defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services (Borman & Motowidlo, 1993). Employee task performance, seen as the frequent activities' employees carry out to accomplish organizational goals, sustain improvement towards the goals and make adjustments to achieve those goals effectively and efficiently (Richard, 2019). Task performance is one of the most important concerns for any organization and received much attention (Brown & Peterson, 1993). Employee performance measured by the completion of employee's task including helpfulness, quality of results, timeliness of results, attendance at work, and supportive behavior at workplace (Jabeena & Rahima, 2021)

Task performance is one of the most discussed issues in the organization and by researchers holding to the important contribution employee brings to the workplace. Performance of the employee usually translates into good service delivery and interaction that affects their area at the organization. To achieved this, therefore, organization need to make certain policies that will encourage employee performance. Agbaeze et al. (2019) opined that employee task performance is the assigned tasks target reached by employee within particular period or in the other words, is function of sets of outcomes produced during a certain period. Agbaeze et al. (2019) stated that performance is not only related to action but also involve judgment and evaluation. Therefore, in line with the above assertions, organization needs high performing employees to meet its goal and be able to achieve competitive advantage (Agbaeze et al., 2019).

Social Exchange Theory (SET)

Social Exchange Theory (SET) was propounded by Homans (1958; 1961); where he introduced social exchange theory and referred to as "Social Behavior" in his work "Exchange". Homans (1961) defined social exchange as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. The orientation of the theory based on earlier philosophical and psychological orientations deriving from utilitarianism on the one hand and behaviorism on the other. Homans' primary focus was the social behavior that emerged because of the social processes of mutual reinforcement (and the lack of it). Relations could also terminate based on the failure of reinforcement (Burrell & Morgan, 2017).

Likewise, Blau (1964) defined social exchange "voluntary actions of individuals that are motivated by the returns, they are expected to bring and typically do in fact bring from others." Blau (1964) viewed social exchange as a process of central significance in social life and as underlying the relations between groups as well as between individuals. Social exchange theory (SET) claims that social relationships are based on the trust that gestures of goodwill will be reciprocated (Blau, 1964). In fact, the remnants of both of these theoretical foundations remain evident in the versions of exchange theory that are current today.

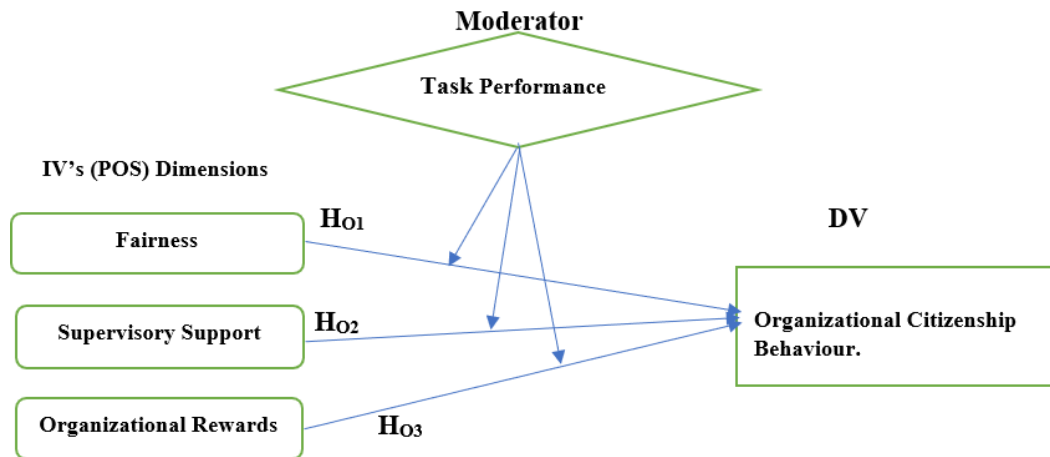
Social exchange theory has applied in much of organizational research. For example, a recent meta-analysis of 25 years of organizational justice research indicates that SET variables such as trust, organizational commitment, OCB, and leader-member exchange are important to relations among justice, task performance, and OCB (Colquitt et al., 2013). Based on the principle of reciprocity, individuals have the responsibility and obligation to respond to the positive treatment of the other party. In the organization, employees will reciprocate the organization by adopting attitudes and behaviors expected by the organization and being committed to the organization when they feel the support and commitment from the organization. That is to say exchanges based on initiated and voluntary

actions by either employer or employee and the expectation that the other party will eventually reciprocate these actions.

