

INFLUENCE OF JOB SUPPORT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE; EMPIRICAL EVIDENCE FROM NIGERIA PUBLIC SECTOR EMPLOYEES

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ABSTRACT

The paper examines the Influence of Job Support on the relationship between Job Satisfaction and Job Performance. Using a stratified random sample, 327 employees were selected from some public organizations in northwestern Nigeria. A Questionnaire was used to obtain data, and PLS-SEM was employed to analyze the data. Four hypotheses were framed and tested statistically. The findings show that a positive relationship exists between Job Satisfaction and Job performance, between Job support and Job Performance. Similarly, the paper reveals that Job Support is a predictor of Job performance. Furthermore, it shows that the relationship between Job satisfaction and Job performance can be explained through the link of Job Support. This result has implications for administrators and policymakers to ensure that Job Support is provided for workers as this not only leads to workers' commitment it also enhances their performance.

Keywords: Job Satisfaction Job performance, Job support

INTRODUCTION

Many studies have been done on how organizations might improve their competitiveness and productivity. According to some of that study, successful businesses share three characteristics: job happiness, high staff performance, and job support. Providing employees with the freedom to be self-directed and developing solid working relationships can both contribute to job happiness. (Lin, 2007). Sometimes changing organizational objectives is necessary to increase staff motivation (Kiviniemi et al., 2002). The value of letting people have a say and their ideas is often ignored by leaders in underdeveloped nations like Nigeria, even though doing so might improve organizational performance. Furthermore, because people always prefer to preserve things the way they are, it is highly challenging to change the culture, and there is a reluctance to adopt new ideas.

According to Campbell (1993), performance is "what the organization hires one to do and do effectively." Leaders may build exceptional organizations with the help of performing employees. One aspect that affects how well a job is done is education. Ng and Feldman (2009) assert that having the appropriate education can significantly improve an employee's ability to execute their job. Sometimes a new hire is a good fit for a position that the company needs to fill and enhances performance in that position (Muchinsky & Monahan, 1987). There is a direct correlation between performance and having the correct job (Edwards, 1991). Employee commitment, contentment, and motivation are higher, and their total performance is better (Li & Hung, 2010).

According to Rhoades and Eisenberger (2002), job support refers to an organization's attempts to assist its employees in using the skills, information, and attitudes they have acquired during training. Bhatti et al. (2013) assert that organizations have a significant impact on the efficacy of training. The process of transferring training cannot be successful without the organization's assistance. This is because an unmonitored or unsupervised employee tends to lose attention. According to multiple studies, it is one of the most effective techniques for improving training transfer (Baldwin & Ford, 1988; Ismail et al., 2010).

Researchers have found that public organizations are inefficient as a result of their poor performance, particularly in terms of job support, which may cause unhappiness and ultimately to have an impact on overall performance. According to Putter (2013), job support can be given before and after the training program in the form of emotional, practical, and concurrent support. Giving feedback is another example of supervisor help. (van der Klink et al., 2001). This is due to the fact that feedback is typically viewed as a component of organizational support, which involves the organization identifying the areas in which its employees need to improve, encouraging them to enroll in a training program, and assisting them in putting the skills they have acquired to use when completing their work.



Against a background of worldwide economic decline, many governments are increasingly pursuing to reform their public service, reduce cost, increasing efficiency and effectiveness in service delivery. This study intends to examine the influence of Job support on the relationship between Job Satisfaction and Job Performance of employees in the Nigeria Public Sector.

Statement Problem

Although job support is crucial to the growth of companies, this aspect has received less emphasis. Job support is to blame for preventing these unfavorable behaviors from spreading among employees across the firm, claim Madi et al. 2011. However, studies have shown that businesses frequently fail to fulfill their workers' training needs. This is frequently related to the fact that they typically only provide their staff with negative comments rather than good input. (Nijman et al., 2006). They exclusively focus on the bad aspects of their employees, failing to recognize how well they have performed their tasks, duties, and responsibilities. Employees experience demotivation, dissatisfaction, stress, and a strong desire to leave the company as a result.

In the public sector, just a few research, if any, have sought to investigate the mediating function of job support in the relationship between job satisfaction and performance. By investigating the potential impact of Job Support on the link between Job Satisfaction and Job performance, the current study seeks to close this gap in the literature. In agreement with Mario and Franco's (2017) claim that there is Neglect in terms of ignorance about how organizational support effectively improves the job performance of employees in developing nations, Nigeria is not an exception.

