



The Reciprocation of Perceived organizational support on Work engagement and Extra-role performance

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Abstract

To reciprocate favourable treatment from perceived organisational support provided by the organisation, employees may adopt a positive job attitude e.g. work engagement and productive behaviour e.g. extra-role performance. Conversely, exchange ideology could decrease social exchange between employees and the organisation. This study therefore investigated the mediatory role of work engagement and moderating role of exchange ideology on perceived organizational support and extra-role performance among employees of various organisations in Ibadan, Oyo State, Nigeria. This study adopted the cross-sectional survey design for data collection. A cluster sampling technique was used to select participants from three local government areas. These were 250, comprising males: 119 (57.6%) and females: 131 (52.4%). The majority 211 (84.4%) are at least 30 years of age (Mean = 36.34 years, SD = 8.08). Participants were employees from consenting organizations. Data were collected using structured psychological scales while Pearson correlation analysis was used to analyse intercorrelation among variables. This study utilized Analysis of Moment of Structure (AMOS) version 21 to perform the Structural Equation Model (SEM) for the test of mediation of the effect of work engagement on perceived organizational support and extra-role performance. Again, for the test of mediation effect of work engagement on exchange ideology and extra-role performance. Also, for the test of moderation effect of exchange ideology on perceived organizational support and work engagement. The results of regression weights showed that there is a negative relationship between exchange ideology and extra-role performance; and between perceived organizational support and exchange ideology. There is a significant relationship between perceived organizational support and extra-role performance mediated by work engagement. It is therefore recommended that organizations should be intentional in giving care for welfare, support and to fulfil the needs of the employees. Work engagement is an important job attitude that should be encouraged from employees.

Keywords: Exchange ideology, Extra-role performance, Norm of reciprocity, Perceived organizational support, Work engagement.

Introduction

The norm of reciprocity stipulates that people should repay favourable treatment that others have done to them (Baumeister & Leary, 1995; Gouldner, 1960; Whatley et al., 1999). The norm

of reciprocity in the employee-organisation relationship assists employees in returning favourable treatment they receive from the organization. Employees may reciprocate with work engagement in the form of the employee exhibiting vigour, dedication and absorption in

their work and towards organizational goals. Employee work engagement is a positive, fulfilling, work-related state of mind (Kahn, 1990; Schaufeli et al., 2002) in which the employees invest a high level of energy, inspiration and are engrossed deeply in their work. Work engagement is a positive job attitude (Rucci et al., 1998; Weer & Greenhaus, 2017). Meanwhile, attitude generally stimulates behaviour (Ajzen, & Fishbein, 1980, 2005; Akinbobola, & Adeleke, 2016; Spector & Jex, 1998). Work engagement is not only the employees' willingness to invest the self and expend their discretionary effort to help the organization succeed (Erickson, 2005). Work engagement is also the extent to which employees enjoy and believe in what they do and feel valued for doing it. (Kuok & Taormina, 2017; Wellins et al. 2011). Employees may also reciprocate with extra-role performance duties which are outside the job description. Employees perform extra-role duties; these extra-role duties are volitional behaviours emphasising that the behaviours are voluntary; discretionary emphasising that omission is not possible and contextual emphasising that the behaviour is above and beyond what is expected of them. Extra-role performance could improve the overall efficiency and effectiveness of the organization (Organ et al., 2006). According to (Jex & Brit, 2014), extra-role performance is a productive behaviour. Moreover, behavior generally stimulates actual results and products (Ajzen & Fishbein, 1975). In the employee-organization relationship, the favourable treatment provided by the organization includes perceived organizational support which the employees receive from the organization (Eisenberger et al, 2001). A sort of contribution of the organization to the positive reciprocity dynamic with the employee. Perceived organizational support is the extent to which the organization is considered to value the employees' contribution and cares about their well-being and fulfilling socioemotional needs (Eisenberger 1986, Rhoades & Eisenberger, 2002). This perceived organizational support sends a message to the employees that the organization views them as a strategic resource. The favourable treatment provided by the organisation is further explained by exchange ideology. How employees have been treated by

the organization's welfare is returned by employees' work effort which is based on the belief of the employees. Exchange ideology reflects employees' disposition regarding reciprocity in social exchanges (Lin, 2007; Takeuchi et al., 2011). The exchange ideology of employees is the strength of the employees' belief that their work effort should depend on the treatment by the organization (Eisenberger et al., 1986). Employees strong in exchange ideology seek more rewards with less effort, less dedication and therefore will not perform their work (Son et. al., 2019). Exchange ideology is a set of global beliefs that work effort should depend on treatment by the organization, and as such, exchange ideology may strengthen people's tendency to respond in reciprocity to perceived organizational support (Eisenberger et. al., 1986).