OCB is one of the core outcomes of social exchanges in employment relationship because of its discretionary nature (Bankins, 2015). Employees generally will withhold discretionary behaviors if they feel unfairly treated or choose to engage in OCB to reciprocate good or fair treatment from the organization (Macey et al., 2011). This implies that OCB develops as an effect of social exchanges between employees and their employers and therefore organizations.

As the attitudes of organizational managers towards their employees in term of rewards (tangible or intangible) and expect the employees to reciprocate by exhibiting the attitude of OCB. Thus, individual OCB occurs based on the social exchange principles or reciprocity otherwise known as social exchange theory (Pickford & Joy, 2016). At any point in time an organization makes its employees happy, they will try to reciprocate goodness to the organization by exhibiting OCBs.

Conceptual Framework



Source: Developed by the Researcher from 2023 Literature

METHODOLOGY

The study adopted a descriptive survey research design. The population of the study was made up of employees in manufacturing firms, Northeastern Nigeria. A total of 198 workers were selected from the firms through simple random sampling technique. The questionnaire was used to collect data for the study. The test-retest reliability of the instruments administered within two weeks interval yielded .79 and 0.83 respectively. The response format used was the five-Likert format with options ranging from Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). All the instruments were divided into two parts. Part A solicited responses on personal information about

the respondents while part B collected data on the variables under study. SPSS and SmartPLS analysis were used to test the hypotheses raised at 0.05 and above alpha level.

RESULTS AND DISCUSSION

PLS-PM Technique

The current exploratory study addressed mainly the testing of the moderating effect of task performance on the relationship between perceived organizational support and organizational citizenship behavior: Therefore, its predictive performance rather than the theory testing (confirmation) of its original version is to be taken for estimation. The use of Partial Least Squares Path Modeling (PLS-PM) is the best choice due to its appropriate prediction power. These research hypotheses will be explored the

using Smart- PLS 4.1.1.3 software (Hair et al., 2014; Henseler et al., 2014; Zainol et al., 2019; Afthanorhan et al., 2019). PLS-PM was one of the variance-based technique that is regarded as the most fully developed in various researches disciplines, for instances in marketing, management, business, tourism and entrepreneurship.

Measurement Model

The standard procedure for SEM analysis is to warrant the scale validity and reliability of the model. The adequacy of the

measurement model and structural model is done by gauging the fitness index and coefficient of determination. Standardized Root Mean Residual (SRMR) represents the fitness index to assess the suitability of the model with data at hand. The lower value of SRMR, the better the adequacy of model with data which usually recommended below 0.08. In this case, the value of SRMR produced is 0.053 which is significantly lower than of recommended value. The reliability of the model was tested with the composite reliability coefficients above the threshold value of 0.70 (see Table 1 and Figure 1).