This study intends to contribute to understanding the benefits of Job performance, particularly in the Nigeria Public Sector and beyond. The study is also aimed to add strength to the limited empirical Research conducted on Job performance (JP), job Support (JS), and Job accumulated body of knowledge or as a basis for policy." The Public Sector in Nigeria suffers from a number of challenges such as lack of motivation, lack of employee commitment, weak technical and managerial skills, politicization; corruption; and inefficient bureaucracy Satisfaction (JS) in public service as emphasized by McCullough and Vinod (2003): "Research that cannot be replicated is not science, and cannot be trusted either as part of the profession's

LITERATURE REVIEW

Job Performance According to Campbell (1993), "behavior" is defined as "something that a person actually does and can be observed. "Employees are employed to operate with efficiency and effectiveness, according to Campbell (1990). (Aziri, 2011). In order to achieve their goals, successful organizations depend on the strong performance of their staff. Their staff must perform at a high level in order for them to fulfill their strategic goals and maintain their competitive edge. (Dessler, 2011). According to organizational behavior philosophers, it is essential to have the appropriate people in the proper positions (Kristof-Brown et al., 2005). The person-job fit is significant because it influences whether or not an employee is qualified for the position and whether or not they will be dedicated to and productive for the company (Zheng et al., 2010). (Rousseau and McLean Parks, 1992).

Job satisfaction is characterized as a way of thinking about one's job. That is the degree to which people have favorable or negative feelings about the job's intrinsic or extrinsic characteristics. According to King and Williamson (2005), the difference between expectations conveyed by someone who has the job of contribution do with the fact that they expect is what determines job happiness. According to some of the aforementioned opinions, job satisfaction is a reaction to a person's expectations prior to starting a job and the results they experience once they complete it. When it pertains to the employment environment, employee cooperation, perks, and other elements. If there is a small difference between what is expected to what we get, then that person will feel satisfied as well as vice versa (Millán, Hessels, Thurik, and Aguado, 2013)

Job Support According to Rhoades and Eisenberger (2002), job support refers to an organization's attempts to assist its employees in using the skills, information, and attitudes they have learned from the training program. Bhatti et al. (2013) assert that organizations have a significant impact on the efficacy of training. The process of transferring training cannot be successful without the organization's assistance. This is because an



unmonitored or unsupervised employee tends to lose attention. According to multiple studies, it is one of the most effective techniques for improving training transfer (Ismail et al., 2010).

Job Satisfaction and Job Performance

In many organizations, a critical evaluation of the connection between performance and work satisfaction has been conducted. These studies produced a variety of findings. Berghe and Hyung (2011) conducted a study on the relationship between job happiness and job performance. A total of 119 respondents were chosen for the study, and all of them worked for business X, a multinational firm in the service sector. These responders were from X Company's three largest offices. The largest offices included Finland, from which 58 respondents were picked for the study. Sweden provided 25 respondents, and Denmark provided 12 respondents. The Atmosphere Questionnaire, which has six different categories, was employed in this study. The findings of this study indicated that there was no causal relationship and just a modest correlation between job satisfaction and performance.

Hussin (2011) looked into the relationship between job satisfaction and productivity in the Klang Valley across various Trade Winds Group companies, with 115 employees chosen as respondents. The five factors employed in this study to gauge job satisfaction were compensation, advancement, the actual work itself, supervision, and coworkers. The study's findings demonstrated a relationship between job performance and four separate aspects of job satisfaction, including promotion, the actual work, supervision, and coworkers; compensation was left out of this correlation. It needed to be considered that position and job performance were different from each other. At last, the result of this study revealed that a 17.8% increase occurred with the help of job satisfaction and its dimensions like pay, promotion, work itself, supervision and coworkers in job performance. Based on the above, this study hypothesis that.