When employees believe that their organization treats them well and values their efforts, they are inclined to devote greater effort towards the organization (Masterson et al, 2000, Pohl & Paillé, 2011). To reciprocate favourable treatment from their employer (Bolino, 1999; Coyle-Shapiro et al, 2004; Cropanzano & Mitchell, 2005) employees could adopt positive job attitudes such as work engagement and productive behaviours such as extra-role performance. Based on organizational support theory, Eisenberger et. al., (1986) purported that in order to meet their socio-emotional needs and to assess the benefits of increased work effort, employees conceptualise the extent of perceived organizational support by the organization. Such perceived organizational support would increase employees' work engagement to help the organization reach its objectives. Some researchers (Wang & Tseng, 2019; Murthy, 2017) found a relationship between perceived organizational support and work engagement. Organizational support theory also holds that workers act in accord with the norm of reciprocity, trading their effort and dedication to their organization for perceived organizational support. Employees with high levels of perceived organizational support judge their jobs more favourably and are more invested in their organisation in the area of increased performance (Kurtessis et al, 2015; Rhoades & Eisenberger, 2002; Son et. al., 2013) and extra-role

performance (Eisenberger et al., 2001; Witt, 1991). Subsequently, there is a likely relationship between perceived organizational support and extra-role performance (Chen et. al., 2010). Other studies e.g. (Organ, 1997; Podsakoff et. al., 2000; Ranjbar et. al., 2014) show that extra-role performance has the potential to increase organisational efficiency by enhancing employee productivity and task performance.

Consequently, norms of reciprocity studies (e.g. Eisenberger et. al., 2001) indicated that exchange ideology has a relationship with extra-role performance. Although, Eisenberger. (1986) found a relationship between exchange ideology and felt obligation, however, this study uses work engagement instead of felt obligation. Some studies show that there is a negative relationship between exchange ideology and work engagement (Cureton, 2014). Furthermore, exchange ideology has a negative relationship with perceived organizational support (Pazy & Ganzach, 2010) and exchange ideology also has a negative relationship with performance (Son et. al., 2013). Some other studies (Eisenberger et. al., 1986, 2001; Kurtessis et. al., 2017) found the role of mediators in the social exchange relationship e.g. between perceived organizational support and performance. Earlier studies use work engagement as a mediator in such social exchanges e.g (Aldabbas et. al., 2021; Zaman et. al., 2019). Therefore, for this study work engagement was used to mediate the relationship between perceived organizational support and extra-role performance. More so, the present study also uses work engagement to mediate the relationship between exchange ideology and extra-role performance. Exchange ideology is viewed in the literature primarily as attenuating social exchange between employees and employers (Eisenberger et al., 1986; Eisenberger et al., 2001), thus influencing employees' receptiveness to support. Also, some studies show that perceived organizational support has a relationship with work engagement. The effect of perceived organizational support on various organisational outcomes could be stronger when exchange ideology is high than when it is low. Prior studies use exchange ideology as a moderator in social exchanges e.g (He et al., 2014; Wu et al., 2022). So, exchange ideology is

used in this study as a moderator of the relationship between perceived organizational support and work engagement. Notably, performance is not only the task performance that is rewarded by the organization. Performance embraces also extra-role performance. However, it is mandatory that employees perform duties in the job description that are rewarded by the organization. However, the application of the norm of reciprocity may likely make employees even perform duties that are outside the job description. This applies to employees in all types of organisations. It is considerable if employees do extra-role performance because of the favourable treatment received from their employers. In terms of heterogeneity of organisations, employees from diverse types of organisations may perform extra-role duties. When such an organization offers support, it is considerable for employees to adopt positive job attitudes such as work engagement and productive behaviour such as extra-role performance. As well as bearing in mind the exchange ideology involving individual disposition regarding reciprocity in social exchanges. Furthermore, previous studies on extra-role performance use various organisations such as electronics and appliance organisations (Chen et. al., 2010); mail-processing facilities (Eisenberger et. al., 2001); garment production factories (Rubel & Kee, 2013); regionally owned enterprises (Trisninawath et. al., 2023); banking sector (Zaman et. al., 2019). The present study therefore utilizes heterogeneous organisations. This study also investigates the relationship among perceived organizational support, exchange ideology, work engagement and extra-role performance. As well as the mediatory role of work engagement and the moderating role of exchange ideology on perceived organizational support and extra-role performance. From the ongoing the following hypotheses were tested:

1. Perceived organizational support will have a significant positive relationship with extra-role performance.
2. Exchange ideology will have a significant negative relationship with extra-role performance.
3. Perceived organizational support will have a significant negative relationship with exchange ideology.