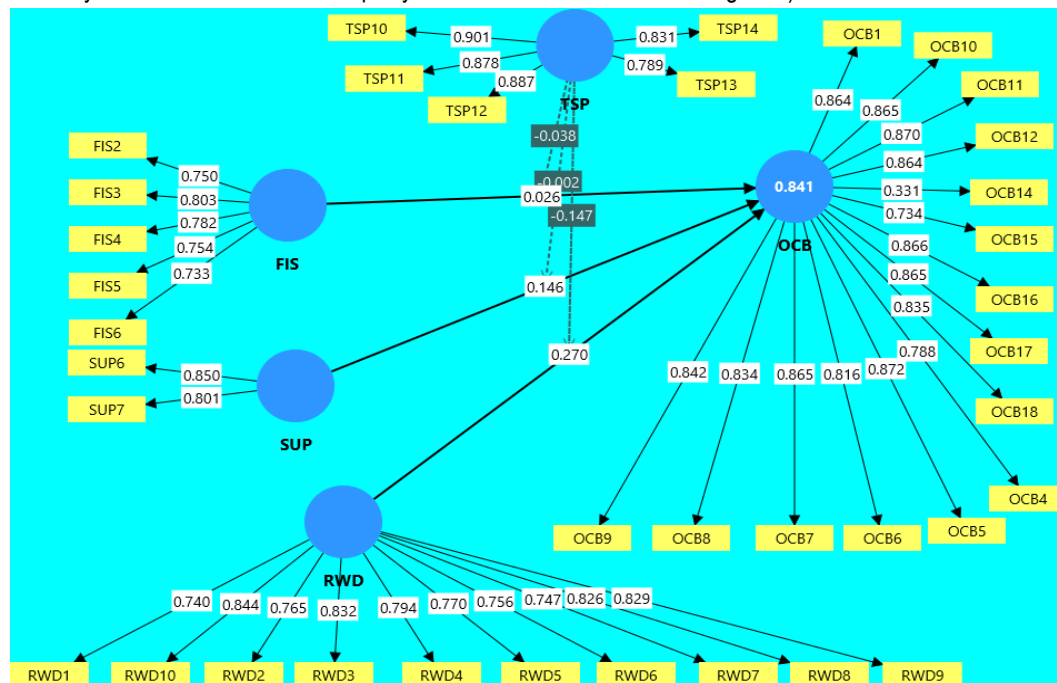


Figure 1: Measurement Model

The item within each construct therefore produces high internal consistency as all items remaining are above 0.70 of composite loading. For the convergent validity, the Average Variance Extracted (AVE) was employed in confirmatory composite analysis which is part of an analysis to PLS-PM. The findings show that most item have a standardized composite loading that significantly exceeds the minimum requirement of 0.70 after exclude two items from Facilities and Library Collection construct for CMV purpose.

Subsequently, after eliminated the 26 items for the four constructs from the model, none of the construct AVE were experiences below the cut-off of 0.50. Based on this, it confirms the convergent validity of the measurement model as the values are fall in the range between 0.585 and 0.737. Thus, the amount of variance captured from their item is higher than the amount of error variance for these constructs. Table 1 presents the convergent validity results.

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Table 1: Reliability, convergent validity and VIF

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE	VIF
Fairness	FIS2	0.750	0.824	0.876	0.585	1.719
	FIS3	0.803				1.774
	FIS4	0.782				1.690
	FIS5	0.754				1.824
Supervisory Support	FIS6	0.733	0.635	0.811	0.682	1.790
	SUP6	0.850				3.828
	SUP7	0.801				3.887
	OGRWD1	0.740				4.627
Organizational Rewards	OGRWD2	0.765	0.933	0.943	0.626	4.029
	OGRWD3	0.832				1.146
	OGRWD4	0.794				2.188
	OGRWD5	0.770				4.580
	OGRWD6	0.756				4.898
	OGRWD7	0.747				4.179
	OGRWD8	0.826				2.526
	OGRWD9	0.829				3.816
	OGRWD10	0.844				3.109
	OCB1	0.864				3.755
Organizational Citizenship Behaviour	OCB4	0.788	0.962	0.967	0.669	3.645
	OCB5	0.872				3.306
	OCB6	0.816				2.066
	OCB7	0.865				3.167
	OCB8	0.834				2.128
	OCB9	0.842				2.769
	OCB10	0.865				2.519
	OCB11	0.870				2.347
	OCB12	0.864				2.237
	OCB14	0.831				2.081
Task Performance	OCB15	0.734	0.910	0.933	0.737	2.807
	OCB16	0.866				2.920
	OCB17	0.865				1.154
	OCB18	0.835				1.154
	TSP10	0.901				3.611
	TSP11	0.878				3.312
	TSP12	0.887				3.079
	TSP13	0.789	0.910	0.933	0.737	1.853
	TSP14	0.831				2.201