H1: There is a significant relationship between Job Satisfaction and Job Performance

Job Satisfaction and Job Support

According to Armstrong-Stassen, a person's conduct can be affected by how they feel about key organizational functions, including POS. Few researchers have shown a clear connection between POS and work happiness. Armstrong-Stassen found that managers who experience high levels of POS reported higher levels of job satisfaction than managers who were thought to experience lesser organizational support. This result's suggested description is that POS can boost people's trust and beliefs. That their employer identifies and recompenses their struggles to accomplish superior performance. Research suggests that POS starts a social exchange process where individuals feel liable to support the organization in accomplishing its goals which leads to greater rewards. When an employee associates positively with their job and organization, this strengthens the association between them and within the realms of social exchange theory. As a result, individuals reciprocate organizational support in numerous ways and are more satisfied with their jobs. It is given that employees with POS sense an intrinsic compulsion to be socioemotionally devoted to the work and the organization as well. Thus, they are highly loyal and satisfied with their job and organization. On the basis of the above discussion, it is proposed that:

In two industrialized countries, Yundong (2015) examines and contrasts the relationship between organizational commitment and intrinsic motivation (US and China). The three components of organizational commitment created by Meyer and Allen (1991) are examined separately throughout the investigation. Partial least squares (PLS) were used for the Analysis, and the data were gathered from 330 samples that were collected in the US and China. The empirical findings show that, in both the US and China, there is a considerable positive link between intrinsic motivation, affective commitment, and normative commitment. by way of a sample of 350 respondents chosen at random from two western nations.' Intrinsic motivation is highly related to affective commitment, as Driscoll and Randall (1999) found. Furthermore, Johnson (2011) showed that organizational commitment and intrinsic motivation are positively correlated. These findings concur with those of Andressen, Konradt, and Neck (2012), who discovered that affective commitment is positively correlated with job motivation. Using the information above, this study hypothesizes that.

H2: There is a significant relationship between Job Satisfaction and Job support



Job Support and Job Performance

The organizational support theory states that POS indicates how much employees feel their employer values their contributions and is concerned about their welfare. POS could result in the sense of duty to care about the organization's welfare and aid in the achievement of its objectives. While doing so, POS should support employees' socioemotional demands by integrating their organizational membership and role status into their social identities and bolstering their perceptions that their employer values improved performance. Employers desire devoted, devoted, and loyal workers. Employees are more likely to emotionally connect to their organizations and have lower turnover rates and higher levels of job performance if employers give them a high level of support based on the reciprocity norm. It was shown by Rhoades et al. that employees' POS could raise JP in a meta-analysis of 70 research. However, some earlier investigations had contradictory findings. According to Stamper et al., salespeople's POS was unrelated to task performance. Additionally, earlier Research has indicated that POS mediates a wide range of organizational experience characteristics and may not directly affect job performance. Therefore, it is unclear if POS for university faculty members is directly connected with JP or whether it is mediated by other factors. This paper hypothesizes that

H3: There is a significant relationship between Job Support and Job Performance

Job Support as a Mediator

A mediator connects a cause and an effect by a third variable (Wu & Zumbo, 2008). It looks for the transitional step that connects the independent and dependent constructions. A mediator essentially has two roles: that of an independent variable and that of a dependent variable (Wu & Zumbo, 2008). They also claimed that Woodworth's writings were where the concept of mediation first appeared (1928); later, in the '80s, Baron and Kenny (1986) popularized it by identifying the criteria for mediation to occur. These conditions are the correlation between the causal construct with the outcome, the link between the causal variable and the mediator, and the mediator should have effects on the outcome (Baron, & Kenny, 1986). As indicated earlier in this study, that Job Support will be used as a mediating variable based on Mario and Franco's (2017) assertion that little attention was given to understanding the importance of and how Job Support influences the Job performance of employees. Furthermore, evidence from the literature has shown that a positive relationship exists between the independent and dependent variables (Job Satisfaction and Job performance) of this study, as well as between the mediator and dependent variable (Job Support and Job performance). Therefore there is a need for mediation in this study, having to mate the requirements outlined by (Baron & Kenny, 1986).

H4: Job Support mediates the relationship between Job Satisfaction and Job Performance

UNDERPINNING THEORY

Several theories, such as organization and administrative theory, progressive utilization theory (PROUT), ability motivation opportunity theory, and resources-based view, outlined how firms might use internal resources to achieve competitive advantages (RBV). The focus of the organizational and administrative theory is on the justification of organizational activities. While PROUT places a focus on increasing financial independence, RBV emphasizes a skill for utilizing an organization's resources for a competitive advantage, and cooperatives naturally adapt. AMO also places emphasis on a few complementary aspects of how HRM explains the connection between performance and results (Paauwe, 2009).