4. Work engagement will have a significant positive relationship with extra-role performance.
5. Perceived organizational support will have a significant positive relationship with work engagement.
6. Exchange ideology will have a significant negative relationship with work engagement
7. Perceived organizational support will have a significant relationship with extra-role performance mediated by work engagement.
8. Exchange ideology will have a significant relationship with extra-role performance mediated by work engagement.
9. Exchange ideology will significantly moderate the effect of perceived organizational support on work engagement.

Methods

Participants and procedure

This study took place in Ibadan, Nigeria and utilized a cross-sectional survey. This study was conducted among employees in agriculture, education, engineering, information and communication technology (ICT), finance, healthcare, service and trading/marketing organisations. Although there is heterogeneity of organisations in this study, however application of the norm of reciprocity could make employees do extra-role duties in any type of organisation, when the organisation offer support. Cluster sampling was used to select 250 participants. The population was divided into clusters in the eleven Local Government Areas (LGAs). Cluster sampling is a mini-representation of the population and randomly selecting from the cluster supports the validity of the result. This involved randomly selecting by ballot three LGAs within Ibadan and then selecting a sample of consenting organisations from the selected LGAs. The ethical approval for this study was given by Redeemer's University Ethical Committee with registration number RUN/REC/2023/045. Structured psychological scales were used to collect data from the participants. Informed consent was obtained from the participants on the purpose of the study and the information provided was used for research

purposes only. Participation was voluntary and participants were assured of their confidentiality.

Measures

Demographic variables such as sex and work experience were measured in the first section of a questionnaire. This was followed by the other scales that measured perceived organisational support, work engagement, exchange ideology and extra-role performance respectively. Perceived organizational support is measured by the 6-item scale developed by Eisenberger, et al., (2001). The response format is a 7-point Likert-type scale ranging from 1-7, where 1 stands for "Strongly disagree and 7 stands for "Strongly agree". The authors report reliability for the entire scale is from 0.59 and 0.80 The current study reports that the scale has a moderately acceptable measure of internal consistency (Cronbach's α of 0.537). Work Engagement is measured with the 9-item scale developed by Schaufeli et. al., (2006). The response format is a 7-point Likert-type scale ranging from 0-6, where 0 stands for "Never and 6 stands for "Always". The scale consists of nine items and three subscales to assess vigour, dedication, and absorption. The authors report reliability for the entire scale ranges from 0.89 to 0.93. The current study reports the internal consistency (Cronbach's α) of the three sub-scales are 0.333, 0.794 and 0.894 respectively. The overall scale has a good measure of internal consistency (Cronbach's α) of 0.826. Employee Exchange Ideology is measured by the 8-item scale developed by Eisenberger et. al., (2001); it was adopted from (Eisenberger et al., 1986). The response format is a 7-point Likert-type scale ranging from 1-7, where 1 stands for "Strongly disagree and 7 Strongly Agree". Authors report reliability for the entire scale alpha ranges from 0.60 to 0.80 (Eisenberger et. al., 1986). The current study reports that the scale has a good measure of internal consistency (Cronbach's α) of 0.774. Extra-role performance is measured with the 7-item scale developed by Goodman and Svyantek (1999). The response format is a 4-point Likert-type scale ranging from 1-4, where 1 stands for "Strongly disagree and 5 stands for "Strongly agree". The authors report reliability for the entire scale is 0.73. The current

study reports that the scale has a good measure of internal consistency (Cronbach's α) of 0.818.