Following the standard practice of SEM analysis, the discriminant validity is established by comparing the square root of AVE with construct correlation (Fornell & Larcker, 1981). As shown in

Table 3, in all cases the square root of AVE on the diagonal (bold values) larger than the construct correlation coefficients. Further, in order to examine the multicollinearity problems, the

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absolute correlation between the constructs should be lower than of 0.85, as suggested by Afthanorhan et al. (2019). Therefore, one conclusion can be made that all measurement model is presumed to have discriminant to each other. This also implies that all items from each latent variable in the research model is unique and differ significantly from other latent variable items (Hair et al. 2014; Esfandiar et al., 2019). However, given that Fornell & Larcker approach has always been subject debatable due to lack of discriminant validity when employed with PLS-PM (Farrel, 2010). The Heterotrait-Monotrait (HTMT) ratio of correlations are recommended for PLS-PM (Henseler, Ringle, & Sarstedt, 2015) as also applied here.

The HTMT ratio was recognized as one of the new methodological advances in PLS method (Carrion et al., 2016) yielded from the combination of heterotrait-heteromethod and

monotrait- heteromethod. These two methods were assessed for different purpose in the model. Heterotrait-heteromethod is used for the correlation between construct in the model and monotrait-heteromethod is used for the correlation between variable in the same construct. The results computed for each pair of the models' two constructs indicate that the HTMT values of all construct does not reach the maximum threshold of 0.85 (Zainol et al., 2019; Franke & Sarstedt., 2019). In additions, the HTMT interface was also employed to estimate the bootstrap confidence interval with 5000 of resampling procedure in Smart-PLS 4.1.1.3 see Table 3. The findings obtained indicate that correlation value is below than 1.0. Therefore, the results obtained from these three criteria (Fornell-Larcker, HTMT 0.85 and HTMT interface) confirms the discriminant validity of the constructs.

Table 2: Fornell-Larcker criterion

Variables	FIS	OCB	RWD	SUP	TSP
FIS	0.765				
OCB	0.154	0.818			
RWD	0.125	0.807	0.791		
SUP	0.064	0.682	0.732	0.826	
TSP	0.120	0.828	0.698	0.526	0.858

Table 3 : Heterotrait-Monotrait Ratio (HTMT)

Variables	FIS	OCB	RWD	SUP	TS TSP
FIS					
OCB	0.170				
RWD	0.137	0.855			
SUP	0.090	0.763	0.626		
TSP	0.133	0.873	0.756	0.745	

Structural Model

Regarding to the structural model practice, the PLS-PM is applied to analyse the coefficient of determination, R^2 , and path coefficients. The PLS-PM method need bootstrap procedure to generate the standard error of path coefficients because the limitation of estimator used that is ordinary least squares (McDonald & Ho., 2002; Ronkko & Evermann, 2013; Aimran et al., 2017). Following the research of Henseler, Hubona, & Ray (2016) and Sarstedt et al. (2019),

the 5000 of resampling is recommended to bolster the level of accuracy and consistency of an estimates. In the common practice, the Stone-Geisser's Q2 and goodness of fit (GoF) are tested to validate the redundancy of endogenous construct and model validity. But these measures are proven not substantiate adequate in PLS-PM (Henseler & Sarstedt., 2013; Henseler & et al., 2014). Thus, this study does not apply these assessments in structural model.