However, a key flaw in the organizational and administrative theory is its emphasis on structure rather than resources (Acedo, Barroso, & Galan, 2006). While Maheshvarananda and Branch (2010) merely confirmed the practical value and significance of the PROUT theory, AMO similarly considers factors at the individual level as opposed to the organizational level, such as abilities (A), which involve employees' knowledge, skills, and competencies, motivation (M), which examines how much employees' skills are geared toward activities, and opportunity (O), which is employees' opportunity, the ways that provide a chance (Boselie, Dietz, & Boon, 2005). RBV here has the edge over both PROUT, AMO, organization and administrative theories in light of the fact that it



has the capacity to gather resources and abilities of the organization to achieve supported competitive advantage and leads to OP. However, OCT will be considered an important theory in this study as a supporting theory because RBV alone cannot clearly explain the relationship among the variables, including the mediation relationship. Based on this argument, RBV and OCT are considered as underpinning theories in this present study

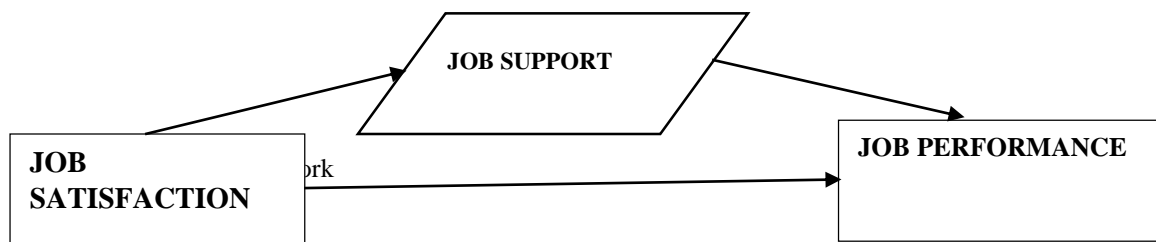
Resource Based View (RBV)

It is possible to trace the origin of the resource-based view (RBV) of the company back to Barney and Penrose, who created it more than 25 years ago. Wernerfelt (1984) offered support to the idea that the RBV perspective of a firm might add to the rational reasoning behind the theory. Penrose (1959) is regarded as one of the first scholars to recognize the impact of how an organizational resource influences its competitive position. Based on Barney, this study was conducted (1991). The extra value that individuals can provide to an organization is highlighted in the resource-based view (RBV) of that organization. Barney's theory, which views human capital as sensitive, became more relevant for this endeavor. People are valued as resources, and organizations will profit from their speculation about them. The idea of competitive advantage was first proposed by Ankli in 1992, and according to him, it arises from an organization's capacity to make a substantial contribution. Management had mastered the art of accepting that people—rather than any other resource—were what made an organization unique and that all other resources depended on them to provide value by the turn of the 20th century (Khavul, Bruton, & Wood, 2009).

From the RBV, it is also possible to infer that internal resources (promotion opportunities) can enhance managed competitive advantage by fostering the improvement of opportunities that are unique to a certain firm (Lado & Wilson, 1994). Once more, the continued unmatched performance and the advantage that many firms have in their unique capacity to manage HRM processes (Caliskan, 2010). According to Offstein, Gnyawali, and Cobb (2005), RBV suggests that an organization's competitive advantage is a result of its distinctive skill sets, resource advantage of valuable information, and decision-making capacity. The RBV was at first foreseen to move from an organizational product point of view to a resource point of view to better illustrate strategic management. Manroop et al. (2014) claim that, from an RBV perspective, ethical behavior has been connected to adding value to promotion opportunities and OP in terms of playing a crucial part in achieving organizational performance. Focuses on how ethical behavior is thought to provide strategic value for businesses and how human resource systems might affect that value. Recent studies based on the firm's RBV have attempted to demonstrate theoretically and experimentally how organizational resources can create strategic value for an organization (Barney, 1991; Barney, 1986. Value-building resources include; culture (Barney, 1986), learning (Fiol & Lyles, 1985), procedures (Nelson & Winter, 1982), entrepreneurship (Rumelt, 1987), and ethics (Litz, 1996).

Research Framework

The research framework will be framed to examine the mediating role of Job Support on the relationship between Job Satisfaction and Job Performance.