Statistical Analysis Approach

Descriptive statistics was used to analyse the demographic distribution of the data. Correlation analysis was done by using the Pearson Product Moment Coefficient. Statistical Package for Social Science (SPSS) version 20 was used for the descriptive and correlation analysis. Analysis of Moment of Structure (AMOS) version 21 was used for the test of mediation; to perform the structural equation model (SEM) of the effect of work engagement on perceived organizational support and extra-role performance. Again, for the test of mediation; to perform the Structural Equation Model (SEM) of the effect of work engagement on exchange ideology and extra-role performance. also, test of moderation to perform the Structural Equation Model (SEM) of the effect of exchange ideology on perceived organizational support and work engagement. In the SEM model, multiple indices and their respective cut-off was used to estimate the overall

model fit to the data. Precisely, the Chi-square test divided by the degrees of freedom (df) should be less than 3 ($\chi^2/df < 3$) and the Root Mean Square Error of Approximation (RMSEA) is ≤ 0.06 . The Tucker-Lewis Index (TLI), the Comparative fit index (CFI), the Incremental Fit Index (IFI) is greater than 0.8 while the Normed Fit Index (NFI) is greater than 0.7 indicating a better fit (Hayes & Preacher, 2014). All analysis was performed at 5% level of significance.

Results

Participants

Socio-demographic Characteristics: The participants' socio-demographic characteristics are presented in Table 1. The majority (84.4%) are at least 30 years of age (Mean = 36.34 years, SD = 8.08) and more than half (52.4%) of them were females. Also, more than 56% of the participants have at least a first-degree education. Furthermore, more than half (77.2%) of the respondents have less than 10 years of work experience (Mean = 7.21, SD = 5.73) (Table 1).

Table 1: Respondent's Socio-demographic Characteristics

Variables	Frequency (%)	Mean $\pm$ SD
Age		36.34 $\pm$ 8.08
<30 years	39 (15.6)	
$\geq$ 30 years	211 (84.4)	
Gender		
Female	131 (52.4)	
Male	119 (47.6)	
Highest Education Level		
O-level/ND	70 (28.0)	
BSc/HND	140 (56.0)	
MSc/PhD	28 (11.2)	
Professional	12 (4.8)	
Work Experience		7.21 $\pm$ 5.73
<10 years	193 (77.2)	
$\geq$ 10 years	57 (22.8)	
Type of Organization		
Agriculture	6 (2.4)	
Educational	59 (23.6)	
Engineering/ICT	68 (27.2)	
Financial	19 (7.6)	
Health Care	20 (8.0)	
Service	39 (15.6)	
Trading/Marketing	39 (15.6)	

Intercorrelation

The inter-correlation of variables was done using Pearson's Moments Correlation Analysis.

Table 2: Inter-correlation of variables

	POS	ERP	EEI	WE	Mean	SD
PerceivedOrganisationalSupport (POS)	1				33.41	4.80
Extra-role Performance (ERP)	0.247**	1			24.36	3.12
Employee Exchange Ideology (EEI)	-0.171	-0.265	1		20.46	8.42
Work Enagagement (WE)	0.210**	0.163**	-0.011	1	43.35	7.16

*Significant at 5% level of significance

The inter-correlation analysis summary presented in Table 2 indicates that there is a significant positive relationship between perceived organizational support and extra-role performance $\{r(249)=0.247, p<.05\}$; and between perceived organizational support and

work engagement $\{r(249)=0.210, p<.05\}$ and between work engagement and extra-role performance $\{r(249)= 0.163, p<.05\}$. The remaining bivariate correlations with exchange ideology were not found to be significant at .05 significance level, they show negative direction.

The Regression weights on the model (Figure 1) are presented in Table 3:

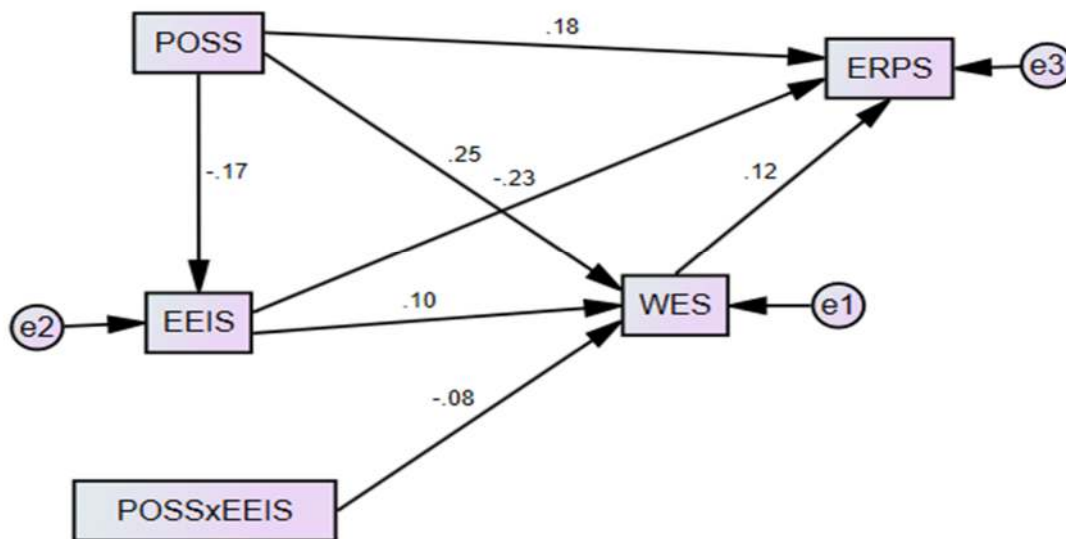


Figure 1: Model 1 - Standardized Model Parameter Estimates of the Reciprocation of Perceived organizational support (POSS) and

Employee Exchange ideology (EEIS) on Work engagement (WES) and Extra-role performance (ERPS)

Table 3: Regression weights (Model 1) of variables

Path		Estimate	S.E.	P-value
EEI	← POS	-0.299	0.109	0.006*
WE	← POSxEEI	-0.002	0.002	0.205
WE	← EEI	0.086	0.053	0.108
WE	← POS	0.371	0.094	<0.001*
ERP	← WE	0.053	0.026	0.043*
ERP	← POS	0.118	0.040	0.003*
ERP	← EEI	-0.086	0.022	<0.001*

Hypothesis 1: There is a significant positive relationship between perceived organizational support and extra-role performance ($P < .05$) in Table 3. Hypothesis 1 is supported.

Hypothesis 2: There is a significant negative relationship between exchange ideology and extra-role performance ($P < .05$) in Table 3. Hypothesis 2 is supported.

Hypothesis 3: There is a significant negative relationship between perceived organizational support and exchange ideology ($P < .05$) in Table 3. Hypothesis 3 is supported.

Hypothesis 4: There is a significant positive relationship between work engagement and

extra-role performance ($P < .05$) in Table 3. Hypothesis 4 is supported.

Hypothesis 5: There is a significant positive relationship between perceived organizational support and work engagement ($P < .05$) in Table 3. Hypothesis 5 is supported.

Hypothesis 6: There is no significant negative relationship between exchange ideology and work engagement ($P = 0.086$). Hypothesis 6 is not supported.

The results of the standardised total effect (model) are in Table 4.

Table 4: Standardized Total Effect (Model 1) of Variables

	POS	POSxEEI	EEI	WE
EEI	-0.171			
WE	0.229	-0.078	0.100	
ERP	0.250	-0.010	-0.220	0.124

The standardized total (direct and indirect) effect of perceived organizational support on exchange ideology is -0.171. That is, due to both direct (unmediated) and indirect (mediated) effects of perceived organizational support on exchange ideology when perceived organizational support goes up by 1 standard deviation, exchange ideology decreases by 0.171 standard deviations. The standardized total (direct and indirect) effect of perceived organizational support on work engagement is 0.299. That is, due to both direct (unmediated) and indirect (mediated) effects of perceived organizational support on work engagement when perceived organizational support goes up by 1 standard deviation, work engagement goes up by 0.299 standard deviations. Also, the standardized total (direct and indirect) effect of perceived organizational

support on extra-role performance is 0.250. That is, due to both the direct (unmediated) and indirect (mediated) effects of perceived organizational support on extra-role performance when perceived organizational support goes up by 1 standard deviation, extra-role performance increases by 0.250 standard deviations. Similarly, the standardized total (direct and indirect) effect of exchange ideology on work engagement is 0.100. That is, due to both direct (unmediated) and indirect (mediated) effects of exchange ideology on work engagement when exchange ideology goes up by 1 standard deviation, work engagement goes up by 0.100 standard deviations. Also, the standardized total (direct and indirect) effect of exchange ideology on extra-role performance is -0.220. That is, due to both the direct (unmediated) and indirect

(mediated) effects of exchange ideology on extra-role performance, when exchange ideology goes up by 1 standard deviation, extra-role performance decreases by 0.220 standard deviations. The standardized total (direct and indirect) effect of work engagement on extra-role performance is 0.124. That is, due to both the direct (unmediated) and indirect (mediated) effects of work engagement on extra-role performance when work engagement goes up by 1 standard deviation, extra-role performance decreases by 0.124 standard deviations (Table 4).