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Finally, the coefficient of determination, R^2 is utilized to explain the total variance of the model. Considering the R^2 values, 84.1% variance of Customer Satisfaction has been explained by Service Quality. This value lies at the satisfactory levels since it is larger than 0.10 as suggested by Hair et al. (2014) and Falk & Miller (1992). Nonetheless, the moderate portion of 30.8% of

unexplained variances indicate that other significant factors beyond the scope of this study can be carried on, increasing explanatory power of customer satisfaction construct. After the assessment of measurement and structural model has been validated, the subsequent step is to examine the research hypotheses. The result for Total effect is shown in Table 4 and Figure 2

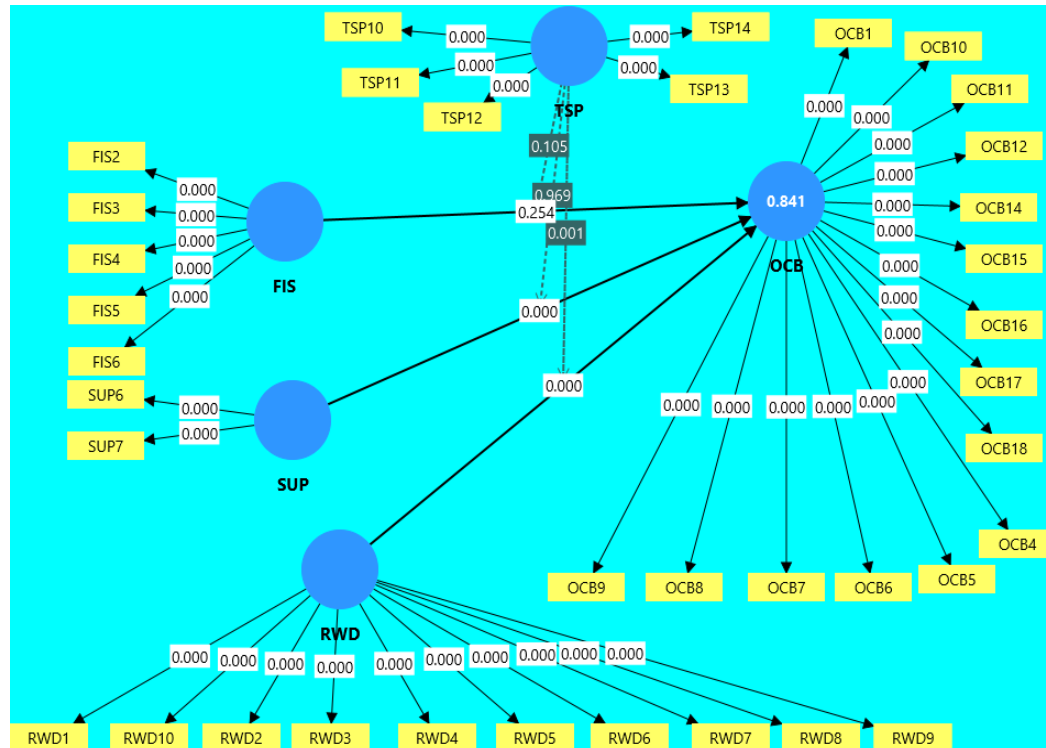


Figure 2: Structural Model

Based on the results from test of hypotheses presented in Table 4, fairness has no significant effect on organizational citizenship behaviour ($\beta = 0.026$, $t = 1.142$, $p > 0.005$). Supervisory support has significant effect on organizational citizenship behaviour ($\beta = 0.146$, $t = 3.824$, $p < 0.005$). Organizational reward has significant effect on organizational citizenship behaviour ($\beta = 0.270$, $t = 6.886$, $p < 0.005$). organizational rewards has highest effect on organizational citizenship behaviour. Similarly,

Task performance has no moderating effect on the relationship between fairness and organizational citizenship behaviour ($TSP \times FIS \rightarrow OCB = \beta = -0.038$, $t = 1.620$, $p > 0.005$). Task performance moderates between organizational rewards and organizational citizenship behaviour ($TSP \times RWD \rightarrow OC = \beta = -0.147$, $t = 3.429$, $p < 0.005$). Finally, task performance has no moderating effect on the relationship between supervisory support and organizational citizenship behaviour $TSP \times SUP \rightarrow OCB = \beta = -0.002$, $t = 0.039$, $p > 0.005$).