METHODOLOGY

This study employed a cross-sectional research design, in which data was collected between July and August 2022 using self-administered questionnaires. Focal Ministry, Parastatals, Boards and Government Agencies in the northwestern part of Nigeria were taken as the unit of Analysis. Three hundred and twenty-seven informants were asked to complete the survey package for their organizations. The sample to be used is 327 from the total population



of 350 based on Sekeran and Bougie (2013) and Salkind view determining sample size table. Smart PLS SEM 4 was used in the data analysis; it is a second-generation analysis technique that came to overcome the shortcomings of the first-generation statistical techniques like Manova, Factor analysis, and Analysis of variance. It is also considered important in testing measured latent variables and complex models (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). To be able to determine the consistency of the study instrument, content validity was also conducted. All the instruments to be used in the questionnaire were adapted from various sources with suitable internal consistency, reliability, and validity confirmed in the literature. Employees working in federal organizations were the target population of this study. As part of the field survey, 327 questionnaires were distributed to collect data from respondents. The data on Job Support, Job Satisfaction, and Job Performance will be collected through random sampling from the employees in the Public Sector of Nigeria. The ministries to be covered will include the Ministry of Finance, Water Resources and Transport, respectively.

The participants were selected based on stratified random sampling to ensure equal representation, allow an equal chance of selection and minimize bias. Based on gender, the majority of the participants are a male response rate of 261 (79.75 percent), while females account for 66 (20.25 percent). Regarding the age of the workers, 132 respondents had between 31-40 years, which is equal to 40.18 percent, while 89 respondents (27.61 percent) had between 21- 30 years, next 85 workers (26.07 percent) fell within the age bracket of 41-50 years. This is followed by those ages 51 and above constitute 20 responses (6.13 percent) of the total responses. With regards to with regard to qualification, the result reveals that the majority of the workers, 155 (47%), possessed a Diploma, and 94(27.9%) of them had a BSc/HND qualification. 40(11.9%) participants are secondary certificates holders, while 20 (5.9%) are master's holders, and 3 (0.9%) respondents possessed a Ph.D. Meanwhile, with regards to the years of experience, 89 respondents had between 1- 5 years of working experience (27.30 percent), 72 respondents had between 6-10 years of experience (22.08 percent), 53 workers had between 11-15 years since employment (15.95 percent), 38 employees had between 16-20 years work experience (11.66 percent), 59 respondents falls between 21-25 duration in service (18.09 percent), 10 workers had between 26-30 years in service (3.06 percent), and lastly 6 staffs had 31 years and above working experience (1.84percent) as can be seen in Table 1.

Table 1
Demographic Profile of Respondents

S/N	Characteristics	Frequency	Percentage	Valid percentage
1	Gender	Male	261	79.75
		Female	66	20.25
2	Age	21-30 years old.	90	27.60
		31-40 years old.	132	40.18
		41-and above	105	32.11
3	Qualification	Sec Cert	40	11.9
		Diploma	155	47.40
		BSc/HND	94	27.9
		Masters	20	5.9
		PhD	3	0.9
4	Work Experience	Less than one year	23	6.8
		One to five -1-5 years	41	12.2
		Six to Ten -6-10 years	228	69.7
		Eleven -11 years and above	35	10.4



Validity and Reliability of Measures

As mentioned earlier, the paper applied PLS-SEM algorithms to measure the construct's reliability and validity by assessing the measurement model. Reliability and validity assessment of constructs are the standards used in PLS-SEM analysis to assess the goodness of fit models (Hair, Hult, Ringle, & Sarstedt, 2013). The researcher, therefore, conducted a reliability analysis to determine the measure's internal consistency. The detailed result of validity and reliability conducted based on the Composite reliability and Average Variance Extracted is shown in Table 2. As can be viewed from the Table, the composite reliability of the constructs in the model is above the benchmark of 0.70 as the values vary between 0.930, 0.925 and 0.883, respectively (Hair et al., 2014). Furthermore, the Average Variance Extracted (AVE) falls within 0.525, 0.578 and 0.560, signifying that the minimum standard of 0.50 is achieved (Hair et al., 2013). The significance of the path coefficient (R^2) was also presented in the Table. It shows that 44 percent of variance was explained by the variables for direct relationship and 74.3 for the mediating effect. Hence, all the constructs were believed to have adequate reliability.