The results of the standardised direct effect (model) are presented in Table 5.

Table 5: Standardized Direct Effect (Model 1) of variables

	POS	POSxEEI	EEI	WE
EEI	-0.171			
WE	0.246	-0.078	0.100	
ERP	0.182		-0.233	0.124

The standardized direct effect of perceived organizational support on exchange ideology is -0.171. That is, due to the direct (unmediated) effects of perceived organizational support on exchange ideology, when perceived organizational support goes up by 1 standard deviation, exchange ideology decreases by 0.171 standard deviations. The standardized total direct effect of perceived organizational support on work engagement is 0.246. That is, due to the direct (unmediated) effects of perceived organizational support on work engagement when perceived organizational support goes up by 1 standard deviation, work engagement goes up by 0.246 standard deviations. Also, the standardized total (direct and indirect) effect of perceived organizational support on extra-role performance is 0.182. That is, due to the direct (unmediated) effects of perceived organizational support on extra-role performance when perceived organizational support goes up by 1 standard deviation, extra-role performance increases by 0.182 standard deviations. Similarly, the standardized direct effect of exchange ideology on work engagement is 0.100. That is, due to the direct (unmediated) effects of exchange ideology on work engagement when exchange ideology goes up by 1 standard deviation work

engagement goes up by 0.100 standard deviations. Also, the standardized direct effect of exchange ideology on extra-role performance is -0.233. That is, due to the direct (unmediated) effects of exchange ideology on extra-role performance, when exchange ideology goes up by 1 standard deviation, extra-role performance decreases by -0.233 standard deviations. And the standardized direct effect of work engagement on extra-role performance is 0.124. That is, due to the direct (unmediated) effects of work engagement on extra-role performance when work engagement goes up by 1 standard deviation, extra-role performance decreases by 0.124 standard deviations (Table 5).

The result of the standardised indirect effect (model) is presented in Table 6.

Table 6: Standardized Indirect Effect (Model 1) of Variables

	POS	POSxEEI	EEI	WE
EEI				
WE	-0.017			
ERP	0.068	-0.010	0.012	

The indirect (mediated) effect of perceived organizational support on work engagement is -0.017 due to the indirect (mediated) effect of perceived organizational support on work engagement, when perceived organizational support goes up by 1, work engagement decreases by 0.017. This is in addition to any direct (unmediated) effect that perceived organizational support may have on work engagement (Table 6). Hypothesis 7: There is a significant perceived organizational support on extra-role performance mediated by work engagement. Specifically, the standardized indirect (mediated) effect of perceived organizational support on extra-role performance is significantly different from zero at the 0.01 level ($p=0.010$ two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals (Table 6). Hypothesis 7 is supported. Hypothesis 8 There is no significant data to support the effect of exchange ideology on extra-role performance mediated by work engagement. Specifically, the standardized indirect (mediated) effect of exchange ideology on extra-role performance is not significantly different from

zero at the 0.05 level ($p=.548$ two-tailed). This is a bootstrap approximation obtained by constructing two-sided bias-corrected confidence intervals. Hypothesis 8 is not supported.

Hypothesis 9: Also, there is no significant data to support the effect of perceived organizational support on work engagement moderated by exchange ideology. Specifically, when the interaction between perceived organizational support and exchange ideology increases by a unit, work engagement decreases by 0.002 (Table 6). Hypothesis 9 is not supported.

Discussion

The finding in hypothesis one that there is a significant positive relationship between perceived organisational support and extra-role performance substantiates the study of Eisenberger et. al. (1986) and Rhoades & Eisenberger (2002). This finding also supports organisational theory which stipulates that the employees who perceive higher support, care and value from the organization reciprocate more by showing positive productive behaviour and increased extra-role performance. This is also based on the norm of reciprocity (Gouldner, 1960). The finding in hypothesis two that there is a significant negative relationship between exchange ideology and extra-role performance corroborates (Son et. al., 2013). Son et. al., (2013) indicated that exchange ideology has a significant negative relationship with performance. Exchange ideology is linked to employees' different beliefs regarding the reciprocity norms in the organisation; there is a value of reciprocity in the type of exchanges in the employee-organisation relationship. Since exchange ideology is based on an employee's disposition, some individuals are therefore more prone to an exchange than others. Employees with strong exchange ideology seek more favourable treatment from the organization, while such employees give less effort and dedication. This implies that employees with strong exchange ideology pay less attention to offering extra-role performance. The findings in hypothesis three that there is a significant negative relationship between perceived organisational support and exchange ideology confirm the study of (Pazy & Ganzach 2010). Exchange ideology reflects employees' disposition regarding reciprocity in