Table 4: Hypotheses Testing

Vara1ble	Original sample (O)	Sample mean (M)	S. D.	T -value	P values	Decision
FIS -> OCB	0.026	0.027	0.023	1.142	0.254	Not Sig.
SUP -> OCB	0.146	0.151	0.038	3.824	0.000	Sig.
RWD -> OCB	0.270	0.267	0.039	6.886	0.000	Sig.
TSP x FIS -> OCB	-0.038	-0.036	0.023	1.620	0.105	Not Sig.
TSP x RWD -> OC	-0.147	-0.136	0.043	3.429	0.001	Sig.
TSP x SUP -> OCB	-0.002	-0.013	0.047	0.039	0.969	Not Sig.

DISCUSSION OF FINDINGS

This paper empirically examines the moderating effect of task performance on the relationship between perceived organizational support and organizational citizenship behavior. In this instance, the two-stage approach is executed on organizational support constructs as highly suggested by Khan et al. (2019) and Becker, Ringle, & Sarstedt., (2018). The results highlight the fact that fairness has no significant effect on organizational citizenship behaviour construct. The finding of this study is not in line with study of Kurtessis et al. (2017) which, found that fairness made a strong unique contribution to POS. An explanation for this result might be that the employees from the manufacturing industry had a no good experienced with the fairness provided by their organizations, causing them to down-play the critical factors as opportunities. Supervisory support has significant effect on organizational citizenship behaviour the fidigs of this study is consistent with the findings of Casper et al. (2011).

Organizational reward has significant effect on organizational citizenship behaviour. organizational rewords has highest effect on organizational citizenship behaviour the result of this study is in line with previous study of Rhoades and Eisenberger, (2002). Similarly, Task performance has no moderating effect on the relationship between fairness and organizational citizenship behaviour. Task performance moderates between organizational rewords and organizational citizenship behaviour Finally, task performance has no moderating effect on the relationship between supervisory support and organizational citizenship behaviour. Numerous researchers have called for this routine to provide

more information for the managerial decisions and also suggest that it excel in terms of explanatory power.

CONCLUSION AND RECOMMENDATION

In conclusion, this study investigated the moderating effect of task performance on the relationship between perceived organizational support and organizational citizenship behavior within the manufacturing industry context. The findings indicate significant positive relationships between these variables, highlighting the importance of organizational support and organizational citizenship behavior. Supervisory support and organizational rewards were found to be positively associated with organizational citizenship behavior, these findings underscore the significance of creating a supportive and inclusive work environment that prioritizes equity, and employee well-being to enhance organizational citizenship behaviors and ultimately contribute to organizational success. Based on the findings of this study, several recommendations can be made for organizations seeking to promote organizational citizenship behaviors and create a positive work environment:

1. Invest in Comprehensive Employee Benefit Packages: Organizations should prioritize the provision of attractive employee benefit packages, including healthcare, retirement plans, and other perks, to enhance employee satisfaction, well-being, and commitment.
2. Promote Fairness and Equity: Organizations should adopt fair and transparent policies and practices in decision- making processes, resource

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- allocation, and performance evaluations to ensure employees perceive fairness and equity within the organization.
3. Implement Supportive Human Resource Practices: Organizations should invest in supportive HR practices, such as training and development, performance feedback, and work-life balance initiatives, to enhance employee engagement, productivity, and well-being.
 4. Foster task performance: Organizations should promote task performance assessment as this can moderate the effect organizational rewards system.

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