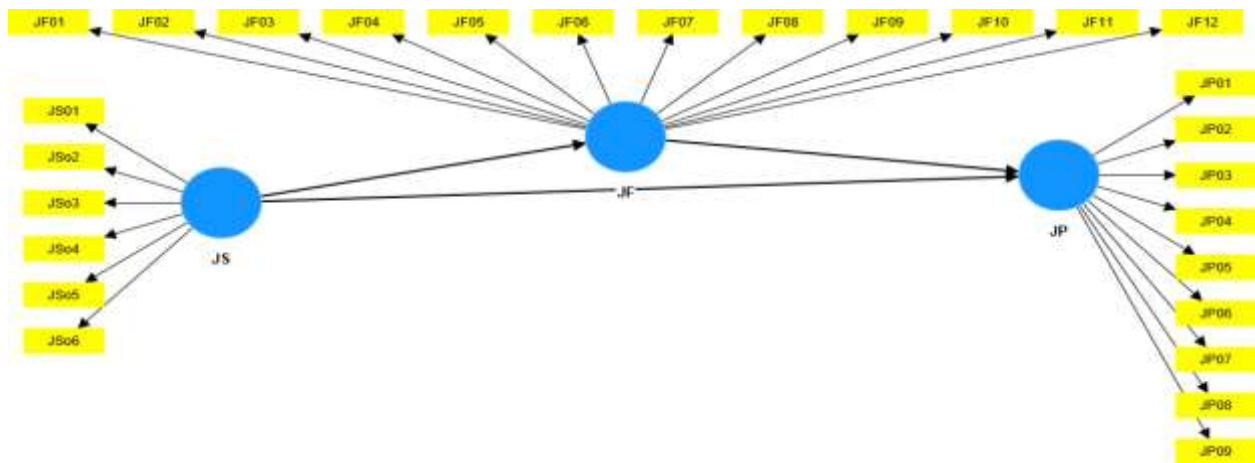


Figure 2 Measurement Model

Table 2

Showing the AVE, CR and R²

Constructs	CR	AVE	R ²
Job Satisfaction (JF)	0.930	0.525	0.441
Job Support (JS)	0.925	0.578	
Job Performance (JP)	0.883	0.560	0.743

Table 3

Latent Variable Correlations and Square Roots of AVE

Constructs	1	2	3
JF	0.822		
JP	0.725	0.760	
JS	0.664	0.740	0.748

The current study employed one of the most popular techniques for establishing discriminant validity which is the Fornell and Larcker criterion. This method is achieved by comparing the squared correlations among

the constructs and the AVE for the separate constructs (Fornell & Larcker, 1981). Table 3 reveals the results of the discriminant validity test through Fornell and Larcker criterion conducted by this paper. From the result, it is clear that squared correlations of all the variables in this study were below the AVE by the indicators measuring the variables. This signifies that both discriminant and convergent validity are up to standard.