social exchanges such that employees carefully monitor organisational support (Cropanzano & Mitchel, 2005) in terms of welfare, care and meeting of socio-economic needs. They feel that they are being taken advantage of due to a self-serving bias (Redman & Snape, 2005); and are inclined towards tangible outcomes. They perceive organisational support as not enough and not adequate, therefore, their disposition is low; their work effort is low and their exchange ideology is low. The finding in hypothesis four that work engagement has a significant positive relationship with extra-role performance is in line with (Ajzen & Fisbein 1980) reasoned action theory that attitude stimulates behaviour. In the present study work engagement which is a positive job attitude stimulates extra-role performance which is a productive behavior. Extra-role performance stimulates the employees to contribute positively to the goals and objectives of the organisation. The finding in hypothesis five that perceived organisational support has a significant positive relationship with work engagement corroborates some researchers (Wang & Tseng, 2019; Murthy, 2017) who found a relationship between perceived organisational support and work engagement. Perceived organizational support encourages employees to engage more in their work. This is a positive reciprocal dynamism in which the organisation contribute support, welfare, and rewards and meets socio-economical needs. The employees in turn become increasingly engaged in their work to the organization. They put in vigour, dedication and are absorbed in their work. There is hypothesis seven finding that there is a significant relationship between perceived organizational support and extra-role performance mediated by work engagement. This study is in line with the (Aldabbas et. al., 2021) use of work engagement as mediating between perceived organisational support and employee creativity. This present study examined the mediating effect of work engagement between perceived organizational support and extra-role performance. Such that perceived organizational support increases employees' work engagement. Meanwhile, work engagement which is a positive job attitude; increases extra-role performance which is productive behavior. This corroborates Ajzen and Fishbein's (1980) reasoned action

theory. Furthermore, extra-role performance in turn helps the organization to reach its objectives. Employee positive attitude such as work engagement is important and should be encouraged to be exhibited by employees. This finding of hypothesis seven, also indicates that perceived organizational support makes employees more engaged in their work and therefore makes the employees display more extra-role performance. Reciprocity is done by an organization giving support in the form of favourable treatment while employees reciprocate with work engagement and extra-role performance. It further shows that employees reciprocate through positive job attitudes and productive behaviour when organizations support their employees.

Conclusion

This study utilized a heterogeneous sample. The negative direction of exchange ideology in social exchange is confirmed between exchange ideology and extra-role performance, and also between perceived organizational support and exchange ideology. Exchange ideology is individual disposition indicating the value employees give regarding reciprocity in social exchange. This study shows employee values perceived organisational support as not adequate, and that is why employees make little work effort in their exchange ideology. Moreover, despite showing a negative direction, exchange ideology did not have a significant relationship with work engagement; neither did work engagement mediate the relationship between exchange ideology and extra-role performance, nor did exchange ideology moderate the effect of perceived organisational support on work engagement. This study contributes to the literature on perceived organizational support. Perceived organizational support exemplifies the norm of reciprocity and organization support theory. Perceived organizational support is essential to employees when it is perceived to be the deliberate and intentional act of the organisation. This study also contributes to the literature on social exchange relationships. Employees reciprocate through their positive job attitude and productive behaviour. Organizational support that is perceived as favourable treatment

is reciprocated by employees with extra-role performance. Employee attitude exhibited as work engagement stimulates behaviour; work engagement is important as it stimulates behaviour in the form of extra-role performance. Extra-role performance stimulates efficiency and the goals of the organisation. This study made use of only extra-role performance and did not include in-role performance. Work engagement is an important job attitude that should be encouraged from employees. Employees need to reciprocate through work engagement and extra-role performance to perceived organizational support. It is therefore recommended that organizations should be intentional in giving care for welfare, support and fulfilling the needs of the employees.

Limitation of study

This is a cross-sectional study and does not show causality. So in future, longitudinal study should be used. As exchange ideology increases, perceived organizational support decreases; leaving more to be desired about exchange ideology. Using a longitudinal study will give the required information and shed more light in that direction.

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