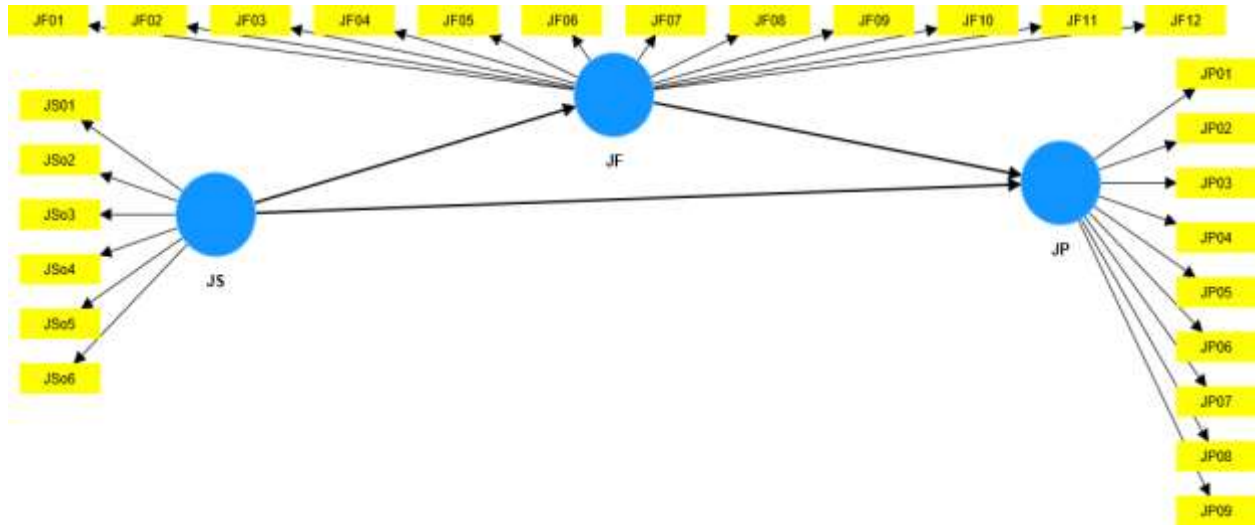


Figure 3 Structural Model

Hypothesis Testing

In testing the hypothesis, the current study used the PLS-SEM bootstrapping mechanism to measure the path coefficients' significance (see Figure 3). The paper hypothesized that H1. There is a positive relationship between Job satisfaction and Job Performance; H2, there is a positive relationship between Job satisfaction and Job support; H3. There is a positive relationship between Job Support and Job Performance. H4. Job Support mediates the relationship between Job Satisfaction and Job Performance. The statistical results from PLS-SEM bootstrapping confirmed a significant positive relationship between Job satisfaction and Job Performance and JP ($\beta = -0.048$, $t = 12.395$, $p < 0.000$), it also established that a significant positive relationship between Job satisfaction and Job support JF and JS ($\beta = 0.041$, $t = 16.83$, $p < 0.000$). More so, a positive relationship was found between Job Support and Job Performance JS and JP ($\beta = 0.032$, $t = 23.106$, $p < 0.001$), as can be seen in Table 4.

Table 4

Table 4.4 Summary of Findings and Hypothesis Testing

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	JF -> JP	0.59	0.04	12.3	0.00	Supported
H2	JF-> JS	0.66	0.04	16.83	0.00	Supported
H3	JS-> JP	0.74	0.03	23.10	0.01	Supported

From the results shown in Table 4 above, it is clear that all the direct relationships are statistically supported. Similarly, figure 5 shows hypothesis testing of mediation and relationships representing H4.

Table 5
Results of Hypotheses testing Mediation Relationships

Hypotheses	Relationship	Beta	SE	T-Sta	Decision
H4	JS->JF-> JP	0.394	0.043	9.095s***	Supported

*: p<0.1; **: p<0.05; ***: p<0.01

CONCLUSION

The main objective of this paper was to extend the literature on Job performance by testing the mediating role of Job support on the relationship between Job Satisfaction and Job performance. Through PLS-SEM analytical tool, the study tested the four hypotheses, which were in line with the objectives; the main findings show that Job satisfaction has a significant influence on Job performance. Likewise, Job support is a good predictor of Job satisfaction. Similarly, the finding empirically established that the relationship between Job satisfaction and Job performance can be explained through the link of Job support. Therefore, this study empirically extended the understanding of predictors of Job performance, although past studies mainly concentrate on other forms of performance, for example, Adaptive performance (Tabiu et al., 2018), Team performance, Woerkom and Croon, (2009), Team performance management (Chau & Witcher, 2008).

Managerial Implications

The findings of this paper possess several important implications. First, the findings extend extant literature by validating the significant and positive influence of Job satisfaction on Job performance, thus revealing that job support is also an important predictor of Job performance; more so, it was disclosed that the relationship between Job Satisfaction and Job Performance could be influenced through Job Support. Second, the results also provide additional information on the variables that can serve as predictors of Job performance. The paper is therefore suggesting that organizations can improve their employee Job performance by focusing on implementing suitable policies that can enhance workers' Job satisfaction. Furthermore, the study provides to the management and administrators of the public service, and beyond that, commitment is not only on the side of workers, but rather organizations should also be committed to providing Job support to its workers, as this can go a long way in promoting employee's Job performance.

Limitations

Although this paper provides additional evidence for the predictive capacity of Job satisfaction on Job performance, however, the study has some limitations. First, the paper used only one dimension of independent, dependent and mediating variables (JF, JP and JS) that explained only 44 and 78 percent of the variance of Job performance. This showed that there are still other predictors of Job performance. Therefore, future studies can focus on other dimensions of the variables such as Job engagement, normative commitment and continual commitment. Second, a questionnaire was the only means of collecting data for this paper, while this might be linked with social desirability bias. Hence, the need for further study that will use both questionnaire and interview sources of data collection. Third, the sample sizes (population) were both senior and junior civil servants from Nigeria. Future Research may separate senior and junior staff; this may allow generalization. Additionally, future Research may also try a sample from private sector organizations.

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